

# The PoliceChief



THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

SEPTEMBER 2014

## Mental Health's Impact on Policing

### Inside:

Crisis Intervention Training  
Cellphones, Smartphones,  
and Warrants

School Violence Threat  
Assessments

FUNCTIONAL PEAK BRAIN PERFORMANCE

# Achieve peak brain performance and peace of mind faster.

Evoke Neuroscience provides law enforcement officers, supervisors, executives, and first responders with an affordable, portable solution for achieving an effective level of peak brain performance.

Evoke's unmatched biofeedback solution can measure factors associated with decreased brain performance:

- anxiety
- sleep disturbance
- focus and attention
- organization
- decision-making

Learn more about Evoke's **Peak Brain Performance and Training** solution. See how you can increase performance without increasing your budgets.

[WWW.EVOKENEUROSCIENCE.COM](http://WWW.EVOKENEUROSCIENCE.COM)



See us at IACP  
Booth #816

**evoke**  
NEUROSCIENCE

1133 Broadway,  
Suite 412  
New York, NY 10010  
T: 917-261-6096  
F: 855-386-5387



## NORTHWESTERN UNIVERSITY CENTER FOR PUBLIC SAFETY

For more than 75 years, the Northwestern University Center for Public Safety has provided professional development to law enforcement professionals throughout the United States and abroad. NUCPS offers the world-renowned School of Police Staff and Command, as well as courses and programs in police management, police operations, police motorcycle operator and instructor training, crime scene investigation and forensics, crash investigation, transportation engineering and more.

### Training for the Next Generation of Public Safety Leaders

#### STAFF AND COMMAND

The School of Police Staff and Command prepares public safety managers for senior positions by combining academic principles with practical applications.

Recently redesigned, SPSC incorporates adult- and problem-based learning models and is now available online.

Register for an on-ground offering or benefit from the flexibility of online learning and complete SPSC Online without taking time away from your agency.

Learn more at  
[nucps.northwestern.edu/spsc1](http://nucps.northwestern.edu/spsc1)

- **Fort McCoy, Wisconsin**  
September 8–November 22, 2014
- **Libertyville, Illinois**  
September 15, 2014–January 16, 2015
- **Philadelphia, Pennsylvania**  
September 15, 2014–January 16, 2015
- **Evanston, Illinois**  
September 29–December 12, 2014
- **DeKalb, Illinois**  
October 6, 2014–February 13, 2015
- **Champaign, Illinois**  
November 3, 2014–March 13, 2015
- **Columbia, Missouri**  
December 8, 2014–April 17, 2015
- **ONLINE**  
January 12–June 14, 2015

#### ON-CAMPUS EVANSTON, ILLINOIS

- **Understanding Heavy Vehicle EDRs**  
September 8–12, 2014
- **Supervision of Police Personnel**  
September 15–26, 2014  
ONLINE September 8–November 2, 2014
- **Crash Investigation 1**  
September 15–26, 2014
- **Crash Investigation 2**  
September 29–October 10, 2014
- **NEW — Fracture Match Identification**  
October 6–8, 2014
- **CDR Technician Level 1**  
October 9, 2014
- **CDR Technician Level 2**  
October 10, 2014
- **CDR Data Analyst**  
October 13–17, 2014
- **Vehicle Dynamics**  
October 13–17, 2014
- **Crime Scene Technology 1**  
October 20–24, 2014
- **Traffic Crash Reconstruction 1**  
October 20–31, 2014
- **Crime Scene Technology 2**  
October 27–31, 2014
- **Crime Scene Technology 3**  
November 3–7, 2014
- **Traffic Crash Reconstruction 2**  
November 3–7, 2014
- **Digital Forensic Photography**  
November 10–14, 2014
- **Traffic Crash Reconstruction Refresher**  
December 2–4, 2014

#### ON-DEMAND

NUCPS course content, length and location can be tailored to address the specific requirements of any agency.

To learn more about customizing a NUCPS course to meet your needs, call 800-323-4011 or visit [nucps.northwestern.edu/policechief](http://nucps.northwestern.edu/policechief).





Gene Voegtlin/Editor

Danielle Gudakunst/Managing Editor

Sabrina Rhodes/Guest Editor

Margaret M. White/Proofreader

The Townsend Group/Advertising

Nuyiri Kasbarian/Circulation Assistant

Christian D. Faulkner and

Mara Johnston/Member Services

TGD Communications, Alexandria, Virginia/

Graphic Design and Production

Dianne Beer-Maxwell, Carolyn Cockroft,

Rosemary DeMenno, John Firman,

Ian Hamilton, Christina Horst, Kim Kohlhepp,

Nancy Kolb, Aviva Kurash, Eileen LeFurgy,

Phil Lynn, Michael Rizzo, David Roberts,

Cecelia Rosser, Paul Santiago,

Erin Vermilye/Editorial Advisors

Howe & Hutton, Ltd./Legal Counsel

<http://www.policechiefmagazine.org>

© Copyright 2014, by the International Association of Chiefs of Police, Inc. Reproduction of any part of this magazine without express written permission is strictly prohibited.

The Police Chief (ISSN 0032-2571) is published monthly by the International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-2357, USA; 703-836-6767; fax: 703-836-4543. Periodicals postage paid at Alexandria, Virginia, and additional mailing offices. Subscription rate of \$30 to IACP members is included in annual membership dues of \$120; subscription rate to nonmembers is \$30 per year, domestic and foreign. Single copy, current issue, \$2.50; back issues, \$3, except APRIL Buyers' Guide issue, \$12.50.

POSTMASTER: Send address changes to the Police Chief, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314, USA.

Canada Post: Publications Mail Agreement #40612608  
Canada returns to be sent to Bleuchip International, P.O. Box 25542, London, ON N6C 6B2

NOTE: New subscriptions and changes of address require six to eight weeks to process. Subscriptions begin with next available issue; for backdated subscriptions, place separate order for back issues desired. IACP will not be responsible for replacement of an issue if not notified of nondelivery by the 15th of the third month following the month of issue. Please check address label and promptly mail any necessary changes.

Articles are contributed by practitioners in law enforcement or related fields. Manuscripts must be original work, previously unpublished and not simultaneously submitted to another publisher. No word rate is paid or other remuneration given. Contributors' opinions and statements are not purposed to define official IACP policy or imply IACP endorsement.

Printed in the USA.



BPA business publication membership granted September 1991

Persons with mental illness come from every class, race, gender, income-level, and community. Mental health issues can be faced by anyone, from the community members that officers serve and protect to the officers themselves. This issue presents specific examples and recommendations to help law enforcement officers better understand mental health and how to protect persons with mental illness, those endangered by mental health situations, and themselves.

# The Police Chief

SEPTEMBER 2014  
VOLUME LXXXI, NUMBER 9

The official publication of the International Association of Chiefs of Police, Inc.

## ARTICLES

### 26 Vicarious Traumatization: A Guide for Managing the Silent Stressor

By Azadeh Famili, Mark J. Kirschner, and Ana M. Gamez

### 34 Responding to Mental Health Emergencies: Crisis Intervention Training in Loudoun County

By Michael L. Chapman

### 42 Targeted Violence in Schools: Understanding Mental Health and Managing the Risks

By Gene Deisinger and Marisa Randazzo

### 48 Managing the Dark Side: Treating Officers with Addiction

By Robin Kroll

### 52 Managing Encounters with Returning Veterans

By Stephen F. Curran, Scott W. Allen, Daniel W. Clark, Douglas Craig, and LaMaurice H. Gardner

### 58 Law Enforcement Encounters with Sovereign Citizens

By IACP Committee on Terrorism

### 62 Proactive Property Crime Reduction: Utilizing Interagency Policing, Technology, and Partnerships to Target and Apprehend Offenders

By Steve Dye



Learn how TN Highway Patrol is reducing traffic accidents and fatalities using predictive analytics. Register for IBM's complimentary webinar on Wednesday, September 18, 2014, at 2:00 p.m. ET at [bit.ly/IACPPoliceChief](http://bit.ly/IACPPoliceChief).

## COLUMNS

### 6 President's Message: Strengthening Police-Community Relations

By Yousry "Yost" Zakhary

### 10 Legislative Alert: Congress Returns: What to Expect

By Nancy Kolb

### 12 Officer Safety Corner: Maintaining Focus: Life Plans for Success in Law Enforcement and Beyond

By Edward Bergin

### 14 Research in Brief: Supporting Effective Implementation of Strategic Crime Reduction Efforts

By Natalie Kroovand Hipple and Edmund F. McGarrell

### 16 Chief's Counsel: Do I Really Need a Warrant?

By Anni Lori Foster

### 18 From the Acting Director: BJS Census of Law Enforcement Agencies: Examining Changes in Staffing, Budgets, and Agency Functions

By William J. Sabol

### 56 Product Feature: Online Education Fits Neatly with the Law Enforcement Lifestyle

By Scott Harris

### 72 Technology Talk: Why Participating in NIBRS Is a Good Choice for Law Enforcement

By David J. Roberts and Paul Wormeli

### 76 Highway Safety Initiatives: Drive to Save Lives/Drive to Zero Campaign

By Brandon Gardner

## DEPARTMENTS

### 8 The Dispatch

### 20 Advances & Applications

### 21 IACP Working for You

### 66 New Members

### 70 Product Update

### 78 Index to Advertisers

## POLICE CHIEF ONLINE

### A Package Deal: Police, Fire, and EMS All in One

By Susan M. Hilal and David Squier Jones

### Unlock the Mystery of Mental Illness with CIT—A Community Approach to Officer Safety

By Donald Turnbaugh



## ASSOCIATION OFFICERS — 2013–2014

**President** Yousry "Yost" Zakhary, Director, Woodway Public Safety Department, 920 Estates Drive, Woodway, TX 76712

**Immediate Past President** Craig T. Steckler, Chief of Police (Retired), Fremont Police Department, 2000 Stevenson Boulevard, Fremont, CA 94538

**First Vice President** Richard Beary, Chief of Police, University of Central Florida Police Department, PO Box 163550, Orlando, FL 32816

**Second Vice President** Ronal Serpas, Chief of Police, New Orleans Police Department, 1300 Perdido Street, New Orleans, LA 70112

**Third Vice President** Terry Cunningham, Chief of Police, Wellesley Police Department, 485 Washington Street, Wellesley, MA 02482

**Fourth Vice President** Donald De Lucca, Chief of Police, Golden Beach Police Department, 1 Golden Beach Drive, Golden Beach, FL 33160

**Vice President at Large** Jim Craze, Chief of Police, Greenbelt Police Department, 550 Crescent Road, Greenbelt, MD 20770

**Vice President at Large** Kent Barker, Chief of Police, Tualatin Police Department, 8650 SW Tualatin Road, Tualatin, OR 97062

**International Vice President** Barbara Fleury, Chief Superintendent, Director of International Policing, Royal Canadian Mounted Police, Ottawa, Canada

**Vice President-Treasurer** Dwight Henninger, Chief of Police, Vail Police Department, 75 S Frontage Road, Vail, CO 81657

**Division of State Associations of Chiefs of Police General Chair** Peter Carnes, Chief of Police, Stonehill College, 320 Washington Street, Easton, MA 02357

**Division of State and Provincial Police General Chair** Michael D. Edmonson, Colonel, Superintendent, Louisiana State Police; and Deputy Secretary, Department of Public Safety & Corrections, 7919 Independence Boulevard, Baton Rouge, LA 70806

**Parliamentarian** James McLaughlin, General Counsel/Executive Director, Texas Police Chiefs Association, 1312 E. Hwy. 290, Suite C, PO Box 819, Elgin, Texas 78621

**Executive Director** Vincent Talucci, International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

### IACP Fellows

Ross Arends, Bureau of Alcohol, Tobacco, Firearms, and Explosives

Joey Benford, Prince George's County Police Department

Ed Bergin, Anne Arundel County Police Department

Timothy Dickinson, Northern Virginia Community College

Steve Kane, Office of the Provost Marshal General

Zach Perron, Palo Alto Police Department

Christopher Scallon, Norfolk Police Department

### Annual IACP Conferences

2014 (121st) • Oct. 25–29 • Orlando, FL

2015 (122nd) • Oct. 24–27 • Chicago, IL

2016 (123rd) • Oct. 15–18 • San Diego, CA

# Ensuring Integrity.

# Worldwide.

Over 500 public safety agencies in the United States, Australia, Canada and New Zealand stake their reputations on IAPRO.

They know that detecting performance and misconduct issues upstream before they become serious is a best practice they can't afford to be without.

To learn more about IAPRO and proactive integrity, contact us at 800-620-8504 or [www.iapro.com](http://www.iapro.com).

# IAPRO

THE LEADING PROFESSIONAL STANDARDS SOFTWARE. WORLDWIDE.

[www.iapro.com](http://www.iapro.com)

## Reeves® namebadges and service attachments

Adjusto-Lok® secures on shirts, jackets, winter-wear.

# REEVES

SERVING

1947

SINCE

Visit [www.reevesnamebadges.com](http://www.reevesnamebadges.com)

Most shipping is next or following day!

**View** fine illustrations and descriptions of each of our nine namebadge models and our unique slide-on attachments for rank, service, title and more!  
**Call** 1-800-452-1161 for the friendly support of our Laurie, Sam or Sandra with your questions or with your order entry be it on phone or online.

## Strengthening Police-Community Relations

Recent events have shone a spotlight on law enforcement agencies, officers, and the tactics and equipment that we employ to protect our communities. As a result of these events, many observers and commentators, as well as ordinary citizens, have raised important questions about the state of police-community relations.

It is clear that over the past two decades, many communities throughout the United States have witnessed a decline in the rate of crime. Years of effective, proactive, and progressive policing efforts by U.S. federal, state, local, and tribal law enforcement agencies have transformed neighborhoods into safer, more secure communities.

However, as police leaders, we recognize that no single factor has been more crucial to reducing crime levels than the partnership between law enforcement agencies and the communities we serve. We know that in order to be truly effective, police agencies cannot operate alone; we must have the active support and assistance of citizens and communities.

We also realize that this successful partnership is crucial. High-profile incidents and allegations of police misconduct can drive a wedge between law enforcement officers and the citizens we have sworn to protect. Establishing and maintaining a safe community requires an ongoing concerted effort to work together.

It is for these reasons, and in light of recent events, that the IACP will shortly be convening a summit to examine the current state of police-community relations, the evolving landscape of threats that confront law enforcement, and the need for policies and procedures that ensure fair and equitable policing practices.

The summit will bring together a wide range of law enforcement officials, community leaders, academic researchers, and policy experts from around the United States and the world to discuss the myriad issues and concerns that shape and impact the relationship between police departments and the communities we serve.

### The 1033 Program

Another key concern expressed by many observers has been the use of equipment made available to law enforcement agencies through the Department of Defense (DOD) Excess Property Program (1033 program). In fact, President Obama has ordered a review of this program and an examination of its value to the law enforcement community.

As we know, the 1033 program has assisted law enforcement agencies across the United States in obtaining officer protection and tactical

equipment that they would not otherwise be able to secure. This equipment has undoubtedly improved the safety of U.S. law enforcement officers and enhanced their abilities to protect citizens and communities from harm.

In my own experience as chief in Woodway, Texas, I have seen firsthand the life-saving benefit of the 1033 program; we used equipment acquired from the 1033 program to aid a seriously wounded officer and rescue citizens under fire from high-powered rifles.

Law enforcement executives understand that recent events have given rise to questions about this program and its value to law enforcement agencies and the communities we serve. For these reasons, the IACP is committed to working with the White House, the U.S. Department of Justice, and all agencies involved in this important, and timely, review of the 1033 program.

I am confident that this review will clearly demonstrate that the vast majority of this equipment has been properly transferred to and deployed by law enforcement agencies. I am also certain that this review will demonstrate the vital role that this equipment has played in protecting our communities and officers.

### The Need for a New Commission

However, despite the importance of the IACP summit and the U.S. federal administration's review of the 1033 program, it is clear that

a broader, more strategic and comprehensive review and discussion about the future of the U.S. criminal justice system is absolutely vital.

For over 20 years, the IACP has called for the establishment of a national commission on law enforcement and the administration of justice that would be empowered to give close examination to many of the issues that were at the center of recent events. We need a commission that will conduct an examination of every aspect of the U.S. criminal justice systems, including, but not limited to, crime prevention, law enforcement, the judiciary, corrections, and offender reentry.

Despite our success in reducing crime rates, U.S. state, tribal, and local law enforcement executives have grown increasingly concerned with the lack of a central, comprehensive plan to guide U.S. criminal justice efforts. Agencies are struggling to balance their post-9/11 homeland protection responsibilities with the law enforcement community's traditional crime-fighting efforts. The already tight budgets of state, county, municipal, and tribal agencies have been forced to absorb the costs associated with increased training needs, overtime, and equipment purchases.

Coupled with these pressures is the continuing need to ensure the protection of civil rights and civil liberties, which is central to a strong community-police relationship, and therefore, vital to our crime-fighting and homeland security efforts.

For far too long, law enforcement agencies have viewed these issues, and the challenges they bring, in isolation. As a result, we have developed solutions that address immediate concerns, but fail to provide the comprehensive systemic reform that is necessary in order to be truly successful in meeting the needs of both law enforcement agencies and the communities we serve.

We can no longer afford to wait; the time has come. The creation of a commission is no longer something we could do; it is something we must do. Today, we the leaders in the criminal justice system have a responsibility to make this issue one of our highest priorities. I believe we can significantly improve our ability to effectively fight crime, reduce police officers' deaths, and enhance police-community relationships with the creation of a comprehensive strategic plan. I call on each of you, the leaders in our profession, to add your voices to our cause by acting locally with the leaders in your communities and sharing with each of them the urgency of our cause and ask them to join with us in calling for establishment of a "National Commission on Law Enforcement and the Administration of Justice." ♦



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



See us in Orlando, Florida!  
IACP 121st Annual Conference  
Booth 2509  
ORANGE COUNTY CONVENTION CENTER  
OCTOBER 25 - OCTOBER 28, 2014

# GET IT RIGHT

Command Answers

**Maximize your resources** — Proven answers are on IACP Net.<sup>SM</sup>

**No Time?** IACP Net reduces research time and saves valuable staff hours.



**Main e-Library**  
Best practices,  
award-winning  
programs, and  
other resources



**Policies e-Library**  
Policies from  
today's top  
departments



**Forms e-Library**  
Forms and  
documents from  
other agencies



**Networking**  
Connect directly  
with your peers

**Tight Budget?** IACP Net identifies hundreds of opportunities for your department to utilize.



**Funding**  
Current grants  
and free  
resources



**Events & Training**  
Free training and  
opportunities



**Hotline Support**  
Live IACP Net  
customer service  
24/7

**Limited Manpower?**

The IACP Net team is ready to help when you need it most.



IACP Net<sup>SM</sup> is a service mark and Command Answers<sup>®</sup> is a registered service mark of Logix, Inc. All rights reserved.

GET IT RIGHT

Add the most comprehensive law enforcement information resource to your agency. Call 800.227.9640.



**Command Answers<sup>®</sup>**  
[www.iacpnet.com](http://www.iacpnet.com)





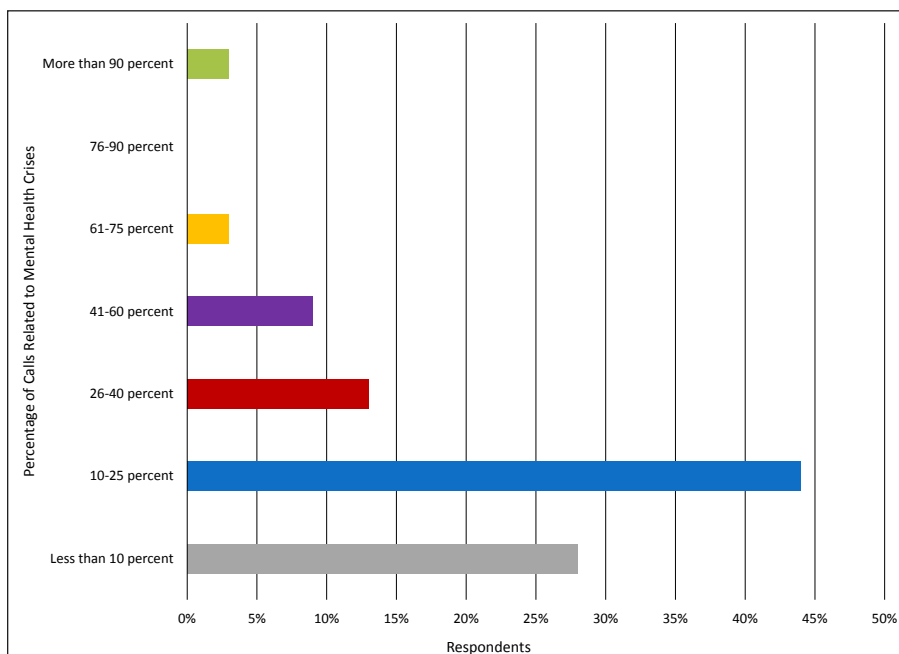
# THE DISPATCH

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

## MEMBERS SPEAK OUT

In July, *Police Chief* asked about the number of calls that involve mental health crises. Here's what you told us.

### *Jurisdiction's Average Percentage of Calls Related to Mental Health Crises*



"It's hard to put a real hard number on those calls. I would say that it's probably at least 20 percent, but it's probably higher than that. And what we've done in Tucson is created a link to the crisis line, so when crisis calls come in to 9-1-1...in certain circumstances where there's not imminent risk of danger to themselves or others, they need help...so we divert that call to a crisis line if that person's trained to de-escalate that situation...the great thing is we've worked together with the crisis response network there in Tucson to create that line."

*Sergeant Jim Kirk, Retired,  
Tucson, Arizona, Police Department*

"Obviously we're getting more now with the issue of substance use and opiate overdoses and all the things that are coming into that glimpse as well, so substance abuse disorders certainly come into that as well.... You have to respond to the needs of the community and the community includes persons who are in crisis and persons who are experiencing mental health challenges. You've got to be prepared to deal with both, and you cannot send your officers out there as first responders, handling those approximately 10 percent of calls without the requisite training to do that."

*Captain Joseph Coffey,  
Warwick, Rhode Island, Police Department*

"Almost a decade ago I was part of Michigan's task force on [persons with mental illness]. In the opening statement of the subsequent voluminous report it stated that the front door to mental health services in Michigan was the county jail. Things have not changed since."

*Gary Goss, Police Chief,  
City of Northville, Michigan, Police Department*

"We had just under 300 calls related to [persons with mental illnesses] last year. Each call lasts on average around three hours."

*Mark Matsuda, Chief of Police,  
Torrance, California, Police Department*

## FROM OUR READERS

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

*Do you have a comment you want to share with other Police Chief readers? Send a note to [letters@theiacp.org](mailto:letters@theiacp.org) and you may see your letter in The Police Chief!*

## YOUR TURN ◀▶

*What populations are covered in your agency's training program?*

Visit  
[www.policiechiefmagazine.com](http://www.policiechiefmagazine.com)  
to tell us your answer and look for the results in the November 2014 issue of *Police Chief*!

# discover policing.org



INSPIRING AND RECRUITING  
TOMORROW'S OFFICERS TODAY

## PROTECT. SERVE. CONNECT.

Are You...

- Seeking those extraordinary men and women who are drawn to a life of public service?
- Looking for no-cost resources for your recruitment efforts?
- Interested in providing prospective candidates with an accurate portrayal of the full range of police service opportunities?

The International Association of Chiefs of Police and the Office of Community Oriented Policing Services are dedicated to serving the law enforcement community and have united to address a priority concern of police administrators: **recruitment**.

**DiscoverPolicing.org** is a nationwide police recruitment and career exploration website with a host of resources for hiring agencies, job seekers, and educators. Log on today to post a vacancy, search resumes, be a mentor, and more!



# **COPS**★

**COMMUNITY ORIENTED POLICING SERVICES**  
**U.S. DEPARTMENT OF JUSTICE**

## Congress Returns: What to Expect

By Nancy Kolb, Senior Program Manager, IACP

After spending the month of August on recess, the U.S. Congress will be returning this month for a short fall session in advance of the November 2014 midterm elections. Although little is expected in the way of congressional action before the election, a number of bills of interest to the law enforcement community were introduced prior to the recess and additional bills are anticipated to be introduced in September. Below is an overview of these bills and a roundup of the topics likely to be addressed over the coming months.

### Appropriations

No Fiscal Year (FY) 2015 spending bills were sent to the U.S. president prior to the August recess. The U.S. Senate has yet to pass any FY 2015 spending bills; the U.S. House has approved seven. The House Commerce, Justice, Science, and Related Agencies (CJS) Appropriations Bill passed in the House (H.R. 4660) and funds the U.S. Department of Justice at \$27.8 billion, an increase of \$383 million above the FY 2014 enacted level. The House bill would fund the Byrne Program at \$376 million and the COPS hiring program at \$180 million. The version approved by the Senate CJS Appropriations Committee (S. 2437) provides \$28 billion to the U.S. Department of Justice, with Byrne funded at \$376 million and COPS at \$180 million.

With the federal fiscal year ending on September 30, 2014, it is likely that the U.S. Congress will need to approve a short-term continuing resolution that would provide funding for U.S. federal agencies until Congress returns after the November midterm election. Once Congress returns, it will have the opportunity to complete work on the outstanding appropriations bills, or it may choose to pass another continuing resolution to be addressed by the 114th Congress when it assembles in January 2015.

### Military Surplus Program (1033 Program)

There are significant discussions about reforming the U.S. Department of Defense (DOD) 1033 program that permits the transfer of excess DOD supplies and equipment to state and local law enforcement agencies. In light of recent events, the program has received significant scrutiny from Congress, the White House, and the public.

Congressman Hank Johnson (D-GA) has been working on the Stop Militarizing Law Enforcement Act for the last several months and plans to introduce the bill in September 2014. In the Senate, the Committee on Homeland Security and Governmental Affairs Financial and Contracting Oversight Committee will hold hearings about the future of the 1033 program. The IACP and a broad coalition of law enforcement organizations have been actively discussing the value of the 1033 program with various members of the U.S. Congress. IACP welcomes the opportunity to showcase the value of the equipment provided to state and local law enforcement agencies through the 1033 program. Often this equipment is cost-prohibitive, but essential to providing services to our communities and to protecting law enforcement personnel. Purchasing this equipment outside the 1033 program would ultimately cost local taxpayers a significant amount. If your agency has benefited from the procurement of equipment from this program, please share this with your congressional delegation.

### Immigration

Prior to the August recess, the U.S. House narrowly passed a \$694 million emergency supplement to address border security and the influx of unaccompanied children trying to enter the United States illegally. With the U.S. Senate unable to pass similar legislation prior to the break, it is likely that Congress will not pass a supplemental funding bill and address this request for funds in the FY 2015 continuing resolution.

### Recently Introduced Legislation

Prior to the August recess, several pieces of legislation were introduced in the U.S. House and referred to the House Judiciary Committee. The IACP is in the process of reviewing these bills.

- Congressman Mike Honda (D-CA) introduced the Responsible Body Armor Possession Act of 2014. The legislation would prohibit the sale, purchase, use, or possession of enhanced military-grade body armor by anyone who is not a member of law enforcement, active duty military, or otherwise authorized.
- Congressman Tim Walberg (R-MI) introduced the Civil Asset Forfeiture Reform Act of 2014. The legislation makes changes to civil asset forfeiture laws to include changes to the burden of proof, the innocent

owner defense, proportionality, and equitable sharing agreements.

- Congressman Patrick Murphy (D-FL) introduced the National Silver Alert Act of 2014. The legislation would establish a national communications network to assist with search efforts for missing seniors and help to integrate state silver alert plans and work in conjunction with the AMBER Alert communications network.

### Senate Panel Holds Hearing on Domestic Violence and Stalking

On July 30, 2014, the U.S. Senate Judiciary Committee held a hearing on protecting women from gun violence to discuss the Protecting Domestic Violence and Stalking Victims Act of 2013 (S. 1290) introduced by Senator Amy Klobuchar (D-MN) and the Lori Jackson Domestic Violence Survivor Protection Act (S. 2483) introduced by Senator Richard Blumenthal (D-CT). Both bills seek to expand the definition of "intimate partner" to include dating partners and to restrict access to firearms from those under temporary restraining orders and those convicted of stalking. The IACP is currently reviewing both bills.

### DEA Reschedules Hydrocodone Combination Products

In late August 2014, the U.S. Drug Enforcement Administration published a Final Rule moving hydrocodone combination products (HCPs) from Schedule III to the more restrictive Schedule II.

The Controlled Substances Act (CSA) places substances with accepted medical uses into one of four schedules, with the substances with the highest potential for harm and abuse being placed in Schedule II, and substances with progressively less potential for harm and abuse being placed in Schedules III through V. HCPs are drugs that contain both hydrocodone, which is a Schedule II drug, and specified amounts of other substances, such as acetaminophen or aspirin.

"Almost seven million Americans abuse controlled-substance prescription medications, including opioid painkillers, resulting in more deaths from prescription drug overdoses than auto accidents," said DEA Administrator Michele Leonhart; the DEA's "action recognizes that these products are some of the most addictive and potentially dangerous prescription medications available."

The final rule will go into effect 45 days after publication. ♦





# WORK SMARTER



# GET SHARPER



# PERFORM BETTER

**IACP** 2014  
**OCTOBER 25-28**  
**EXHIBITS: OCTOBER 26-28**

ORANGE COUNTY CONVENTION CENTER  
WEST BUILDING | ORLANDO, FLORIDA



*Serving the Leaders of Today and  
Developing the Leaders of Tomorrow*

Time is ticking and the countdown is on. The **IACP Annual Conference and Expo** is right around the corner, delivering four high-impact days of non-stop education, dynamic networking opportunities, and tactical solutions and equipment to help you and your team better serve and protect. The most valuable professional law enforcement opportunity of the year awaits you—**commit to excellence and take action TODAY.**

**It's not too late—REGISTER NOW.**

**Hardcopy registration ends September 10, 2014. Onsite registration opens at 1 p.m., Friday, October 24.**

[www.theIACPconference.org](http://www.theIACPconference.org) | Use Source Code: **PCAD5**

## Maintaining Focus: Life Plans for Success in Law Enforcement and Beyond

By Major Edward Bergin,  
Anne Arundel County, Maryland,  
Police Department, and IACP  
Visiting Fellow



Law enforcement is a rare profession in which the practitioners continually train for violent encounters that are often life-and-death situations. In order to prepare for such incidents, officers tend to leave the police academy physically fit and armed with the knowledge to jump into the profession. For some, however, it takes only a few years away from their training to fall into a daily routine and lose their focus on the importance of education, health, and physical fitness.

Law enforcement personnel must continue to remain focused on their bodies and minds to lead a successful and safe career. A lack of focus or predictability during a shift can lead to serious injury or even death. While it is important to think about one's day-to-day safety while on the job, it is just as important to set the stage for life after policing.

As officers set their law enforcement careers in motion, they should always keep the end in sight by having a life plan to guide them safely to retirement. An officer should start formulating a plan upon completion of the police academy. If a plan is not already in place, he or she should start planning now. Retirement may seem like a distant reality, but eventually the hours devoted to work, family life, and other responsibilities will compete for time, and an officer suddenly might find him- or herself a year or two away from retirement without a plan for that next chapter. Post-academy plans should consist of both what officers want for their careers and what they want to do after their policing careers end. Enhancing one's education and keeping tabs on one's health and physical fitness must be an integral part of these long-term plans.

### Furthering Education

Can furthering their education help officers maintain focus? The answer is, yes. It is important that members of law enforcement manage their time appropriately and find the time to enhance their education. A life plan ideally includes post-secondary education, and every officer should strive to better him- or herself by obtaining a college degree. In fact, many police departments today require or prefer an applicant to possess or be actively working

toward a college degree. Many current officers also elect to pursue post-secondary education to obtain advanced degrees that enhance their skill sets in leadership, management, and other areas relevant to policing, and such education generally improves their opportunities for promotion. To remain competitive, officers must make education a priority. Not everyone has the means to obtain an advanced degree, but dedicated officers should always be seeking out ways in which to improve their knowledge base and broaden their life skills. Focusing on something other than the daily grind of police work not only provides another extracurricular outlet for an officer, but ultimately expands the life experiences of officers and helps them develop new skills.

For law enforcement leaders, not only is a formal education important, but extensive training regarding new law enforcement strategies and leadership also helps executives become more effective. External educational opportunities such as the FBI National Academy not only build the effectiveness of law enforcement leaders, they can also prove to be important venues for networking with peers.

Each day an officer learns more by responding to calls, attending specialized training, and conducting complex investigations. This learning process continues throughout the entire law enforcement career, but taking learning beyond day-to-day work compounds its benefits. Expanding their horizons opens officers to innovation, which helps them become more effective as problem solvers and leaders in the community.

---

***As officers set their law enforcement careers in motion, they should always keep the end in sight by having a life plan to guide them safely to retirement.***

---



Continuing education can also carry them forward in life and help them pursue advanced opportunities after policing. In addition, working on a formal education keeps officers' minds active and, through the appropriate courses, can teach them how to maintain their bodies, as well. For example, the FBI National Academy leadership courses teach not only the importance of education, but also the importance of one's health as a component of leadership. As part of the training, the academy incorporates a required physical fitness component.

### Maintaining a Regular Regimen of Physical Fitness

Police officers graduate from the training academy in what is likely the best shape of their lives and ready to take on the world because of the tools on their belt and the training they receive. Along the way, however, they sometimes lose the discipline of daily exercise and the importance of focusing on fitness. Maintaining an appropriate level of fitness is an important aspect to an officer's life plan—joining a gym and working out for an hour a day are all one needs. Some agencies have physical fitness programs, exercise incentives, or facilities for workouts, which can alleviate the cost of gym memberships and make fitness opportunities more accessible to officers. For example, in Howard County, Maryland, the police department gives officers the opportunity to exercise the first hour or last hour of their workday, depending on staffing and workload.

Specialty units also offer the ability for officers to incorporate exercise programs into their training and daily activities. Bike patrol assignments and training are a great way to stay in shape while policing communities. Special Weapons and Tactics (SWAT) teams have traditionally taken the lead in prioritizing physical fitness training, a characteristic that should be expanded to patrol officers and other units.

Agencies can take an active role in their officers' fitness through department-wide activities, as well. In Anne Arundel County, Maryland, Chief Kevin Davis recently held a "Chief's Fitness Challenge," in which 120 sworn and civilian members of the agency participated in early morning or afternoon weight loss programs. Prizes were awarded to the top performing male and female participants. These types of innovative programs help officers and other employees get on the right track for their health and physical fitness. Regardless of the resources available, officers need to make time to maintain their fitness and health—their lives may depend on it.

### Conclusion

Traditionally, law enforcement focuses on safety through situational awareness and developing officer safety in training scenarios. Maintaining focus should start with the body and mind. If an officer's health is not top-notch, he or she is less likely to perform at high levels under stress. The criminal element studies and

observes the habits of law enforcement officers, and if officers neglect their fitness, criminals can take advantage of this, which jeopardizes officer safety. If this is compounded by failing

to develop officers' minds through education, law enforcement officers are missing the chance to better serve their communities and set their futures in motion. ♦

## The IACP Center for Officer Safety and Wellness

The IACP Center for Officer Safety and Wellness strives to establish a culture of health, safety, and wellness by emphasizing these values as they impact officer performance from recruitment to retirement. Learn more about the Center at [www.theiacp.org/CenterforOfficerSafetyandWellness](http://www.theiacp.org/CenterforOfficerSafetyandWellness).

## Citizens File Reports Online

### Select Incident Type

There are several different continue. If the incident yo

Select	Incident Type
<input type="radio"/>	Harassing Phone Call
<input type="radio"/>	Hit and Run
<input type="radio"/>	Identity Theft
<input type="radio"/>	Lost Property
<input type="radio"/>	Theft
<input type="radio"/>	Vandalism
<input type="radio"/>	Vehicle Burglary

### Provide a Convenient and Immediate Service to Citizens without Dispatching an Officer!

#### The Desk Officer Online Reporting System

- Saves valuable personnel time while enhancing service to citizens
- Interfaces with your existing records management system, or acts as a stand alone system that produces professional reports suitable for filing
- Has a user-friendly interface so agency personnel can review, approve, follow-up, or reject reports in minutes
- Can be used by citizens to file reports in English, Spanish, Chinese, French, or any other two languages
- Facilitates crime tips, traffic complaints, employee commendations, can be used as an online 3-1-1 system, and much more
- Qualifies under various grant categories including technology, community relations, service enhancements, homeland security, and many more
- Allows agencies to reallocate resources to proactively address crime trends and better meet the needs of the community

Outstanding Customer Satisfaction

**copLogic**  
(800) 734-9293

"This new on-line reporting system has more than adequately met our needs. 26.3% of our reports are now done on-line by the customer"

Chief Craig Steckler; Fremont Police

"...go-live went extremely well and APD is proud to publish your new service. It's been wildly more popular than we had anticipated"

Brian Metras; Anchorage Police  
IT Manager

231 Market Place, Suite 520 | San Ramon, Ca 94583

WWW.COPLOGIC.COM



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

## Supporting Effective Implementation of Strategic Crime Reduction Efforts

*By Natalie Kroovand Hipple, PhD, Assistant Professor, Department of Criminal Justice, Indiana University; and Edmund F. McGarrell, PhD, Director and Professor, School of Criminal Justice, Michigan State University, and Member, IACP Research Advisory Committee and Environmental Crimes Committee*

The last several decades of criminal justice research has revealed three key findings: (1) communities can reduce crime and violence through data-driven processes and evidence-based strategies; (2) effective implementation of these processes and strategies is central to crime reduction; and (3) implementation of strategic innovations is difficult and often met with resistance.<sup>1</sup> In an effort to support law enforcement agencies and their respective partners in effective implementation of strategic crime reduction efforts (SCREs), a team of scholars at Michigan State University (MSU), supported by the Bureau of Justice Assistance (BJA), is developing the Violence Reduction Assessment Tool (VRAT). The VRAT is intended to serve as a planning and resource tool to identify assets and gaps and provide resources to address the gaps, with the goal of supporting the effective implementation of evidence-based SCREs.

### Research Findings

The research behind the development of the VRAT has involved a literature review on implementation science, as well as MSU's experience in a series of Office of Justice Programs (OJP) strategic crime reduction efforts, including the Strategic Approaches to Community Safety Initiative, Project Safe Neighborhoods (PSN), the Comprehensive Anti-Gang Initiative, and the Drug Market Intervention program. Additionally, a modified Delphi research process has been used to tap into the knowledge of a group of subject matter experts, including police

leaders, prosecutors, community members, social service providers, and researchers, who have been involved in strategic crime reduction initiatives. The findings of this process indicate that the differences between effective and ineffective implementation center on several key dimensions, including governance and project management; partnerships; reliable, accurate, and current data and analysis; and feedback and awareness.

### Governance and Project Management

Research has demonstrated that successful implementation of strategic crime reduction efforts is strongly tied to the participating agencies' levels of commitment and leadership.<sup>2</sup> This appears to be the case for leadership at both the executive and management levels.<sup>3</sup> In the example of PSN, personnel at high-implementation sites spoke of the clear commitment of the U.S. Attorney and chiefs of police to significantly reduce gun crime.<sup>4</sup> Similarly, research on the adoption of intelligence-led policing (ILP) in New Zealand found that the commitment of police executives and managers to significantly reduce crime was a key factor in ILP adoption.<sup>5</sup>

Successful SCRE implementation requires the application of sound project management skills to the effort, the commitment of sufficient personnel and resources by relevant stakeholders for a period of time long enough to complete the project, and thorough project governance. This type and length of commitment is needed to ensure that problem assessment, program design, and program implementation occur. This is particularly important for law enforcement agencies, as they typically are the lead agency or one of the lead agencies when it comes to implementing a SCRE. If strategic crime reduction efforts are to be pursued, committed leadership and effective management are critical.

### Partnerships

Given the current climate of doing more with less and the realization that crime problems are more than just police problems, the ability to communicate and to establish partnerships with

other law enforcement agencies, community groups, governmental entities, and social service agencies is vital to the comprehensive nature of implementing a SCRE. Leveraging and strengthening current partnerships, and creating new ones when needed, will often increase the likelihood of success for a SCRE. The existence (or absence) and depth of two partnership types are relevant to a SCRE: (1) criminal justice partnerships and (2) community partnerships (private, non-government, and public institutions).

### Data and Analysis

The successful implementation of a SCRE requires the capabilities to gather, share, and interpret vast quantities of criminal justice or other data to identify the setting and those involved with the crime problem, as well as to measure the progress and impact of the strategies. Although law enforcement agencies collect large amounts of data, the ability of an agency to analyze the data and the resources available to do so vary greatly across the United States. It may be easy to overlook the information and data issues involved in this work, but experience has shown them to be key factors in program success.

### Feedback and Awareness

As a SCRE progresses, it is crucial that partners provide feedback and share updates, both positive and negative. Sharing this information with all partners facilitates continuous learning and improvement. Additionally, it is imperative that the organization provides the necessary training to partners, properly tracks output and outcome measures, and determines if resource allocation is effective. Feedback is important to keeping stakeholders invested, from those on the line level to the command staff, and contributes to achieving the long-term goal of crime reduction.

Ultimately, these four components are interconnected and reinforce one another. For example, data are needed for feedback and accountability. Positive feedback and information suggesting mid-course corrections are critical for maintaining executive-level commitment and the necessary resources.

## Action Items

Police chiefs seeking to implement SCREs should be aware of the implementation challenges, as well as their key role in communicating commitment and a sense of mission to the effort. They need to think carefully about human resource allocation to manage the efforts and partnerships with key criminal justice organizations, governmental and non-governmental agencies, and community groups. The quality of and access to data will be critical for problem analysis, ongoing assessment, and outcome measures. Finally, chief executives can support training, communication, and, ultimately, accountability for strategic crime reduction efforts.

As noted, the VRAT is a resource, planning, and support instrument that will assist communities in assessing their capacities for the effective implementation of a SCRE and minimize implementation failure. Ultimately, the instrument will assist communities in (1) assessing their capacities to effectively implement a crime reduction strategy; (2) assessing their local crime problems; (3) identifying evidence-based and promising strategies for reducing violent crime; and (4) connecting with resources to accomplish the first three goals.

While piloting and instrument validation are currently under way, law enforcement executives are encouraged to think about the four key implementation dimensions identified if they plan to undergo a strategic crime reduction effort. Agencies interested in participating in

the pilot may contact the authors via email at [nkroovan@indiana.edu](mailto:nkroovan@indiana.edu) and [mccgarrel@msu.edu](mailto:mccgarrel@msu.edu) or via phone at 812-856-2759 and 517-355-2192, respectively. ❖

**The Violence Reduction Assessment Tool has been developed in close consultation with a group of subject matter experts (SMEs). These SMEs come from the fields of law enforcement, prosecution, and research, as well as the community, and have been involved in successful strategic crime reduction efforts across the United States.**

### Notes:

<sup>1</sup>Anthony A. Braga and David Weisburd, "The Effects of Focused Deterrence Strategies on Crime: A Systematic Review and Meta-Analysis of the Empirical Evidence," *Journal of Research in Crime and Delinquency* 49, no. 3 (August 2012): 323–358; National Research Council, *Fairness and Effectiveness in Policing: The Evidence*, ed. Wesley Skogan and Kathleen Frydell, Committee to Review Research on Police Policy and Practices, Committee on Law and Justice, Division of Behavioral and Social Sciences and Education

(Washington, DC: The National Academies Press, 2004); Malcolm W. Klein and Cheryl L. Maxson, *Street Gang Patterns and Policies* (New York: Oxford University Press, 2006); Edmund F. McGarrell et al., "Attempting to Reduce Firearms Violence Through a Comprehensive Anti-Gang Initiative (CAGI): An Evaluation of Process and Impact," *Journal of Criminal Justice* 41, no. 1 (2013): 33–43; Nina Cope, "Intelligence Led Policing or Policing Led Intelligence: Integrating Volume Crime Analysis into Policing," *British Journal of Criminology* 44 (2004): 188–203; Jerry H. Ratcliffe, *Intelligence-led Policing* (Portland, OR: Willan, 2008).

<sup>2</sup>Edmund McGarrell et al., "Project Safe Neighborhoods and Violent Crime Trends in U.S. Cities," *Journal of Quantitative Criminology* 26, no. 2 (June 2010): 165–190.

<sup>3</sup>Steve Darroch and Lorraine Mazerolle, "Intelligence-Led Policing: A Comparative Analysis of Organizational Factors Influencing Innovation Uptake," *Police Quarterly* 16, no. 1 (March 2013): 3–37; Dennis P. Rosenbaum, Sandy Yeh, and Deanna Wilkinson, "Impact of Community Policing on Police Personnel: A Quasi-Experimental Test," *Crime & Delinquency* 40, no. 3 (July 1994): 331–353.

<sup>4</sup>McGarrell et al., "Project Safe Neighborhoods and Violent Crime Trends in U.S. Cities."

<sup>5</sup>Darroch and Mazerolle, "Intelligence-Led Policing."

This project is supported by Award #2010-GP-BX-K002 and Award #2012-DP-BX-K001 awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect those of the Department of Justice.

**NOVEMBER 17-20, 2014 | CHARLES TOWN, WEST VIRGINIA**



### JOIN US TO:

- Help build the world's first fully integrated global resource center to combat human trafficking.
- Participate in collaborative, invigorating, and hands-on sessions with experts from around the world.
- Network with law enforcement, NGO, and victim-support specialists dedicated to ending human trafficking.
- Make this important international initiative a reality.

[www.TogetherLetsStopTraffick.org](http://www.TogetherLetsStopTraffick.org)



This event is led by the International Police Training Institute (IPTI), supported by the FBI NAA (National Academy Associates), and hosted by AMU.

## Do I Really Need a Warrant?

By Anni Lori Foster, Attorney at Law,  
Phoenix, Arizona

The U.S. Supreme Court has decided the lingering question of whether officers need a warrant to search information contained on a cellphone by answering with a resounding “get a warrant!” After listening to the oral arguments in both *Riley v. California* and *U.S. v. Wurie*, it is not a surprise that the court was reluctant to establish an exception to the rights afforded by the Fourth Amendment, but is the three word phrase “get a warrant” that has summarized the opinion in the cases really all officers need to know?<sup>1</sup>

No.

A true understanding of the court’s decision requires a more in-depth review of the “search incident to arrest trilogy,” as the court called it.

The search incident to arrest exception has been addressed numerous times by the U.S. Supreme Court over the past several decades, beginning in 1969 in *Chimel v. California*.<sup>2</sup> In that case, the court stated that “when an arrest is made, it is reasonable for the arresting officer to search the person arrested in order to remove any weapons that the latter might seek to use in order to resist arrest or effect his escape.” The court’s purpose in carving out this exception concerned the need for officer safety and the preservation of evidence that otherwise may be destroyed. The *Chimel* decision established that officers were permitted to conduct a search of the arrestee and the area “within his immediate control” or the area from within which an arrestee might gain possession of a weapon or destructible evidence.<sup>3</sup>

In part two of the search incident to arrest trilogy, the court refers to *United States v. Robinson*, which was decided in 1973. In that case, the court stated that a “custodial arrest of a suspect based on probable cause is a reasonable intrusion under the Fourth Amendment; that intrusion being lawful, a search incident to arrest requires no additional justification.”<sup>4</sup> Thus, *Robinson* seemed to indicate that any area—whether within immediate control or not—may be subject to search if a person is being arrested. However, the court clarified this point in the 1977 case, *United States v. Chadwick*, by limiting the holding in *Robinson* to “personal property immediately associated with the person of the arrestee.” The limitation was based on the concern that the application of the *Robinson* ruling could result in an invasive search of an arrestee’s home without the necessity of a warrant when a

person was taken into custody somewhere other than his or her home.<sup>5</sup>

The third and final case of the U.S. Supreme Court’s trilogy placed limits on the search incident to arrest exception as applied to searches of vehicles. In *Arizona v. Gant*, the court found that, although officer safety and evidence preservation are the foundation of the search incident to arrest exception, officers must have reason to believe that evidence of the crime of arrest would be found in the vehicle. Additionally, the court determined that once an arrestee is secured and no longer has access to the vehicle, the interests of officer safety and evidence preservation are greatly diminished to the point that the exception may no longer apply.<sup>6</sup> Thus, the trilogy rule dictates the court’s analysis of the facts in *Riley* and *Wurie*.

Something not widely reported regarding the court’s decision are the facts that govern the *Riley* decision. These cases demonstrate the breadth of the trilogy rule’s application by the court. First, in *Riley*, the phone searched was a smartphone, while the phone searched in *Wurie* was a 15-year-old flip phone with limited capabilities. This is an important fact because much was made of the differences between the two and whether the differing technology—minicomputer versus an outdated flip phone—should dictate differing rules. Additionally, the searches performed in the two cases were a bit different. In *Riley*, the officers searched for photographs and videos related to gang activity after a normal traffic stop that resulted in the discovery of illegally concealed weapons.<sup>7</sup> In *Wurie*, though, the phone rang multiple times while *Wurie* was being taken into custody and booked. When the phone was ringing, the external display indicated that the call was from “my house.” Once the phone was opened, the internal home screen displayed a photo of a woman with a child. Other than opening the phone, the only action taken by officers in *Wurie* was to check the call log and identify the phone number associated with “my house.” This information was then put into an online phone directory, which provided an address associated with the phone number. The associated address was ultimately used, in addition to other evidence, to secure a warrant for a search of the suspect’s residence.<sup>8</sup>

The importance of the factual difference in these cases is that the court considered the different types of technology that are currently in use. The facts of both cases provided scenarios

that allowed the justices to apply the trilogy and consider whether a new exception or rule was appropriate. One such scenario that the court focused on in its analysis was the comparison to a wallet that was seized pursuant to arrest. Generally, the trilogy would allow an officer to look into the wallet when making an arrest. However, such a search would turn up only a limited amount of information. However, a similar search of a cellphone has the potential to contain enough information to fill a filing cabinet.<sup>9</sup> Additionally, an analogy was drawn between evidence that may be found in a wallet—such as a recent address that was visited or the business card of an affiliate—versus the timing, location, and tracking information that can be obtained from a smartphone. Such detailed information was deemed to be outside the scope of the reasoning behind the search incident to arrest exception.<sup>10</sup>

Ultimately, the justices determined that no difference should be drawn between older technology (analog flip phone) and newer technology (smartphone). The court stated that technology now exists that allows a person to carry his or her entire life—including photos, videos, financial documentation, political and religious affiliations, and even diaries—in a pocket. Such information is clearly extensive and within the scope of the “papers and effects” provision of the Fourth Amendment. The court’s reasoning was derived not only from the trilogy, but also from the intent behind the Fourth Amendment itself. The justices were concerned that accepted limitations on searches of briefcases might not extend to the same information that is now carried in a handheld device, whether it is a cellphone or a tablet. In this vein, the court drew a line with regard to these devices, considering them more akin to computers seized during an arrest than to wallets.

Finally, one of the main concerns from law enforcement regarding the necessity of a warrant exception for cellphones hinged on the possible destruction of evidence through a remote wipe of the contents of a phone.<sup>11</sup> During oral arguments, the court heard from both parties about the use of Faraday bags and the ability of evidence to be destroyed while law enforcement is attempting to secure a warrant.<sup>12</sup> On this point, the court was not willing to create a bright line rule to limit the Fourth Amendment’s protections simply due to the risk that evidence on the phone could be destroyed. The court cited the ability to get warrants relatively quickly in this day and age



and that law enforcement could always conduct a search if there were facts that supported an exigency regarding information on the phone. Additionally, arguments relating to exigency due to automatic lock features on smartphones that make access to some devices nearly impossible were not persuasive enough to sway the court away from the warrant requirement.

Thus, the “get a warrant” summary of the court’s decision in *Riley* and *Wurie* is accurate and based on a long line of cases that limit exceptions to the warrant requirement. However, the parameters for the warrant requirement are found in the details of the facts and circumstances that may or may not constitute an exigency. As is typical of the justices, they alluded to issues that law enforcement is already dealing with but for which no case law exists. The arguments in these cases and the inquiries from the justices indicate that upcoming questions may concern data that are collected with a warrant and whether there are any limitations on what can be done with the data once obtained. On this point, the court will no doubt have a strong opinion—in the meantime, get a warrant. ♦

#### Notes:

<sup>1</sup>*Riley v. California*, 573 U.S. \_\_\_\_ (2014). Full opinion may be found at [www.supremecourt.gov](http://www.supremecourt.gov); *United States v. Wurie*, 573 U.S. \_\_\_\_ (2014).

<sup>2</sup>*Chimel v. California*, 395 U.S. 752 (1969).

<sup>3</sup>*Id.* at 762–763.

<sup>4</sup>*United States v. Robinson*, 414 U.S. 218 (1973).

<sup>5</sup>*United States v. Chadwick*, 433 U.S. 1, 15 (1977).

<sup>6</sup>*Arizona v. Gant*, 556 U.S. 332, 350 (2009).

<sup>7</sup>*Riley*, 573 U.S. \_\_\_\_, at 2–4.

<sup>8</sup>*Id.*

<sup>9</sup>*Id.* at 9.

<sup>10</sup>*Id.* at 10.

<sup>11</sup>*Id.*

<sup>12</sup>Transcript of Oral Arguments, at 29–30, *Riley v. California*, No. 13-132, (U.S. Supreme Court, April 29, 2014).



IRELAND

## Commissioner An Garda Síochána

An Garda Síochána (Irish Police Force) is the primary law enforcement agency in Ireland, providing the policing and security service on a 24 hour basis throughout the state through its 13,000 Garda members, 2,000 members of civilian staff and 1,300 Garda reserve members.

We are seeking an exceptional individual for the position of Commissioner of An Garda Síochána. For detailed information about this role and the selection process, please visit [www.publicjobs.ie](http://www.publicjobs.ie).



**publicjobs.ie**

An tSeirbhís um Cheapacháin Phoiblí  
Public Appointments Service

The closing date for receipt of applications is Thursday 25th September, 2014.

We are committed to a policy of equal opportunity and encourage applications under all nine grounds of the Employment Equality Act.



## SOMETIMES, THE DIFFERENCE BETWEEN JUSTICE AND INJUSTICE IS A FORENSIC INVESTIGATOR.

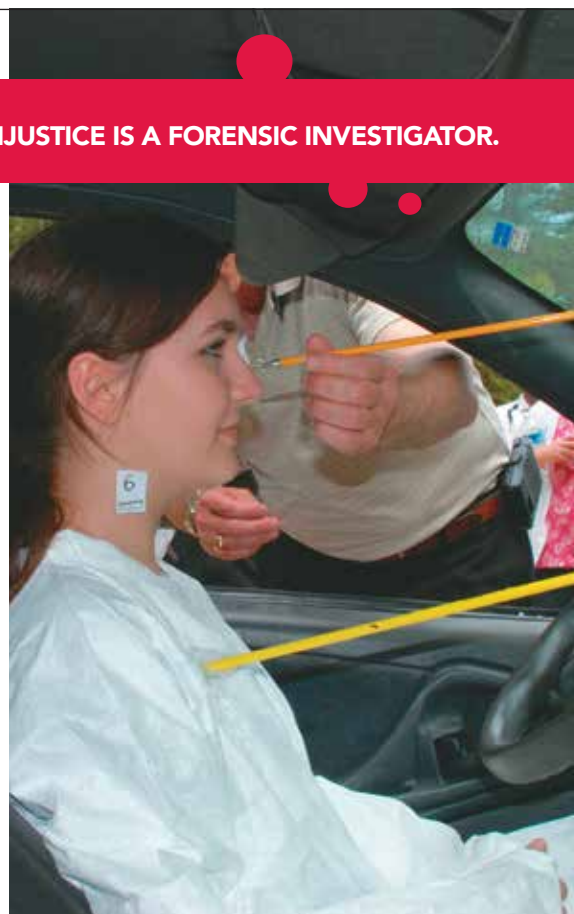
### The Clinical Forensic Evaluation of Gunshot Wounds program is now enrolling.

Expand your forensic investigative skills. The program includes:

- Instruction by Dr. Bill Smock, one of the country’s foremost educators and experts in clinical forensic medicine
- Two courses, consisting of
  - a 24-hour online module
  - a 2-day lab practicum at Galen’s state-of-the-art, high-fidelity simulation center in Louisville, KY
- Reconstruction of officer-involved shootings
- Evidence recognition, collection and preservation
- Trajectory, range-of-fire and entrance/exit determinations, forensic photographic imaging—and more



To contact us and enroll in the program, visit [galencenterpd.com/forensics](http://galencenterpd.com/forensics) or call 1-855-200-GCPD.



## BJS Census of Law Enforcement Agencies: Examining Changes in Staffing, Budgets, and Agency Functions

Since 1992, the Bureau of Justice Statistics (BJS), the principal statistical agency in the U.S. Department of Justice, has conducted the Census of State and Local Law Enforcement Agencies (CSLLEA) approximately every four years—the latest version is in the field now.<sup>1</sup> The census is designed to identify and document changes in the number, functions, and operations of U.S. law enforcement agencies. It provides important information for law enforcement executives and researchers alike.

The CSLLEA obtains information from about 18,000 state and local law enforcement agencies in the United States. The survey is relatively brief and is limited to gathering information about agencies' organization, functions, and special services. The data allow BJS to examine and describe changes in law enforcement agencies.

### Information generated by BJS's Census of State and Local Law Enforcement Agencies

Agency organization	<ul style="list-style-type: none"> <li>• Type of government operating the agency</li> <li>• Operating budget</li> </ul>
Staffing	<ul style="list-style-type: none"> <li>• Number and attributes of sworn officers</li> <li>• Participation in multidisciplinary task forces or other partnerships</li> </ul>
Operational functions	<ul style="list-style-type: none"> <li>• Patrol, response, and criminal investigation</li> <li>• Traffic maintenance and vehicle-related activities</li> <li>• Special public safety functions and services, such as bomb or explosives disposal units, firearms background checks, and victim services programs</li> </ul>

Using the data collected, BJS can describe changes in key characteristics of U.S. law enforcement agencies and provide current U.S. benchmarks for measures, including the number of full-time sworn officers per 100,000 residents. The data are also valuable to law enforcement executives who want to examine how the trends and issues affect agencies of a similar size to their own.

**Agency numbers.** Census data describe changes in the number of existing agencies. For example, data can be used to describe the churn that occurs among agencies, as some open, close, or consolidate with other jurisdictions.

**Overall staffing.** Census data describe where fluctuation in sworn officers occurs. By comparing trends over time, the data also provide an understanding of whether the decade-long

slowing of growth that occurred during the 2000s continued during the 2010s. For example, from 1992 to 2000, more than 95,000 sworn officers were added to state and local police departments. Between 2000 and 2008, the rate of increase in the number of sworn officers slowed, as about 57,000 were added to state and local law enforcement agencies. The latest census data will show whether there were impacts of the economic downturn that began in 2008, including changes in the number of sworn officers or differential allocation of staff among sworn personnel and other personnel. The CSLLEA also collects data on the characteristics of sworn personnel, including race, Hispanic origin, and sex; the number returned to employment from active military duty; the number of community policing officers and school resource officers; and the primary responsibilities of sworn officers.

**Law enforcement functions.** For the first time, the latest version of the CSLLEA collects data on new functions and operations of police departments, such as personnel dedicated to providing crime victim assistance service or police services on tribal lands. The census also documents agency participation in specialized task forces focused on gangs, anti-terrorism, cybercrime, and human trafficking and which U.S. state and local police departments partnered

with international agencies such as INTERPOL or directly with foreign government agencies.

**Data from other sources.** A critical benefit of the CSLLEA occurs when BJS combines it with statistical data from other sources to more fully examine how the organization, staffing, and functions of state and local police departments vary. For example, by combining CSLLEA data with U.S. Census Bureau data on the characteristics of populations served, BJS can describe how changes in the number of sworn officers vary with the economic status of the communities served. Using U.S. Census Bureau data also allows BJS to describe how the race, Hispanic origin, and sex of sworn officers compare with the distribution of adults in the communities served. Similarly, combining the FBI's Uniform Crime Reporting Program data with CSLLEA data allows BJS to identify whether the changes in the number of sworn officers may be associated with changes in crime rates and arrest rates.

**More frequent and timely surveys.** In addition to describing state and local law enforcement agencies, BJS uses the CSLLEA to draw samples of agencies for special studies. Currently, BJS and the law enforcement community are discussing the development of a system to rapidly obtain data (within three months) on key emerging or important issues facing police departments. Without the roster of U.S. agencies obtained through CSLLEA, such a system would not be feasible.

The CSLLEA relies on the cooperation of U.S. law enforcement agencies and their desire to support research and data collection efforts, and BJS deeply appreciates this support. CSLLEA data collection is scheduled to be completed in early 2015. After completing data analysis, BJS will issue a report describing the general trends in the number and type of agencies, including the number, characteristics, and functions of officers, and CSLLEA data will be publicly available at that time. ♦

### Note:

<sup>1</sup>BJS is the principal agency in the U.S. Department of Justice that collects, analyzes, publishes, and disseminates statistical information on crime, criminal offenders, victims of crime, and the operation of justice systems at all levels of U.S. government. For more information about BJS, visit [www.bjs.gov](http://www.bjs.gov).

For further information about the CSLLEA see [www.bjs.gov/index.cfm?ty=dcdetail&iid=249](http://www.bjs.gov/index.cfm?ty=dcdetail&iid=249).



*William J. Sabol, Acting Director, U.S. Bureau of Justice Statistics*

*It's a night to remember...*

*to share...*

*to celebrate...*

*It's a night you simply cannot miss.*



*Join us at the*  
**IACP 2014**  
*Annual Banquet*

*Tuesday, October 28, 2014, 6:00 PM - 10:00 PM*  
*Orange County Convention Center - West Building, Valencia Ballroom*  
*Tickets are limited and sold on a first-come, first-served basis*  
*Order when you register to ensure your place at the banquet*

[www.theIACPconference.org](http://www.theIACPconference.org)





## 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.*



### Multiple Louisiana Police Departments Deploy digiTICKET eCitation System to Boost Productivity and Safety

Saltus Technologies announces that the police departments of St. Francisville and Hammond, Louisiana, are successfully issuing citations with the digiTICKET eCitation solution. Deployed on handheld devices, digiTICKET allows officers to streamline the ticketing process, reduce dangerous roadside time, and avoid errors that can result in lost revenue.

St. Francisville and Hammond opted for digiTICKET as a service procurement option. Using this software as a service (SaaS) procurement method, digiTICKET is being implemented with zero upfront costs and no long-term financial commitment.

"Maximizing officer presence and efficiency is a key goal for us. We've recently deployed digiTICKET software as a service to provide that force multiplier," says Chief Forbes, St. Francisville, Louisiana, Police Department. "It gets my officers back on patrol faster while making digital citation information immediately available to our court system. We expect it will reduce errors and bottlenecks in our citation process."

St. Francisville and Hammond join a growing list of Louisiana police departments using the digiTICKET system. digiTICKET currently has more than 3,200 end users in 12 U.S. states generating over 50,000 eCitations monthly. It has been a key contributing factor in increasing efficiency for state and local governments by reducing errors, improving productivity, and eliminating manual processes.

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

### LifeLine Ambulance Deploys DriveCam Powered by Lytx across Entire Fleet

Lytx, Inc. (formerly DriveCam, Inc.) announces that it has signed a full-fleet deployment agreement with LifeLine Ambulance, a trusted ambulance provider throughout Southern California. LifeLine provides basic life support (BLS); critical care transportation (ACLS); neonatal and pediatric intensive care unit transportation (NICU/PICU); and bariatric transportation administered by emergency medical technicians, respiratory therapists, and registered nurses.

Prior to implementing the comprehensive DriveCam Program, LifeLine used a do-it-yourself camera function only, but quickly realized that the power of the program was in the predictive analytics it provides. LifeLine has now decided to roll out the DriveCam Program fleet-wide.

"When you provide a critical service to the community, and the smooth operations of your business can mean the difference between life and death, there is no room for error, which is why we selected the DriveCam Program for our driver safety solution," said Max Gorin, co-founder of LifeLine Ambulance. "Sifting through hours of video clips on our own was ineffective, which is why we switched to the managed services program where a team of experts analyzes our driver performance. We expect to immediately increase good driving behavior, identify and eliminate problem driving, and reduce risk."

DriveCam powered by Lytx improves safety by combining data and video analytics with real-time driver feedback and coaching, resulting in reductions in collision-related costs and fuel consumption. Using the patented Lytx Engine, the DriveCam Solution scores, prioritizes, and tracks the results of driving behaviors to identify improvement opportunities for increased safety. An in-vehicle device captures driving behavior, which is reviewed and scored by trained professionals, then passed on to the fleet for use in coaching drivers.

Fleets manage the DriveCam Program through the DriveCam Online Platform, a web-based online portal. With 24/7 secure access, DriveCam Online provides the important information fleets need to monitor fleet risk and prioritize what's needed to maximize a safety

program, along with providing the necessary tools for coaching drivers to improve their driving behavior. Featuring dashboards, alerts, and configurable reports, DriveCam Online is key to driver risk management success.

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

### AS&E, Inc. Receives Order for Two ZBV Mobile Screening Systems from the Kingdom of Lesotho: ZBV Systems Will Help Improve Border Security

American Science and Engineering, Inc. (AS&E), announces the receipt of an order for two ZBV mobile screening systems from a new international customer, the Kingdom of Lesotho. The ZBV systems will screen vehicles and cargo for threats and trade fraud on the Lesotho's border with South Africa to facilitate trade and counter smuggling.

The Lesotho Revenue Authority (LRA) has launched a Customs Modernization Program aimed at simplifying border procedures while speeding up the inspection process. The ZBV systems, with their safe and effective technology, ease-of-use, and high-throughput capability will greatly support this initiative.

LRA spokesperson Mr. Pheello Mphana says, "The LRA is pleased to acquire this advanced technology to support our modernization process. Following our detailed examination of non-intrusive inspection systems, the ZBV provides the optimum solution to deploy on our borders to facilitate trade by reducing inspection delays and the cost of compliance, improve border control, and detect illicit cross-border movement."

A breakthrough in X-ray inspection technology, the ZBV system allows for immediate deployment and rapid inspection to reveal explosives, drugs, currency, alcohol, cigarettes, and other organic threats or contraband. With more than 730 systems sold to date, AS&E's ZBV system is used by leading government agencies, border authorities, law enforcement, military organizations, and security agencies in more than 64 countries. Since its introduction in 2003, the ZBV system has consistently received the highest marks for quality, reliability, and performance, with a proven record of detection results. ♦

For more information, visit [www.as-e.com](http://www.as-e.com).

# IACP WORKING FOR YOU

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

## Safeguarding Children of Arrested Parents Policy

In an effort to improve policy and positively impact the lives of a specific group of children, the IACP collaborated with the U.S. Department of Justice's Office of Justice Programs (OJP) to develop and release the model policy, *Safeguarding Children of Arrested Parents*. The report addresses best practices for police interactions with children when a parent has been arrested, and the policy it presents is designed to counter the potential trauma faced by children in this situation. The policy was developed through collective input from a variety of sources, including subject-matter experts.

Sponsored by the Bureau of Justice Assistance (BJA), the *Safeguarding Children of Arrested Parents* policy is a detailed outline with instructions for agencies to improve their own policies and procedures and recognize the needs of children in these situations while carrying out their investigative and arrest responsibilities.

The report is available online at [www.theiacp.org/ChildrenofArrestedParents](http://www.theiacp.org/ChildrenofArrestedParents). For more information, contact Phil Lynn at 703-863-6767, extension 324, or [lynnp@theiacp.org](mailto:lynnp@theiacp.org).

## Law Enforcement's Leadership Role in Juvenile Justice Reform

In September 2013, the IACP convened the National Summit on Law Enforcement Leadership in Juvenile Justice to develop and improve agencies' responses to children and teens whose paths cross with law enforcement, and it recently released the subsequent summit report. The summit received support from the John D. and Catherine T. MacArthur Foundation as part of an initiative to contribute to the reform of the juvenile justice system.

The report, *Law Enforcement's Leadership Role in Juvenile Justice Reform: Actionable Recommendations for Practice and Policy*, presents police agencies with 33 tangible courses of action to employ when interacting with young offenders, as well as when working with local, state, and federal law enforcement partners. The recommendations are categorized into eight thematic areas, including making juvenile justice a priority within agencies, collaboration and

information sharing, pathways to school completion, and promoting alternatives to arrest, court referral, and detention.

The summit report is available online at [www.theiacp.org/portals/0/documents/pdfs/JuvenileJusticeSummitReport.pdf](http://www.theiacp.org/portals/0/documents/pdfs/JuvenileJusticeSummitReport.pdf). For more information, contact Kate Rhudy at [rhudy@theiacp.org](mailto:rhudy@theiacp.org).

## Smaller Law Enforcement Agency Training Series

Law enforcement agencies serving fewer than 50,000 people comprise 86 percent of all law enforcement agencies in the United States, and with fewer resources and smaller budgets, these smaller law enforcement agencies face unique leadership challenges. Since 2001, IACP, in partnership with the U.S. Department of Justice Bureau of Justice Assistance (BJA), has offered specialized training to meet the needs of smaller law

enforcement agencies' executives.

The 14th Annual Smaller Agency Certificate Track will be held October 25–28, 2014, at the 121st IACP Annual Conference in Orlando, Florida, in room W110B of the Orange County Convention Center. During this track, law enforcement executives and experts will present innovative strategies tailored for smaller agencies. This year's track includes 14 workshops on a variety of administrative, tactical, and leadership solutions. Topics include small agency analytics, recruitment and retention, officer safety, transitioning from a large to small agency, and more. ♦

For more information on the track schedule and additional resources, visit [www.iacpsmallerdepts.org](http://www.iacpsmallerdepts.org) or contact Jennifer Styles at 1-800-THE-IACP, extension 804, or [styles@theiacp.org](mailto:styles@theiacp.org).

## Webinar: Reducing traffic accidents and fatalities with predictive analytics

September 18 • 2 pm EDT

Find out how the Tennessee Highway Patrol is using data analytics to help reduce traffic accidents and fatalities by predicting where and when accidents are most likely to occur.



### Speaker: Larry Godwin

Deputy Commissioner, Tennessee  
Department of Safety and Homeland Security

Register now at  
[bit.ly/IACPPoliceChief](http://bit.ly/IACPPoliceChief)





### Smart is...

***Using predictive analytics to assess the risk of recidivism in domestic violence suspects, and focus on bringing the most dangerous offenders to justice***

Manually prioritizing domestic violence cases took Portland Police Bureau's Domestic Violence Reduction Unit (DVRU) several hours each day – time that officers wanted to spend pursuing suspects. Working with Portland State University, the DVRU has developed a predictive model that predicts which suspects are likely to offend again, helping to prioritize and assign the most important cases to investigators. Even with fewer investigators in the team, the DVRU can now investigate more cases and make more arrests, helping to protect vulnerable families and the wider community.

## Portland Police Bureau

*Brings high-priority offenders to justice with predictive analytics*

Imagine you are the police sergeant in charge of Portland's Domestic Violence Reduction Unit (DVRU). Every day, you receive dozens of reports of domestic violence incidents from across the city – and you have to decide which cases to assign to your officers for investigation first. How do you make that choice?

Sergeant Greg Stewart explains: “We used to rely on individual officers’ intuition and experience – but that was very time-consuming and the results were open to interpretation. We wanted to find a data-driven, repeatable method that would help us prioritize the most important cases quickly and without bias – and focus on catching the most dangerous offenders.”

In partnership with Portland State University, the DVRU developed a sophisticated statistical model based on IBM® SPSS® Statistics – a solution from the IBM Watson™ Foundations portfolio. The model automatically assesses the key risk factors that make a suspect most likely to commit further domestic violence offenses in future – enabling officers to focus on bringing the most dangerous offenders to justice.

### Optimizing case review and assignment

Sgt. Stewart explains: “Like most special police units, we used to review and assign every case manually. Each officer would review the cases in his section of the city, and then we would have a meeting with the whole unit to discuss priorities. Finally, the sergeant in charge would spend further time assigning the cases. It meant that the unit was spending several hours every day in meetings – instead of out in the community, investigating cases and pursuing suspects.”

The DVRU was also concerned that this manual review and assignment process might not be the most effective way of protecting families and the community. Officers tended to select cases where they knew they could apprehend the suspect quickly – for example, by going to their place of work.





---

## Business benefits

- Increased the number of cases investigated by 111 percent over the first two years of deployment.
  - Contributed to a 21 percent increase in the number of cases cleared by arrest during that period.
  - Saves time on case reviews and assignments, boosting DVRU productivity by 25 percent.
  - Enables a greater focus on the most dangerous "priority one" offenders.
- 

But as Sgt. Stewart points out: "If you arrest a suspect at work, they may get fired as a result. We know that loss of employment can be a destabilizing influence that makes people more likely to commit domestic violence offenses. So we were worried that focusing on this kind of arrest might be causing as many problems as it solved."

The unit also wanted to protect its officers by eliminating the subjective element of the case review process. "When your decisions are based on experience and gut-feeling, it can be very difficult to justify them afterwards if something goes wrong," says Sergeant Stewart. "To eliminate any suspicion of bias or prejudice, we wanted to find a clear, scientifically tested and approved way to assign cases."

## Forging a partnership with academic researchers

It was at this point that Portland Police Bureau began working with Dr. Kris Henning, a professor in the criminology and criminal justice department at Portland State University (PSU), to create a risk assessment tool that could help predict recidivism in domestic violence suspects.

"In academic circles there has already been a lot of valuable research into recidivism in domestic violence – for example, the Ontario Domestic Assault Risk Assessment [ODARA] model is an amazing piece of work," says Sgt. Stewart. "But the challenge with predictive modeling is that each model is built from a specific data-set, and if you don't have the same kind of data, you won't get such good results from the model."

---

## Smarter Policing: analyzing the risks of recidivism

---



### Instrumented

Data from thousands of criminal records in the Portland Police Bureau's systems is combined with information from each day's new incident reports and fed into the predictive model.



### Interconnected

The model automatically analyzes each suspect's propensity for recidivism and assigns a risk score. The results are available to DVRU officers when they log in each morning.



### Intelligent

Based on the priorities highlighted by the solution, DVRU officers can quickly decide which cases to assign first – helping them target suspects who pose the greatest risk to the community.



---

## Solution components

### Software

- IBM® SPSS® Statistics
- 

*“Our team was reduced from nine officers to seven – yet analytics allowed us to assign twice as many cases as before.”*

— Sergeant Greg Stewart, Domestic Violence Reduction Unit, Portland Police Bureau

---

“In our case, we don’t routinely collect all the data that a model like ODARA requires – and we didn’t want to add to the paperwork by making our officers fill in extra forms. It doesn’t matter if a tool delivers great results – if it makes life harder rather than easier, people won’t use it. So it was vital to develop our own model, that could work with the data we already had.”

## Predicting the risk of future crimes

The combined team from the DVRU and PSU used IBM SPSS Statistics to model data from the Portland Police Bureau records management system and assess dozens of possible risk factors to identify the most accurate predictors of recidivism.

Based on the results, the team built a scoring system based on eight key factors, including the suspect’s gender and age, as well as the number and type of prior offenses they had committed.

Now, every morning, new cases are downloaded into the system and automatically assessed by the IBM SPSS Statistics model. Each suspect is given a score between one and thirteen, and grouped into one of four categories, depending on their predicted risk of committing further domestic violence offenses in the future. All “priority one” cases are assigned for investigation immediately.

## Bringing violent offenders to justice

“The 13 percent of suspects who get classified in the priority one group are often very criminal people; and those who repeatedly commit domestic violence offenses are often violent in other ways as well,” says Sgt. Stewart. “The average priority one offender not only has five prior domestic violence offenses on their record – they also have five other assaults, and nearly 20 prior arrests.

“Using IBM predictive analytics to prioritize the high-risk cases helps our officers put some very dangerous criminals out of action – which not only helps to protect their families, but also protects the community in general.”

## Getting officers out into the community

Because the whole modeling and scoring process is fully automated, the DVRU team saves dozens of hours on reviewing and assigning cases. This means officers can spend up to 25 percent more time working out in the community, investigating and pursuing suspects.

“Even though the system generally prioritizes the tougher cases, in the first year of adoption, predictive analytics enabled us to investigate more than twice as many cases as before,” says Sgt. Stewart. “We also saw a 21 percent increase in the number of cases that ended in an arrest.”

## Intelligent, cost-effective policing

As police departments around the country are faced with the challenge of doing more with less, intelligent policing based on predictive analytics provides an efficient – and cost-effective – way to keep communities safe.

“Constant pressure on police budgets means that the DVRU now operates with less than half as many officers as it did when we originally introduced predictive analytics,” concludes Sgt. Stewart. “The continued effectiveness of this smaller team demonstrates the value of predictive analytics – it has become essential to the way we approach policing.”

## About Portland Police Bureau

The mission of the Portland Police Bureau is to reduce crime and the fear of crime. It works with all members of the community to preserve life, maintain human rights, protect property and promote individual responsibility and community commitment.

For more information about Portland Police Bureau, please visit [www.portlandoregon.gov/police](http://www.portlandoregon.gov/police)

## About IBM Business Analytics

IBM Business Analytics software delivers data-driven insights that help organizations work smarter and outperform their peers. This comprehensive portfolio includes solutions for business intelligence, predictive analytics and decision management, performance management, and risk management.

Business Analytics solutions enable companies to identify and visualize trends and patterns in areas, such as customer analytics, that can have a profound effect on business performance. They can compare scenarios, anticipate potential threats and opportunities, better plan, budget and forecast resources, balance risks against expected returns and work to meet regulatory requirements. By making analytics widely available, organizations can align tactical and strategic decision-making to achieve business goals.

## For more information

For further information please visit [ibm.com/business-analytics](http://ibm.com/business-analytics)



---

© Copyright IBM Corporation 2014

IBM Corporation  
Software Group  
Route 100  
Somers, NY 10589

Produced in the United States of America  
August 2014

IBM, the IBM logo, ibm.com and SPSS are trademarks of International Business Machines Corp., registered in many jurisdictions worldwide. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on the web at “Copyright and trademark information” at [ibm.com/legal/copytrade.shtml](http://ibm.com/legal/copytrade.shtml).

This document is current as of the initial date of publication and may be changed by IBM at any time. Not all offerings are available in every country in which IBM operates.

THE INFORMATION IN THIS DOCUMENT IS PROVIDED “AS IS” WITHOUT ANY WARRANTY, EXPRESS OR IMPLIED, INCLUDING WITHOUT ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND ANY WARRANTY OR CONDITION OF NON-INFRINGEMENT. IBM products are warranted according to the terms and conditions of the agreements under which they are provided.

The client is responsible for ensuring compliance with laws and regulations applicable to it. IBM does not provide legal advice or represent or warrant that its services or products will ensure that the client is in compliance with any law or regulation.



Please Recycle

---



# Vicarious Traumatization:

## A Guide for Managing the Silent Stressor

By Azadeh Famili, PhD, Police Psychologist, Los Angeles, California, Police Department; Mark J. Kirschner, PhD, Behavioral Health Consultants, LLC, Hamden, Connecticut; and Ana M. Gamez, PhD, Industrial Organizational Consultant, Los Angeles County, California, Sheriff's Department

**P**olice work has long been understood to involve work that may be considered upsetting and shocking to the public. Police officers routinely have to respond to situations where they are exposed to the worst of people and the worst of what people do to each other. For instance, one patrol officer responded to a child sexual assault call involving a three-year-old child who was taken to the emergency room in critical condition after having been sexually assaulted and sodomized by her father. The officer was shocked to notice that the child's internal organs were pushed inward towards the upper part of her torso. It was a visual picture that was difficult to erase from his mind. In another case, an officer responded to the homicide of a one-year-old baby who was put in a pot of scorching water, and he observed how the infant is practically charred. These are calls for service that some officers must handle on a regular basis; yet, police agencies do not always recognize or acknowledge that these types of calls are disturbing to many of the officers, and that they may have a negative impact on the officers in a manner that is not immediately observed or understood. The psychological impact of such incidents is referred to as vicarious traumatization. Vicarious traumatization is the psychological cost of caring for victims who have been traumatized while feeling a sense of responsibility to help.<sup>1</sup> While most officers

learn to maintain an emotional boundary in order to protect themselves from emotional contagion, it is more challenging to detach while dealing with victims of trauma, particularly when the situation involves a child. Furthermore, the duty to render help to the victim is inherent in the police mission of "to protect and to serve."

This article examines research concerning vicarious traumatization and its application to the law enforcement population. Vicarious traumatization will be defined and signs and symptoms explained within the context of the police profession. The article also makes program recommendations designed to mitigate the impact of vicarious traumatization on police personnel, with a special attention to those who work assignments that expose them to child victims.

### Vicarious Traumatization

Vicarious traumatization (VT) is a concept that was designed to provide a framework for understanding the negative effects of exposure to trauma on crisis workers, including first responders and police officers.<sup>2</sup> It results from the repeated exposure to and empathetic engagement with traumatic experiences and those who experience the traumas. It is a process of change that occurs when individuals care about other people who have been harmed and then feel committed and obligated to

help them. The symptoms are far-reaching and encompass changes in identity, value systems and worldviews, beliefs about self and others, trust, interpersonal relationships, intimacy, tolerance, and sense of control. The effects are cumulative and potentially permanent.

When a person's frame of reference is disturbed, beliefs about other people and the world are affected, as well as beliefs about causality and higher hope.<sup>3</sup> Police officers may begin to see the world as a far more dangerous place than they did before their repeated exposure to victims; they may come to see other people as malevolent and evil, untrustworthy, and exploitative. It may become increasingly difficult for the police personnel to retain a sense of hope and a belief in the goodness of humanity.<sup>4</sup> Working with victims of violence shatters police personnel's protective assumptions about safety and mortality. As police personnel let in the reality of "it really happened," they come to recognize that "it can happen to me or it can happen to my loved ones." General distrust of the world and increased protectiveness of loved ones have been found to be the most common negative impacts of vicarious traumatization among police personnel.<sup>5</sup>

Vicarious traumatization is sometimes referred to as "compassion fatigue" or "burnout"; however, conceptually, it is not the same thing. Compassion fatigue is described as the natural, avoidable, and treatable consequence of working with suffering people, regardless of the cause of that suffering.<sup>6</sup> Vicarious traumatization, in comparison, is the cumulative transformative effect on the crisis worker who works specifically with victims of traumatic life events.<sup>7</sup> The term "burnout" refers to a collection of symptoms associated with an exhaustion of physical (or emotional) strength or motivation as a result of exposure to prolonged environmental and internal stressors.<sup>8</sup> Vicarious traumatization can emerge suddenly at any time during one's career, while burnout comes on gradually and usually is caused by dissatisfaction with compensation, lack of work incentives, or career goal re-evaluation. The treatment of burnout often involves employment or job change, while treatment of vicarious traumatization may not end with a change of employment. Vicarious traumatization can continue to have an impact on lives and work long after the interactions with the survivors of trauma have ceased.<sup>9</sup>

The concept of vicarious traumatization emphasizes not only the negative impact, but also the positive impact of bearing witness to traumatic events and the survivors of such events. While vicarious traumatization causes a change in one's sense of identity, worldview, and key psychological needs, these disruptions also can provide an opportunity for positive growth and

higher consciousness as opposed to degradation and constriction.<sup>10</sup>

### *Vicarious Traumatization and the Law Enforcement Population*

Several researchers and experts have addressed traumatic incidents in law enforcement.<sup>11</sup> Traumatic incidents in law enforcement are noted to occur within three categories: (1) incidents involving injury or violence to the officer or others; (2) incidents associated with major disasters involving carnage and fatalities; and (3) incidents involving public disorder.<sup>12</sup> Most traumatic incidents experienced by law enforcement personnel are intentional, human-made disasters as opposed to natural, accidental disasters.<sup>13</sup> These include incidents involving rape, assault, and abuse; officer-involved shootings; hostage situations; line-of-duty deaths; and the deaths of or serious injury to children.

One area of policing that has increasingly been characterized as traumatic is the exposure of officers to child abuse and child protection cases.<sup>14</sup> Dr. Sandra L. Bloom, a psychiatrist with expertise in trauma-related emotion disorders, states that the greatest traumas, and the ones most likely to result in negative symptoms, involve cases of family violence (e.g., child abuse, spousal abuse, rape, and child sexual abuse) due to the fact that this

challenges the cherished cultural idea that the family is a safe place.<sup>15</sup> According to police psychologist Dr. Isaac Van Patten and professor Dr. Tod Burke, crimes involving children are the most difficult for investigators to work while maintaining a healthy state of psychological and emotional well-being.<sup>16</sup> In a 2009 survey, 90 percent of the police personnel respondents who worked Internet crimes against children cases reported problems such as insomnia, depression, weight gain, and problems with sexual intimacy, work, and their marriages. Law enforcement personnel embrace the societal view that children are innocent and need to be protected.<sup>17</sup> Many police personnel are also parents, making it increasingly difficult for them to deal with cases where children have been victimized. Many officers who have children of their own begin to see and replace images of the abused children with their own children.



Researchers examining the impact of working with survivors of sexual assaults on police officers found that post-traumatic stress disorder (PTSD) symptoms were much more prevalent among police officers who dealt with sexual assault victims versus police officers who dealt with routine crimes.<sup>18</sup>

While all police personnel can be exposed to situations that can lead to symptoms related to vicarious traumatization, there are certain assignments that, on a regular basis, expose the police to the most difficult cases. These assignments will be referred to as "high-risk" assignments and include Internet Crimes Against Children, Crimes Against Children, and Sexual Assault units. It is imperative that police agencies adopt proactive programs to combat and mitigate the impact of vicarious traumatization for police personnel working these high-risk assignments.

### **Coping Strategies and Vicarious Trauma**

A study in the late 1990s found that about 40 percent of the police sample reported the presence of psychological distress.<sup>19</sup> Psychological distress can occur as a result of a single stressor or, in some situations, the accumulation of stressors. According to experts on the physical and emotional effects of trauma, police officers do not always handle traumatic situations

## SentiGuard<sup>SM</sup>

### Community Policing in the 21st Century<sup>SM</sup>

- Anonymous Tip Report
- Crime Reports
- Live Video Transmission
- Analytics
- Productivity Tools
- Crime Mapping
- Most Wanted List

optivon.



www.sentiguard.com sales@optivon.net P: 813-600-6060 F: 813-600-6080



effectively. Ineffective coping may include the dissociation of emotions and a lack of processing of the incident. Some officers cope with traumatic situations by developing a mind-set of invincibility, as opposed to vulnerability.<sup>20</sup>

Most officers show resilience and adaptive coping strategies; however, some develop ineffective and maladaptive ways of coping with work-related stressors or the accumulation of them. A 2013 study examined differences in coping with secondary traumatic stress (STS) between UK and U.S. investigators. Overall, U.S. child exploitation investigators had higher STS scores than UK officers in equivalent postings. Higher STS scores were associated with increased interaction with child pornography, self-reported difficulty with the images, denial of stress, and increased alcohol use and tobacco consumption. Among U.S. child exploitation investigators, organizational support was a significant factor in their STS scores.<sup>21</sup> Another study found that 16.7 percent of officers reported problem drinking and found an association between critical incidents and negative and avoidant coping strategies, problem drinking, and PTSD symptoms.<sup>22</sup> Furthermore, gender differences have been found in the reporting of stress—research shows that female officers were more likely than male counterparts to report experiencing stressors.<sup>23</sup>

### Implications for Agency Response

Law enforcement agencies must take measures to help their personnel combat the negative effects of vicarious traumatization. Strategies developed by police agencies to manage or mitigate the risk of vicarious traumatization need to consider the organizational culture, selection and orientation procedures, and training issues, as well as safeguard programs.

### Organizational Culture

The values and culture of an organization set expectations about the work. They also set expectations about how police personnel will experience their exposure to trauma and deal with it, both professionally and personally.<sup>24</sup> Of particular concern is that an organizational culture should be cultivated that values the work of high-risk assignments.

Recruitment to these assignments need to be voluntary, and efforts should be made to recruit and select competent and experienced volunteers willing to face the challenges of the work. These assignments need to receive regular recognition for their contributions and be prioritized in the allocation of agency resources. Consistently troubled or problematic employees should not be administratively transferred to these assignments or units. Such transfers communicate

a message that such work is not valued in the organization. Instead, the nobility of the assignment should be underscored, and any existing stigma related to such assignments should be corrected. All personnel should be educated about the work of such assignments and misperceptions about the work, such as “it’s just kiddy porn,” should be replaced with the understanding that these assignments involve intensive police work.

Efforts should also be made to monitor the workload of police personnel working the high-risk assignments. The severity of vicarious traumatization has been found to be related to increased time spent with traumatized clients, large caseloads, and long work hours.<sup>25</sup> Research has also shown that having a more diverse caseload is associated with decreased vicarious traumatization.<sup>26</sup> When possible, highly stressful cases, such as child homicides, child abuse cases that involve torture, or cases of incest, should be distributed among investigators who possess the necessary skills. High-performing investigators should not be burdened with the most stressful types of cases. Attempts should also be made to integrate diversity into the work of such assignments. Investigators can be given opportunities to provide training, such as Internet safety education to children, school personnel, and parents. These types of opportunities provide a psychological break for the investigators and increase their sense of control by including them in work that involves the prevention of child abuse.

Also, the agency can proactively develop relationships with adjunct support services such as rape crisis centers, domestic violence shelters, departments of children services, and community mental health centers. Such relationships will not only support the victims, but also decrease the workload for the investigators.<sup>27</sup> Developing collaborations between agencies that work with traumatized victims can provide material support and prevent a sense of isolation and frustration for all involved.

### Selection and Orientation Procedures

It is vital for supervisors to assess the position and employee match before recruiting police personnel for high-risk assignments. The selection process should be bifurcated into educating the potential candidate about the realities of the job and assessing the employee’s readiness and motivation for seeking such a position. The candidate needs to be advised of the risks and challenges associated with the assignment and provided a realistic preview of the work. Employees need to be questioned about their support systems, expectations of the position, general stress management strategies, willingness to seek assistance in dealing with emotional stressors, and reasons for

applying to such an assignment. Employees who may be volunteering and are grappling with multiple personal stressors; have an immature coping system and may exhibit other vulnerabilities; or are volunteering to exact revenge for their own past, personal abuse, or to gain access to pornographic material should be screened out.

A formal orientation process should be developed for such specialized, high-risk assignments. Often personnel working such assignments describe their transition process as “baptism by fire.” Instead, care should be taken to psychologically and procedurally prepare the investigator for the work, so as to bolster competency and sense of control—two psychological variables that serve as protective factors against vicarious traumatization.<sup>28</sup> Material to cover in the orientation can include training on vicarious traumatization and resiliency building, how to prepare for a child autopsy, the psychology of an abuser, and other assignment-specific topics. In order to maximize the efficiency of the investigator, the training must occur prior to entry into the assignment and at ongoing intervals during the assignment. Vicarious traumatization training not only diminishes the potential of developing vicarious traumatization, but also helps police personnel to name their experience and provide a framework for understanding and responding to it.



### Resources for Self-Care

Police personnel assigned to high-risk assignments should be encouraged to attend voluntary safeguard debriefings on an annual basis. These safeguard debriefings should be facilitated by a licensed mental health professional with training and experience in police psychology, trauma, and vicarious traumatization. The purpose of the debriefing is for the investigator to reflect on the past year as a means to integrate his or her experiences in such a way that it leads to growth and learning. Police personnel should be permitted to attend the debriefings while on duty, and feedback provided to the agency by the mental health professional should be limited to



attendance, with the exception of information that falls under mandated reporting requirements of the professional. Participants who have participated in such safeguard programs often report that the experience was valuable and that they appreciated receiving feedback from an objective, trained professional.<sup>29</sup>

Investigators should also be referred for a debriefing following any incidents that fall outside of the norm for their assignment, such as child homicides, cases of severe abuse or torture, and sadistic rape cases, as well as those cases an investigator has a strong emotional reaction to.

The unique demands of these high-risk assignments, coupled with repeated exposure to victims who have been traumatized, deserve great care and handling. The above recommendations form an organizational proactive commitment to prevent the occurrence of vicarious traumatization among police personnel.

#### *Future Directions*

Relevant to this discussion about vicarious trauma and its impact on law enforcement and other first responders is a current interdisciplinary project of national scope that is funded by the Department of Justice, Office for Victims of Crime (OVC). The Vicarious Trauma Toolkit (VTT) Project's primary goal is to develop and test the effectiveness of a state-of-the-field training and technical assistance toolkit to support agencies' responses to vicarious trauma. The VTT will be created for law enforcement officers, firefighters, emergency medical personnel, victim service providers, and other first responders who intervene in incidents where people are victimized by violence. The toolkit will have information applicable for those responding to mass casualty events, and for those chronically exposed to trauma when interacting with individual crime victims. While targeted at these specific populations, the expectation is that it will be relevant to other professional disciplines as well. Among the lead partners in this project are the International Association of Chiefs of Police (IACP), the National Association of Fire Chiefs (NAFC), and the National Association of State Emergency Medical Services Organization (NASEMSO).

Thus far, the project has been instrumental in surveying the literature and the field (including a specific focus on law enforcement) to gather and assess existing policies, practices, procedures, and programs and identify those that may be evidence-based or promising. In addition to the literature and Internet searches, the project is preparing to disseminate a survey through its national partners to numerous professional networks in the targeted fields. The survey is an additional step toward gathering and assessing the education, training, and organizational strategies and programs currently used in the field, especially those that have been evaluated or deemed highly effective. The results of these surveys will inform the development of the toolkit that will incorporate model policies, training curricula, and organizational strategies (e.g., supervision, human resource procedures, and self-care tools). The toolkit will then be tested in four pilot sites around the United States, which will require a lead role by law enforcement in collaboration with agencies in the other targeted disciplines. There will be an application process for communities seeking to be one of those pilot sites.

This project is groundbreaking and police chiefs have the opportunity to take a leadership role in the process, one that is strongly encouraged so as to ensure that the vicarious trauma tools and strategies developed prove meaningful and relevant for law enforcement officers and their colleagues around the world.

#### **Conclusion**

Police personnel are required to work with and provide assistance to victims who have experienced traumatic events. Being repeatedly exposed to other people's suffering, anguish, and pain changes police personnel, as well as those in other victim assistance

## In the Cloud, but not made of Vapors

DATA

LICENSE PLATE  
RECOGNITION

ANALYTIC  
TOOLS

FACIAL  
RECOGNITION

CLOUD  
HOSTING

Providing proven cloud solutions for LPR and facial recognition for almost a decade, Vigilant has proven that powerful analytics and big data can exist in the cloud.

For a proven solution that will generate new investigative leads, improve officer safety, close cases and save lives, contact us today or visit us in **Booth 749** at the IACP Conference in Orlando.



[www.vigilantsolutions.com](http://www.vigilantsolutions.com)  
[BeVigilant@vigilantsolutions.com](mailto:BeVigilant@vigilantsolutions.com)

professions. Denial of such changes has been correlated with high levels of vicarious traumatization in police personnel. Identification of vicarious traumatization as a distinct concept encourages police to reexamine changes in their beliefs and worldviews that may stem from their repeated exposure to victims of trauma. It further encourages the use of effective coping strategies in combating stress. Organizational assistance plays an instrumental role in combating the negative effects of vicarious traumatization for police personnel. Such support has been found to have the strongest relationship to lower levels of vicarious traumatization.<sup>30</sup> It is imperative for agencies to be proactive and adopt a multi-prong approach to mitigating the effects of vicarious traumatization—one that includes recognition of and training on vicarious traumatization, examination of workload distribution, selection and orientation, and access to safe-guard debriefings. ♦

#### Notes:

<sup>1</sup>Carolyn M. Burns, Jeff Morley, Richard Bradshaw, and José Domene, "The Emotional Impact on and Coping Strategies Employed by Police Teams Investigating Internet Child Exploitation," *Traumatology* 14, no. 2 (June 2008): 20–31.

<sup>2</sup>I. Lisa McCann, and Laurie Anne Pearlman, "Vicarious Traumatization: A Framework for Understanding the Psychological Effects of Working with Victims," *Journal of Traumatic Stress* 3, no. 1 (January 1990): 131–149.

<sup>3</sup>Dena J. Rosenbloom, Anne C. Pratt, and Laurie Anne Pearlman, "Helpers' Responses to Trauma Work: Understanding and Intervening in an Organization," in B. Hudnall Stamm, ed., *Secondary Traumatic Stress: Self-Care Issues for Clinicians, Researchers, and Educators* (Lutherville, MD: Sidran, 1995), 67.

<sup>4</sup>B. Hudnall Stamm, "Work-Related Secondary Traumatic Stress," *PTSD Research Quarterly*, 8, no. 2 (Spring 1997): 1–3, <http://www.ptsd.va.gov/professional/newsletters/research-quarterly/V8N2.pdf> (accessed August 1, 2014); Stamm, *Secondary Traumatic Stress*.

<sup>5</sup>Lisa M. Perez, Jeremy Jones, David R. Englert, and Daniel Sachau, "Secondary Traumatic Stress and Burnout among Law Enforcement Investigators Exposed to Disturbing Media Images," *Journal of Policy and Criminal Psychology* 25, no. 2 (March 2010): 113–124; Michael L. Bourke, Sarah W. Craun, "Secondary Traumatic Stress among Internet Crimes Against Children Task Force Personnel: Impact, Risk Factors, and Coping Strategies," *Sexual Abuse: A Journal of Research and Treatment* (November 2013): 5–13, <http://sax.sagepub.com/content/early/2013/11/20/1079063213509411> (accessed August 1, 2014).

<sup>6</sup>Charles R. Figley, "Compassion Fatigue: Toward a New Understanding of the Costs of Caring," in B. Hudnall Stamm, ed., *Secondary Traumatic Stress*, 3–28.

<sup>7</sup>McCann and Pearlman, "Vicarious Traumatization."

<sup>8</sup>Ayala Pines and Elliot Aronson, *Career Burnout: Causes and Cures* (New York: Free Press, 1989).

<sup>9</sup>Stamm, "Work-Related Secondary Traumatic Stress."

<sup>10</sup>Sandra L. Bloom, "Caring for the Caregiver: Avoiding and Treating Vicarious Traumatization," in Angelo P. Giardino, Elizabeth M. Datner, Janice B. Asher, Barbara Girardin, Diana K. Faugno, and Mary J. Spencer, eds., *Sexual Assault, Victimization Across the Lifespan* (Maryland Heights, MO: GW Medical Publishing, 2003).

<sup>11</sup>Jennifer M. Brown and Elizabeth A. Campbell, *Stress and Policing: Sources and Strategies* (New York: John Wiley & Sons, 1994); Ellen Kirschman, *I Love a Cop: What Police Families Need to Know* (New York: Guilford Press, 1997); Douglas Paton and John M. Violanti, *Traumatic Stress in Critical Occupations: Recognition, Consequences, and Treatment* (Springfield, IL: Charles C. Thomas, 1996).

<sup>12</sup>Brown and Campbell, *Stress and Policing*.

<sup>13</sup>Kirschman, *I Love a Cop*.

<sup>14</sup>John M. Violanti and Anne Gehrke, "Police Trauma Encounters: Precursors of Compassion Fatigue," *International Journal of Emergency Mental Health* 6, no. 2 (Spring 2004): 75–80.

<sup>15</sup>Bloom, "Caring for the Caregiver."

<sup>16</sup>Isaac Van Patten and Tod Burke, "Critical Incident Stress and the Child Homicide Investigator," *Homicide Studies* 5, no. 2 (May 2001): 131–152.

<sup>17</sup>Janis Wolak and Kimberly J. Mitchell, *Work-Related Exposure to Child Pornography in ICAC Task Forces and Affiliated Agencies: Reactions and Responses to Possible Stresses* (Durham, NH: Crimes against Children Research Center, 2009), [http://www.unh.edu/ccrc/pdf/Work\\_related\\_exposure\\_to\\_CP.pdf](http://www.unh.edu/ccrc/pdf/Work_related_exposure_to_CP.pdf) (accessed August 1, 2014).

<sup>18</sup>Catherine A. Martin, H. E. McKean, and Lane J. Veltkamp, "Post-Traumatic Stress Disorder in Police and Working with Victims: A Pilot Study," *Journal of Police Science and Administration* 14, no. 2 (June 1986): 98–101.

<sup>19</sup>Jennifer Brown, Jane Fielding, and Jennifer Grover, "Distinguishing Traumatic, Vicarious and Routine Operational Stressor Exposure and Attendant Adverse Consequences in a Sample of Police Officers," *Work and Stress* 13, no. 4 (October 1999): 312–325.

<sup>20</sup>Bronwen Rees and Jonathan Smith, "Breaking the Silence: The Traumatic Circle of Policing," *International Journal of Police Science and Management* 10, no. 3 (September 2008): 267–279.

<sup>21</sup>Bourke and Craun, "Secondary Traumatic Stress among Internet Crimes Against Children Task Force Personnel."

<sup>22</sup>Kim S. Ménard and Michael L. Arter, "Police Officer Alcohol Use and Trauma Symptoms: Associations With Critical Incidents, Coping, and Social Stressors," *International Journal of Stress Management* 20, no. 1 (February 2013): 37–56, doi:10.1037/a0031434.

<sup>23</sup>Brown, Fielding, and Grover, "Distinguishing Traumatic, Vicarious and Routine Operational Stressor Exposure and Attendant Adverse Consequences in a Sample of Police Officers."

<sup>24</sup>Susan Bennet, Amy Plint, and Tammy Janice Clifford, "Burnout, Psychological Morbidity, Job Satisfaction, and Stress: A Survey of Canadian Hospital-based Child Protection Professionals," *Archives of Disease in Childhood* 90, no. 11 (2005): 1112–1116.

<sup>25</sup>Thomas A. Cornille and Tracy Woodard Meyers, "Secondary Traumatic Stress among Child Protective Service Workers: Prevalence, Severity, and Predictive Factors," *Traumatology* 5, no. 1 (March 1999): 15–31; Laurie Anne Pearlman and Paula S. Mac Ian, "Vicarious Traumatization: An Empirical Study of the Effects of Trauma Work on Trauma Therapists," *Professional Psychology: Research and Practice* 26, no. 6 (December 1995): 558–565.

<sup>26</sup>Cary Cherniss, *Beyond Burnout. Helping Teachers, Nurses, Therapists and Lawyers Recover from Stress and Disillusionment* (New York: Routledge, 1995).

<sup>27</sup>Mark H. Anshel, "A Conceptual Model and Implications for Coping with Stressful Events in Police Work," *Criminal Justice Behavior* 27, no. 3 (2000): 375–400.

<sup>28</sup>Elizabeth L. Farrington, "Tips for Cultivating Resiliency in the Workplace," *Women in Higher Education* 18, no. 12 (December 2009): 29–30.

<sup>29</sup>Meredith Krause, "Identifying and Managing Stress in Child Pornography and Child Exploitation Investigators," *Journal of Police Criminal Psychology* 24 (2009): 22–29.

<sup>30</sup>Michael L. Bourke and Sarah W. Craun, "Coping with Secondary Traumatic Stress: Differences between U.K. and U.S. Child Exploitation Personnel," *Traumatology: An International Journal* 20, no. 1 (March 2014), 57–64.





# IACP Member DISCOUNTS

IACP has partnered with nationally known providers to bring all members exclusive discounts through the IACPPreferred program.

Visit the members discount site today!

<http://www.theiacp.org/Welcome-to-IACPPreferred>





# ARRIVAL OF

***NEW ALL-WHEEL-DRIVE CHARGER PURSUIT  
POSTS FASTEST LAP: 1:33:85***



The new Charger Pursuit's advanced AWD outperformed Ford and Chevy with the fastest lap at the Michigan State Police Vehicle Evaluation.<sup>1</sup> It demonstrated superior driving dynamics, resulting in more control for your officers. With seamless transitioning between RWD and AWD, the 2014 Charger Pursuit is engineered for optimum performance, handling and fuel efficiency in all weather and road conditions. Integrating the 370 hp 5.7L HEMI® V8 engine, Charger Pursuit proudly achieves its mandate to protect those who protect us. **Dodge Law Enforcement: Proceed with Authority.**

**5 YEAR/100,000 MILE<sup>2</sup>**  
**POWERTRAIN WARRANTY**

<sup>1</sup>Based on preliminary testing results from the 2014 Model Year Police Vehicle Evaluation conducted by the Michigan State Police. <sup>2</sup>See your dealer for complete details and a copy of the 5-Year/100,000-Mile Powertrain Limited Warranty. Dodge is a registered trademark of Chrysler Group LLC. ©2014 Chrysler Group LLC. All rights reserved.

# THE FITTEST



**DODGE**  
**CHARGER PURSUIT**

[fleet.chrysler.com/lawenforcement](http://fleet.chrysler.com/lawenforcement) // 800-999-FLEET (3533)

# Responding to Mental Health Emergencies: Crisis Intervention Training in Loudoun County

By Michael L. Chapman, Sheriff, Loudoun County,  
Virginia, Sheriff's Office

**C**olumbine, Colorado; Virginia Tech; Aurora, Colorado; Sandy Hook, Connecticut; and Congresswoman Gabby Giffords, Arizona—these shootings are just some examples of how mental illness can have a devastating and deadly impact on innocent citizens. Each situation was different, each involved shooters of various ages, and each involved people suffering from some form of mental illness to varying degrees.

Mental illness is a complex issue that is recently receiving significant attention. Mental health professionals, law enforcement, and caregivers are looking for a solution to this issue, but a solution is as evasive as the predictability of a potential threat.

This article will take a local perspective on people suffering from mental illness, the care they receive, the level of communication needed, and how mental health issues need to be managed, depending on the severity of a given situation. It will also examine how the law enforcement community, mental health providers, judicial personnel, substance and alcohol abuse professionals, and other stakeholders can collaborate effectively to address problems related to mental health. Finally, it will discuss the importance of legislative involvement that may enable additional solutions that could provide funding to help with physical and operational structures already in place. Although there are no simple answers, it is hoped that this article will provide an understanding on how these professionals can partner to minimize some of the difficulties encountered when dealing with these devastating events.

## **Case Study: Loudoun County, Virginia**

Loudoun County, Virginia, covers 520 square miles with a population of more than 349,000 people, and it is consistently cited as the wealthiest county in the United States. The county's residents are well-educated, with over 50 percent of its population holding a bachelor's degree or higher. Many residents are employed by the U.S. federal government, others work for consulting firms along the Dulles International Airport corridor, and some still retain the county's rich history of farming.

The Loudoun County Sheriff's Office (LCSO) is the largest full-scale service sheriff's office in the Commonwealth of Virginia. It incorporates an extensive police department (patrol, criminal investigations, crime scene, SWAT, motors, etc.); court security services; and an adult detention center (ADC) capable of housing approximately 500 inmates. Consequently, the LCSO entertains problems associated with mental illness in a multitude of capacities, from calls handled in the community, to outbursts in the courtroom, to inmates with chronic mental health problems—often exacerbated by drug and alcohol abuse.





8<sup>th</sup> ANNUAL  
IACP FOUNDATION

# Gala

*Honoring  
Heroic Achievement*

OCTOBER 25, 2014  
HYATT REGENCY ORLANDO, FL



THE 2014 FOUNDATION GALA IS PROUD TO HONOR  
THE IACP/TARGET POLICE OFFICER OF THE YEAR

RECOGNIZING OUTSTANDING AND HEROIC  
ACHIEVEMENT IN PROFESSIONAL POLICING ACROSS  
THE GLOBE.

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

For more information contact:

Amanda Burstein

800.843.4227 x829 or [Burstein@theiacp.org](mailto:Burstein@theiacp.org)



the **FOUNDATION**

[www.iacp.org/Foundation-Gala](http://www.iacp.org/Foundation-Gala)

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.

*Sponsors*

GUARDIANS OF THE SHIELD:



**MOTOROLA**

LOCKHEED MARTIN



**TASER**  
PROTECT LIFE

The Paul Singer Family Foundation

PROTECTORS OF THE PEACE:

**HARRIS**

HEROES OF HONOR:

Alarm Industry Associations

American Automobile Association

OnStar, LLC

## The Impact of Mental Illness on Loudoun County

Loudoun County's mental health figures are consistent with U.S. national statistics. Mental illness impacts all segments of the population, regardless of wealth, education, or gender. About 20 percent of the county's ADC population suffers from a diagnosed mental illness, and the field deputies respond, on average, to more than 500 mental health-related calls each year. Last year, the LCSO also responded to 30 suicides, a problem certainly indicative of people suffering from mental health concerns.

Care for persons with mental illness varies depending on each person or family encountering the situation. The degrees of mental illness also differ with unpredictable results. Some mental health challenges can be contained with psychiatric medications and supervision, while others cannot. The impact medications have on each person can vary, and they can sometimes exacerbate a crisis situation. Some individuals with mental illness go untreated, while others experience highly specialized and individualized mental health care. Sometimes other solutions can be obtained in group settings. The National Alliance on Mental Illness (NAMI), for example, has a "family-to-family" program that encourages families to discuss their issues with others who deal with similar concerns. This process enables families to ascertain available resources in their communities that can assist with their particular situation.

### Addressing the Problem: Crisis Intervention Training

In many cases, the first (and often only) resource addressing a mental health crisis is local law enforcement. Police or deputies tend to be the entity requested most frequently to encounter an individual suffering a psychiatric crisis. As a result, they are also the people who must make an instant determination as to the individual's capability to harm oneself or others. The LCSO, last year, rendered mental health an agency priority and initiated a 40-hour Crisis Intervention Training (CIT) program. To ensure success, the sheriff identified a deputy (sergeant) with an authentic concern in mental health. Finding a dedicated stakeholder in the issue can be difficult, but doing so is critical to a program's overall success. This sergeant facilitated the CIT training by recognizing individuals who possessed a genuine interest and commitment and then combining the assets of professional and volunteer mental health specialists. In addition, she utilized qualified instructors who had experienced, firsthand, the deficiencies law enforcement encounters when responding to subjects experiencing mental health crises.

The sergeant based her program on a model that was introduced by the Memphis, Tennessee, Police Department in 1988. That

year, the Memphis Police Department partnered with NAMI and two local colleges to establish one of the first and most effective protocols in dealing with crisis situations involving mental illness. The Memphis Police Department describes the mission of the program as follows:

*The CIT program is a "community partnership working with mental health consumers and family members." The goals of CIT are to "set a standard of excellence for our officers with respect to treatment of individuals with mental illness. This is done by establishing individual responsibility for each event and overall accountability for the results. Officers [or deputies] will be provided with the best quality training available, they will be part of a specialized team, which can respond to a crisis at any time, and they will work with the community to resolve each situation in a manner that shows concern for the citizen's well-being."*

*More specifically, the alliance was established to create a more intelligent, understandable, and safe approach to mental crisis events by enabling responding officers to apply empathetic, calm, face-to-face contact in handling the myriad of complexities involved when dealing with mental illness. "This enables officers to develop the confidence needed to deliver a response that is both calm and humane." As this service is provided through patrol officers, CIT can also be delivered around the clock. Further, the CIT program involves both the police and the community "for common goals of safety, understanding, and service to the mentally ill and their families."*<sup>1</sup>

Although new to the LCSO, CIT was not new to Northern Virginia or the Washington, D.C., National Capital region. Area police departments had utilized CIT for over 20 years. Unfortunately, the Loudoun County Sheriff's Office, under previous administrations, had failed to implement CIT. This was likely because LCSO grew from a rural department servicing a modest population of just over 50,000 20 years ago to a large agency serving a population now seven times that size. Modernization at the sheriff's office simply did not keep up with the population growth, diversity, and the ever-increasing need for professionalism.

Changing times require changing approaches. The current sheriff saw the need for change, campaigned on that very issue, and won a convincing victory in a three-way race against a four-term incumbent. The citizens spoke and the message was clear: it was time for the county to move forward.

Although the overall campaign message was STEP Up (improve Service, Technology, Efficiency and Professionalism), the sheriff quickly added mental health to the mix. His wife was a family-to-family counselor for NAMI, and the sheriff had personally seen the impact of mental illness on

families, the criminal justice system, and mental health support groups.

In early 2012, the sheriff partnered with the Leesburg, Virginia, Police Department; Loudoun County Mental Health (CSB); and the Northern Virginia Criminal Justice Academy to implement CIT training. With no budget allocated for this program, all three departments contributed enough funds to initiate the program (only a few thousand dollars) and proceeded with an instructional program staffed by professionals, all volunteers. These professionals, and the sergeant who facilitated the program, sacrificed their personal time to be part of this training because of their strong belief in its value.

One deputy attending had actually signed up for the wrong class, but decided to remain in the class. Another older, seasoned professional, was skeptical about the value of mental health training and the additional communication skills required. After completing the 40-hour instructional course and hearing the families who shared their personal stories, and after experiencing the "voices in your head" portion of the training, this "salty" deputy became a true believer. He now has a personal story of his own regarding a particular family that calls for him directly every time their young adult son suffers a mental health crisis.

LCSO has now completed four iterations of CIT and has others scheduled to begin. In addition to training deputies, this program also instructs dispatchers. This enables dispatchers to direct CIT deputies to calls involving known mental health issues. With over 500 sworn personnel, the program has a long way to go, but it has already established its value in the field.

In addition to those trained in CIT, the LCSO is looking to hire part-time deputies to work evening shifts at local hospitals to assist with security during the evaluation process. One of the more significant concerns about the mental health evaluation process is the time required to take someone into custody (when endangering themselves or others), transporting them to the hospital for an evaluation, and remaining with that person until an evaluation can be completed. This process normally takes several hours. Sometimes this will result in an emergency committal or a temporary detention order, but, in the majority of cases (more than 60 percent), the person is released after the evaluation. Having part-time deputies scheduled to work at the hospital should allow for the patient to be dropped off so that field deputies can return to their normal duties.

The CIT program is extremely beneficial, but it is not a cure-all, nor is it fail-safe. Last year, the LCSO responded to a crisis situation involving a woman who experienced a psychotic episode while providing food samplings at a large department store. She began screaming uncontrollably



and charging at people with an eight-inch carving knife. She had a history of mental illness and had been recently taken into custody in another state (unbeknownst to the responding deputies) for erratic and violent behavior. During that episode, she claimed to be possessed by Satan and acted out violently in the back of the patrol car for over 20 minutes. So uncontrollable was her behavior that the department recorded the incident and used it for training to demonstrate just how violent people can be when experiencing psychotic episodes.

As the deputies arrived at the department store (four total), the woman was ordered to drop the knife. She refused and appeared as though she was ready to charge one of the deputies; in response, another deputy fired his Taser. The Taser leads, unfortunately, did not deliver the desired result. She then raced, with the knife out, toward another deputy. When she was within three feet of the deputy, she was shot and killed by a third deputy. The shooting deputy was CIT trained. In this situation, protocol was followed and orders were given. Unfortunately, the situation could not be de-escalated. With safety as the paramount concern, force was required. There are times when force is necessary, but officers have to know when force escalation is appropriate and how to utilize all the other tools available when able to do so.

Knowing what is in the law enforcement tool box is critical. As the focus on mental health began in Loudoun, it quickly became clear that many resources that were available in the mental health process were not even known to other entities in the mental health community. There is a complex web of stakeholders whose responsibilities sometimes overlap. Deputies in the field were aware only that Loudoun Mental Health was contacted during hostage and barricaded subject situations. However, that only scratches the surface when it comes to the county's capabilities when considering the volume of interactions the sheriff's office faces daily in dealing with mental health issues.

To get a more comprehensive grip on the problem, the sheriff partnered with Loudoun County Mental Health, Friends of Loudoun Mental Health, Community Corrections, the Department of Parole and Probation, the Commonwealth Attorney, judges, magistrates, and others to ascertain where each entity fit within the system. Although most fall within the Community Services Board (CSB), a great deal was excluded from the law enforcement approach to the problem. This was not intentional; rather, it was a byproduct of a process few understand with even fewer who can connect the dots.

The Loudoun County Sheriff's Office, with the help of the director of the Virginia Department of Behavioral Health and Developmental Services and the Virginia

Department of Criminal Justice Services (DCJS), engaged in several iterations of cross systems mapping. This process was designed to facilitate results, not simply to meet and discuss current issues. This solutions-oriented approach ranged from collocating mental health professionals in a jail setting with those in need of group therapy to seeking housing solutions for others in need of special attention. The cross systems mapping process was designed to involve stakeholders, create standards for stakeholders to adhere to, and hold people accountable for results.

In addition to the cross systems mapping, the Loudoun County Criminal Justice Board (CCJB) made mental health its mantra. The CCJB is a volunteer group that acts in an advisory capacity and reports its findings to the Loudoun County Board of Supervisors (similar to a county council). In this case, the CCJB focused on the collocation of mental health professionals with persons with mental illnesses in the ADC. As it stands, service is provided by Loudoun Mental Health professionals (including screening and follow-up) with assistance from a contractor who provides both medical and psychiatric assistance. The mental health professionals, however, are not collocated with the inmates, as the inmates are categorized by threat level, not by mental illness. The CCJB's added support, however, helped facilitate additional stakeholders to investigate area jurisdictions that had programs in which collocation was made possible. Although the LCSO is not there yet, it is this combination of resources and coalition building that makes change possible. This cannot be accomplished alone.

Loudoun County Mental Health has combined similar resources to initiate a wrap-around program. This program goes even further to identify drug and alcohol problems or other circumstances or people who could trigger a psychotic event. By working closely with an entire network of support (counselors, teachers, family members, etc.) for a given person, Loudoun County Mental Health can tailor a program that meets both the needs of the individual and the family. Again, the key here is that nobody can do this alone if they wish to succeed. It requires a team effort and innovative, flexible thinking.

### Legislative Efforts

As a result of cross systems mapping, integration of resources from the Community Services Board, and the support received from the CCJB, the LCSO is well on its way to positive, sustained change within the county. Its reputation in the area has been noted on a broader scale, which is clearly evidenced by the invitations the LCSO sheriff received to help push the bipartisan (U.S. Senators Stabenow and Blunt) Excellence in Mental Health Care

Act. The sheriff appeared with the senators, other stakeholders, and actress Glenn Close at Capitol Hill to testify on the importance of increased funding and organization in the mental health arena. As it stands, the bill, when signed by the U.S. president, will allow states to compete for funding to improve facilities and enhance professional personnel. The initial grant will fund eight states in this endeavor.

The sheriff was also included on the Virginia Governor's Task Force on School and Campus Safety (serving on the mental health subcommittee) and recently addressed the National Association of Counties at their meeting in Washington, D.C. This engagement allows Loudoun to have access to the most current information, which helps mold the responses LCSO can provide depending on the mental circumstances encountered.

Finally, the Commonwealth of Virginia recently passed legislation that will increase the hold time of a mental health subject from 4 hours to 8 hours, and an emergency commitment from 48 to 72 hours. These changes resulted from the tragic death of Virginia Senator Creigh Deeds' son, Gus, who committed suicide after a psychotic episode in which his father was unable to find a mental health bed space for Gus.

It is unfortunate that it has taken these tragic circumstances—Gus Deeds, Sandy Hook, Aurora, Gabby Giffords, and others—for the public to understand the magnitude and deadly impact a mental health crisis can have. Understanding the extent of the problem is paramount to knowing how law enforcement professionals can address it. By identifying all community stakeholders and engaging them on a regular basis, departments may be amazed at what resources are already available. Then, by identifying the variety of situations the department is likely to face (patrol, jails, courts), the agency can determine which organizations to leverage in a given scenario.

Responding to mental health crises is complex and requires a team approach for any hope of success. Law enforcement can have a very positive impact by understanding what their agencies' capabilities are, what capabilities exist in their communities, how they can best apply these capabilities for success, and how they can mold the future by engaging in the legislative process. Everyone, officers and citizens, are in this together. Collectively, communities and their police agencies suffer the consequences for inaction or poor response, yet will reap the rewards of better understanding, training, and resource application. ♦

### Note:

<sup>1</sup>City of Memphis, TN, "Crisis Intervention Team," Police Services, <http://www.memphistn.gov/Government/PoliceServices/CrisisInterventionTeam.aspx> (accessed July 31, 2014).



# REGISTRATION INFORMATION

October 25 -28 | Orange County Convention Center – West Building



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

Beginning September 11, 2014 ONLY online credit card registrations will be accepted. Onsite registration opens October 24, 2014 at the Orange County Convention Center – West Building.

Phone registrations are not accepted. Once your registration is processed, you will receive an e-mail confirmation which also serves as your only receipt.

## WAYS TO REGISTER

### Register Online

Go to [www.theIACPconference.org](http://www.theIACPconference.org) and click on *REGISTER*. Members will need your member number. Only credit card payments are accepted online.

### Walk-in/Onsite Registration begins October 24, 2014

Onsite registration opens Friday, October 24, 2014, at 1:00 p.m. at the Orange County Convention Center, 9860 Universal Boulevard, Orlando, Florida, USA.

#### Forms of payment accepted onsite are:

Check  
Credit Cards  
Purchase Orders  
Cash

## QUESTIONS? CALL 800-THE-IACP



For up-to-date information about the conference, including the Annual Banquet, IACP's Host Chief Night, the Expo Hall, General Assemblies, educational opportunities, and FAQs, visit the Conference Website: [www.theIACPconference.org](http://www.theIACPconference.org)

All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed ([conf2014@theiacp.org](mailto:conf2014@theiacp.org)) to IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund. A 25% penalty will be assessed on all cancellations postmarked or fax/email dated on or before October 1, 2014. A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated between October 2 - 21, 2014. No refunds will be issued on or after October 22, 2014. No refunds will be given for no-shows. Registration may be transferred to another person in your organization by written request to IACP prior to October 1, 2014. After this date all changes must be made at the conference. Additional charges may apply.

## SEIZED ASSETS

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

## 2014 REGISTRATION FEES

September 11, 2014 and After  
(Online Registration/On-site)

IACP Member*	\$425
First Time IACP Member*#	\$370
Non-member*	\$650
Family Member*+	\$125
Children under 18*	FREE
Expo Pass for Public Safety	FREE
1-Day Pass^	\$85
2-Day Pass^	\$160

\*Full conference registration fee includes access to All General Assemblies, workshops, receptions, Expo Hall Floor, Host Chief's Night, and transportation between Official IACP hotels and the Convention Center.

#The First Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.

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

^Individuals may register for only ONE 1-Day Pass or 2-Day Pass.

Only IACP members can take advantage of the member registration rates. All IACP memberships are individual and non-transferable for conference registrations member rates.

## FREE EXPO PASS FOR PUBLIC SAFETY PERSONNEL

Sworn officers, first responders, and civilian employees of public safety and government agencies and the armed forces can register for complimentary access to the Expo Hall. Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day Expo Hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations.

## FIRST TIME MEMBER ATTENDEES

IACP members attending the Annual Conference for the first time can take advantage of a special discounted rate. IACP members attending for the first time pay \$370 online and on-site.

**THIS IS A SAVINGS OF OVER 12%!**

## MEMBERSHIP

**SAVE OVER 24% off the Non-member rate – Join the IACP & Register at the First Time Member Rate**

Join the IACP now and save \$160! Nonmembers may join the IACP for \$120 and then register at the First Time IACP Member registration rate of \$370.

Law enforcement professionals at every level qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others are eligible for associate membership. See the IACP website for details.

# WE'RE BETTER SMARTER AND SHARPER THAN EVER

**IACP** 2014

**OCTOBER 25-28**  
**EXHIBITS: OCTOBER 26-28**

ORANGE COUNTY CONVENTION CENTER  
WEST BUILDING | ORLANDO, FLORIDA

## THANKS TO OUR VALUED SPONSORS

The sponsors of the **2014 IACP Annual Conference & Expo** are critical to the success of the most important event of the year for the law enforcement community. Their vital support enables police agencies across the United States and around the world to get the tactical intelligence, equipment and training they need to do their jobs better and more efficiently. IACP 2014 would not be possible without the strong commitment of its valued sponsors—*from all of us in law enforcement, a sincere thank you for your support.*

### PLATINUM



### GOLD



### SILVER



**Serving the Leaders of Today and  
Developing the Leaders of Tomorrow**

### BRONZE

For more information about the **IACP Annual Conference & Expo Sponsorship Program**, contact Karissa Hasser at 530.520.6933 or visit [www.theIACPconference.org](http://www.theIACPconference.org).



# CENTER FOR POLICE LEADERSHIP AND TRAINING

The IACP Center for Police Leadership and Training (CPLT) invites you to join us at three workshops during the 121st Annual Conference and Exposition in Orlando, Florida:

**Sunday, October 26, 2014**

**8:00 a.m. – 9:30 a.m.**

Room W202BC

*Leadership in Police Organizations (LPO): A Necessary Investment in  
Leadership Development and Organizational Change*

**Monday, October 27, 2014**

**3:30 p.m. – 5:00 p.m.**

Room W104AB

*Training and Education Strategies for  
Global Police Partnerships*

**Tuesday, October 28, 2014**

**1:00 p.m. – 3:00 p.m.**

Room W202BC

*IACP's Women's Leadership Institute:  
Developing Your Future Female Leaders*

For information, visit [www.theiacp.org/training](http://www.theiacp.org/training).



2014

**WE  
OFFER.  
PROVIDE.  
DELIVER.  
YOU SUCCEED.**



## IACP Training Programs

### Women's Leadership Institute

Duluth, MN

November 9 – 14, 2014

Sarasota, FL

January 18 – 23, 2015

#### Institute Curriculum Focus Includes:

- Individual Differences
- Leading Teams, Organizations & Change
- Crucial Conversations & Counseling
- Strategic Planning for Your Career
- Fair, Impartial & Ethical Policing
- Understanding Stakeholders
- Leadership & Wellness
- Financial Management
- Networking & Mentorship

Registration for this Institute cannot be accomplished online. To register, please contact Laura Renenger at 703-836-6767 x274 or [renenger@theiacp.org](mailto:renenger@theiacp.org).

For more information: [www.theiacp.org/WLI](http://www.theiacp.org/WLI)

### Alabama

Alabama POST (APOSTC) Law Enforcement Academy  
Tuscaloosa  
*Advanced Supervision Skills*  
November 5 – 7, 2014

### Alberta, Canada

Calgary Police Service  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: September 29 – October 3, 2014  
Week 2: October 20 – 24, 2014  
Week 3: November 17 – 21, 2014

### British Columbia, Canada

Vancouver Police Department  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: October 20 – 24, 2014  
Week 2: November 17 – 21, 2014  
Week 3: December 8 – 12, 2014

### New York

Westchester County Police Department  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: October 13 – 17, 2014  
Week 2: November 10 – 14, 2014  
Week 2: December 1 – 5, 2014

### North Dakota

North Dakota Highway Patrol  
Bismarck  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: January 26 – 30, 2015  
Week 2: February 23 – 27, 2015  
Week 3: March 30 – April 3, 2015

### Ontario, Canada

Peel Regional Police  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: September 15 – 19, 2014  
Week 2: October 6 – 10, 2014  
Week 3: November 10 – 14, 2014

### Texas

Dallas  
*Planning, Designing & Constructing Police Facilities*  
September 24 – 26, 2014

### Washington

Spokane Police Department  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: January 12 – 16, 2015  
Week 2: February 9 – 14, 2015  
Week 3: March 16 – 20, 2015

### Wisconsin

Wisconsin Department of Justice and Greendale Police Department  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: September 29 – October 3, 2014  
Week 2: November 3 – 7, 2014  
Week 3: December 8 – 12, 2014

Wisconsin Department of Justice and Racine Police Department  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
Week 1: February 2 – 6, 2015  
Week 2: March 3 – 9, 2015  
Week 3: April 20 – 24, 2015

Faculty/  
Advisors

Student  
Services

Police  
& Security

Community

Human  
Resources

# Targeted Violence in Schools:

# Understanding Mental Health and Managing the Risks

By Major Gene Deisinger, PhD, Deputy Chief of Police and Director, Threat Management Services, Virginia Tech Police Department, and Marisa Randazzo, PhD, Managing Partner, SIGMA Threat Management Associates, P.A.

Over the last several years, various communities have suffered incidents of targeted violence in schools and colleges. Communities such as Newtown, Connecticut; Santa Barbara, California; Columbine, Colorado; Paducah, Kentucky; Blacksburg, Virginia (Virginia Tech); and Chardon, Ohio, have become reference points, not only for other communities and professionals seeking to understand what occurred and how to prevent similar tragedies, but also for potential perpetrators seeking tactical insights and methods to maximize carnage.

In response to these incidents, law enforcement officials have drawn on their training and experience to help schools and colleges bolster physical security and emergency preparedness. These approaches

have led to a number of enhancements in physical security including (but not limited to) increased awareness and collaboration between school and law enforcement personnel about emergency plans, building access control, classroom door locks, barriers to deter hostile intruders, emergency notification systems, and school resource officers.

Many law enforcement agencies have also enhanced their own training and preparations for responding to situations involving active shooters and other ongoing threats. This has included increased deployment of patrol rifles, supplemental body armor, tactical trauma kits, and rapid response training—all designed to confront and neutralize an active threat as quickly as possible in order to reduce casualties.

Each of these areas includes appropriate and necessary considerations, but they are not sufficient to prevent, detect, deter, and mitigate harm as fully as possible. The emergency preparedness cycle demonstrates the collective importance of prevention, protection, mitigation, response, and recovery (see Figure 1).<sup>1</sup> Effective strategies should be collaborative efforts (e.g., between law enforcement and school or campus personnel) that address all aspects of the emergency planning process.

The occurrence of a catastrophic incident can lead to a narrowed focus on the issues that appear relevant to that crisis, but which may not be reflective of the totality of lessons learned from incidents across time and locations. Therefore, effective planning and preparation should draw from the best available knowledge regarding school and campus safety. Thankfully, there are several resources that can inform and guide practices.

### Violence in Educational Settings

While mass casualty incidents understandably draw attention to concerns about school and campus safety, they can also skew people's understanding of the actual issues and challenges involved. While tragic, school-associated violent deaths are rare events, with U.S. data indicating that less than 1 percent of violent deaths (homicide and suicides) of youth (ages 5–18) occur at schools. The vast majority of these school-associated violent deaths are not mass casualty incidents. Following the general trend of violent crime in the United States, school-associated violence (both lethal and nonlethal) has generally decreased over the past 20 years.<sup>2</sup>

Among institutions of higher education, per capita rates of directed assaults (including, but not limited to mass casualty incidents) has remained fairly consistent for the last century. While greater numbers of incidents have been documented in the last two to three decades, they have remained generally proportional to the number of students enrolled at colleges and universities.<sup>3</sup>

Beyond mass casualty incidents, in both schools and colleges, educational professionals face other violent concerns, including nonfatal physical and sexual assaults, stalking, bullying, and threatening or intimidating statements and behaviors. In addition, school and campus personnel regularly address concerns about community members (faculty, staff, and students) who are suicidal or who exhibit behaviors indicating mental illness or significant emotional distress. Where mass casualty incidents have occurred, the perpetrators have often engaged in these lower levels of aggression and disruptive behavior, or have demonstrated difficulty managing emotional

distress prior to the incidents. Proactive programs can seek to detect, intervene with, and mitigate these concerns, both to reduce risk for greater violence and to enhance the safety and well-being of the community.

### Mental Illness Related to Violence in Educational Settings

Overall, mental illness is not a strong predictor of violence. In fact, most violence is committed by persons who are not mentally ill. While persons with acute and severe mental illness demonstrate a higher (though still modest) risk of violence toward others than persons without mental illness, most persons with mental illness will not ever be violent. Substance abuse and acute psychosis showed the strongest association with violence.<sup>4</sup>

The scientific evidence is limited, but in cases of mass homicide in public locations, it appears that approximately half of the incidents are committed by persons exhibiting signs of severe mental illness.<sup>5</sup>

The Safe School Initiative study of school shootings found that (prior to their attack) approximately one-third of perpetrators had ever been evaluated by a mental health professional, and less than one-fifth had been diagnosed with a mental illness. However, most (78 percent) of the perpetrators in the study had a history of known suicidal attempts or ideation, and 61 percent had a documented history of extreme

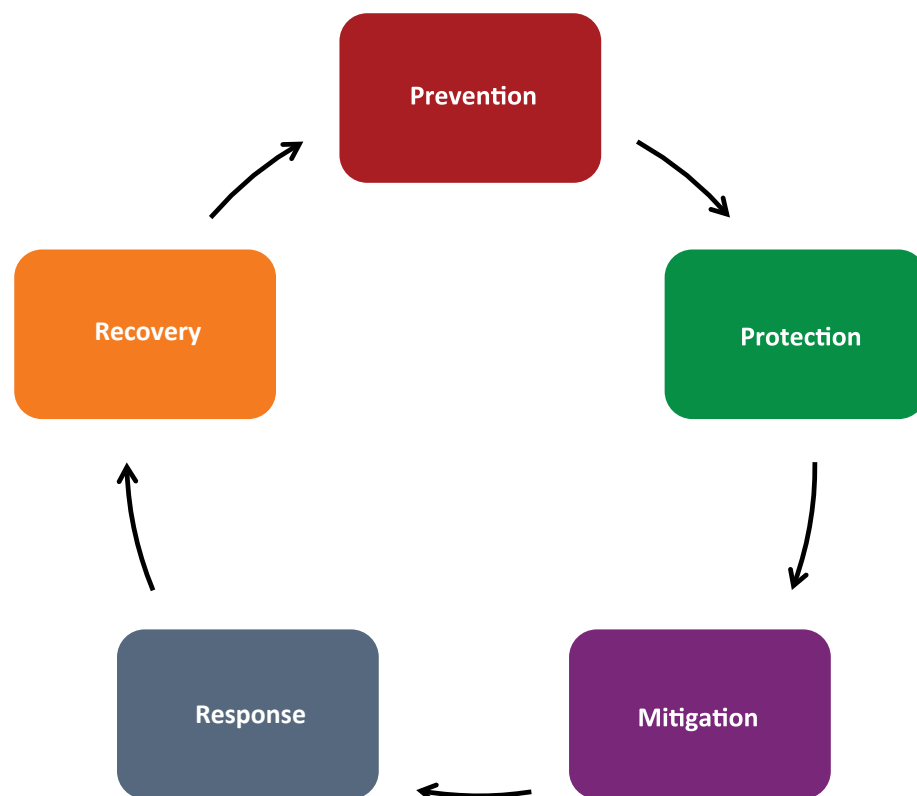
depression or desperation. Approximately 25 percent of the perpetrators had a history of substance abuse and approximately 10 percent were known to be noncompliant with prescribed psychotropic medication.<sup>6</sup>

The Campus Attacks study, looking at a broader range of violence impacting colleges and universities, found that psychotic actions (e.g., delusions or hallucinations) appeared to be precipitating events for approximately 8 percent of perpetrators. In approximately one-third of the cases, concerning behaviors (such as paranoid ideas, delusional statements, depressed mood, suicidal ideation, or bizarre actions) were present.<sup>7</sup>

While mental health concerns are not implicated in all cases of mass violence, those issues are still of interest as they relate to the broader range of violence and disruptive behavior, but also as they impact the quality of life for an individual and a community.

In addition to mental health concerns, a number of other behaviors are often present among perpetrators of violence in schools, campuses, workplaces, and other public locations.<sup>8</sup> It appears that a developing pattern of concerning behaviors is the norm among perpetrators of targeted violence. The challenge, of course, is to identify, assess, manage, and monitor those concerns in a lawful and ethical manner that allows better prevention of actions that may otherwise devastate a community.

**Figure 1. The Emergency Preparedness Cycle**





***An effective multidisciplinary process can promote a shared mission, and collaboration on critical issues can support more effective and consistent communication and can better enable coordination of efforts for a more seamless and efficient approach.***

### Threat Assessment & Management Programs

Over the last two and a half decades, threat assessment and management has emerged as a systematic process to identify, assess, and manage cases that involve risk for violence.<sup>9</sup> Threat assessment and management, by its nature, is a multidisciplinary approach, drawing from a variety of fields to enhance understanding of the nature and dynamics of targeted violence. Practitioners also draw from a range of disciplines in developing and implementing strategies to prevent, deter, disrupt, and mitigate the likelihood and impact of acts of violence.

Threat assessment and management is not solely (or even primarily) a clinical intervention, but rather an operational approach to decrease risk. Law enforcement and security personnel are key resources in the effective implementation of risk-reduction strategies.

Over the years, practitioners have learned a great deal about the components of an effective threat management process. These core components have been used and refined in schools, campuses, and other workplaces and are summarized below to provide a strategic guide for developing, implementing, and enhancing violence prevention efforts.<sup>10</sup>

#### *Utilize a Collaborative, Multidisciplinary Approach*

Violence and mental illness are best understood as resulting from complex, dynamic, and multiple determined causes. Therefore, it stands to reason that no one profession or entity is likely to be able to fully understand or explain the processes and dynamics involved in a given case.

Additionally, subjects of concern may compartmentalize their behavior in such a manner that some segments of the community observe only parts of the overall picture. In a school case, for example, a teacher may be aware of deteriorating performance; a classmate may be aware of increased fascination with incidents of violence; a school resource officer may be aware of increased isolation from and conflict with others; and a parent may be aware of an upcoming critical change in life circumstances. Each of these resources holds knowledge of key observations, but none possess the benefit of knowing the totality of the circumstances.

A multidisciplinary approach (e.g., administrator, teacher, mental health professional, law enforcement or security professional, and legal advisor) will typically provide for connections to a broader range of informational sources and for a broader range of intervention strategies.

An effective multidisciplinary process can promote a shared mission, and collaboration on critical issues can support more effective and consistent communication and can better enable coordination of efforts for a more seamless and efficient approach.

#### *Implement a Process to Identify and Mitigate All Threats*

In regard to school and campus violence, there is often a perception that only students may engage in threatening or disruptive behaviors. In actuality, this is far from the case. Research on school, campus, and workplace violence has shown that perpetrators may

be employees (faculty or staff) or customers (students or parents). In some cases, the perpetrator is not faculty, staff, or a student, but a person who has only an indirect relationship with the education setting, such as being in a relationship with a faculty, staff, or student member of the community, or being a vendor or contractor that is providing services to the school or campus. In some cases, the perpetrators may have no particular relation to the educational setting other than their intent to cause harm.<sup>11</sup>

Effective threat management processes seek to identify developing threats wherever reasonably possible and do not focus on students as the only potential perpetrators.

#### *Enable Centralized Awareness of Developing Concerns*

In order for school and campus threat management teams to be aware of developing concerns, they will need to work actively to facilitate reporting and intervention (by members of the educational community) to a centralized team or location. In the discussion of compartmentalization above, several persons may have knowledge of potentially concerning behaviors. However, unless that knowledge is shared with a centralized resource, there is limited opportunity to develop a comprehensive understanding of the situation. As seen in Figure 2, the threat assessment team is a central hub for consultation about developing concerns.

Over the past 50 years, there has been a good deal of research on the “bystander effect,” in which persons have knowledge of safety concerns but don’t get involved, and how to better facilitate those bystanders’ involvement in the safety and well-being of the community. For example, in a follow-up to the Safe School Initiative, the U.S. Department of Education and the U.S. Secret Service conducted an analysis of bystander issues related to school violence.<sup>12</sup> Effective teams incorporate those lessons learned to maximize community engagement with the process.

An essential aspect of such engagement (and overcoming “information silos”) is an active outreach program that incorporates awareness programs and provides training for early identification and referral of concerns. Peer involvement in such programs can build community investment and trust in the process.

#### *Conduct a Thorough and Contextual Assessment*

Once the threat assessment team becomes aware of an initial concern, it must gather and assess information to achieve as full an understanding of the situation as is reasonably possible. Violence and other significantly disruptive behaviors are understood as a product of an interaction among four factors:

- the subject who may be at risk for taking violent action;
- the vulnerabilities of the target(s) of such actions;
- an environment that facilitates or permits violence, or does not discourage it; and

**Figure 2. Centralized Reporting & Assessment**



**Figure 3. Domains for Assessment and Intervention**



- precipitating events that may trigger escalations in behavior.

Threat assessment professionals Gene Deisinger and Marisa Randazzo reference this as the STEP (Subject, Target, Environment, & Precipitant) model for a holistic and contextual assessment (see Figure 3). Drawing on research and practice from the Secret Service, FBI, and other sources, the authors provide several resources that elaborate on the assessment part of the process.<sup>13</sup>

#### *Implement Proactive and Integrated Case Management Strategies*

Based on information developed through the reporting and assessment process, the team then develops a multidimensional and integrated strategy to mitigate the concerns identified.<sup>14</sup> Using the STEP model, teams may identify strategies to de-escalate, contain, or control the subject of concern; decrease vulnerabilities of the identified target(s); modify the physical and cultural environment to discourage escalation; and prepare for and (where possible) mitigate against anticipated precipitating events that may trigger adverse reactions. This active case management continues until the case no longer poses a level of risk that necessitates such a level of coordinated intervention.

#### *Monitor and Reassess the Case on an Ongoing Basis*

Experienced threat management teams understand that risks of violence or disruption may be dynamic and episodic. Part of the case management strategy is monitoring for future precipitants or exposure to environments that may increase risk. The more complex and high risk the case, the more likely it will require a longitudinal perspective and interventions (varying in intensity) over time (see Figure 4).

#### *Conduct All Practices in Accordance with Relevant Law, Policy, and Standards of Practice*

Not surprisingly, there are myriad bodies of law, regulation, and policy that may impact both a given case and a school's

process in general. Members of a school or campus threat management team should be aware of their institutional policies related to campus safety and ensure that team processes are in accordance with those guidelines. Having access to a legal advisor in the formation and operation of a team can be very helpful as many aspects of law (impacting workplace and school safety) can be complex and nuanced. Over the past few years, a number of resources (many in the public domain) have become available to inform and guide teams in their efforts.

#### **Emphasize Collaborative Approaches to Support the Safety and Well-Being of Educational Settings**

The threat assessment and management process, summarized above, is just one collaborative approach that can not only help prevent incidents of violence, but also enhance the safety and well-being of schools and campuses. Law enforcement agencies and their community partners should assess and discuss the risks and concerns that are relevant to their communities, and then develop and implement collaborative approaches to address those concerns.<sup>15</sup> While high-profile, mass casualty incidents are often the driving forces that precipitate such discussions and collaborations, most communities will not suffer such catastrophes. Rather, there will be concerns about truancy, domestic violence, stalking, sexual assault, bullying, harassment, school climate, suicide and self-injurious behaviors, and varying levels of mental illness. In all of these, increased communication, collaboration, and coordination will enhance desired outcomes and reduce negative outcomes.

#### **Summary**

Over the past few years, mass casualty incidents have resulted in increased concerns regarding the safety of schools and

#### **Improving Law Enforcement Responses in Schools**

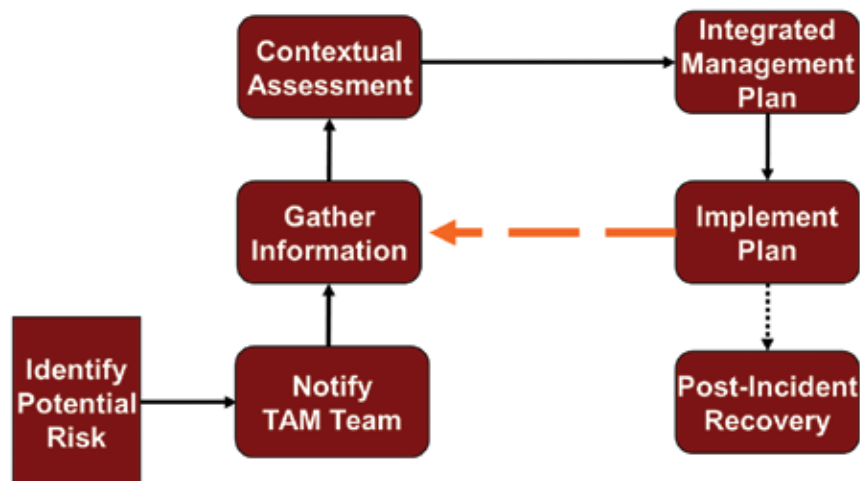
The International Association of Chiefs of Police (IACP), in partnership with the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Justice, offers no-cost resources to law enforcement on school safety and critical incident planning and management, including

- School Safety online training series (<http://elearning-courses.net/iacp>)
- Promising practices briefs and tip cards on topics such as Cyberbullying, Partnering for School Safety, and Bullying in Schools
- Classroom training course for law enforcement and schools
- Library of school safety resources at [www.iacpyouth.org](http://www.iacpyouth.org)

To obtain resources or for more information, contact [juvenilejustice@theiacp.org](mailto:juvenilejustice@theiacp.org) or 1-800-THE-IACP, ext. 830.

campuses. While such incidents are tragedies and have a significant impact on the communities in which they occur, they are rare events. However, there are a range of concerns (beyond mass violence) that impact communities on a more regular basis. Some of the same methods designed to identify and mitigate risks of serious violence can be used to address other concerns that impact the well-being of individuals and community members' quality of life. ♦

**Figure 4. The Threat Management Process**



## Notes:

<sup>1</sup>U.S. Department of Education, Office of Elementary and Secondary Education, Office of Safe and Healthy Students, *Guide for Developing High-Quality School Emergency Operations Plans* (Washington, D.C.: Office of Safe and Healthy Students, 2013), 2.

<sup>2</sup>Simone Robers et al., *Indicators of School Crime and Safety: 2013* (NCES 2014-042/NCJ 243299) (Washington, D.C.: National Center for Education Statistics, U.S. Department of Education, and Bureau of Justice Statistics, Office of Justice Programs, U.S. Department of Justice, 2014).

<sup>3</sup>Diana Drysdale, William Modzeleski, and Andre Simons, *Campus Attacks: Targeted Violence Affecting Institutions of Higher Education* (Washington, D.C.: U.S. Secret Service, U.S. Department of Homeland Security, Office of Safe and Drug-Free Schools, U.S. Department of Education, and Federal Bureau of Investigation, U.S. Department of Justice, 2010).

<sup>4</sup>Jeffrey W. Swanson et al., "Mental Illness and Reduction of Gun Violence and Suicide: Bringing Epidemiologic Research to Policy," *Annals of Epidemiology* (2014): 1–11.

<sup>5</sup>Anthony G. Hempel, et al., "Offenders and Offense Characteristics of a Nonrandom Sample of Mass Murderers," *Journal of the American Academy of Psychiatry and Law* 27 (1999): 213–225.

<sup>6</sup>Bryan Vossekuil et al., *The Final Report and Findings of the Safe School Initiative: Implications for the Prevention of School Attacks in the United States* (Washington D.C.: U.S. Department of Education and U.S. Secret Service, 2004).

<sup>7</sup>Drysdale, Modzeleski, and Simons, *Campus Attacks*.

<sup>8</sup>Ibid.; Vossekuil et al., *The Final Report and Findings of the Safe School Initiative*.

<sup>9</sup>J. Reid Meloy, Stephen D. Hart, and Jens Hoffmann, "Threat Assessment and Threat Management" in *International Handbook of Threat Assessment*, ed. J. Reid Meloy and Jens Hoffmann (New York, NY: Oxford University Press, 2013), 3–17.

<sup>10</sup>Eugene R. D. Deisinger, Marisa R. Randazzo, and Jeffrey J. Nolan, "Threat Assessment and Management in Higher Education: Enhancing the Standard of Care in the Academy," in *International Handbook of Threat Assessment*, ed. J. Reid Meloy and Jens Hoffmann (New York, NY: Oxford University Press, 2013), 107–125.

<sup>11</sup>Drysdale, Modzeleski, and Simons, *Campus Attacks*; Deisinger, Randazzo, and Nolan, "Threat Assessment and Management in Higher Education."

<sup>12</sup>William Pollack, William Modzeleski, and Georgeann Rooney, *Prior Knowledge of Potential School-Based Violence: Information Students Learn*

*May Prevent a Targeted Attack* (Washington D.C.: U.S. Department of Education and U.S. Secret Service, 2008).

<sup>13</sup>Deisinger, Randazzo, and Nolan, "Threat Assessment and Management in Higher Education"; Vossekuil et al., *The Final Report and Findings of the Safe School Initiative*; Gene Deisinger et al., *The Handbook for Campus Threat Assessment & Management Team* (Stoneham, MA: Applied Risk Management, 2008).

<sup>14</sup>Meloy, Hart, and Hoffmann, "Threat Assessment and Threat Management"; Deisinger, Randazzo, and Nolan, "Threat Assessment and Management in Higher Education"; Gene Deisinger et al., *The Handbook for Campus Threat Assessment & Management Team*.

<sup>15</sup>The JED Foundation and Education Development Center Incorporated, *A Guide to Campus Mental Health Action Planning* (New York, NY: The JED Foundation, 2011), [http://www.jedfoundation.org/CampusMHAP\\_Web\\_final.pdf](http://www.jedfoundation.org/CampusMHAP_Web_final.pdf) (accessed August 5, 2014).



## Impaired driver?

Could it be dementia?

Know the signs and symptoms.

Find out more at [www.theiacp.org/alztrainingvideo](http://www.theiacp.org/alztrainingvideo)



IACP's  
Alzheimer's  
INITIATIVES

In Partnership with:



This project was supported by a grant awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice.



Your online source for  
**OFFICIAL**  
**IACP Products**



Please visit the  
online marketplace at:  
<http://shop.fullpond.com/iacp/>



Order Branded Merchandise at the **IACP**  
**MARKETPLACE**



For questions or help,  
please contact: Andrea Brown  
800-678-0014, x 103  
[abrown@robertsonmarketing.com](mailto:abrown@robertsonmarketing.com)



ROBERTSONMARKETING





# Managing the Dark Side: Treating Officers with Addiction

By Robin Kroll, PsyD, Clinical Psychologist and  
Director of Interventions, Dr. Robin Kroll, Inc.,  
Chicago, Illinois

**L**aw enforcement officers know stress as well as, if not better, than most people. They come face-to-face with life-threatening situations, victims of traumatic incidents, and unpredictability on a regular basis. One of the results of officers' exposure to stressors that surpass the typical range of human emotions is the struggle to find a way to cope with these experiences. For some officers, alcohol is or becomes an acceptable response in dealing with those emotions. Consider, for instance, the following scenarios:

*When Officer Mike returned home from work, the last thing he expected was a "Dear John" note from his wife. He knew his marriage was toxic; he knew his drinking attributed to their issues; he knew he didn't know how to be alone. Turning to his typical coping behavior, he drank himself into a blackout. The next thing he knew, the police were breaking down his door, and he spent the next three days at a psychiatric unit sobering up. Immediately after his discharge, he was stripped of duty. As the fog began to lift, Mike remembered pieces of that night, which included putting his gun to his head. It wasn't until he noticed the bullet hole in the ceiling that he realized he had attempted to end his life.*

*Officer Gary was the first to respond to a car accident involving three teenagers, and he witnessed them burn alive as they pleaded for help. He couldn't get to them in time. He finished his shift, went home, hugged his kids, and found himself sitting in front of 23 beers the following day.*

*Officer Lori lost her partner to a line-of-duty death and blamed herself for being off duty the night it happened. Drinking was the only way to alleviate her sense of guilt.*

*After being injured on the job, Officer Steve was reliant on his pain medication, even after his on-duty injury healed. When his prescriptions ran out, he began purchasing opiates on the streets.*

The stories above demonstrate the many links between alcohol/substance abuse and law enforcement. One of the greatest factors stems from the reality that officers are exposed to stressors that surpass the typical range of human emotions. For some officers, alcohol is an acceptable response in dealing with those emotions.

While these scenarios may sound drastic to some; there are a number of officers who have heard of similar situations or witnessed their peers succumb to these methods of "coping." Research suggests that officers consume alcohol at greater rates than the general population; in law enforcement, cumulative stress is associated with an increased risk of alcohol abuse with an odds ratio of approximately 3 to 1.<sup>1</sup> Law enforcement officers drink in greater quantities and have higher rates of binge drinking compared to non-officers. This drinking is not always off the job—25 percent of officers report having consumed alcohol while on duty.<sup>2</sup>

In a 2011 study, 18.1 percent of male officers and 16 percent of female officers described "adverse consequences" from alcohol use, and 11 percent of male and 16 percent of female officers admitted to engaging in at-risk levels of alcohol use during the previous week.<sup>3</sup> In another recent study, 33.9 percent of law enforcement students indicated excessive alcohol use compared to 26 percent of other students, and, in a study by Peter Weiss, 44.8 percent of the lowest performing officers of the 632 surveyed exhibited "alcohol issues."<sup>4</sup>

Alcohol and suicide in law enforcement are also closely linked. A 2010 study found the presence of alcohol in over 95 percent of police suicides. It is estimated that a peace officer commits suicide every 17 hours.<sup>5</sup>

## What Links Addiction in Law Enforcement

It is common to learn that officers admit they were alcoholics or have abused alcohol prior to their police work and, of course, minimized their drinking habits at pre-employment screenings. It is also common to discover that there often exists a history of alcoholism in an officer's family. Alcoholism is a progressive, deteriorating disease, so officers with the addiction will likely decline with time, due to cumulative stress, dealing with extremes, and the negativity and violence they experience on the job, as well as the negative perception that some of the public and media have toward law enforcement. Officers also often experience unhealthy sleep cycles due to work shift changes and rotations that regularly switch from days to nights or assignments to special units that require putting in long hours, which can contribute to stress and unhealthy lifestyles. In addition, officers are notorious for working side jobs, not only to support their families, but to support their addiction habits as well, leading to further sleep deprivation and perpetuating the cycle.

For new recruits who don't necessarily enter the force with an addiction issue, the acclimation to police culture can engender habit-forming behaviors. New officers want to fit in, so they may start hanging out at local police bars, and, eventually, the realities of law enforcement's social milieu become part of the recruits' lifestyles.

Elevated drinking can occur as the result of a critical incident or post-traumatic stress disorder (PTSD). While officers can develop



PTSD from their jobs in law enforcement, some officers admit to joining the department with existing PTSD from the military or from childhood trauma, with symptoms that are activated by the experiences they face in the line of duty. Officers' training teaches them to be guarded; showing emotions on the streets or jails can imply vulnerability. They can often forget to let their guard down when they go home to their families; as a result, they shut down communication, creating relationship issues for which alcohol becomes an unhealthy solution. Officers are also reluctant to obtain professional help in fear of administrative consequences up to and including termination.

### Defining and Identifying the Problem

Alcoholism in law enforcement is an ongoing concern, and one that is often ignored in small, medium, and large agencies alike. Loyalty to the "brotherhood" hinders officers of all ranks from addressing the issue. This code of silence becomes an enabling behavior, and officers with alcoholism may deteriorate until the problem is too big to ignore—such as involvement in a domestic altercation, causing a fatality while intoxicated, or suicide. However, it's possible to identify officers who may be struggling with alcohol or substance abuse before a crisis occurs. Officers with addictions may show signs of the disease in a variety of ways, including the following symptoms:

- Noticeable decay in performance
- Abuse of medical leave and faking injuries (may indicate needing time to recoup from a binge on alcohol or other substances)
- Taking time off on the first day returning to work
- Coming in late for roll call
- Displays of disgruntled attitude, argumentative behavior, and disobedience of direct orders
- Mishandling offenders or inmates; demonstrations of aggressive behavior, low tolerance, or repeated use of excessive force
- Unkempt uniforms and poor hygiene
- Increased involvement in accidents
- Inability to stay on task; incomplete paperwork or cases; and requests for other officers to take over assigned duties
- Noticeable signs of withdrawal, such as shaky hands, sweating, flushed face, bloated and swollen features, vomiting, complaints of insomnia, nausea, anxiety, and headaches

### Treatment

When officers struggle with addiction, it is critical that they take time away from the job. Medical leave allows officers to fully concentrate on recovery, which includes gaining

insight to the root of their addiction, learning new healthy coping strategies, and identifying triggers that have led or could lead to a relapse. An officer may need to be off a minimum of three months to complete inpatient and outpatient treatment. A collaborative approach, utilizing a team of unified support systems, will give the officer the greatest outcome. Support and treatment options include the following:

- Employee Assistance Program (EAP) services
- Peer support services
- Inpatient treatment
- Intensive outpatient treatment
- Individual therapy
- Group therapy
- Family therapy
- Alcoholics or Narcotics Anonymous (AA or NA), sponsorship, and fellowship
- Psychiatric treatment
- Police chaplain unit
- Sober house

### Peer Support Units and EAP

Peer support units and EAP are good places for an officer to begin the process of getting help with an addiction. Some of these units' duties include the following:

- Responding to calls for assistance from officers and family members, supervisors, and peer support personnel
- Carrying out workplace and family interventions
- Stabilizing living environment
- Providing initial assessment
- Identifying the problem
- Referring to treatment
- Keeping the officer engaged after treatment
- Ensuring follow-up with human resources and union representatives
- Being a resource for future questions and direction<sup>6</sup>

### Inpatient Treatment

For most people with addictions, an inpatient program is the best start to recovery, but it is also one of the most difficult steps for an officer to take. For an officer, entering an inpatient facility may feel similar to incarceration, which is contrary to what the law enforcement profession represents, and giving up control goes against everything officers are trained to do. Their training has also provided them with a hyper-awareness of external surroundings—it is not uncommon for officers entering treatment centers to scan their surroundings and mark their exits the way they do on the streets or in jails.

Officers may need to tour the facility immediately upon admission to feel comfortable and safe. They are often perceived as being "clinically" paranoid because civilian patients do not display extensive

guardedness to the degree shown by law enforcement officers. Defense mechanisms kick into high gear, and officers can be difficult in the early stages of inpatient treatment. The difficult behaviors can include noncompliance, being "closed off," hesitancy in offering clinical history, heightened suspicion of staff and patients, and secrecy about what they do for a living. Law enforcement officers are gifted in their ability to run the show and do things their way, and it takes a strong staff to keep officers integrated in the treatment program. They often feel very different from the other patients, and it takes time to assimilate. Once this integration is achieved, officers can then focus on their recovery with success. Placing an officer in a treatment program that has a first responders track is preferable because clinicians who understand law enforcement culture will better understand how to work with the officer.

### Intensive Outpatient Program

An Intensive Outpatient Program (IOP) is recommended to transition an officer who is in recovery, and it is typically structured as a group setting. As an outpatient, the officer can reside at home or in a recovery house to strengthen his or her recent sobriety while making the adjustment to living a sober lifestyle. Some officers may be able to maintain their normal commitment to family and work while doing IOP. Outpatient treatment usually begins five days a week and decreases to three days, then two days, and eventually to one day aftercare. The process can be open-ended, and participation is a decision that is made between the officer and treatment facilitators.

### Individual Therapy

When an officer completes inpatient care, it is advisable to see a licensed clinician, specifically, one who has experience working with law enforcement as an interventionist. Police psychologists or other clinicians with experience treating law enforcement officers are better prepared to address field-specific issues and concerns. For instance, a psychologist unfamiliar with law enforcement may react poorly to the presence of a weapon, even if the officer carries it as a matter of course, or might not fully understand the pressures of the job that could lead to addiction.

When an officer seeks individual therapy, defensive behaviors can surface. As with most people who struggle with addiction, trauma is typically a co-occurring issue. Trust and safety are key factors for a person who has an addiction, especially officers whose finely tuned training teaches them not to trust. Being patient and using the first few therapy sessions to get acquainted allows the officer to gain assurance that the clinician can be trusted. Officers sometimes worry that



others will see them visiting a therapist, especially due to the cultural stigma that can surround mental health issues. A psychologist experienced in working with law enforcement may be able to help the officer's comfort by scheduling sessions during a time when no one else will be present in the waiting room or near the office. In addition, officers who have addiction issues stemming from a traumatic incident or who have heightened sensitivity to unfamiliar environments from their training may take multiple visits to feel safe in the office, and a skilled police psychologist will be sensitive to those types of fears. Officers are intuitive, and they will sense a clinician's discomfort, which will, in turn, create discomfort for them. Once trust is established, an officer's treatment can be extraordinary and sustained sobriety likely.

### How Clinicians Can Work with an Officer

While clinicians can't always accommodate every officer's request, some reasonable accommodations or considerations might include the following:

- Give new law enforcement clients the first appointment of the day, an after-lunch appointment, or the last appointment to reduce the chance of encounters with other clients or officers.
- When setting up the appointment, ask if the officer has any concerns that he or she would like to address prior to the first visit.
- Some officers like to text the clinician to confirm that the office is clear before entering—it is recommended to allow this.
- If there is an extra room, allow the officer to go in there and shut the door until the office is clear of other people, if he or she wishes. Once officers are comfortable with therapy, they usually stop worrying about concealing their identities.
- Don't push too much too soon—obtaining a thorough clinical history may have to wait until the officer is comfortable.
- Answer questions openly and honestly; officers easily recognize insincerity.
- Use language officers can relate to; don't be too clinical.
- Officers may test a clinician's ability to handle them; use an approach that is assertive without being controlling.
- Understand addiction and AA and the 12-step program, and be mindful of supporting these steps if the officer is working on them with his or her sponsor.
- Get consent from the officer to maintain communication with his or her other support systems, if possible. If communication is open, the clinician and other supporters may be able to identify the point at which the

officer might be slipping away from the recovery program (e.g., missing appointments with the psychiatrist, EAP representatives, peer support unit, or not going to AA meetings).

- Remind officers that furloughs need to be structured and to increase their support system during time off; officers can relapse during vacations when their routines change.
- Develop a relapse prevention plan, and identify triggers and cycle behaviors that cause relapse. Officers' triggers can come from the three key areas of their lives: (1) stress on the streets or in the jails, (2) stress from the organization, and (3) stress from their personal lives.
- Help officers develop healthy coping strategies to replace drinking, as well as being mindful of not replacing the addiction with other unhealthy behaviors such as gambling, sex, spending, and so forth.
- Officers with addictions who respond to calls that evoke emotions typically use alcohol or drugs as numbing agents to deal with the impact of the experiences. Remind them to use their new coping strategies (reaching out to support systems) to prevent relapses.

A return-to-work plan is important since the officer has most likely been on medical leave. Officers in recovery often face anxiety about returning to work for a variety of reasons: What will they tell their peers about why they've been off? Will they be bumped to another district or work shift? Is there new technology that they have to learn? Having officers visit their departments once or twice prior to their actual return date will reduce this anxiety. If they wear a uniform, having them put it on at home to reconnect with their identity can also be helpful, as can encouraging officers to go to the gun range, as they are likely going to have to re-qualify.

When officers return to work, they should still see a psychologist at least once a week for the first few months, then once every two weeks for a couple of months. If they are doing well transitioning back to work and have a strong AA or NA schedule, having them check in monthly for the first year back at work will help maintain quality support. AA or similar fellowship meetings will be a life-long commitment, and it's essential that officers in recovery learn to be mindful of finding a balance in life, making sure that their identity isn't solely about being police officers, and finding activities that include their civilian community and friends.

### Therapeutic Approaches

An integrated approach is beneficial as it avoids restricting the officer to a single perspective. A partnership of orientations and approaches can elevate the level of therapeutic success.

- Bring in family members to support and educate officers about addiction being a family disease. When family members are involved, they often find themselves united in the officer's recovery.
- Neurofeedback training is excellent for anxiety, trauma, addiction, sleep disorders, peak performance training, and more. Neurofeedback training entails the self-regulation of brainwave activity in real time, allowing officers to re-train their central nervous systems to function more efficiently.<sup>7</sup> Discovering a new baseline that identifies a calming sensation will allow officers to gain greater control and stability over behaviors as they navigate their tours.
- Eye Movement Desensitization and Reprocessing (EMDR) is a psychotherapy treatment that was originally designed to alleviate the distress associated with traumatic memories.<sup>8</sup> It has been proven an excellent approach to treating PTSD.
- Stress management and relaxation training can be extremely useful techniques for officers who regularly experience chronic stress, officers with addiction issues, or officers with ties to trauma and have a co-occurring diagnoses of anxiety disorders. Teaching officers how to control levels of personal stress by identifying internal resources can prevent them from looking for unhealthy external aides such as alcohol or drugs. Utilizing relaxation techniques regularly can improve an officer's everyday functioning.
- Motivating an officer to be conscientious of healthy eating and exercise can only enhance a well-rounded recovery program.
- Developing dual diagnosis police groups and AA or NA police meetings are a great way to give officers in recovery continued support. It doesn't take much; a facilitator can consist of a police clinician or a representative from a community law enforcement agency. The structure should be relaxed with the understanding that "what's said in group stays in group." Police groups allow officers to discuss issues that they wouldn't bring up in a regular civilian meeting. The safety and comfort of the group relies on its special bond—no need for records or dues, just support and encouragement.

### Additional Support Systems

**Psychiatrists:** Seek a psychiatrist who specializes in addiction and, if possible, one who has experience working with first responders and is mindful of the law enforcement agency's policy on medications. The American College of Occupational and Environmental Medicine (ACOEM) *Guidance for the Medical*

*Evaluation of Law Enforcement Officers* addresses medication use for law enforcement.<sup>9</sup>

**Police chaplains:** Police chaplains are a wonderful resource for officers, as they add a component of faith that is a significant theme in recovery. Being mindful of when to connect the officer to a spiritual resource is important. It is not unusual for officers to be angry and resentful in the beginning stages of recovery, especially at God. Blaming everyone but oneself is a defense mechanism that allows a person with an addiction to avoid responsibility and accountability. Once the officer stops using denial as a shield, bringing in faith (as the officer knows it) can add strength to the recovery process.

**Sober house:** Placing officers in a sober house can be as difficult as or worse than getting them admitted to a treatment center, and it is understandable why that is. Officers are uncomfortable with halfway houses; they have concerns that the other house members will resent them, and there is the potential of running into a house member whom they arrested. But for some officers, it is the only way they can maintain sobriety; in other cases, the officer may not be allowed to return home if the family won't allow it. Living alone is not advisable because it will be easy for the officer to become isolated, which often leads to relapse. Developing a relationship with a sober house that supports officers is worthwhile, and knowing that trusted resources (such as psychologists or peer support units) are familiar with the house manager can be of comfort.

### How Police Agencies Can Support Their Officers

First and foremost, agencies need to remove the stigma of seeking counseling and support their officers in taking care of themselves and each other. Law enforcement organizations shouldn't hesitate to reach out to mental health professionals in the community who understand the culture or addiction and trauma; it is an honor for them to assist the agencies and their officers. Training at the academy level and continued training throughout an officer's career is also essential. This includes education not just about alcohol and drug awareness, but about related issues such as potential critical incidents and elevated use, PTSD, and suicide prevention. Developing wellness programs that include stress management training, family days, and spousal awareness seminars throughout the year will be a continued reminder to maintain emotional stability.

Regardless of the size of the agency (small, medium, or large), building support units such as police chaplain programs, critical incident teams, and strong peer support units is possible with a modest budget. Small police agencies can join forces with other community police departments to develop these units and look for volunteers in the police community who are willing to come to the aid of their brothers or sisters in need. Reach out to officers in recovery—they are proud of who they've become and their lifestyle encourages giving back: "Having had a spiritual awakening as the result of these steps, we tried to carry this message to alcoholics, and to practice these principles in all our affairs."<sup>10</sup>

### Conclusion

Supporting officers in taking care of themselves and each other can make the difference between life and death when it comes to addiction. The need for police agencies to remove the stigma of seeking counseling and treatment will give officers a second chance—probably their only chance. Officers in recovery often return to work new and improved, and this freshness becomes very apparent to superiors and colleagues alike. Their new outlook on life often allows them to advance in rank and responsibility, and many become peer support members as a way of giving back. They view recovery as a gift.

Officers put their lives on the line daily to protect their communities. Supporting them in their recovery is a sense of duty and honor that agencies and clinicians can bestow upon them in return—a community of public servants serving each other. ♦

## RESOURCES

American Addiction Center (The Colony, Texas): (214) 731-4037

Genesis House (Palm Beach County, Florida): (800) 737-0933

Mirmont Treatment Center (Philadelphia, PA): (610) 744-1400

ACOEM *Guidelines for the Medical Evaluation of Law Enforcement Officers*: [www.acoem.org](http://www.acoem.org)

DOT *The Substance Abuse Professional Guidelines*: <http://www.dot.gov/sites/dot.gov/files/docs/ODAPC%20SAP%20Guide%20Aug09.pdf>

American Board of Addiction Medicine: [www.abam.net](http://www.abam.net)

American Society of Addiction Medicine: [www.asam.org](http://www.asam.org)

**Dr. Robin Kroll** is a clinical psychologist with an independent practice with offices in Chicago and Lake County, Illinois, suburbs. Dr. Kroll is the Director of Interventions and specializes in Police Psychology. Her concentration includes working with police officers in individual, group, and family therapy for issues related to addiction, mood disorders, work-related matters, and post-traumatic stress disorder. She has experience in fitness for duty treatment and assessment, police arbitration, and expert testimony. Dr. Kroll speaks at police and public safety conferences and implements stress management seminars for law enforcement agencies.

### Notes:

<sup>1</sup>Robyn R. M. Gershon, Susan Lin, and Xianbin Li, "Work Stress in Aging Police Officers," *Journal of Occupational and Environmental Medicine* 44, no. 2 (2002): 160–167.

<sup>2</sup>Jeremy D. Davey, Patricia L. Obst, and Mary C. Sheehan, "Developing a Profile of Alcohol Consumption Patterns of Police Officers in a Large Scale Sample of an Australian Police Service," *European Addiction Research* 6, no. 4 (2000): 205–212.

<sup>3</sup>James F. Ballenger et al., "Patterns and Predictors of Alcohol Use in Male and Female Urban Police Officers," *American Journal on Addictions* 20, no. 1 (2011): 21–29.

<sup>4</sup>M. Kevin Gray, "Problem Behaviors of Students Pursuing Policing Careers," *Policing* 34, no. 3 (2011): 541–552; Peter A. Weiss et al., "The Personality Assessment Inventory Borderline, Drug, and Alcohol Scales as Predictors of Overall Performance in Police Officers: A Series of Exploratory Analyses," *Policing & Society* 18, no. 3 (2008): 301–310.

<sup>5</sup>Jean G. Larned, "Understanding Police Suicide," *Forensic Examiner* 19, no. 3 (2010): 64–71.


<sup>6</sup>Robin Kroll and James Morrison, "Liquid Courage: Treating Officers with Alcoholism—A Path to Recovery" (presentation, 119th Annual IACP Conference, San Diego, CA, September 29, 2012).

<sup>7</sup>John N. Demos, *Getting Started with Neurofeedback* (New York: Norton and Co. Publishers, 2005).

<sup>8</sup>Francine Shapiro, "Efficacy of the Eye Movement Desensitization Procedure in the Treatment of Traumatic Memories," *Journal of Traumatic Stress* 2, no. 2 (1989): 199–223; Francine Shapiro, "Eye Movement Desensitization: A New Treatment for Post-Traumatic Stress Disorder," *Journal of Behavior Therapy and Experimental Psychiatry* 20, no. 3 (September 1989): 211–217.

<sup>9</sup>American College of Occupational and Environmental Medicine, *Guidance for the Medical Evaluation of Law Enforcement Officers* (Elk Grove Village, IL: Knowledge Centers), <http://www.acoem.org/leoguidelines.aspx> (accessed August 1, 2014).

<sup>10</sup>Alcoholics Anonymous, "Step Twelve," in *Twelve Steps and Twelve Traditions* (AA Grapevine, Inc. and Alcoholics Anonymous Publishing, July 2012): 106, [http://www.aa.org/assets/en\\_US/en\\_step12.pdf](http://www.aa.org/assets/en_US/en_step12.pdf) (accessed August 1, 2014).



By Stephen F. Curran, PhD, ABPP, Atlantic OccuPsych, Towson, Maryland; Scott W. Allen, PhD, ABPP, Senior Staff Psychologist, Miami-Dade, Florida, Police Department; Daniel W. Clark, PhD, Department Psychologist, Washington State Patrol; Douglas Craig, PsyD, Police Psychologist and Police Psychology Program Director at Adler School of Professional Psychology, Chicago, Illinois; and LaMaurice H. Gardner, PsyD, Reserve Lieutenant and Police Psychologist, Oakland County, Michigan, Sheriff's Office

# Managing Encounters with Returning Veterans

**O**ver 2 million U.S. Army, Air Force, Coast Guard, Marine Corps, and Navy personnel have served since 2001 in the theaters of Afghanistan as part of Operation Enduring Freedom (OEF); since 2003 in Iraq for Operation Iraqi Freedom (OIF); and since 2010 in Operation New Dawn (OND). One in six returning veterans from Iraq and Afghanistan suffers from a substance abuse disorder, and the number of veterans treated for mental illness and substance abuse has increased 38 percent since 2004.<sup>1</sup> These veterans interact with law enforcement officers regularly; therefore, it is important to increase awareness about the problem and develop strategies for training officers in practical solutions for encounters with veterans.

## Statement of the Problem

There is no systematic arrest data gathered across the United States that identifies an arrestee as a veteran. A deduction of minimum encounters with police officers is derived from incarceration rates. More recently, in December 2013, the first U.S. Vet Court Conference was held, which

highlighted that an estimated 700,000 veterans were incarcerated. This number has no solid research basis, yet a considerable number of veterans, from those who served in World War II to others involved in present conflicts, are incarcerated. The authors estimate a conservative number of incarcerated veterans at 200,000.

Various research projects have identified the following contributing factors for the high rates of arrest and incarceration of veterans:

- **Unemployment:** Nine percent of Gulf War II-era veterans remain unemployed, according to statistics released March 20, 2014, by the Bureau of Labor Statistics (BLS). The unemployment rate for veterans remains higher than for the nonveteran population in the United States, and 24.3 percent of the youngest Gulf War II veterans (ages 18–24) remain unemployed.<sup>2</sup>
- **Mental illness:** Iraq and Afghanistan veterans who are incarcerated are three times more likely than incarcerated

nonveterans to have combat-related post-traumatic stress disorder (PTSD).<sup>3</sup>

It is an unfortunate fact that many of the returning OEF and OIF combat veterans suffer from some type of combat-related mental illness or brain injury (PTSD, depression, chemical dependency, and traumatic brain injury). Factors influencing the chance of developing mental health-related illness include frequent deployments, deployments to hostile environments, exposure to extreme stress, physical or sexual assault while in the service, length of deployment, and service-related injury. The five most commonly reported symptoms preceding suicide among veterans are depression, anxiety, sleep problems, isolation, and increased agitation.<sup>4</sup>

Given veterans' training and experiences, it is important to remember that suicidal veterans are as much a threat during emotional upheaval to responding police officers as they are to themselves. It is equally important to recognize that—like law enforcement officers—military personnel have a strong resistance to seeking mental



health treatment due to the perception that asking for help is a sign of weakness.

### Case Example #1

On December 12, 2013, Mr. Z, a 26-year-old Iraq War veteran who served 15 months combat in Iraq and 5 months earthquake relief in Haiti disclosed his intent to commit suicide to his girlfriend and his roommate. The police were contacted, and they responded and set up a perimeter. The veteran's girlfriend quoted the veteran as saying "I'm done living this life, my soul is going to go someplace else, it has to be better." He also said, "If you call the police or try to lock me up, all it will do is speed this up. If you don't leave, you'll force me to do it in front of you. I don't want to put you through it, but you can't change my mind." The girlfriend informed police that the veteran's plan was to have one of the officers shoot him so that he doesn't soil the carpet.

Mr. Z exited the home, eventually drawing a handgun. Officers ordered him to drop his weapon and get to the ground. Mr. Z ignored these commands and continued to move along the outside of the home. Police reports and radio communications indicate that Mr. Z gestured his weapon toward the position of two of the officers and then pointed the gun against his head, and fired. At the same time, a flanking officer saw the veteran gesture his weapon towards the officers and responded by firing at the veteran, striking him twice. The veteran died from the self-inflicted gunshot wound (GSW) to his head.

Mr. Z had service-connected impairment ratings of 30 percent for PTSD and 10 percent for Lumbosacral strain. Results of the psychological autopsy indicate that the veteran appeared to struggle with transitioning back to civilian life. He was under stress due to enduring symptoms of PTSD, alcohol and cannabis abuse, strained interpersonal relationships, and unsatisfactory employment. Further, he was worried about the financial and legal consequences of his court appearance for a third offense of operating a vehicle under the influence. The combined existential stress and his veteran-specific risk factors likely provided a "final straw" for the veteran and pushed him to suicide.

### Crisis Negotiation Theory and Research

A crisis can be defined as any situation that exceeds an individual's ability to cope.<sup>5</sup> When someone is faced with a perceived insurmountable problem, the resulting frustration, tension, and emotional upheaval can become overwhelming, especially if attempts to problem solve the situation are unsuccessful. When an individual is in a state of crisis, whether it is due to difficulties navigating the adaptation to a new environment, the result of substance intoxication, or difficulties processing past

negative experiences, among other causes, that individual is experiencing incredible challenges in coping with reality. Although this does not mean that these individuals are inadequate or weak, it does mean that these individuals' emotional states compromise their ability to engage in a rational thought, which can considerably compromise judgment and, therefore, increase risk for all involved.

When law enforcement becomes involved with an individual in crisis, it is usually due to the fact that the individual has surpassed a threshold where the individual or another's direct safety is being compromised or the individual is committing or has committed a criminal offense. Therefore, law enforcement tends to be called upon when an individual is in the most extreme state of crisis, which can present as volatile, unpredictable, and marked with poor judgment. The National Alliance on Mental Illness reports that confrontations between police and veterans experiencing emotional crises have been on the rise. Approximately 11 percent of returning veterans from OEF and OIF meet diagnostic criteria for mental health problems, including PTSD, depressive disorders, and substance use disorders.<sup>6</sup> Common symptoms of these disorders can include high levels of distress, hopelessness, exaggerated reactions to threat, and irritability. These data reflect, in part, the fact that combat survivability is the highest in the history of armed conflict.<sup>7</sup> Among the important variables for first responders to consider when responding to a veteran who is in a state of crisis are the warrior ethos (Battlemind), traumatic brain injuries, and the presence of mental illnesses such as PTSD and mood disorders.

Battlemind, more recently referred to as resilience training (see Figure 1), has been described as the consequence of military training, mental conditioning and toughness, and experiential variables that elicit a set of learned responses when placed in an environmental context that is wrought with tension and distress.<sup>8</sup> This represents the ethnographic and cultural meanings and values of military life. These responses are those that are often ingrained into the mind-set of a warrior to optimally respond to conflict. Such training develops a reflexive response to perceived threat, action before thought, which, in turn, maximizes the survival advantage of a warrior. The hallmark of Battlemind training is that it inculcates the veteran with the qualities of self-confidence and mental toughness. In combat, the aggression and engagement in conflict is adaptive. These dynamics are maladaptive as a civilian and pose the central problem when veterans interact with police officers.

Examples of Battlemind responses include a preference for the company of fel-

## Figure 1. Battlemind

- Buddies (cohesion) vs. Withdrawal
- Accountability vs. Controlling
- Targeted Aggression vs. Inappropriate Aggression
- Tactical Awareness vs. Hypervigilance
- Lethally Armed vs. "Locked and Loaded" at Home
- Emotional Control vs. Anger/Detachment
- Mission Operational Security vs. Secretiveness
- Individual Responsibility vs. Guilt
- Non-Defensive (combat) Driving vs. Aggressive Driving
- Discipline and Ordering vs. Conflict

low veterans; anger; feelings of discomfort when not armed at all times; rigid interactions with others; sleep difficulties; and increased risk for abuse of alcohol and other drugs.<sup>9</sup> Further, research supports that Battlemind primes individuals for responding. Therefore, the thresholds for startled responses and experiences of distress can operate on a hair trigger, and individuals can have very little tolerance for emotional distress. An additional fundamental point regarding Battlemind is that veterans have often been trained by law enforcement members and are knowledgeable about tactical operations.<sup>10</sup> First responders must be mindful of this when responding to a critical incident involving a veteran.

Traumatic brain injury (TBI), a medical condition with an overlap in symptoms with PTSD, has been cited as one of the most common types of combat-related injuries, with mild TBI (mTBI) the most frequent type of TBI. mTBI is frequently overlooked due to the absence of overt physical injuries.<sup>11</sup> An estimated 240,000 OEF and OIF veterans suffer from mTBI.<sup>12</sup> The specifics about the various dynamics of the brain and the impact mTBI can have on functioning are too varied to cover in this article; however, it is important to note

that veterans with mTBI are experiencing organic brain damage and first responders may be unable to change behavior or emotions. Law enforcement responders need to consider the injury when communicating with the veteran. Problems in language, attention, and speed of information processing are not uncommon impairments in veterans with TBI or mTBI.

### Case Example #2

The following is a brief overview of a Miami-Dade, Florida, Police Department (MDPD) Special Response Team (SRT) callout with a veteran, Mr. V. The SRT negotiator team had just recently completed its monthly training, which was related to managing encounters with veterans and Battlemind. Mr. V. had been threatening family members and was reported to not be taking his prescribed psychotropic medication and as possibly being suicidal. Mr. V. was also described as heavily armed. Upon a quick scan of Mr. V.'s neighborhood, it was ascertained that his apartment was directly across the street from an elementary school. With the totality of information at that point, it was decided by the SRT tactical commander that the tactical team would be the first responding unit to the scene.

Upon arrival, the SRT tactical operators immediately established an inner perimeter with uniform units establishing an outer perimeter and facilitating the evacuation of the elementary school students, teachers, and staff. Concurrently, a negotiator (an OIF military veteran) moved forward with the tactical team in an armored vehicle to initiate voice-to-voice negotiations. The negotiator immediately disclosed that he was a military veteran and actually displayed to Mr. V. his military identification card. Although Mr. V. was highly agitated, he appeared somewhat reassured that the negotiator was also a veteran. Soon thereafter, the negotiator was able to engage Mr. V. in a conversation and determine that he was a combat Army veteran who had a 70 percent disability for PTSD, as well as for TBI. Mr. V. also stated that he was not taking his psychotropic medication, and he was distraught because he believed the world was going to end in two days. The negotiator was able to observe that Mr. V. was wearing a bulletproof vest and had a semi-automatic handgun tucked under his shirt in the small of his back. Further, the negotiator could see a rifle leaning against the refrigerator, and Mr. V. had stated that he was in possession of other weapons, including two hand grenades. Upon hearing this new information regarding the hand grenades, the tactical operations command center (TOCC) staff immediately ordered all personnel to disengage and pull back to a safe distance. Briefly, the negotiator was hesitant to abandon his voice-to-voice position. However, the backup negotiator (Army Spe-

cial Forces medic) had just taken position behind the lead negotiator, and he was able to physically cajole the lead negotiator to return to the newly designated negotiation point. As the lead negotiator had developed a continuous and calm conversation with Mr. V., the tactical team did not exhibit an obtrusive or challenging positional display. Although the conversation was calm, Mr. V. appeared to be hallucinatory (certainly delusional based upon his verbalizations that the world was going to end in two days), and he had stated that he was in possession of two live hand grenades. The lead negotiator was directed by the SRT psychologist to begin the process of suggesting to Mr. V. that he talk to the Veterans Affairs Medical Center (VAMC) mental health professionals. At this point in the process, Mr. V. would not be arrested, but instead transported to the VAMC for assessment and intervention. Concurrently, as the lead negotiator was talking with Mr. V., the SRT psychologist was talking with senior staff psychologists from the VAMC and a local hospital with a crisis stabilization unit. Initially, the local hospital was stridently insisting that Mr. V. be transported to their hospital, as it was the nearest emergency room facility per Florida Law. However, with the assistance of the VAMC psychologists, the SRT psychologist was able to impress upon the hospital staff that per State of Florida Waiver Request (99-005W/Rendition 99-DCF-171-WO), law enforcement officers are permitted to transport individuals who are eligible for VA services to VA facilities, even when the VA facility is not the nearest facility. With this agreement among all parties, Mr. V. was now told by the lead negotiator that it had been worked out that he would be taken directly to the VAMC and Dr. Smith (pseudonym), whom he trusted, would be in the emergency room (ER) to meet him upon his arrival. It was also communicated to Mr. V. that it was getting late and the longer he remained in his apartment, the less likely that Dr. Smith would be able to remain on shift to meet him at the ER. At this point the lead negotiator was instructed to more assertively emphasize that "we are very concerned about the hand grenades... We don't want there to be any mistakes that will put everyone including you, Mr. V., in danger."

With more verbal pressure being placed upon Mr. V. and the implication that his trusted VAMC psychologist may not be available if he delayed his exit from the apartment, Mr. V. began to contemplate his exit strategy. The lead negotiator then initiated a foot-in-the-door strategy in which the lead negotiator began to assertively direct Mr. V. to come out immediately without any weapons or his cellphone. Again, the lead negotiator was emphasizing the potential danger to everyone (especially his neighbors) in the apartment com-

plex due to his two hand grenades. After approximately 30 minutes, Mr. V. agreed to exit his apartment with just his cellphone only if the lead negotiator would ride with him to the VAMC. This compromise was immediately agreed upon, and Mr. V. subsequently was taken into custody by tactical operators and transported to the VAMC with the lead negotiator.

Tragically, this effort by MDPD SRT and the VAMC did not ultimately end on a positive note. Mr. V. was admitted to the VAMC and received intensive treatment for approximately two weeks and was then transferred to a state hospital where he received treatment for an additional four weeks. Upon his discharge from the state hospital, Mr. V. committed suicide. It should be noted that during his initial interaction with law enforcement, he chose not to engage any police officers in a hostile manner. Further, upon his release, Mr. V. chose not to engage law enforcement at all. Those decisions by Mr. V. were not lost upon the personnel of the MDPD.

### Recommendations

The two case examples presented describe tactical encounters with veterans to highlight the mental health elements of the involved veteran and resources that may be useful during these encounters. A patrol officer will not have background information about the veteran and, thus, will benefit from the following practical steps:

- First responders may use a number of methods to identify someone with military experience, including using the following clues:
  - » If they are in a vehicle, look for a Department of Defense sticker in the front window. Also, look for military-themed stickers in the back window. Some states offer military license plates or driver's licenses identifying the holders as veterans.
  - » Look at what the individual is wearing. Many current or former military personnel wear T-shirts and sweatshirts with unit logos ("A, 1/7 Infantry"), occupational T-shirts ("Rangers," "Engineers"), hats ("USS Ronald Reagan") or military-themed T-shirts ("If you weren't there, then shut up" or "Freedom isn't free. I paid for it"). They might also be wearing dog tags or a uniform piece.
  - » Look for military-related tattoos.
  - » How do they hold themselves? Do they move like someone with combat training?
  - » Listen to their language. Are they using common military terms such as "POV" for cars or trucks, "on leave" instead of "vacation," "weapon" versus "gun," "niner" for "nine," or referring to a "chain of command"?
  - » One way to confirm they are current

or former military is to ask them what unit they were with, ask a question about the tattoo(s) visible, or ask directly, "Are you a veteran?"

- When interacting with a veteran in a state of crisis, it is important to be informed about the behavioral dynamics of successful crisis communications; to know both the art and science of practice. To achieve optimal resolutions, the first responder must be attentive to the uniqueness of the situation, as well as the individual in crisis. Without considerable training, this task can be quite challenging for a first responder at times, and, similar to the primed Battlemind of a combat veteran, the responding officer has also been primed to respond with escalating force until control is established during a conflict. Until intelligence can be gathered about the individual in a state of crisis, it is important to use basic tactical communication skills; that is, engage slowly and invest in developing rapport with the veteran. Do not rush.
- The first responder also needs to be aware of his or her stress levels and to address them appropriately. Tactical or diaphragmatic breathing can be quite useful and may also be used as a guide to remain at a de-escalating, slow pace. It is also important to remain focused on the task of resolving the crisis peacefully.<sup>13</sup>
- Given that all branches of the military are based on a hierarchical structure, avoid noting rank, but rather note experience, understanding, and empathy when interacting with a veteran in crisis. When interacting with an individual in a state of crisis, avoid getting caught up in the situation via frustration and anger.
- Veterans have received specific training in combat and use of weapons. Crisis intervention officers should pay particular attention to the veteran's access to weapons and other elements in the environment. It is also advantageous to avoid sudden, staccato movements that could be interpreted as threatening; similarly, be conscious of Battlemind and avoid violating the personal space of the veteran in crisis.
- As with other crisis interactions, use active listening skills, spend time to build rapport, be mindful of emotional escalation and the potential for suicide or homicide, and communicate as much as possible.

### Department of Veterans Affairs (VA) Initiatives

It has long been recognized that warriors tend to trust and open up to fellow warriors. That applies to both law enforcement and military. In the combat theater,

military personnel watch each other's back in much the same way that law enforcement personnel back up one another on patrol. The "Battle Buddy" concept applies after returning from combat, as well. Just as the law enforcement profession has peer support programs to address emotional stress, the military has the Vet to Vet program for returning veterans. The Vet to Vet program aims at helping returning veterans establish a relationship with the VA hospitals through contact with former veterans who understand and have experienced the stressors of serving in peacetime and in war. Establishing a connection with a veteran and building trust and rapport are critical components to facilitating a smooth transition to home life.

Law enforcement personnel who have a background in the military (particularly if they served in Iraq or Afghanistan) can be of great benefit if they act as first responders to veterans in emotional upheaval. Taking a Vet to Vet role, they would have the unique opportunity to de-escalate volatile situations if the contact is seen as one Battle Buddy helping another.

Among programs to address veterans in the criminal justice system is the VA's hiring of 172 justice outreach specialists. These specialists work directly with the courts as advocates for veterans who are before the court or already in jail and eligible for possible alternatives to incarceration. The outreach specialists worked with 5,800 veterans in the first year of the program in 2010, a number that jumped to 36,000 during 2013. Veterans in the justice system have an average of seven prior arrests, and 20 percent have spent a year or more behind bars. Another initiative is the Vet Court program launched across the United States. Vet Courts have yielded positive results with two-thirds of veterans before the treatment courts successfully completing their treatment regimens and a 30 percent increase in stable housing for veterans.

### Summary

Officer safety is enhanced through training on the issues affecting veterans. The scope of the mental health-related issues manifested by veterans can pose an increased risk to safety, both for the officers and the veterans. The goal is for law enforcement personnel to increase their awareness about factors affecting the returning veterans who encounter police officers. Heightened awareness will yield positive results when law enforcement recognizes a veteran during an encounter. In addition, appropriate crisis interventions that consider Battlemind factors, as well as establishing resources, such as relationships with the local VA Center, Vet to Vet peer support from any agency's own ranks, and Vet Courts after arrest, may be helpful in resolving crises successfully. ♦

Law enforcement personnel can learn more about the military and PTSD at [www.ptsd.va.gov/index.asp](http://www.ptsd.va.gov/index.asp) or about Veterans Health Administration resources and services at [www.va.gov/health](http://www.va.gov/health).

### Notes:

<sup>1</sup>Bob Brewin, "VA and Defense Chiefs Confront Reality of 700,000 Incarcerated Veterans," NextGov, December 3, 2013, <http://www.nextgov.com/defense/2013/12/va-and-defense-chiefs-confront-reality-700000-incarcerated-veterans/74816> (accessed August 1, 2014).

<sup>2</sup>Bureau of Labor Statistics, "Employment Situation of Veterans – 2013," news release, March 20, 2014, <http://www.bls.gov/news.release/vet.nr0.htm> (accessed August 1, 2014).

<sup>3</sup>Jack Tsai, Robert A. Rosenheck, Wesley J. Kasprow, and James F. McGuire, "Risk of Incarceration and Other Characteristics of Iraq and Afghanistan Era Veterans in State and Federal Prisons," *Psychiatric Services in Advance* 64, no. 1 (2013): 36–43.

<sup>4</sup>VA VISN 2 Center for Excellence for Suicide Prevention, *Behavioral Health Autopsy Program Interim Summary*, 12/01/12–02/27/14, Internal Report.

<sup>5</sup>Lee Ann Hoff, *People in Crisis: Understanding and Helping* (New York, NY: Jossey-Boss, 1989).

<sup>6</sup>National Alliance on Mental Illness, "Chicago Begins Specialized Veterans CIT Program," <http://www.nami.org/Template.cfm?Section=CIT&Template=/ContentManagement/ContentDisplay.cfm&ContentID=94839> (accessed on April 15, 2014).

<sup>7</sup>Institute of Medicine (IOM), *Gulf War and Health, Volume 9: Long-Term Effects of Blast Exposures* (Washington, D.C.: National Academies Press, 2014).

<sup>8</sup>U.S. Army Medical Research and Materiel Command, Walter Reed Army Institute of Research (WRAIR), "Battlemind," <https://mrmmc.amedd.army.mil/assets/docs/media/BattlemindCommPlan.pdf> (accessed August 6, 2014).

<sup>9</sup>Michael J. McMains and Wayman C. Mullins, *Crisis Negotiations, Fifth Edition: Managing Critical Incidents and Hostage Situations in Law Enforcement and Corrections* (Walham, MA: Anderson Publishing, 2014).

<sup>10</sup>McMains and Mullins, *Crisis Negotiations*.

<sup>11</sup>Shawn F. Kane et al., "When War Follows Combat Veterans Home," *The Journal of Family Practice* 62, no. 8 (August 2013): 399–407, [http://www.jfponline.com/fileadmin/qhi/jfp/pdfs/6208/6208\\_JFP\\_Article3.pdf](http://www.jfponline.com/fileadmin/qhi/jfp/pdfs/6208/6208_JFP_Article3.pdf) (accessed August 6, 2014).

<sup>12</sup>IOM, *Gulf War and Health*.

<sup>13</sup>McMains and Mullins, *Crisis Negotiations*.



## Product Feature:

# Online Education Fits Neatly with the Law Enforcement Lifestyle

By Scott Harris,  
Freelance Writer

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

With staffing and resources at a minimum, training and education can sometimes be nudged to the margins of the law enforcement agenda. However, in an increasingly complex world, agencies can ill afford for this to be the case.

A silver bullet solution may be online education. As are many industries in the Internet-connected world, online education is evolving and may work especially well for the law enforcement and public safety communities, thanks in large part to the greater flexibility it offers. Online education programs are springing up everywhere, both from for-profit companies and from traditional colleges that are expanding their campuses into the digital world.

"A lot of people have a misconception of online learning," said Tim Hardiman, a retired New York Police Department officer and now a professor with American Military University, a branch of the Manassas, Virginia-based American Public University System, a company delivering online learning on a range of public safety topics from criminal justice to forensics to fire science. "They think you slide a CD into a computer and take a multiple choice exam. But it's not like that anymore. It's a different experience now. There have always been a wide range of experiences that are available in education... This is just one of them, and it can be enormous for criminal justice professionals."<sup>1</sup>

The world of connected education is certainly expanding. According to figures

released in early 2014 by the Babson Survey Research Group, affiliated with Babson College in Massachusetts, about 6.1 million U.S. students took an online course in fall 2010, which is an increase of 560,000 from the previous year. The same study reported that 65 percent of institutions surveyed said online education was in their long-term plans.<sup>2</sup>

The cost of an online education also tends to be lower, especially when accounting for travel, room and board, and other expenses that frequently do not apply to the online experience.

How does online education actually work? The answer can vary as widely as the students and educational institutions involved. Courses can be taken entirely online or can employ a "blended" approach between digital learning and classroom experiences. Lectures are captured electronically and then posted online. Students can view these lectures and complete course requirements at a more flexible pace. Instructors communicate one-on-one with students by email or other methods, while discussion boards facilitate group discourse between students and faculty and among students themselves.

The discussion features that are a trademark of many online courses actually can improve the learning experience compared with the traditional classroom, said David Bradford, executive director of Northwestern University Center for Public Safety—which is based in Evanston, Illinois, but is expanding into the online space, including recently making its entire School of Police Staff and Command certificate program available through the web.<sup>3</sup>

Bradford estimated that as many as 98 percent of the center's online staff and command students exceeded minimum course requirements for class participation.

Bradford also said that the quality of online education today is a far cry from the formality that many considered it to be just a few short years ago. Though times can vary based on different circumstances, Bradford said an online course offered through the center typically takes about 12 weeks to complete, compared with 10 weeks for the brick-and-mortar version.

"Instructors who teach the online versions of a course and the version on the ground said they were spending more time with students online than the ones in the classroom," Bradford said. "They're more restrained by time in the classroom, and students lose a lot of their inhibitions they have in the physical classroom and are more open to asking questions."

The primary way that online education can help law enforcement do its job better is through not only the actual professional advancement it provides, faculty members said, but also the ease with which it provides it.

"The convenience of online education is especially apparent if you work the third shift and get off at eight in the morning, but you want to take classes," said David White, a retired police officer and now a professor in the Master of Science in Criminal Justice program at Kaplan University, a company headquartered in Fort Lauderdale, Florida, that offers traditional and online education around the United States. "I did that third shift, so I would get off and then go take a class at 9:00 a.m. But now, you can go to class and do your coursework any time during the day. Students have access to the classroom 24 hours a day, 7 days a week."<sup>4</sup>

This convenience can be particularly beneficial for working law enforcement and public safety professionals, who, like many other professionals, are strapped for

time or can't easily absent themselves from day-to-day workplace activities.

"There are a large number of people who would like to participate in some new training and education," Bradford said. "But the agency was small enough that it can't afford the cost or can't afford to send the person away for 10 weeks to a remote location because the backfill involved would be too great."

This makes online education a perfect option for professionals who are looking to take the next step up the proverbial ladder or simply add a new skill set to their repertoire.

"A lot of what gets offered in online education is for professional people who are interested in advancing their careers," said Jeffrey Magers, a retired police captain and associate professor in the professional studies department of California University of Pennsylvania, based in California, Pennsylvania. "These learners are from all over the country. They take courses in the law and how the law interacts with public policy. These and other courses are for becoming an executive-level leader."<sup>5</sup>

Learners can take a deep dive into various public safety and service topics through California University's professional studies department. Its Master of Science in Legal Studies program offers three concentrations: law and public policy, homeland security, and criminal justice.

Magers said the program focuses on existing professionals, not only because it is online, but also because it offers new techniques in problem-solving and other practical competencies. "Instead of term papers, where you discuss a problem, I assign white papers, where you're asking them to come up with alternatives and options for a solution or a change in policy," Magers said. "Things in law enforcement will keep changing, but you will always have that skill of critical analysis because of these exercises."

Other universities offering online education in law enforcement and public safety include the University of Massachusetts, the University of North Carolina, and Brandman University, based in Irvine, California.

Another example can be found in Northwestern's Staff and Command program. After two years of preparatory work, school leaders recently made the program available entirely online (though it is still offered in a traditional physical format, as well). Part of the university's School of Continuing Studies, the online program's goal is to equip future chiefs and captains with the competencies they will need to succeed.

"This is for people who have been identified by their agency as having leadership potential," Bradford said. "Distance learning and education are important elements of this kind of educational process."

The spectrum of online education is far broader than it once was. Associate, bachelor's, and even master's degrees, along with various certificates, are available online at some institutions. Kaplan, for instance, offers undergraduate and graduate degrees in various law enforcement areas.

"Our full-degree programs online are very comparable with brick-and-mortar standards," said Chris Findley, a Kaplan professor who teaches forensic psychology courses. "We can actually offer a master's degree online and be confident about that. People are stuck in a brick-and-mortar mind-set...but we have full degrees and specialization areas that can really help you get where you want to go."<sup>6</sup> ♦

#### Notes:

<sup>1</sup>Tim Hardiman (professor, American Military University), phone interview, June 9, 2014.

<sup>2</sup>Babson Survey Research Group, *Going the Distance: Online Education in the United States*, 2011, 4, <http://www.babson.edu/Academics/centers/blank-center/global-research/Documents/going-the-distance.pdf> (accessed July 31, 2014).

<sup>3</sup>David Bradford (executive director of Northwestern University Center for Public Safety), phone interview, June 10, 2014.

<sup>4</sup>David White (professor, Kaplan University), phone interview, June 11, 2014.

<sup>5</sup>Jeffrey Magers (associate professor, California University of Pennsylvania), phone interview, June 10, 2014.

<sup>6</sup>Chris Findley (professor, Kaplan University), phone interview, June 11, 2014.

## Product Feature:

# Source List for Online Education

**For contact information, view this article in the September 2014 issue online at [www.policechiefmagazine.org](http://www.policechiefmagazine.org).**

American Intercontinental University  
American Military University  
American Public University  
Ashford University  
Baker College Online  
Brandman University  
California University of Pennsylvania  
Capella University  
Colorado Technical University  
Colorado State University - Global Campus  
Columbia Southern University  
Devry University  
Everest University Online  
Grand Canyon University  
Jones International University  
Kaplan University  
Liberty University  
National American University  
Northwestern University Center of Public Safety  
Post University  
Saint Leo University  
Southern New Hampshire University  
The Pennsylvania State University - World Campus  
Tiffin University  
University of Massachusetts - UMass Online  
University of North Carolina Online  
University of the Rockies  
Virginia College  
Walden University  
Western Governor's University



# COURT HOUSE

## Law Enforcement Encounters with

# Sovereign Citizens

By IACP Committee on Terrorism

**T**he May 20, 2010, fatal shooting of two West Memphis, Arkansas, police officers and the wounding of two others, allegedly by “sovereign citizens” Jerry and Joe Kane, served to remind the law enforcement community of the threat that may be presented by sovereign citizens.<sup>1</sup> On August 16, 2012, two sheriff’s deputies were fatally shot and two others were wounded during two confrontations in Louisiana. At least one of the individuals arrested in connection with these incidents had previously proclaimed himself to be a sovereign citizen.<sup>2</sup>

These violent confrontations were not the first that sovereign citizens had with law enforcement. Others have occurred in Texas, Wisconsin, and Ohio, to name a few. In September 2010, a man in West Odessa, Texas, who held sovereign citizen views, shot and wounded three people, including two sheriff’s deputies who lawfully came onto his property to access an oil well. It was only after a 22-hour standoff that the man surrendered. In April 2009, in Richland County, Wisconsin, a man with sovereign citizen views was sentenced to 48 years in prison after a 2008 standoff at his property that began when he opened fire on sheriff’s deputies who were attempting to evict him for nonpayment of taxes. In August 2002, a routine car stop ended in Massillon,

Ohio, with the shooting death of a police officer by a man who expressed sovereign citizen views and referred to himself as a “constitutionalist.”

### **Sovereign Citizen Ideology**

Sovereign citizens believe they are self-governing and not under the authority of any government. They also believe they are subject only to common law or constitutional law and are not bound to obey statutory law. Sovereign citizens may refer to themselves as “freemen” or “common law citizens.” Some adherents of this philosophy may use their self-proclaimed status as sovereigns to justify threats, violence, or crimes, including theft and fraud. Some have been known to reject all government licensing, including driver’s and vehicle licenses; stop paying taxes; and refuse to follow government laws and regulations.

Sovereign citizenry is a concept, an ideology—not an organization. Although there have been influential proponents of the philosophy over the years, there is no national leader, national office, or official publication. Sovereign citizen ideology has spread through the Internet and social media and by sovereign citizen advocates traveling the United States promoting schemes involving taxation, mortgage elimination, and other

financial frauds. When Jerry and Joe Kane were stopped in West Memphis, they had just finished conducting several seminars on mortgage fraud and offering advice on foreclosure strategies.<sup>3</sup>

It is not illegal for a person to profess to be a sovereign citizen or to hold sovereign beliefs. It does not violate the law for a sovereign to state that he is no longer a U.S. citizen and, therefore, does not fall under the jurisdiction of law enforcement agencies. Absent a criminal predicate, the fact that a person is known to follow sovereign ideology does not permit a law enforcement agency to collect information on that person or to place such information into an intelligence database. The agency should handle contact with a sovereign in the same manner as it would address any other citizen contact. Law enforcement agencies should concentrate their attention on criminal violations that sovereigns commit, rather than the ideology. That being stated, it is often difficult for a person following sovereign ideology not to violate some statutes or ordinances. The most likely offenses will be misdemeanor or ordinance violations. Typical offenses involve licensing, zoning, taxation, property usage, disorderly conduct, child support, firearm registration, frauds, and frivolous filings.



Sovereign citizens are not typically identifiable by age, gender, distinctive clothing, tattoos, body piercings, or hairstyles. The officer may not realize that something is amiss until he engages the sovereign in conversation and finds the person's responses to his inquiries to be unusual. Imagine the following scenario: an officer stops a driver because he does not have a license plate on his vehicle. The officer expects the person to respond by stating that he recently purchased the car or that he has lost his plate. Instead, the driver is a sovereign citizen and claims that he does not need a license plate, a driver's license, or insurance. The individual may claim not to be driving and instead describe his action as "traveling." Upon hearing such explanations, some officers are perplexed. The confusion deepens if the driver presents the officer with an assortment of official-looking documents that he claims exempt him from government regulations and traffic laws. The documents may contain legal terms and bear official-looking stamps and notary seals. The two West Memphis officers were clearly baffled by the paperwork that was presented to them by the sovereign citizens they had stopped.

### First Encounters

For many law enforcement officers, the first encounter with a sovereign citizen will occur on a roadway. An improper, nonexistent, or homemade license plate is often the initial indicator of a sovereign citizen. Sometimes an officer will see pasted on a vehicle's window a notice warning police not to enter or search the vehicle. The driver may demand to see the officer's oath of office or other form of authority. Some will claim that their name is copyrighted and that the officer cannot say it or write it on a citation without paying a fee. As the officer approaches the vehicle, the driver may refuse to roll down the window to speak with the officer. He or she may attempt to film the encounter. Others may attempt to engage the officer in debate.

Law enforcement officers, particularly deputy sheriffs, often enforce property-use restrictions and serve eviction notices. These officers may be met with armed resistance. The sovereign may show the law enforcement officers a variety of official-looking papers that he claims are proof that he can do as he pleases with his land. The owner may state that he or she has an "allodial title" or a "land patent" and claim that the property is exempt from regulation. Often the property of sovereigns will be posted with signs specifically warning law enforcement officers not to enter or trespass. They may also declare that their land is a country, that they are ambassadors or diplomats of that country, and that their status means the officer has no right to enter the property.

Law enforcement contact with sovereigns is not limited to traffic and property situations. Sovereigns may be witnesses to or victims of crime. They can become embroiled in domestic disputes or become involved in disputes with others. Any contact with a sovereign can result in the sovereign espousing his or her philosophy. Some police officers first encounter a sovereign in connection with a criminal offense. If a sovereign citizen is arrested for a crime, the individual will usually inform the law enforcement officers of his or her sovereign beliefs and claim not to be under the officers' authority.

### Sovereign Citizens in Court

Sovereign citizens can present unique problems for law enforcement and court personnel. Some disrespect judges, create disturbances, and may attempt to film or record the proceedings. Many common criminals view the courts with a certain amount of trepidation; sovereigns often relish the thought of appearing in court. Other criminal defendants frequently seek assistance from an attorney; by contrast, sovereign citizens tend to despise attorneys and may reject court-appointed counsel. Whereas many defendants are reluctant to initiate actions that will force a police officer into court, sovereigns will file lawsuits, liens, and other motions that will require officers to appear in court. There is real irony with respect to sovereign citizens and courts. The sovereigns

# Take your officers to the next level



Two degrees,  
two years,  
both completely  
online.







**Shoreline**  
COMMUNITY COLLEGE

[www.shoreline.edu/cj](http://www.shoreline.edu/cj)



## ASSESSMENT CENTER & PROMOTION PROCESS TRAINING



-  Career Builder
-  Exercises, Tips and Coaching
-  Assessment Center Basics
-  Limited Class Size
-  Interviews - Introductions
-  Our Best Value

Crystal City Hilton Hotel  
2399 Jefferson Davis Hwy  
Arlington, VA 22202  
September 27, 2014  
8:00 AM - 5:00 PM

Information and Registration at  
[www.bobcattraining.com](http://www.bobcattraining.com)



claim that courts have no jurisdiction over them, and many believe that courts are not valid. Yet sovereigns will bury courts with paper filings and demand that the court take actions on their behalf.

Many law enforcement officers, court personnel, and government employees have found themselves to be victims of civil actions perpetrated by sovereigns. Although law enforcement officers are trained to protect themselves from violent offenders, most have had little training with respect to protecting themselves from civil actions. Officers are often caught off-guard when such tactics are used against them. Filing liens against the property of police officers; court personnel, including judges and prosecutors; and other government employees, including county clerks, is a particularly malicious sovereign citizen tactic. Often the victim is not aware of the sovereign's action until he attempts to sell his property or apply for credit. For example, the sheriff of Hennepin County, Minnesota, did not discover that liens had been filed against him until he attempted to refinance his home. It was then that he discovered that a suspected sovereign citizen couple who had lost their home to foreclosure in 2009 had filed liens, claims for compensatory damages, and other claims of over \$250 billion against the sheriff and other officials. The sheriff said, "It affects your credit rating, it affected my wife, it affected my children. We spent countless hours trying to undo it."<sup>4</sup>

Other tactics include filing false IRS documents showing that a law enforcement officer was paid a sum of money by the sovereign. Since the officer would be unaware, this so-called income would not be declared on his or her tax return and when his or her return was audited he or she would have to prove to the IRS that he or she had never received the income. This strategy can be a time-consuming nuisance for the officer to have to unravel, similar to what the sheriff in Minnesota encountered.

Law enforcement officers should take liens, lawsuits, and criminal actions, including an improper IRS filing, seriously and immediately notify their superiors and department legal counsel or prosecutor's office. A threat by a sovereign to take such actions should also be taken seriously, insofar as many will follow through if the officer fails to do what the sovereign is demanding—such as allowing them to drive without a license plate or violating a zoning law.

To counter these tactics, law enforcement officers and, in fact, all who may interact with suspected sovereign citizens within the criminal justice system are encouraged to frequently check their credit reports. Law enforcement officials are also encouraged to discuss these issues with their court personnel so they are aware of these filings.

Many, but not all, states have passed laws making it illegal to file frivolous claims.

### Handling Encounters With Sovereign Citizens

When dealing with sovereign citizens, law enforcement officers should not allow the diversionary tactics used by these individuals to deter them from performing their duties. Officers may fail to follow safety protocols because they are distracted by the statements of sovereigns and the documents that they present. When it comes to vehicles, the primary three documents normally required are a driver's license, registration, and proof of insurance. A driver either has them or does not. Confusing paperwork or alternative documents do not fulfill these requirements. Officers should follow their department's policies and procedures as well as local law. The fact that the person states that he or she is not a U.S. citizen, not under the control of the government, or not within the jurisdiction of law enforcement agencies should not prevent officers from performing their duties. It is always wise when dealing with a suspected sovereign for an officer to request a backup unit.

### Conclusion

Sovereign citizen ideology has spread without a national leader or organizational structure. The philosophy has been particularly appealing during recent years because of the poor economy and dissatisfaction with the government. The basic tenets of the sovereign philosophy often place it in direct conflict with law enforcement agencies. Some of these encounters have been violent. Because sovereigns are ideologically driven, they can be unpredictable and may become agitated if their beliefs are challenged. Despite the often innocent appearance of these people, law enforcement officers should use caution when dealing with someone they suspect may be a sovereign citizen. Officers are encouraged to report any encounters with a sovereign citizen to their local Joint Terrorism Task Force and fusion center through existing protocols.

### Resources

In response to the potential officer safety threat posed by criminal elements of the sovereign citizen movement, the International Association of Chiefs of Police (IACP) Committee on Terrorism, supported by the Bureau of Justice Assistance (BJA) State and Local Anti-Terrorism Training (SLATT) Program, produced a training video and a brochure related to sovereigns.<sup>5</sup> The video, *Sovereign Citizen Encounters*, features Chief Robert Paudert (retired) of the West Memphis Police Department and is an excellent roll-call resource. It includes a short overview of the events of May 20, 2010, and

focuses on the indicators that will help law enforcement officers recognize possible sovereign citizen activity. An accompanying brochure, *Law Enforcement Encounters With Sovereign Citizens*, provides information on initial encounters, property rights issues, judicial proceedings, best practices, and officer safety issues. These resources and more are available at no cost from the IACP or for download by law enforcement personnel via the BJA SLATT Program's restricted-access website at [www.SLATT.org](http://www.SLATT.org). ♦

Additional information about the threats presented by sovereign citizen criminal extremists is also available by searching "sovereign citizen" on the following websites: [www.dhs.gov](http://www.dhs.gov), [www.fbi.gov](http://www.fbi.gov), and [www.rcmp-grc.gc.ca/index.htm](http://www.rcmp-grc.gc.ca/index.htm).

IACP also has a training key on sovereign citizens available at [www.theiacp.org/Training-Keys](http://www.theiacp.org/Training-Keys).

### Notes:

<sup>1</sup>Dan Harris, "Deadly Arkansas Shooting by 'Sovereigns' Jerry and Joe Kane Who Shun U.S. Law," *ABC News*, July 1, 2010, <http://abcnews.go.com/WN/deadly-arkansas-shooting-sovereign-citizens-jerry-kane-joseph/story?id=11065285> (accessed July 29, 2014).

<sup>2</sup>Lori Lyons, "3 Indicted in Fatal Shooting of 2 St. John Deputies," *The Times-Picayune*, August 24, 2012, [http://www.nola.com/crime/index.ssf/2012/08/3\\_suspects\\_indicted\\_in\\_fatal\\_s.html](http://www.nola.com/crime/index.ssf/2012/08/3_suspects_indicted_in_fatal_s.html) (accessed July 29, 2014).

<sup>3</sup>Zack McMillin and Marc Perrusquia, "Police Killers Identified as Activists on Mission to Spread Anti-Government Message," *The Commercial Appeal*, May 21, 2010, <http://www.commercialappeal.com/news/local-news/relatives-id-west-memphis-suspects> (accessed July 29, 2014).

<sup>4</sup>Erica Goode, "In Paper War, Flood of Liens Is the Weapon," *The New York Times*, August 23, 2013, <http://www.nytimes.com/2013/08/24/us/citizens-without-a-country-wage-battle-with-liens.html?pagewanted=all&r=0> (accessed July 29, 2014).

<sup>5</sup>IACP Committee on Terrorism, Sovereign Citizen Subcommittee: Doug Bodrero, Robert Chatman, M. Elizabeth Clement, James Davis, Rebecca Deisterhoft, Michael Downing, Thomas Fresenius, Terrance W. Gainer, David E. Golden, Laurie Hickox, Paul Hodos, James Malizia, Elsa Manley, Douglas Miller, Joe Peters, Christine Scanlon, Richard W. Stanek, Neil Trugman, Michael Wagers, and Stephanie Walker; SLATT Research Team: John T. Czernis, William E. Dyson, Jr., Richard A. Marquise.

Every credit card sends you a statement.  
This card lets you make one.



## The IACP Visa® Platinum Rewards credit card.

Great card benefits include:

- Competitive rates and fees.
- Earn redeemable rewards points by shopping at participating retailers<sup>1</sup>
- Auto Rental Emergency Assistance Services<sup>2</sup>
- Travel Emergency Assistance Services<sup>2</sup>
- Warranty Manager Service<sup>2</sup>
- Fraud Liability Protection<sup>3</sup>

Apply online at:

**<https://cardpartner.com/app/I302F>**

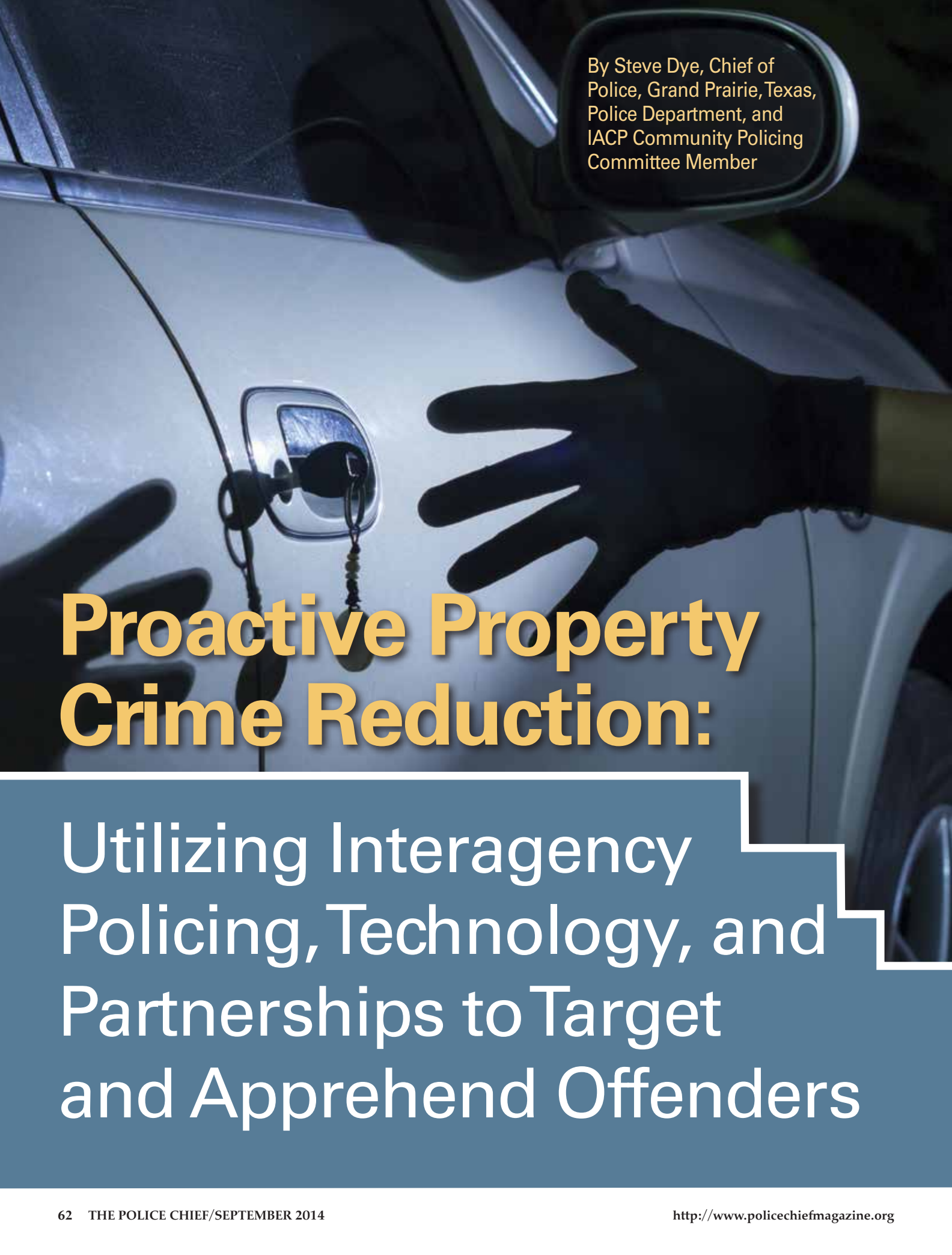
Cards issued by UMB Bank, n.a.

<sup>1</sup>See Program Rewards Rules for details. <sup>2</sup>See cardholder benefits for details. <sup>3</sup>Covers US issued cards only. Does not apply to ATM transactions, PIN transactions not processed by VISA, or certain commercial card transactions.

**VISA**

**CardPartner**  
From UMB





By Steve Dye, Chief of  
Police, Grand Prairie, Texas,  
Police Department, and  
IACP Community Policing  
Committee Member

# Proactive Property Crime Reduction:

Utilizing Interagency  
Policing, Technology, and  
Partnerships to Target  
and Apprehend Offenders

*"Crime prevention works. It helps people reduce immediate risks to themselves, their families, and their homes. It reduces fear, which has proved as potentially debilitating to communities as crime itself."*<sup>1</sup>

Property crime is widespread, costing cities and citizens across the United States billions of dollars in lost revenue each year at an average rate of \$10,414 per incident.<sup>2</sup> During the six-month period from January 2012 to June 2012, property crime in the United States increased 1.5 percent overall and 1.9 percent compared to the same period in 2011, with motor vehicle theft, larceny-theft, and burglary rising 1.7, 1.9, and 0.1 percent, respectively.<sup>3</sup> This crime results in higher taxes, declining property values, a diminished tax base, loss of sense of security, business closures, and an overall reduction in the quality of life for all who live and work in these communities.

In addition to the emotional and financial costs to the victims, there are the costs to insurance companies for property replacement and repair; increased insurance premiums; higher taxes imposed on citizens to pay for law enforcement investigations, trials, and incarceration; and the costs to taxpayers for rehabilitation programs for offenders.<sup>4</sup>

There are also the intangible costs of fear. Increased crime directly impacts an individual's perception of safety in a business or residential neighborhood.<sup>5</sup> Community crime rates and schools are normally the first statistics researched by potential residents and businesses prior to choosing a city location. As communities deteriorate due to property crime, prospective inhabitants choose safer places to live and to work. Concurrently, solid businesses and good homeowners move away from a declining community, leaving in their wake a depressed economic environment and the potential for even further criminal activity.

Lower tax dollars, along with decreased resources and budgetary cuts, have severely limited city governments' ability to adequately address this critical issue. Especially hard hit are law enforcement agencies, which, already facing a shortage of funding and manpower, are now stretched beyond capacity in their own efforts to combat this pervasive crime. Departments are scrambling to develop creative and cost-efficient ways to capture and remove these criminals, often repeat offenders, from the city streets while still maintaining their regular patrol and response activities.

### Taking Action against Property Crime in Grand Prairie, Texas

In the city of Grand Prairie, Texas, property crime affects more citizens than any

other type of crime. To help mitigate the problem, the Grand Prairie Police Department (GPPD) is a proactive and contributing member of a law enforcement agency property crime reduction program (PCRP) specifically designed to target and apprehend property crime offenders. Numerous law enforcement agencies in North Texas and New Mexico, use this strategic crime-fighting partnership that collaborates with the insurance industry, the National Insurance Crime Bureau (NICB), and selected vendors to provide officers with the tools and technology to successfully reduce property crime in the communities they serve. This bait tracking-based program not only is cost-effective, but has proven to be a force multiplier, exponentially increasing department efficiencies by allowing officers to target and capture property crime suspects while still maintaining their routine duties and operations.

Through intelligence-led policing efforts, GPPD has confirmed that property crimes are committed by a relatively small, concentrated group of known offenders. Each offender arrested clears numerous offenses and prevents many others from occurring during the suspect's incarceration. Due to the success of this proactive PCRP and the department's well-established and vigilant community policing policies, the city of Grand Prairie has recognized a 31 percent decline in property crime and a decrease in the number of overall property crime victims by 2,331 from 2010 to 2013. This is the largest recorded decrease in the department's history.<sup>6</sup>

### How It All Began: The Creation of a LEA Property Crime Reduction Program

In 2009, the Dallas, Texas, Police Department (DPD) changed the way it approached property crime, primarily burglary of motor vehicle (BMV) offenses. Instead of just pursuing the suspects after they committed the offense, DPD began targeting the suspects before they could victimize a citizen. Although the number of BMVs was actually decreasing, they still accounted for a

significant portion of the crime rate—nearly 26 percent.

Like many other property crimes, BMV offenses are difficult to combat since they take only seconds to commit and often aren't reported until hours or even days later. Leveraging a 26-year bank robbery reduction relationship with a local tracking company with years of proven success in property crime sting and stakeout operations, DPD Lieutenant Paul Stokes approached them with the dilemma. Company representatives listened to the problem and offered to help. As criminals know no boundaries, the company also contacted the nearby Carrollton Police Department (CPD) whose community was also experiencing a high volume of property crime assaults. Together the two agencies and the tracking company built a list of bait items and tracking equipment solutions that would effectively address the issue.

News of this opportunity to combat property crime through covert, remote sting and stakeout operations quickly circulated among local departments and before long six more Texas agencies joined—University Park, Highland Park, Addison, Richardson, Farmers Branch, and Plano.

Facilitated and led by the tracking company, the newly-formed coalition continued to meet on a regular basis at the company's headquarters to share information and develop long-term strategies to meet their goals. Although very familiar with the use of the tracking company's bank robbery solutions, the departments required further training on deploying the new equipment and bait items. With officer safety at the forefront, the company enacted a rigorous "hands-on" officer training program to educate police on how to utilize the bait items and tracking solutions in the safest way possible.

As the group of agencies continued to meet, they realized the need for a more efficient way to collect and store the data, as well as share intelligence. With input from officers, a website was developed by the tracking company that included a robust database equipped with a secure data

**Table 1: Dallas, Texas, Police Department BMV Figures—2009**

Reported Burglary of Motor Vehicle Offenses	18,958
Property Damage to Involved Vehicles	\$5,236,681
Stolen Property from Involved Vehicles	\$17,688,434
Total Economic Loss from BMV Offenses	\$22,925,115
Average Economic Cost per Offense	\$1,209

*Source: Data from Paul Stokes, Dallas Police Department 2010 Statistics (Dallas, TX: Dallas Police Department, January 2011).*

---

***Success [of a PCRP] depends on leadership's ability to convey the importance and value such a program brings to the officers on the street who will actually be deploying the technology and bait items.***

---

collection process available to approved law enforcement personnel.

The website collected data on all activities associated with the program, including deployments, activations, arrests, and long-term results. These data quickly quantified the success of the program for each agency. The website also provided a virtual warehouse of equipment available at each agency, which could be traded among the departments as their specific needs dictated. Agencies had the ability to share pertinent information online so as to gain information regarding each agency's successes, failures, and varying experiences. Additionally, all community partners, public and private supporters, and command staff received reports identifying the effectiveness of the coalition's efforts in property crime identification and reduction efforts. Once the database was in place, the North Texas interagency partnership became formalized.

During the first year of operation, Dallas police reported that the program provided an immediate reduction of 2,000 property crime offenses, resulting in a \$2 million decrease in economic losses.<sup>7</sup> After just one year of operation, agency participation in the North Texas Program grew from 8 to 23 agencies to include newcomers Grapevine, Colleyville, Southlake, Keller, Coppell, Grand Prairie, Euless, Hurst, North Richland Hills, Haltom City, Roanoke, Watagua, Duncanville, Mansfield, and the Tri-County Task Force (Tarrant, Johnson, and Ellis counties).

The PCRP also expanded in scope, utilizing bait-equipped tracking and video to address residential and commercial construction equipment theft and theft of copper coil and other metals. Partnerships with additional vendors, insurance companies, and the NICB were established, further enhancing the agencies' ability to address the multifaceted challenges presented by these property crime offenses.

Meanwhile, to the west of Texas, escalating property crime was progressively eroding the quality of life in the city of Albuquerque, New Mexico. Based on an 11-year relationship with the tracking company, the Albuquerque Police Department (APD) joined the PCRP and received input and support from the various agen-

cies regarding bait deployment, as well as officer training, equipment, and technology from the tracking company. Taking prevention a step further, APD formed a Property Crime Unit within the agency that was staffed with officers fully dedicated to the program. Within 15 months of operation, APD officers performed 142 arrests for crimes ranging from obvious property offenses to murder, robbery, and other violent crimes. "We now see that criminals will hesitate when they approach a vehicle because they know there is a chance it belongs to the Albuquerque Police Department," said APD Commander William Roseman. "Offenders have even called 9-1-1 after realizing they broke in a bait car claiming that they were trying to be a Good Samaritan and preserve the item from being stolen. In many of the videos the offender(s) can be heard saying they hope it is not a bait vehicle. The nexus between drug usage and repeat offenders has also been well documented through our program. We have found that roughly 50 percent of our offenders have been arrested multiple times for a prior property crime offense, and over 33 percent have a direct tie to substance abuse."<sup>8</sup>

### **Ensuring a Successful Property Crime Reduction Program**

In order for a PCRP to be successfully launched within a community, it is critical that four pillars of support are firmly established: (1) prosecutorial support from the district attorney (DA); (2) command-level support from the police department; (3) street officer support; and (4) business stakeholder support.

#### **1. Prosecutorial Support from the District Attorney**

Obtaining buy-in from the DA is necessary to ensure that the methods used to capture the offender will be upheld in a court of law. It is important that the DA understands how a PCRP works, is familiar with the supporting technology and tools, and will stand behind the program during prosecution. For many years in the state of Texas, bait car theft was a misdemeanor offense, providing little if any deterrence to the offender. In 2010,

in a meeting with the Tarrant County DA, the then Colleyville chief of police posed the idea of increasing the penalty for bait car thefts to a felony offense (based on the value of the tracking equipment). The DA immediately agreed that this higher level of punishment would act as a strong deterrent to propagators of property crime. The DA announced this change at a North Texas Crime Commission meeting, where it was met with avid approval from all agencies, as well as private sector representatives.

#### **2. Command-Level Support**

There must be full support of a PCRP from the chief and command staff. Success depends on leadership's ability to convey the importance and value such a program brings to the officers on the street who will actually be deploying the technology and the bait items.

#### **3. Street Officer Support**

The officers utilizing the PCRP must fully believe in its effectiveness, its safety to police and bystanders, and its ability to make their jobs more efficient. They must be willing to invest the time entering bait items used, as well as sting and stakeout results, into the shared database and attend interagency meetings to share information and provide tips on best practices, successes, and failures.

#### **4. Community Business Support**

The success of a PCRP is dependent on the active participation of local community businesses. As city stakeholders, it is important they are educated on the efficacy and cost savings the program brings to their community. Once they choose to participate, these businesses and vendors become a critical part of the team, and their contributions, both in equipment and technology and community relationships, will enhance the program's capacity for success.

### **Combining Proven Agency Policies with the PCRP in Grand Prairie**

The Grand Prairie Police Department believes its holistic approach to policing, along with increased community partnerships, has contributed to the significant decrease in crime over the past three years. GPPD continues to supplement its PCRP with other proven crime-fighting practices and policies to include the following:

1. A commitment to intelligence-led policing that includes analysis of where crimes have occurred and where they most likely will occur again to assist



in more effective allocation of police resources. Daily, weekly, and monthly meetings are held to analyze the data and develop strategic options to solve the particular crime(s).

2. A commitment to community policing that utilizes the eyes and ears and teamwork of local residents, business owners, school district employees, and the faith-based community, who all have a vested interest to assist in crime prevention and deterrence.
3. A commitment to responsibly aggressive enforcement that is based on a philosophy of no apologies for putting criminals behind bars in a manner that demonstrates respect to the offender by the arresting officer.
4. A major offender program that allows police to keep track of and follow up with known felons to make certain they are rehabilitated and contributing members of society. This is based on a proven theory that if known offenders are not employed or in school, they may revert to their original life of crime.
5. An upcoming program involving the use of state-of-the-art video technology, similar to a program at the Richardson, Texas, Police Department, whereby GPPD can identify and map residences who have surveillance video of potential recorded criminal activity, bringing full circle the use of public-private partnerships to capture and incarcerate criminals.

Today, departments continue to meet to discuss ways to improve deployments for maximum results while also sharing equipment. Sting and stakeout challenges and successes are shared, resulting in higher efficiencies out in the field. The NICB continues to be a valuable partner, shoring up insurance company participation, helping fund bait equipment, creating and mobilizing multi-platform bait vehicles, and ensuring law enforcement agencies are committed and accountable. Per Fred Lohmann, Southwest Director of Field Operations for NICB, "To my knowledge, the Law Enforcement Property Crime Program is the only regionalized initiative of this kind. It has already seen far-reaching and measurable results."<sup>9</sup>

More businesses have come on board as equipment donors, providing pivotal items ranging from state-of-the-art bait cars equipped with automatic cameras and vehicle shut-offs to be traded around the region, to special sets of tires and windshields for bait item concealment. Dallas Police Chief David Brown can testify to the effect the growing volume of equipment has had on his city's crime rate:

*Auto theft and car burglaries account for approximately 41 percent of the reported*

*crime in the city of Dallas. As part of an effort to look for innovative ways to address these two crimes, the Dallas Police Department began implementation of a bait car program in 2009. What began as a program with two cars and limited technology has grown into an operational technology unit that has numerous vehicles deployed throughout the city at any given time. Additionally, the technology has advanced to the point where the department is now utilizing streaming video from the bait cars. The Dallas Police Department has made 125 bait car-related arrests and realized a 6.58 percent reduction in these two crimes since January 2010. An added benefit of the program is a near 100 percent conviction rate. As a result of this prior success, the department is seeking to dramatically expand the program with the addition of 42 bait vehicles over the next two to three years. It is the intent of the department to have enough cars in the field to give any potential criminal pause before they decide to steal or break into a car.<sup>10</sup>*

As statistics have confirmed in Grand Prairie, Dallas, Albuquerque, and other participating cities, a PCRPP illustrates the crime-fighting potential that can be achieved by stakeholders uniting for a sustainable society. Due to property crime initiatives, communities and their elected officials are being made aware that captures, primarily of serial offenders, are being conducted and that law enforcement has an actual program in place to combat these crimes. Additionally, with the sharing of PCRPP successes, public and private partners are empowered to be personally involved with the police in attacking property crime in their community. Community business owners and citizens are recognizing that they are not just a crime statistic on a report that is quickly forgotten by an overworked police officer. Businesses are actually able to participate in an active program to attack the property crimes that are affecting their customers, their families, and their lives. As the number of successful arrests builds in each community, career criminals will be removed from the streets and immediate and provable arrests will persuade less advanced criminals to choose another line of work. Together this

will lead to safer streets and safer communities. ♦

#### Notes:

<sup>1</sup>Jean F. O'Neil, *Preventing Crime Saves Money*, Topics in Crime Prevention (Washington, D.C.: National Crime Prevention Council, 2005), 1.

<sup>2</sup>Federal Bureau of Investigation, "Crime in the United States 2011," *Uniform Crime Report*, October 29, 2012, Table 23, <http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2011/crime-in-the-u.s.-2011/tables/table-23> (accessed January 14, 2013).

<sup>3</sup>Federal Bureau of Investigation, *Crime in the United States January–June 2012*, *Preliminary Semiannual Uniform Crime Report*, <http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2012/preliminary-semiannual-uniform-crime-report-january-june-2012>; and Table 3 [http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2012/preliminary-semiannual-uniform-crime-report-january-june-2012/data-tables/table\\_3\\_percent\\_change\\_for\\_consecutive\\_years\\_2012.xls](http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2012/preliminary-semiannual-uniform-crime-report-january-june-2012/data-tables/table_3_percent_change_for_consecutive_years_2012.xls) (accessed January 14, 2013).

<sup>4</sup>O'Neil, *Preventing Crime Saves Money*, 2.

<sup>5</sup>George E. Tita, Tricia L. Petras, and Robert T. Greenbaum, "Crime and Residential Choice: A Neighborhood Level Analysis of the Impact of Crime on Housing Prices," *Journal of Quantitative Criminology* 22, no. 4 (December 2006): 300.

<sup>6</sup>Teresa Coomes, *Uniform Crime Report Summary December 2012* (Grand Prairie, TX: Grand Prairie Police Department, January 9, 2013).

<sup>7</sup>Ibid.

<sup>8</sup>William Roseman (commander, Albuquerque, NM, Police Department), email correspondence, March 15, 2013.

<sup>9</sup>Fred Lohmann (Southwest Director of Field Operations for NICB), email correspondence, January 14, 2013.

<sup>10</sup>David Brown (chief of police, Dallas, TX, Police Department), email correspondence, March 7, 2013.

## IACP News

IACP News, the association's biweekly e-newsletter, provides information on current events, resources, events, and programs to officers and others in the law enforcement industry to keep them up-to-date and informed on issues and advances in policing. *Not receiving IACP News yet? Sign up at [www.theiacp.org/IACPNews](http://www.theiacp.org/IACPNews).*

# NEW MEMBERS

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

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

## \*Associate Members

All other listings are active members.

## CANADA

### Ontario

Ottawa—O'Connell, Harold, Chief Superintendent, RCMP, PO Box 8900 1 Sandridge Rd, K1G 3J2, (613) 998-0883, Fax: (613) 990-9738, Email: [harold.oconnell@rcmp-grc.gc.ca](mailto:harold.oconnell@rcmp-grc.gc.ca), Web: [www.cpc.gc.ca](http://www.cpc.gc.ca)

### NIGERIA

Abuja—Kolawole, Fasogbon O, Deputy Superintendent of Police, Nigeria Police Force, Force Headquarters, Louis Edet House Garki, 234 8033836687, Email: [saymary2001@yahoo.com](mailto:saymary2001@yahoo.com)  
Festac Town—\*Elumeze, Winifred O, Inspector, Nigeria Customs Service, 21 Rd K Close Block 1 Flat 7, 234 8033044349, Email: [elumezewinifred1963@yahoo.com](mailto:elumezewinifred1963@yahoo.com)

Lagos—\*Uche-Anya, Anthonia, Divisional Police Officer, Nigeria Police Force, Lion Bldg Division, 8 Campbell St, 234 7034141666, Email: [a3ucheanya@gmail.com](mailto:a3ucheanya@gmail.com)

Ojota—Ifeanyi, Nwanna J, Superintendent of Customs, Nigeria Customs Service, No 15 Olakunle Ajibade St, Kosofo Local Govt Area, 234 8033287249, Email: [akpundu@gmail.com](mailto:akpundu@gmail.com)

Surulere—\*Buhari, Kazeem Olayinka, PAC Coordinator Osun State, Police Assistance Committee, 24 Association Ave Ijeshatedo, 234 8033469205, Email: [buhari.kazeem@aol.com](mailto:buhari.kazeem@aol.com)

## UNITED STATES

### Arizona

El Mirage—\*Rody, Iva, Victim Assistance Coordinator, El Mirage Police Dept, 12401 W Cinnabar Ave, 85335, (623) 693-1558, Fax: (623) 500-3001, Email: [irody@cityofelmirage.org](mailto:irody@cityofelmirage.org), Web: [www.cityofelmirage.org](http://www.cityofelmirage.org)

Flagstaff—Miller, Walt, Deputy Chief of Police, Flagstaff Police Dept, 911 E Sawmill Rd, 86001, (928) 779-3646, Fax: (928) 213-3372, Email: [wmiller@coconino.az.gov](mailto:wmiller@coconino.az.gov)

### California

Lodi—Griffin, David, Captain, Lodi Police Dept, 215 W Elm St, 95240, (209) 333-5501, Fax: (209) 333-6875, Email: [dgriffin@pd.loidi.gov](mailto:dgriffin@pd.loidi.gov)

Los Angeles—\*Nelson, Robert W, Battalion Chief, Los Angeles Fire Dept, 1700 Stadium Way, 90012, (213) 893-9850, Fax: (213) 893-9801, Email: [robert.nelson@lacity.org](mailto:robert.nelson@lacity.org)

Marysville—Baker, David, Chief of Police, Marysville Police Dept, 316 Sixth St, 95901, (530) 749-3929, Fax: (530) 749-3990, Email: [dbaker@marysville.org](mailto:dbaker@marysville.org)

Monterey Park—Rothans, Michael, Assistant Sheriff, Los Angeles Co Sheriff's Dept, 4700 Ramona Blvd, 91754, (323) 526-5075, Email: [mjrothan@lasd.org](mailto:mjrothan@lasd.org)

Oakland—\*Collins, Geoff, Advisory Board & President Emeritus, Oakland Police Foundation, 455 Seventh St, 94607, (510) 238-6971, Email: [geoffcollins424@hotmail.com](mailto:geoffcollins424@hotmail.com)

Palos Verdes Estates—Kepley, Jeff, Chief of Police, Palos Verdes Estates Police Dept, 340 Palos Verdes Dr W, 90274, (310) 373-4211 Ext 2113, Email: [jkepley@pvstates.org](mailto:jkepley@pvstates.org), Web: [www.pvstates.org](http://www.pvstates.org)

### Colorado

Castle Rock—\*Carter, Karen, Community Relations Creative Services Supervisor, Town of Castle Rock, 100 N Wilcox St, 80104, (303) 660-1365, Fax: (303) 660-1024, Email: [kmcgrath@cr.gov](mailto:kmcgrath@cr.gov), Web: [www.crgov.com](http://www.crgov.com)

Denver—\*Pearlman, Melanie, Executive Director, Counterterrorism Education Learning Lab (CELL), 99 W 12th Ave, 80204, (303) 844-400, Fax: (303) 954-8136, Email: [mpearlman@thecell.org](mailto:mpearlman@thecell.org), Web: [www.thecell.org](http://www.thecell.org)

### Connecticut

Rocky Hill—\*Schwartz, Robin S, Assistant State's Attorney TSPR, CT Division of Criminal Justice, 300 Corporate Pl, 06067, (860) 258-5800, Fax: (860) 258-5858, Email: [robin.schwartz@ct.gov](mailto:robin.schwartz@ct.gov)

### District of Columbia

Washington—Allen, Carole, Captain Strategic Planning & Research, Amtrak Police Dept, 60 Massachusetts Ave NE, 2E-126, 20002, (202) 906-3669, Email: [cindy.allen@amtrak.com](mailto:cindy.allen@amtrak.com)

### Florida

Belle Isle—Hinn, Christopher, Lieutenant, Belle Isle Police Dept, 1521 Nela Ave, 32809, (202) 262-1345, Email: [hchristopher7@me.com](mailto:hchristopher7@me.com)

Daytona Beach—\*Dwan, Jennifer D, Sergeant, Daytona Beach Police Dept, 129 Valor Blvd, 32114, (386) 671-5100, Email: [dwanej@dbpd.us](mailto:dwanej@dbpd.us)

Edgewood—\*Jackson, Vince E, Sergeant, Edgewood Police Dept, 5565 S Orange Ave, 32809, (407) 851-2820, Fax: (407) 851-0604, Email: [vjackson@edgewood-fl.gov](mailto:vjackson@edgewood-fl.gov)

Fort Lauderdale—Bollinger, John, Captain, Fort Lauderdale Police Dept, 1300 W Broward Blvd, 33312, (954) 828-5969, Fax: (954) 828-6440, Email: [jbollinger@fortlauderdale.org](mailto:jbollinger@fortlauderdale.org), Web: [www.flpd.org](http://www.flpd.org)

—\*Bruce, Nick D, Detective, Fort Lauderdale Police Dept, 1300 W Broward Blvd, 33312, (954) 828-5602, Fax: (954) 828-6001, Email: [nbruce@fortlauderdale.gov](mailto:nbruce@fortlauderdale.gov), Web: [www.flpd.org](http://www.flpd.org)

—London, Victor M, Captain, Fort Lauderdale Police Dept, 1300 W Broward Blvd, 33312, (954) 828-5374, Fax: (954) 828-5613, Email: [victorl@fortlauderdale.gov](mailto:victorl@fortlauderdale.gov), Web: [www.flpd.org](http://www.flpd.org)

—Russell, Scott A, Captain, Broward Co Sheriff's Office, 2601 W Broward Blvd, 33311, (954) 831-8947, Fax: (954) 321-4132, Email: [scott\\_russell@sheriff.org](mailto:scott_russell@sheriff.org)

—\*Winfrey, Joel J, Sergeant, Fort Lauderdale Police Dept, 1300 W Broward Blvd, 33312, (954) 828-5642, Fax: (954) 828-6001, Email: [jwinfrey@fortlauderdale.gov](mailto:jwinfrey@fortlauderdale.gov), Web: [www.flpd.org](http://www.flpd.org)

Green Cove Springs—Asdot, Derek S, Deputy Chief of Police, Green Cove Springs Police Dept, 1001 Idlewild Ave, 32043, (904) 297-7303, Fax: (904) 284-1436, Email: [dasdot@gcspd.com](mailto:dasdot@gcspd.com), Web: [www.gcspd.com](http://www.gcspd.com)

Lakeland—Hope, William H, Chief of Police, FL Polytechnic Univ Police Dept, 4700 Research Way, CCC 4545 Polytechnic Cir, 33805, (863) 874-8473, Fax: (863) 874-8715, Email: [whope@flpoly.org](mailto:whope@flpoly.org)

Miami—\*Armstrong, Charles, Safety Officer, Miami-Dade School Police Dept, 6100 NW Second Ave, 33127, (305) 757-7708, Fax: (305) 754-9325, Email: [carmpriester@dadeschools.net](mailto:carmpriester@dadeschools.net), Web: [www.mdspd.com](http://www.mdspd.com)

Orlando—\*Billings, Kevin J, Vice President, Four Cays Consulting, 514 N Summerlin Ave, 32803, (321) 439-2121, Email: [epicsecsolutions@aol.com](mailto:epicsecsolutions@aol.com)

Perry—Cruse, James, Captain/Assistant Chief of Police, Perry Police Dept, 211 S Washington St, 32347, (850) 584-5121, Fax: (850) 584-7322, Email: [jamie.cruse@perrypolice.net](mailto:jamie.cruse@perrypolice.net), Web: [www.perrypolice.net](http://www.perrypolice.net)

Tallahassee—Calloway, Terrence, Chief of Police, Florida A&M Univ Police Dept, 2400 Wahnish Way, POM Bldg A Ste 128, 32307, (850) 599-3256, Email: [terrence.calloway@famu.edu](mailto:terrence.calloway@famu.edu)

Tampa—Wysopal, Paul, Special Agent in Charge, FBI, 5525 W Gray St, 33609, (813) 253-1000, Fax: (813) 253-1459, Email: [paul.wysopal@ic.fbi.gov](mailto:paul.wysopal@ic.fbi.gov)

West Palm Beach—\*Addazio, Nichole C, Sergeant, Palm Beach Co Sheriff's Office, 3228 Gun Club Rd, 33406, (561) 386-4313, Email: [addazon@pbso.org](mailto:addazon@pbso.org), Web: [www.pbso.org](http://www.pbso.org)

—\*Burrows, Daniel, Sergeant, Palm Beach Co Sheriff's Office, 3228 Gun Club Rd, 33406, (561) 629-6219, Email: burrowsd@pbso.org, Web: www.pbso.org

—\*Henderson, Grant, Sergeant, Palm Beach Co Sheriff's Office, 8130 N Jog Rd, 33412, (561) 688-4900, Email: hendersong@pbso.org, Web: www.pbso.org

—\*Hightower, James, Sergeant, Palm Beach Co Sheriff's Office, 3228 Gun Club Rd, 33406, (561) 688-3600, Email: hightowerj@pbso.org, Web: www.pbso.org

—Vassalotti, Nicholas, Lieutenant, Palm Beach Co Sheriff's Office, 3228 Gun Club Rd, 33406, (561) 881-3325, Fax: (561) 881-3327, Email: vassalottin@pbso.org, Web: www.pbso.org

## Georgia

Atlanta—\*Smith, Sandy, Senior Vice President, Atlanta Police Foundation, 191 Peachtree St NE Ste 191, 30303, (404) 586-0180, Fax: (404) 586-0414, Email: ssmith@atlantapolicefoundation.org, Web: www.atlantapolicefoundation.org

Bloomingdale—Pike, Roy L, Chief of Police, Bloomingdale Police Dept, PO Box 216, 6 Adams Rd, 31302, (912) 748-8302, Fax: (912) 748-4192, Email: roylpike@hotmail.com, Web: www.bloomingdale-ga.gov

Butler—Towns, Jimmy, Chief of Police, Butler Police Dept, PO Box 476, 8 Cedar St, 31006-0476, (478) 862-9333, Fax: (478) 862-9393, Email: jtowns@cityofbutlerga.com

## Illinois

Calumet City—Zygmuntowski, Jake A, Special Agent in Charge, CSX Railroad Police, 1700 W 167th St, 60409, (708) 832-2067, Fax: (904) 245-3013, Email: jake\_zygmuntowski@csx.com

Chicago—Blisset, Rodney D, Commanding Officer, Chicago Police Dept, 3510 S Michigan, 60653, (773) 842-7790, Email: rodblisset3712@comcast.net

Hampton—Engle, Terry A, Chief of Police, Hampton Police Dept, 901 Fourth St, 61256, (309) 737-3144, Fax: (309) 496-2340, Email: hamptonpd@mchsi.com

Lakewood—Rawson, Leigh M, Chief of Police, Village of Lakewood Police Dept, 2500 Lake Ave, 60014, (815) 459-3025, Fax: (815) 459-3156, Email: lrawson@village.lakewood.il.us

Lebanon—Abbott, Scott D, Chief of Police, Lebanon Police Dept, 403 W St Louis St, 62254, (618) 537-6131, Email: chief@lebanonpd.com

Urbana—Frost, Vernon G, Deputy Chief of Police, Univ of IL-Urbana Police Dept, 1110 W Springfield, 61801, (217) 333-1216, Fax: (217) 244-1979, Email: vgfrost@illinois.edu

## Indiana

Cloverdale—Hallam, Charlie, Assistant Chief of Police, Cloverdale Police Dept, 154 S Main St, PO Box 254, 46120, (765) 720-8272, Email: challam@cloverdalepd.com, Web: www.cloverdalepd.com

## Iowa

Altoona—\*Tinker, David, Sergeant, Altoona Police Dept, 700 First Ave S, 50009, (515) 967-5132, Fax: (515) 967-5133, Email: dtinker@altoonapd.com

## Kansas

Mission—Madden, Daniel P, Lieutenant, Mission Police Dept, 6090 Woodson Rd, 66202, (913) 676-8300 Ext 8311, Fax: (913) 722-3011, Email: dmadden@missionks.org

## Louisiana

Kenner—\*Desforges, David, Sergeant, Kenner Police Dept, 500 Veterans Hwy, 70062, (504) 712-2305, Fax: (504) 712-2211, Email: ddesforges@kennerpd.com

Mansfield—Arbuckle, Rodney, Sheriff, DeSoto Parish Sheriff's Office, 205 Franklin St, 71052, (318) 872-3956, Fax: (318) 872-2304, Email: sheriff@dpso.org, Web: www.dpso.org

New Orleans—Dupree, Lawrence, Lieutenant, New Orleans Police Dept, 10101 Dwyer Rd, 70127, (504) 377-9093, Email: ldupree@nola.gov

—Sullivan, Jarrod D, District Commander, Tulane Univ Police Dept, 1430 Tulane Ave, 70112, (504) 988-7497, Email: jsulliv@tulane.edu

## Maryland

Ellicott City—Lachman, Lee, Deputy Chief of Administration, Howard Co Police Dept, 3410 Court House Dr, 21043, (410) 313-3204, Email: llachman@howardcountymd.gov

## Massachusetts

Boston—Brown, John M, Deputy Superintendent, Boston Police Dept, 1 Schroeder Plaza, 02136, (617) 594-8737, Fax: (617) 343-4513, Email: john.brown@pd.boston.gov

Burlington—Duffy, Thomas, Captain, Burlington Police Dept, 45 Center St, 01803, (781) 505-4907, Fax: (781) 270-1920, Email: tduffy@bpd.org, Web: www.bpd.org

Chicopee—Jebb, William R, Chief of Police, Chicopee Police Dept, 110 Church St, 01020, (413) 594-1717, Fax: (413) 594-1725, Email: wjebb@chicopeepolice.com, Web: www.chicopeepolice.com

## Michigan

Battle Creek—Blocker, James A, Chief of Police, Battle Creek Police Dept, 20 N Division St, 49014, Email: jablocker@battlecreekmi.gov

Detroit—\*Wallace, David, Sergeant, Detroit Public Schools Police, 8500 Cameron, 48202, (313) 748-6000, Email: david.wallace@detroitk12.org

Grand Ledge—Underhill, Martin, Chief of Police, Grand Ledge Police Dept, 310 Greenwood, 48837, Email: underhillm@police.grand-ledge.com

Lansing—Dirlam, Thomas D, Assistant District Commander, MI State Police, 7119 N Canal St, 48913, (517) 322-1914, Fax: (517) 322-0675, Email: dirlamt@michigan.gov, Web: www.michigan.gov/msp

—O'Neill, Stephen M, Inspector, MI State Police, PO Box 30634, 48909, (517) 241-0916, Fax: (517) 241-0409, Email: oneills@michigan.gov, Web: www.michigan.gov/msp

—\*Therrien, Theodore, Sergeant, MI State Police, 74260 N Canal Rd, 48913, (517) 322-6182, Fax: (517) 322-6363, Email: therrient@michigan.gov, Web: www.michigan.gov/msp

Marine City—Heaslip, Jim, Lieutenant, Marine City Police Dept, 375 S Parker, 48039, (810) 765-4040, Fax: (810) 765-4135, Email: jheaslip@marinecity-mi.org

Oak Park—Menna, Philip, Post Commander, MI State Police, 14350 W Ten Mile Rd, 48237, (248) 584-5760, Fax: (248) 584-5766, Email: mennap1@michigan.gov

Warren—\*Biondo, William A, Global Vehicle Security & Advanced Technologies, General Motors, 30001 Van Dyke Ave, 48090, Email: william.biondo@gm.com

## Nevada

Las Vegas—Freeman, Joseph, Lieutenant, Las Vegas Dept of Detention & Enforcement, 3300 Stewart Ave, 89101, Email: jfreeman@lasvegasnevada.gov

—Pelletier, John, Lieutenant, Las Vegas Metropolitan Police Dept, 400 S Martin Luther King Blvd, 89106, (702) 324-6433, Email: j6433p@lvmpd.com

## New Hampshire

Dover—Auger, Daniel P, Director, Strafford Co Sheriff's Office, 259 County Farm Rd Ste 105, 03820, (603) 742-4960, Fax: (603) 743-4921, Email: dauger@co.strafford.nh.us

## New Jersey

Upper Montclair—\*Fox, Timothy B, Sergeant, Montclair State Univ Police Dept, 1 Normal Ave, 07043, (973) 655-4308, Fax: (973) 744-6247, Email: foxt@mail.montclair.edu

## New Mexico

Espanola—Gallegos, Richard L, Chief of Police, Espanola Police Dept, 1316-E Calle Adelante, 87532, (505) 747-6007, Fax: (505) 747-6059, Email: rgallegos@coepd-nm.us, Web: www.cityofespanola.org

## New York

Latham—Winn, Robert H, Lieutenant, Town of Colonie Police Dept, Colonie Public Safety Center, 312 Wolf Rd, 12110, (518) 783-2754 Ext 2610, Fax: (518) 782-0343, Email: winnr@colonie.org, Web: www.colonie.org/police

—Woods, Michael D, Lieutenant, Town of Colonie Police Dept, Colonie Public Safety Center, 312 Wolf Rd, 12110, (518) 783-2744 Ext 2615, Fax: (518) 782-0343, Email: woodsm@colonie.org, Web: www.colonie.org/police

## North Carolina

Columbus—Beddingfield, Chris, Chief of Police, Columbus Police Dept, PO Box 146, 28722, (828) 894-5464, Fax: (828) 894-3178, Email: mcbfield69@gmail.com, Web: www.columbusnc.com

## Ohio

Beachwood—\*Hartnett, Jim, Director of Security, Jewish Federation of Cleveland, 25701 Science Park Dr, 44122, (216) 593-2900, Fax: (216) 593-2901, Email: jhartnett@jcfclve.org, Web: www.jewishcleveland.org

Dayton—\*Pawelski, Chris A, Community Engagement Officer, Dayton Police Dept, 335 W Third St, 45402, (937) 554-5752, Email: christopher.pawelski@daytonohio.gov

## Oregon

Cornelius—Moss, Gene E, Chief of Police, Cornelius Police Dept, 1355 N Barlow St, 97113, (503) 793-1531, Email: gene\_moss@co.washington.or.us

## Pennsylvania

Hanover Township—Walker, Albert L, Chief of Police, Hanover Twp Police Dept, 1267 Sans Souci Pkwy, 18706, (570) 825-1270, Fax: (570) 823-2913, Email: awalker@hanovervtppd.org

## South Carolina

Blythewood—Taylor, Leroy, Deputy Director/Colonel, SC Dept of Public Safety, 10311 Wilson Blvd, 29016, (803) 896-4622, Fax: (803) 896-5526, Email: leroytaylor@scdps.gov, Web: www.scdps.gov

Bonneau—Fuda, Franco F, Chief of Police, Bonneau Police Dept, 420 Municipal Ln, 29431, (843) 518-0495, Fax: (843) 825-2577, Email: bonneau\_chief@tds.net

Florence—Mitchell, Steven, Resident Agent in Charge, DEA/Justice, 151 Quart Ln, 29506, (843) 629-2501, Fax: (843) 679-3123, Email: eugenemitchell@yahoo.com

Greer—Hamby, Matthew, Captain, Greer Police Dept, 102 S Main St, 29650, (864) 416-0098, Fax: (864) 416-0112, Email: mhamby@cityofgreer.org, Web: www.cityofgreer.org/departments/police.php

## South Dakota

Pierre—Jones, Trevor, Cabinet Secretary, SD Dept of Public Safety, 118 W Capitol Ave, 57501, (605) 773-3178, Fax: (605) 773-3018, Email: trevorjones@state.sd.us

Vermillion—Trowbridge, Luke, Lieutenant, Vermillion Police Dept, 15 Washington St, 57069, (605) 677-7070, Fax: (605) 677-7166, Email: ltrowbridge@vermillionpd.org, Web: www.vermillionpd.org

## Tennessee

Athens—\*Leonesio, Michael, Police Officer Ret, Oakland CA, 412 S White St, 37303, (510) 289-9705, Email: nocguy@yahoo.com

Clarksville—Parr, Michael L, Deputy Chief of Police, Clarksville Police Dept, 135 Commerce St, 37040, (931) 648-0656, Fax: (931) 645-7425, Email: mparr@clarksvillepd.org

Nashville—Proctor, Mark, Captain Protective Services Division, TN Hwy Patrol, John Sevier Bldg, 500 Fifth Ave N, 37243, (615) 741-7965, Fax: (615) 253-5277, Email: mark.proctor@tn.gov, Web: www.tn.gov/safety/psd.shtml

## Texas

Celina—Metdker, Mark, Chief of Police, Celina Police Dept, 501 E Pecan, 75009, (972) 382-2121, Email: mmetdker@celina-tx.gov



College Station—Hicks, Lesley C, Lieutenant, College Station Police Dept, 2611 Texas Ave, 77840, (979) 764-6392, Fax: (979) 764-5089, Email: lhicks@csstx.gov, Web: www.csstx.gov  
Corsicana—McGaha, Ronald W, Assistant Chief of Police, Corsicana Police Dept, 200 N 12th St, 75110, (903) 654-4922, Email: rmcgaha@ci.corsicana.tx.us, Web: www.cityofcorsicana.com

Dallas—Lindsey, Gary M, Chief of Police, Dallas Baptist Univ, 3000 Mountain Creek Pkwy, 75211, (214) 333-5870, Email: lindseyg@dbu.edu, Web: www.dbu.edu

DFW Airport—Taylor, Jon, Lieutenant, DFW Intl Airport Dept of Public Safety, 2900 E 28th St, 75261, (972) 973-3519, Email: bsanders@dfwairport.com

Frisco—Shilson, David, Deputy Chief of Police, Frisco Police Dept, 7200 Stonebrook Pkwy, 75034, (972) 292-6130, Email: dshilson@friscotexas.gov

Houston—Diaz, Thomas, Sergeant, Harris Co Sheriff's Office, 1200 Baker St, 77002, (713) 274-4715, Fax: (713) 755-6006, Email: thomas.diaz@sheriff.hctx.net

—Suell, Marlin, Assistant Chief Deputy, Harris Co Sheriff's Office, 1200 Baker St, 77002, (713) 755-6458, Fax: (713) 437-4515, Email: marlin.suell@sheriff.hctx.net

Marble Falls—Eckstein, Steven, Lieutenant, Marble Falls Police Dept, 209 Main St, 78654, (830) 693-3611, Fax: (830) 693-5481, Email: steve.eckstein@ci.marble-falls.tx.us

San Marcos—Dunn, Penny L, Assistant Chief of Police, San Marcos Police Dept, 2300 IH 35 S, 78666, (512) 753-2101, Email: pdunn@sanmarcostx.gov

#### Utah

Kaysville—Barry, Bryan, Sergeant, Kaysville Police Dept, 58 East 100 North, 84037, (801) 546-1131, Fax: (801) 544-1147, Email: bbarry@kaysvillecity.com

#### Vermont

Burlington—King, Brandon, Sergeant, Univ of VT Dept of Public Safety, 284 East Ave, 05405, (802) 370-9340, Email: bking@uvm.edu

#### Virginia

Montross—Moles, Toni, Deputy, Westmoreland Co Sheriff's Office, 99 Court Sq, 22520, (804) 493-8066, Fax: (804) 893-8715, Email: tmoles@westcoso.us

—Molinaras, Eric, Sergeant, Westmoreland Co Sheriff's Office, 99 Court Sq, 22520, (804) 493-8066, Fax: (804) 893-8715, Email: jemolinaras@westcoso.us

—Torres, Rafael, Deputy, Westmoreland Co Sheriff's Office, 99 Court Sq, 22520, (804) 493-8066, Fax: (804) 493-8715, Email: rtorres@westcoso.us

Virginia Beach—Orr, John T, Captain, Virginia Beach Police Dept, 2509 Princess Anne Rd, 23456, (757) 385-4141, Fax: (757) 385-5622, Email: jorr@vbgov.com, Web: www.vbgov.com/government/departments/police

Williamsburg—Rinehimer, Bradley J, Chief of Police, James City Co Police Dept, PO Box 8784, 23187, (757) 259-5145, Fax: (757) 229-8729, Email: brad.rinehimer@jamescitycountyva.gov, Web: www.jamescitycountyva.gov

#### Washington

Olympia—Grondel, Darrin T, Director, WA Traffic Safety Commission, 621 Eighth Ave SE Ste 409, PO Box 40944, 98501, (360) 725-9899, Email: dgrondel@wtsc.wa.gov, Web: www.wtsc.wa.gov

#### Wisconsin

Madison—Kostelac, Constance A, Bureau Director, WI Dept of Justice, 17 W Main St, 53703, Email: kostelacca@doj.state.wi.us

**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.**

James S. Brady, The Brady Center to Prevent Gun Violence; Alexandria, Virginia (honorary life member)

B. Warren Cocke, Chief of Police (ret.), San Bernardino, California (life member)

Charles H. Griffin, Chief of Police (ret.), Delaware City, Delaware; Dover, Delaware (life member)

T. J. Newnam, Captain (ret.), Louisiana State Police, Baton Rouge, Louisiana (life member)

Walter G. Tipton, Captain (ret.), St. Petersburg, Florida; Arden, North Carolina (life member)



## JOIN US at the 121st Annual IACP Conference & Expo

OCTOBER 25–28, 2014 | ORANGE COUNTY CONVENTION CENTER | ORLANDO, FLORIDA



**REMEMBER:**  
Law enforcement  
professionals  
at every level  
qualify for  
membership in  
the IACP.



# IACP Membership Application

International Association of Chiefs of Police  
P.O. Box 62564  
Baltimore, MD 21264-2564  
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 \$30.)**

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 August 1 will expire the following year.

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

## Membership Requirements

### Active Membership

Commissioners, superintendents, sheriffs, chiefs and directors of national, state, provincial, county, 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.*

# Productupdate

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



## Emergency shower decontamination booth

HEMCO Emergency Shower/Decontamination Booths are fully assembled and ready for installation to water supply and waste systems. The shower is molded in a one-piece seamless chemical resistant fiberglass and is equipped with a pull rod-activated shower and push handle eye/face wash for immediately drenching of personnel that have been exposed to hazardous chemicals. Shower is equipped with frosted front strip curtains, interior grab bars, raised deck grating, and bottom or rear drain outlet, and is compliant with ANSI and OSHA requirements.

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

## HD Wi-Fi camera

Samsung Techwin America's new wireless smart cam, the SNH-P6410BN WiseNet III Full HD Wi-Fi camera, offers a host of impressive features that set new standards for functionality and quality. Design features include full 1080p video quality at 30fps, a 128° ultra-wide angle field of view, dual band Wi-Fi, and advanced motion detection with real-time notification. The starting price makes this camera even more remarkable with true wide dynamic range (120dB WDR), a micro 64G SDXC memory card slot, and a speaker and microphone for two-way talk. Setup is fast and easy and requires no network configuration or monthly fees.

For more information, visit [www .samsung-security.com](http://www.samsung-security.com).

## Crime data solution

Unisys Corporation announces a new law enforcement solution, the Unisys Law Enforcement Application Framework (U-LEAF), which is designed to help police departments and other justice and public safety agencies collaborate to conduct and successfully close investigations and intelligence activities. The solution documents and logs evidence and intelligence related to criminal investigations, while facilitating the secure sharing of information across organization boundaries. U-LEAF provides law enforcement personnel with a single, browser-based interface with multiple analytical views of crime data to improve investigators' ability to gather, analyze, and act upon critical information. The tool provides additional capabilities to aid criminal investigations, including security and auditing; workflow management; evidence management; disaster management; compliance; mobility; advanced analytics and data visualization; watch lists; mapping and geographical information systems; and social media analytics.

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

## Tough protective case

CMC Government Supply is proud to announce the addition of the NANUK 950 to its line of NANUK protective cases. Backed by the manufacturer's lifetime guarantee and trusted by many government agencies to protect sensitive instruments and equipment, NANUK cases are built to meet strict military requirements for impact resistance and use stainless steel hardware while remaining lightweight. Military units and law enforcement agencies can protect large delicate equipment with the oversized NANUK 950 case. The new case is available at government contract pricing from CMC Government Supply. Measuring a generous 22.8 in. x 18.3 in. x 11.7 in., it remains easy to move with polyurethane wheels and an extending handle with a soft rubber grip. Powerclaw latches used on NANUK cases compress the lid and lock the case closed so it won't pop open by accident.

For more information, visit [www .cmcgov.com/store/pc/p27484.htm](http://www.cmcgov.com/store/pc/p27484.htm).



### Onsite, lateral flow test for alcohol use

Express Diagnostics Int'l, Inc., announces the launch of the first-ever onsite, lateral flow test for Ethyl glucuronide (EtG), a unique biomarker of alcohol use. EtG testing previously has been available only through laboratories, at significant cost to users and requiring several days in transit and processing. The new DrugCheck Rapid EtG (patent pending) urine test delivers accurate, reliable results in as little as one minute, at a fraction of the cost of lab-based EtG tests. To perform a test, dip the test strip into a urine specimen for 15 seconds. Negative results can be read in as little as one minute. Positive results are interpreted at five minutes and are stable for two hours. The test has a shelf life of two years from the date of manufacture.

The DrugCheck Rapid EtG test is for forensic use only and is intended for use only in alcohol abstinence monitoring for law enforcement, including correction centers, court systems, jails, police departments, probation offices, and other law enforcement organizations.

For more information, visit [www.drugcheck.com/ac\\_dc-rapid-etg.html](http://www.drugcheck.com/ac_dc-rapid-etg.html).



### Protective mask

Made from neoprene material and equipped with an Active Carbon filter, the RZ Mask filtrates 99.9 percent of particulates as small as those from smoke and odor. The mask covers the nose and mouth and has seen application by police officers, fire fighters, and EMTs and has a range of over 40 other uses. It has been extremely popular in providing cold weather and air pollution protection within the law enforcement sector. The RZ Mask comes in over 20 designs and colors and retails for \$29.95 at RZMask.com.

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



### Door jamming device

The JAMMER, from RED Products, is a simple and cost-effective device designed to keep a door from closing. The JAMMER is a useful tool to prevent doors from closing behind first responders when entering an unstable environment. It is lightweight, so several JAMMERS can be carried in a pocket without adding bulk to personal protective equipment (PPE), and the high-visibility yellow color makes them easy to see so they do not get left behind.

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

### Digital evidence asset manager

Ocean Systems announces the release of its latest product offering—QuickDME. QuickDME is a secure, end-to-end, scalable digital media evidence asset manager that is easy to integrate within or between law enforcement agencies, allowing them to streamline the ingesting, storage, dissemination, tracking, and viewing of all their digital assets involved in a case. It supports all digital media files, including video, images, audio, documents, and programs. Evidence can be imported via a variety of methods, including auto-detect of a newly mounted drive or browsing to data locations for ingest. Additionally, the QuickDME data management engine preserves the folder structure of the imported media to ensure proper playback of proprietary media files that require associated files to be in a specific location. It is flexible and customizable, allowing it to be configured to match an agency's policies and procedures through its password-protected administration functions. Case naming syntax; crime types; incident naming categories; and which cases get hashed and by what hash algorithm, can all be customized to match the needs of the agency's protocols and standards.

For more information, visit [www.oceansystems.com/QuickDME](http://www.oceansystems.com/QuickDME).

### Embedded encryption software on tablets

Motion Computing and WinMagic Inc., have teamed up to improve mobile security. As part of this new partnership, WinMagic's SecureDoc data encryption and security software is pre-installed on Motion's new R12 tablets. SecureDoc comes at no additional cost for Motion customers and provides best-in-class data encryption to protect confidential and business critical information. For customers that need more than just stand-alone encryption offerings on their devices, they will be able to easily upgrade to the complete SecureDoc product suite, which offers fully centralized management capabilities and additional features. The R12 is the first of Motion's products that will include SecureDoc embedded on the device, offering Full Volume Encryption (FVE), touch-enabled pre-boot authentication, self-help password recovery, Windows 8.1 encrypted Refresh and Reset, and more.

For more information, visit [www.winmagic.com](http://www.winmagic.com) or [www.motioncomputing.com](http://www.motioncomputing.com).

### Public service announcements

Viacom Inc., in partnership with the Joyful Heart Foundation founded by actress and advocate Mariska Hargitay of *Law & Order: Special Victims Unit*, is raising awareness of the NO MORE movement to end domestic violence and sexual assault with a series of groundbreaking NO MORE PSAs. The NO MORE PSA campaign initially launched in September 2013 and was designed to help dispel many of the most common and pervasive myths about sexual assault and domestic violence and to engage the public in an open dialogue about these important issues. It is a public awareness movement focused on helping to normalize the conversation and break the social stigma surrounding domestic violence and sexual assault. By increasing visibility and fostering more dialogue, NO MORE seeks to change social norms, improve public policies, and generate more resources dedicated to prevention.

For more information, visit [www.nomore.org](http://www.nomore.org).

### Web review and analytics product

Nuix has launched Nuix Web Review and Analytics, a powerful web application that makes evidence securely and conveniently available using any modern web browser. This enables organizations to provide secure and compartmentalized access to case data for multiple reviewers, investigators, lawyers, subject matter experts,

and external parties. It offers an easy-to-use interface that enables people with minimal technology expertise to search, review, and tag data. It is simple to set up and does not require complex hardware or back-end databases. It works seamlessly with case files created in Nuix's Workbench desktop application and Director Web workflow application, making it possible to provide

data for review rapidly without having to export from one format to another. It includes powerful timeline, network, trend, pivot, and intersection visualizations, allowing investigators to identify and correlate relationships between people, objects, locations, and events. ♦

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

# Why Participating in NIBRS Is a Good Choice for Law Enforcement

By David J. Roberts, Senior Program Manager, IACP Technology Center, and Paul Wormeli, Executive Director Emeritus, IJIS Institute

The way crime is counted in the United States is changing, moving from monthly aggregate reporting of summary crime and arrest statistics to detailed reporting of crime and arrest activities at the incident level. This shift in reporting practice reflects the fundamental nature of police recordkeeping and has important implications for police information management and operations. Incident-based reporting promises richer data regarding the nature of crime and law enforcement's response, and will greatly expand analytic capabilities at the local, state, and federal levels.

## Crime Reporting Programs

The collection, reporting, and analysis of crime and arrest data across the United States began 85 years ago when the International Association of Chiefs of Police (IACP) created the Committee on Uniform Crime Records (UCR) in 1927. In 1929, the IACP published a Uniform Crime Reporting manual and began data collection from 400 law enforcement agencies.<sup>1</sup> Following congressional legislation authorizing the attorney general to collect crime information, the U.S. Federal Bureau of Investigation (FBI) assumed responsibility for UCR in September 1930, by which time the number of reporting agencies had grown to more than 800.<sup>2</sup>

The UCR program is based on monthly submissions of aggregate crime and arrest reports from U.S. state, tribal, and local law enforcement agencies. Detailed offense information is collected on eight UCR Index offenses in the summary UCR program. Even among these offenses, however, reporting provisions of the UCR program mask a potentially substantial volume of crime as a consequence of reporting provisions associated with the "hierarchy rule" and the "hotel rule."<sup>3</sup> The aggregate reporting nature of the summary program fails to capture victim and offender characteristics or relationships for most offenses. Complex classification and counting rules and reporting artifacts associ-

---

***The greater detail and flexibility of NIBRS has enabled researchers to better explore the dynamics of crime and criminality, including studies focusing on crime analysis, characteristics of offenders, characteristics of victims, police response to intimate partner violence, and the extent of violent crime victimization against the elderly.***

---

ated with the traditional summary UCR program are known to produce what has been referred to as the "dark figure" of crime.<sup>4</sup>

Recognizing the limitations inherent in aggregate reporting in the summary UCR program, the Bureau of Justice Statistics (BJS) and the FBI funded a three-phase UCR redesign program in 1982.<sup>5</sup> The original BJS-funded study recommended a two-tiered implementation strategy for unit-record (or incident-based) reporting.<sup>6</sup> The resulting National Incident-Based Reporting System (NIBRS) expands the range of offenses reported by the police and collects more detailed information on crime incidents. In addition, NIBRS collects offense and arrest data on 22 crime categories, spanning 46 offenses (compared to the 8 UCR Index offenses), as well as a number of offenses for which only arrest information is reported. NIBRS collects 53 specific data elements, including offenses within an incident; incident location (e.g., bar, motel, or residence); characteristics of victims and offenders; relationships between victims and offenders; and nature and scope of injury or dollar loss incurred in the incident. Moreover, NIBRS eliminates the need for the "hierarchy rule" (because multiple types of crimes can be reported within a single incident) and collects an expanded array of attributes involved in the commission of offenses, including whether the offender is suspected of using alcohol, drugs or narcotics, or a computer in the commission of the offense and whether the arrestee was armed with a weapon.

The greater detail and flexibility of NIBRS has enabled researchers to better explore the

dynamics of crime and criminality, including studies focusing on crime analysis, characteristics of offenders, characteristics of victims, police response to intimate partner violence, and the extent of violent crime victimization against the elderly.<sup>7</sup>

## National Crime Statistics Exchange (NCS-X)

The BJS and the FBI have jointly undertaken a new initiative to create the National Crime Statistics Exchange (NCS-X). The NCS-X initiative seeks to increase participation in NIBRS by recruiting an additional 400 strategically selected agencies to report to NIBRS and submit their data through their state UCR program. While the scientific basis for computing U.S. statistics would be provided by an increase in reporting, the ultimate objective is to significantly increase reporting of NIBRS data, which will create the kind of robust data repositories that help decision makers and legislative bodies formulate effective strategies to reduce crime.

Like the summary UCR program, participation in NIBRS is voluntary, although some states strongly encourage all agencies to participate. There are currently 15 U.S. states with complete NIBRS agency participation, 18 states that submit both summary UCR and NIBRS data, and 10 states that have no current program under way, with the remaining 7 states exploring or working on participation to various degrees.

Given the variance of state mandates or encouragement and the voluntary nature of the program, law enforcement agencies have a choice to make regarding participation. The question for

most law enforcement executives is “Why should I participate? What is the value for my agency to participate in NIBRS?” This article suggests factors that agencies should consider in determining whether to move forward with NIBRS reporting.

### Reasons to Participate in NIBRS/NCS-X

The reasons why it is beneficial for today’s law enforcement agencies to adopt and report incident-based data follow:

1. **Modern law enforcement records management systems are incident based.**  
Progressive law enforcement administrators have long recognized the extraordinary value of detailed and complete information on crime incidents and calls for service.<sup>8</sup> Incident-based systems enable chiefs and commanders to more effectively measure workload, correlate crimes with suspects, measure the performance of strategies their agencies employ to reduce crime, and dynamically respond to the constantly evolving needs of their communities. Most commercially available law enforcement records management systems are designed to efficiently manage incident reporting, and they typically already capture the basic data required for NIBRS reporting. For agencies with such an automated system, the data needed to participate in NIBRS is probably already being collected and managed.
2. **Adopting NIBRS will improve data quality.**  
NIBRS reporting standards enforce edits to ensure that data are accurately reported. The edits function to limit or require key data elements depending on the nature of the incident and its unique attributes, which serve to improve the overall quality and utility of the data gathered. The result is more accurate, timely, and complete information, which in turn can generate more thorough analyses, more productive investigations, and better performance measurements. Enhancing the quality of incident reports produces secondary benefits as well, improving the utility of U.S. local, state, regional, and national information sharing.
3. **Building NIBRS into incident report processing reduces work and cost.**  
Adoption of the NIBRS data collection edits can help foster greater accuracy in initial data entry. This translates into better offense classification; fewer corrections for officers, supervisors, and records personnel; and a reduction of other time-consuming tasks related to correcting inaccurate and incomplete reports.
4. **Adopting NIBRS reporting standards enables more accurate and meaningful crime analysis.**  
The incident-based nature of NIBRS reporting and the additional data captured enables more comprehensive and detailed analyses of crime and victimization. Effective crime analysis requires timely, accurate,

and complete information, which can be efficiently harvested from NIBRS-compliant incident-based offense reports. Crime analysis enables agencies to understand the dynamics of crime within their communities and intelligently deploy resources for effective intervention. Broader, more strategic analyses of crime and victimization at U.S. state and national levels can help inform policy makers of emerging trends and contribute to legislation and programs designed to address and ameliorate emerging crime problems.

### 5. NIBRS does not increase crime in a jurisdiction.

One of the biggest impediments to local agency participation in NIBRS has been the concern that NIBRS will significantly increase the volume of crime reported by the jurisdiction, not because the amount of crime actually increased or that more accurate reporting resulted in the reclassification or discovery of additional crime, but rather because NIBRS abandons the hierarchy rule and reports all offenses within an incident. Earlier research, however, demonstrates that the vast majority of incidents involve only a single offender, single victim, and single offense. Additionally, the FBI has analyzed NIBRS submissions for two decades (1991–2011) and found that there is actually very little impact on the volume of crime reported. Rape numbers, for example, were not affected at all; robbery, aggravated assault, and burglary showed very slight increases (0.5, 0.6, and 0.8 percent, respectively). Larceny showed a 3.1 percent increase, and motor vehicle theft recorded a 2.8 percent increase.<sup>9</sup>

### 6. NIBRS supports the development of strategy and performance evaluation.

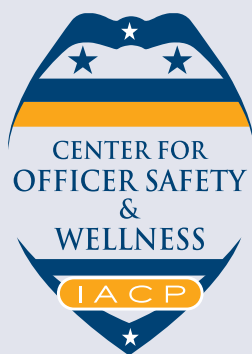
Leveraging NIBRS standards for data quality, the collection and analysis of incident-based data become even more useful when defining metrics for evaluating the performance of specific programs, projects, and strategies that are designed to reduce or respond to specific crime categories.

### 7. NIBRS supports expanded information sharing.

NIBRS reporting standards support universal standards for law enforcement incident and records management. The implementation of these standards expands information sharing at U.S. local, regional, state, and national levels, including the National Data Exchange program (N-DEx). The latest version of the National Information Exchange Model (NIEM) incorporates all required NIBRS fields in the data model, making it a best practice to incorporate these data elements and relationships into any law enforcement records management system.<sup>10</sup>

### 8. NIBRS participation is an indicator of a professional agency.

The implementation of NIBRS reporting standards produces more robust and better quality incident-level data, contributing to evidence-based research and practices, which supports data-driven policing and facilitates best practices in contemporary law enforcement management and operations aligning with CALEA accreditation standards. Such a commitment reveals a level of transparency and accountability that demonstrates that law enforcement executives are actively invested in advancing the profession and furthering the adoption of evidence-based practices.



## 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 Perry Wayne Renn  
Indianapolis, Indiana, Police Department  
Date of Death: July 5, 2014  
Length of Service: 22 years

Officer Jeffrey Brady Westerfield  
Gary, Indiana, Police Department  
Date of Death: July 6, 2014  
Length of Service: 19 years

Police Officer Melvin Santiago  
Jersey City, New Jersey, Police Department  
Date of Death: July 13, 2014  
Length of Service: 6 months

Police Officer Christopher Goodell  
Waldwick, New Jersey, Police Department  
Date of Death: July 17, 2014  
Length of Service: 5 years

Police Officer Scott Patrick  
Mendota Heights, Minnesota, Police Department  
Date of Death: July 30, 2014  
Length of Service: 19 years



## Conclusion:

One in three law enforcement agencies throughout the United States currently participates in NIBRS reporting. These agencies have incorporated NIBRS reporting standards into their records management systems and harvest the data for submission to U.S. state and national programs in order to build comprehensive and actionable data sources that provide a better understanding of crime, criminality, and victimization. Law enforcement professionals have increasingly recognized the importance of building robust incident-based records management systems that support evidence-based practices and data-driven decision making to further strategic planning and tactical deployment within their jurisdictions, as well as to enhance and sustain planning and development efforts at U.S. state and national levels.

The NCS-X program is designed to strategically expand NIBRS reporting to produce a representative database of U.S. incident reports by working closely with 400 select law enforcement agencies. The program will support local agencies' incident-based reporting practices, analytic methods, and information sharing capabilities. ♦

**Financial support, technical assistance, and enhanced analytic functions may be available to assist agencies in contributing NIBRS data. The NCS-X partner organizations, BJS and FBI are working closely with candidate agencies in exploring options to facilitate NIBRS reporting.**

## Notes:

<sup>1</sup>Committee on Uniform Crime Records, International Association of Chiefs of Police, *Uniform Crime Reporting: A Complete Manual for Police* (New York, NY: IACP, 1929).

<sup>2</sup>Eugene C. Poggio, Stephen D. Kennedy, Jan M. Chaiken, and Kenneth E. Carlson, *Blueprint for the Future of the Uniform Crime Reporting Program: Final Report of the UCR Study* (Washington, D.C.: Bureau of Justice Statistics and Federal Bureau of Investigation, May 1985), 21, <https://www.ncjrs.gov/pdffiles1/bjs/98348.pdf> (accessed August 12, 2014); and Federal Bureau of Investigation (FBI), *Uniform Crime Reporting (UCR) Handbook* (Clarksburg, WV: FBI, 2004), 2, <http://www2.fbi.gov/ucr/handbook/ucrhandbook04.pdf> (accessed August 12, 2014).

<sup>3</sup>The initial Crime Index consisted of murder and non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny-theft of \$50 and over, and motor vehicle theft. Arson was added to the Index by congressional mandate in 1979. The "hierarchy rule" limits the reporting of offenses to the single most serious offense in a series of offenses. For person offenses, however, one offense is scored for each person victim, regardless of the number of victims. If multiple person offenses are committed against a single individual, however, only the most serious of those offenses will be reported in UCR. Burglaries of multiple hotel rooms are scored as a single burglary. FBI, *UCR Handbook*, 10–12, 28–29.

<sup>4</sup>See Albert D. Biderman and Albert J. Reiss, "On Exploring the 'Dark Figure' of Crime," *The ANNALS of the American Academy of Political and Social Science* 374, no. 1 (November 1967): 1–15, [http://deepblue.lib.umich.edu/bitstream/2027.42/67517/2/10.1177\\_000271626737400102.pdf](http://deepblue.lib.umich.edu/bitstream/2027.42/67517/2/10.1177_000271626737400102.pdf) (accessed June 22, 2012). Biderman and Reiss refer to the "dark figure" of crime as "occurrences that by some criteria are called crime yet that are not registered in the statistics of whatever agency was the source of the data being used." For a general discussion regarding the limitations of the UCR program see Albert J. Reiss Jr., "Problems in the Documentation of Crime" in *Criminal Behavior and Social Systems*, ed. A.L. Guenther (Chicago: Rand McNally, 1976), 111–130.

<sup>5</sup>In 1982, BJS funded Abt Associates to examine the UCR program, its history, objectives, data elements, and relationships with other systems. See Poggio et al., *Blueprint for the Future of the Uniform Crime Reporting Program*. In 1984, the FBI began the second phase of the project, the goal of which was to identify available options and recommend changes. In 1988, the FBI's third phase produced specifications for data collection and submission and system implementation.

<sup>6</sup>Poggio et al., *Blueprint for the Future of the Uniform Crime Reporting Program*, 43–48. This strategy contemplated that only a sample of perhaps 3 to 7 percent of law enforcement agencies across the United States would report comprehensive incident-based data, consistent with the reporting requirements of today's NIBRS,

then called "Level II reporting." The remaining 93 to 97 percent of law enforcement agencies would report incident-based data, but in a much more abbreviated format, focusing on Part I offenses with only a limited range of victim, offender, and more detailed incident data; this would be "Level I reporting." Arrest data for both Part I and Part II crimes were to have been captured in both levels, with linkages to cleared offenses. In spite of these recommendations, the law enforcement community elected full NIBRS implementation, effectively endorsing Level II reporting for every agency.

<sup>7</sup>For examples of research using NIBRS data, see Erica Smith, *Violent Crime against the Elderly Reported by Law Enforcement in Michigan, 2005–2009*, NCJ-238546 (Washington, D.C.: Bureau of Justice Statistics, June 2012); Robin Weber, *An Analysis of Domestic Violence and Arrest Patterns in Vermont Using NIBRS Data* (Northfield Falls, VT: Vermont Center for Justice Research, November 2012); Melissa E. Dichter, Steven C. Marcus, Melissa S. Morabito, and Karin V. Rhodes, "Explaining the IPV Arrest Decision: Incident, Agency, and Community Factors," *Criminal Justice Review* 36, no. 1 (2011): 22–39; D. Faggiani, Ed., *Justice Research and Policy, Special Issue: Research using the National Incident-Based Reporting System* (Washington, D.C.: Justice Research and Statistics Association, 2007); David Hirschel, Eve Buzawa, April Pattavina, and Don Faggiani, "Domestic Violence and Mandatory Arrest Laws: To What Extent Do They Influence Police Arrest Decisions?" *Journal of Criminal Law and Criminology* 98, no. 1 (2007): 255–298; April Pattavina et al., "A Comparison of the Police Response to Heterosexual Versus Same Sex Intimate Partner Violence," *Violence Against Women* 13, no. 4 (2007): 374–394; Roland Chilton and John P. Jarvis, "Using the National Incident-Based Reporting System (NIBRS) to Test Estimates of Arrestee and Offender Characteristics," *Journal of Quantitative Criminology* 15, no. 2 (1999): 207–224; Roland Chilton and John P. Jarvis, "Victims and Offenders in Two Crime Statistics Programs: A Comparison of the National Incident-Based Reporting System (NIBRS) and the National Crime Victimization Survey (NCVS)," *Journal of Quantitative Criminology* 15, no. 2 (1999): 193–205; Kenneth R. Coyle, John C. Schaaf, and James R. "Chip" Coldren, Jr., *Futures in Crime Analysis: Exploring Applications of Incident-based Crime Data*, NCJ-127201 (Washington, D.C.: U.S. Department of Justice, January 1991); David J. Roberts and Seth Jacobs, *Demonstrating the Operational Utility of Incident-Based Data for Local Crime Analysis: Reporting Systems in Tacoma, Washington, and New Bedford, Massachusetts*, NCJ-145860 (Washington, D.C.: Bureau of Justice Statistics, June 1994); and William Spelman, *Beyond Bean Counting: New Approaches for Managing Crime Data* (Washington, D.C.: Police Executive Research Forum, January 1988).

<sup>8</sup>See George Turner, Jeff Brantingham, and George Mohler, "Predictive Policing in Action in Atlanta, Georgia," Technology Talk, *The Police Chief* 81 (May 2014): 72–74; Walter Pery et al., "Predictive Policing: What It Is, What It Isn't and How It Can Be Useful," *The Police Chief* 81 (April 2014): 30–35; William Bratton and George L. Kelling, "Cops Count, Police Matter: Of Tactics and Strategy," *The Police Chief* 79 (December 2012): 54–59; Charlie Beck and Colleen McCue, "Predictive Policing: What Can We Learn from Wal-Mart and Amazon about Fighting Crime in a Recession?" *The Police Chief* 76 (November 2009): 18–24; Jeff Godown, "The CompStat Process: Four Principles for Managing Crime Reduction," *The Police Chief* 76 (August 2009): 36–42; George Cascón, "CompStat Plus: In-Depth Auditing, Mentorship, Close Collaboration," *The Police Chief* 72 (May 2005): 34–43; and Phyllis P. McDonald, "Implementing CompStat: Critical Points to Consider," *The Police Chief* 71 (January 2004).

<sup>9</sup>Federal Bureau of Investigation, *Effects of NIBRS on Crime Statistics* (Washington, D.C.: FBI, 2011), [http://www.iacptechology.org/documents/Effects\\_of\\_NIBRS\\_on\\_Crime\\_Statistics\\_FBI\\_Report.pdf](http://www.iacptechology.org/documents/Effects_of_NIBRS_on_Crime_Statistics_FBI_Report.pdf) (accessed August 4, 2014).

<sup>10</sup>For more information on the National Information Exchange Model (NIEM), see <http://www.niem.gov>.



# IACP Section Membership Application

*IACP Membership is a prerequisite for Section Membership.*

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

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

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

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

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

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

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

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

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

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

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

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

1. Pay by Credit Card: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover  
Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_

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

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

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

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

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

3. Pay by Purchase Order: Mail purchase order along with form to:  
IACP: Membership, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-2357

## Capitol Police Section

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

## Defense Chiefs of Police Section

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

## Drug Recognition Expert Section

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

## Indian Country Law Enforcement Section

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

## International Managers of Police Academy and College Training Section

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

## Law Enforcement Information Management Section

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

## Legal Officers Section

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

## Mid-Size Agencies Section

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

## Police Foundations Section

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

## Police Physicians Section

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

## Police Psychological Services Section

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

## Public Information Officers Section

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

## Public Transit Police Section

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

## Railroad Police Section

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

## Retired Chiefs of Police Section

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

## Smaller Department Section

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

## State and Provincial Police Academy Directors Section

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

## State and Provincial Police Planning Officers Section

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

## State and Provincial Police Alumni Section

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

## University/College Police Section

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

## Drive to Save Lives/Drive to Zero Campaign

By Brandon Gardner, IACP Project Coordinator

Highway-related fatalities are annually ranked as one of the top causes of death in the United States. In 2013, approximately 33,000 lives were lost on U.S. highways due to traffic-related crashes and highway fatalities. Many of these crashes were caused by highly visible driver-related factors, including speeding, distracted driving, and impairments (such as driving under the influence of alcohol or drugs).<sup>1</sup> The International Association of Chiefs of Police (IACP), led by the Division of State and Provincial Police (S&P), the Division of State Associations of Chiefs of Police (SACOP), and the IACP Highway Safety Committee, recognizes that law enforcement leaders have an obligation to work together to reduce these fatalities.

In partnership with U.S. federal, state, and local law enforcement and private entities, the IACP is leading a multi-year highway safety initiative known as the Drive to Save Lives/Drive to Zero Campaign. The goal of this campaign is simple: make a major reduction in highway fatalities. For 2014 specifically, the goal of the campaign is to reduce fatalities by 15 percent, which equates to saving more than 4,900 lives. To achieve this goal, the IACP and its partners will focus on implementing data-driven approaches to traffic safety and traffic incident management; enforcing speed limits, seat belt use, impairment violations, distracted driving laws, and other highly visible behaviors; and actively responding to unsafe driving behaviors by operators of motorcycles and large trucks and buses.

In March 2014, the campaign officially began with a press conference and planning discussions in New Orleans, Louisiana, during the mid-year meetings of S&P and SACOP. At the press conference, over 40 U.S. state and provincial law enforcement executives from S&P and SACOP stood together with IACP Highway Safety Committee representatives, officials from the U.S. Department of Transportation (DOT), and officials from

the Federal Motor Carrier Safety Administration (FMCSA) to formally announce their joint commitment to save lives. The keynote speaker, DOT Secretary Anthony Foxx, indicated the importance of this campaign with the following statement:

*Last year, we lost 33,000 lives on our nation's roads, many of them because of drunk driving and from people not wearing seatbelts, speeding, and driving distracted. That's why I'm pleased to join the International Association of Chiefs of Police in its ambitious goal to reduce highway fatalities by 15 percent. The Department of Transportation stands ready to do its part to help them achieve it.*<sup>2</sup>

The subsequent meetings focused on strengthening partnerships and developing innovative ways to collaborate to ensure the success of the campaign. The commitment to strengthening these partnerships came from all levels—federal, state, and local. As a result of these discussions, regional and local awareness, education, and enforcement initiatives can now be found across the United States and the Internet. Some successful components of the Drive to Save Lives/Drive to Zero Campaign include the following:

- **Interstate Challenges**—These multi-state partnerships utilize targeted, high-visibility enforcement to exemplify the role law enforcement plays in reducing highway-related fatalities. The I-90/94 Challenge, led by Lieutenant Colonel Matt Langer of the Minnesota State Patrol and the 15 state police and highway patrol agencies on the I-90/94 corridor, is dedicated to increasing traffic enforcement on the 5,691-mile highway. The state police and highway patrol agencies in Florida, Georgia, South Carolina, and North Carolina also combined forces with local and federal partners for a similar campaign that covered more than 900 miles of the I-95 corridor. During the effort, over 400 troopers, officers, and deputies focused on reducing unsafe driving.
- **Strategic Planning Sessions**—In partnership with the Federal Highway Administration (FHWA), the National Highway Traffic Safety Administration (NHTSA), and the FMCSA, the IACP is bringing together law enforcement leaders from across the United States to develop strategies to reduce highway-related fatalities. Over the next year the IACP and FMCSA will focus on extending the campaign's reach to include large truck and bus enforcement to reduce highway-related fatalities. Other planning sessions, which will involve U.S. federal partners and executive leadership from the Major City Chiefs Association, are being held to discuss the future of the Drive to Save Lives/Drive to Zero Campaign.
- **Education and Awareness Campaigns**—The Move Over Campaign educates citizens on the importance of moving over a lane when they see a first responder and raises awareness of the safety benefits this provides. Through social media efforts, which began with the Tennessee Highway Patrol and Colonel Tracy Trott, the #MoveOver message was relayed by 5,500 individuals to over 29 million individuals on Twitter alone.<sup>3</sup>
- **Officer Safety Enhancement**—Traffic-related line-of-duty deaths are up over 10 percent this year, with many of these line-of-duty deaths occurring due to secondary crashes.<sup>4</sup> Through a partnership with the FHWA, the IACP—through S&P, SACOP, and the Highway Safety Committee—is educating officers and first responders on important



Colonel Trott poses for a #MoveOver photo.



Traffic Incident Management (TIM) principles.

Early statistics from the inaugural year of the Drive to Save Lives/Drive to Zero Campaign demonstrate promising results. The IACP is collecting quarterly data from each U.S. state that compares the 2013 traffic-related fatalities to the same data for 2014. For the first quarter of 2014, 39 states submitted their data, which evidenced a 7 percent reduction in fatalities. Even more promising, more than half of those reporting agencies saw a reduction in first-quarter traffic-related fatalities from 2013 to 2014. Preliminary data from the second quarter continue to show a reduction in overall fatalities, with one state reporting a 53 percent reduction in fatalities.<sup>5</sup>

Speaking to the successes realized so far, Steve Flaherty, Colonel, Virginia State Police, stated, "Never before has a transportation initiative gained such momentum among so many S&P members so quickly."<sup>6</sup> The continued success of the Drive to Save Lives/Drive to Zero Campaign rests not only on the S&P agencies, but on all law enforcement. While innovative partnerships and initiatives have led to encouraging results so far, the continued momentum of the campaign can be strengthened by additional promising practices and enforcement strategies and the engagement of additional stakeholders. To submit an innovative or promising practice or enforcement strategy, or to become involved in the Drive to Save Lives/Drive to Zero Campaign, email [Drive2SaveLives@theIACP.org](mailto:Drive2SaveLives@theIACP.org). ♦

#### Notes:

<sup>1</sup>Jack Van Steenburg and Mike Edmonson, "Highly Visible Traffic Enforcement Drives Truck and Bus Safety," *The Police Chief* 80 (July 2013): 20-22, [http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article\\_id=2969&issue\\_id=72013](http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=2969&issue_id=72013) (accessed August 8, 2014).

<sup>2</sup>Sarah Guy, "International Association of Chiefs of Police (IACP), United States Department of Transportation (DOT), and State Police and Highway Patrol Agencies Commence the Drive to Save Lives Campaign: Working Together to Reduce Highway Fatalities by 15 Percent in 2014," IACP press release, March 20, 2014, [http://www.kansashighwaypatrol.org/press/2014/outside\\_releases/Drive\\_to\\_Save\\_Lives.pdf](http://www.kansashighwaypatrol.org/press/2014/outside_releases/Drive_to_Save_Lives.pdf) (accessed August 8, 2014).

<sup>3</sup>Tracy Trott, "Move Over Initiative," *The Police Chief* 81 (July 2014): 28-30, [http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article\\_id=3407&issue\\_id=72014](http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=3407&issue_id=72014) (accessed August 8, 2014).

<sup>4</sup>National Law Enforcement Officers Memorial Fund, "Preliminary 2014 Fatality Statistics," <http://www.nleomf.org/facts/officer-fatalities-data> (accessed August 6, 2014).

<sup>5</sup>Data collected from the Drive Campaign—1st Quarter (January 2014–March 2014).

<sup>6</sup>Steve Flaherty, "Driving to Save Lives in Virginia," *The Police Chief* 81 (July 2014): 32-33, [http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display\\_arch&article\\_id=3408&issue\\_id=72014](http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=3408&issue_id=72014) (accessed August 8, 2014).



# STICKERS FOR KIDS

with your department's name and state's official seal

**Junior Officer Badge Stickers**  
**Safety Message Stickers**  
**Star Shaped Badge Stickers**

Visit Our Website at:  
**[www.PoliceStickers.com](http://www.PoliceStickers.com)**  
Phone: 508-892-1555 Email: [sales@policestickers.com](mailto:sales@policestickers.com)

## VISIT US AT IACP BOOTH #1408

FOR A DEMONSTRATION AND CHANCE TO WIN A FREE SYSTEM!



# StarChase™

## Pursuit Management Technology

### WHY CHASE THE SUSPECTS WHEN YOU CAN TAG AND TRACK THEM?




#### BECOME A MEMBER OF THE STARCHASE 100 CLUB

YOU'LL GET

- » 10 Systems
- » Standard Installation
- » 1 Year of GPS Tags, Training & Mapping
- » 2 Year Warranty

Additional quantities, leasing & grant assistance available.

LIMITED TIME OFFER

CONNECT ONLINE  Starchase-LLC     StarchaseLLC #ThePursuitEndsHere

SEE STARCHASE IN ACTION **[STARCHASE.COM](http://STARCHASE.COM)** 1.888.TAG.TRAC

# INDEX TO ADVERTISERS

**The advertisers in this issue can help equip your department with the most efficient tools available today!**

Always mention the *Police Chief* when contacting our advertisers.

Page #	Page #	Page #
<b>Alzheimer's Initiatives</b> 800.THE.IACP www.theiacp.org/Missing-Alzheimers -Disease-Patient .....46	<b>IACP Conference Registration</b> 800.THE.IACP www.theiacpconference.org .....38	<b>Institute Of Scrap Recycling Industries</b> 202.662.8500 http://www.isri.org/ ..... CV4
<b>American Military University</b> 877.468.6268 www.PublicSafetyatAMU.com/Police-Chief .....15	<b>IACP Conference Sponsors</b> 530.520.6933 www.theiacpconference.org .....39	<b>Northwestern University Center for Public Safety</b> 800.323.4011 http://nucps.northwestern.edu/policechief .....3
<b>Bobcat Training</b> 850.656.7604 www.bobcattraining.com .....59	<b>IACP Foundation Gala</b> 800.THE.IACP ext. 829 www.theiacp.org/foundation-gala .....35	<b>Optivon, Inc.</b> 813.600.6060 www.sentiguard.com .....27
<b>Center for Police Leadership &amp; Training</b> 703.836.6767 www.theiacp.org/training .....40-41	<b>IACP Membership</b> 800.THE.IACP www.theiacp.org/membership .....69	<b>Police Chief Subscriptions</b> 800.THE.IACP ext. 219 www.policechiefmagazine.org/subscribe ..... CV3
<b>Chrysler</b> 800.999.FLEET (3533) www.fleet.chrysler.com .....32-33	<b>IACP Member Benefits</b> 800.THE.IACP www.theiacp.org/benefits .....31	<b>Policestickers.com</b> 508.892.1555 www.PoliceStickers.com .....77
<b>Coplogic, Inc.</b> 800.734.9293 www.coplogic.com .....13	<b>IACP Merchandise</b> 800.678.0014 ext. 103 shop.fullpond.com/iacp .....47	<b>Public Appointments Service</b> 353.1.8587400 www.publicjobs.ie .....17
<b>Discover Policing</b> 800.THE.IACP http://discoverpolicing.org .....9	<b>IACP Net</b> 800.227.9640 www.iacpnet.com .....7	<b>Reeves Company, Inc.</b> 800.452.1161 www.reevesnamepins.com .....5
<b>Evoke Neuroscience, Inc.</b> 917.261.6096 www.evokeneuroscience.com ..... CV2	<b>IACP Section Membership</b> 800.THE.IACP www.theiacp.org/sections .....75	<b>Shoreline Community College</b> 206.546.4101 www.shoreline.edu/cj .....59
<b>Galen College Of Nursing</b> 1.855.200.GCPD galencenterpd.com/forensics .....17	<b>IAPro</b> 800.620.8504 www.iapro.com .....5	<b>StarChase LLC</b> 1.888.TAG.TRAC starchase.com .....77
<b>IACP Conference Banquet</b> 800.THE.IACP www.theiacpconference.org .....19	<b>IBM</b> 877.426.3774 http://ibm.com/business-analytics .....22-25	<b>Vigilant Solutions</b> 925.398.2079 www.vigilantsolutions.com .....29
<b>IACP Conference Save-the Date</b> 800.THE.IACP www.theiacpconference.org .....11, 68	<b>IBM Analytics Webinar</b> 877.426.3774 bit.ly/IACPPoliceChief .....21	<b>Visa—IACP Card</b> 800.THE.IACP ext. 307 https://cardpartner.com/app/1302F .....61

Please contact **The Townsend Group, Inc.** at 301-215-6710 if you are interested in or have questions about advertising in *Police Chief*.

The IACP does not recommend, endorse, or accept responsibility for the proper performance of any product advertised in these pages.

Always mention the  
**Police Chief** when  
contacting advertisers.

# FREE INFORMATION with QUICK ACCESS

Receive FREE information FAST from companies featured in this issue of the *Police Chief*

## Online Edition

Find the edition at <http://www.policechiefmagazine.org>, and click Current Issue. Go to Products & Services, place the mouse pointer on the URL, and click to access the company's website.

## Print Edition

While reading the print edition, type the company's website address found on the Index to Advertisers page or directly from the advertisement.

Call the company, since phone numbers are found on the Index to Advertisers page and in their advertisements.

The  
**PoliceChief**

## SUBSCRIPTION/ADDRESS CHANGE

**ONLINE** [www.PoliceChiefMagazine.org/subscribe](http://www.PoliceChiefMagazine.org/subscribe)  
**FAX** Nuyiri Kasbarian 703-836-5386  
**MAIL** Police Chief, 44 Canal Center Plaza, Suite 200  
Alexandria, VA 22314

Name \_\_\_\_\_

ID Number (on label) \_\_\_\_\_

Title \_\_\_\_\_

Department / Agency \_\_\_\_\_

Phone (\_\_\_\_\_) \_\_\_\_\_

☐ Yes, sign me up for the IACP e-mail newsletter

Email: \_\_\_\_\_

☐ Address change (ID number required) \_\_\_\_\_

☐ Renewal (ID number required) \_\_\_\_\_

☐ New subscription

1-year subscription \$30.00

2-year subscription \$47.00

3-year subscription \$63.75 **► Best Value!**

This section must be completed to process your order:

### Agency/Affiliation

- ☐ Municipal/county police
- ☐ Sheriff's dept.
- ☐ State agency
- ☐ Federal agency
- ☐ Campus police
- ☐ Military
- ☐ Police academy
- ☐ Security
- ☐ Univ./college library
- ☐ Other

### Rank/Occupation

- ☐ Chief executive
- ☐ Sheriff
- ☐ Command staff
- ☐ Supervisory personnel
- ☐ Line officer
- ☐ Police civilian
- ☐ Crim. justice professor
- ☐ Police equipment dealer/distributor/manufacturer
- ☐ Other

### Population of Jurisdiction

- ☐ Under 2,500
- ☐ 2,500 - 9,999
- ☐ 10,000 - 49,999
- ☐ 50,000 - 99,999
- ☐ 100,000+

DELIVER MAGAZINE TO: ☐ Home ☐ Business

Street address (include apt. no.) \_\_\_\_\_

\_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Fax (\_\_\_\_\_) \_\_\_\_\_

### PAYMENT MUST ACCOMPANY ORDER

☐ Purchase order enclosed

☐ Check/ money order enclosed (make payable to IACP / Police Chief Subscriptions)  
U.S. dollars, drawn on U.S. banks only and mail full payment (no cash) with completed form to: Subscription Department, IACP, P.O. Box 62564, Baltimore, MD 21264.

Charge my: ☐ Visa ☐ MasterCard ☐ Discover ☐ American Express

Cardholder's name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

Card number \_\_\_\_\_

Exp. date \_\_\_\_\_

Signature \_\_\_\_\_





## **ISRI is Working With Law Enforcement** *to be Part of the Solution in the Fight Against Metals Theft*

**SCRAP THEFT  
ALERT.COM**

A free online theft alert system available to law enforcement, private security, recyclers, and property owners.

**STOP METALS THEFT**  
**.ORG**

A one-stop online resource where law enforcement and others can access tools, obtain state metals theft laws, acquire scrap industry information, and find success stories.