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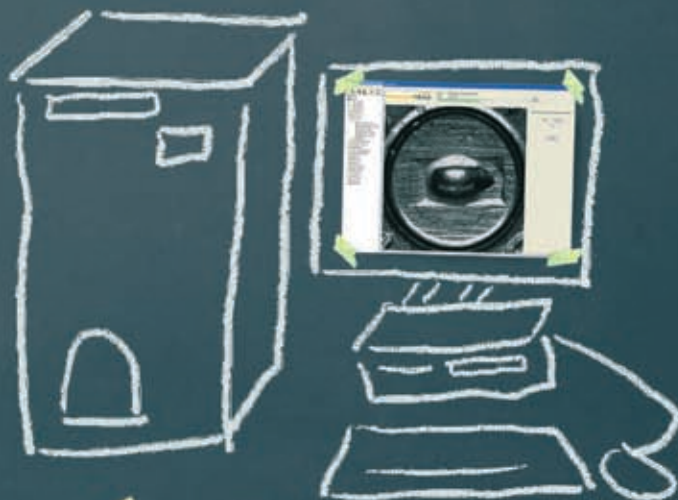
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Boston—America's Walking City—is the site for the 113th Annual IACP Conference convening on Saturday, October 14, and ending on Wednesday, October 18, 2006. For inside information about the conference, see the *Insider's Guide*, starting on page 60 of this issue. Photograph of downtown Boston on the Charles River.

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Crime Victims Deserve Our Respect and Support

Each year in the United States there are as many as 31 million victims of violent or property crime. This means that one out of every seven citizens is a victim of crime. Perhaps even more distressing is the realization that one in 27 may be a victim of a violent crime. And these facts, compelling as they are, do not reflect the true scope of victimization associated with drug abuse, alcoholism, domestic violence, child abuse, and abuse of the elderly and persons with disabilities.

As law enforcement leaders, we are well aware of the vital role that our agencies can and must play in responding to and supporting the victims of crime. The actions of dispatchers who take emergency calls, officers who respond to these calls, and detectives who investigate crimes all help form the attitudes of crime victims about the criminal justice process.

When we in law enforcement treat crime victims with sensitivity and respect, their healing process starts sooner, and they are more likely to cooperate in the investigation and prosecution of the crime. Responding effectively and appropriately to all crime victims is not only the right thing to do but it is also in law enforcement's best interests.

When community policing first emerged in the 1990s, its philosophy of encouraging police officers and citizens to work together to solve community problems dovetailed naturally with the growing emphasis on police response to crime victims. By involving community members in efforts to make their neighborhoods safer, and by encouraging victims to participate actively in the process of investigating and prosecuting crimes, police departments that implement community policing approaches have been able to significantly increase the human resources available to prevent and resolve crimes.

In 1999 the IACP, with funding from the Department of Justice's Office of Victims of

Crime (OVC), held a national policy summit with more than 100 participants, including law enforcement officials, prosecutors, corrections officials, victim services providers, health and mental health professionals, educators, researchers, crime victims, and victim advocates. The purpose of the summit was to identify the needs of all victims and to create a set of recommendations that meet these needs.

After the summit, through its OVC-funded Improving Police-Based Victim Services project, the IACP provided technical assistance and training to more than 1,000 law enforcement agencies nationwide that are working to improve their response to victims.

The IACP's successful work with these agencies, combined with the realization that there are thousands more police departments that wish to enhance their response to victims,

highlighted the need for a greater effort in this area. It is for these reasons that the IACP launched a new project: Enhancing Police Response to Victims: Designing a 21st Century Strategy for State and Local Agencies. The goal of this project, funded by OVC, is to design a national strategy that will guide policies, procedures, and training in state, local, and tribal law enforcement agencies to enhance substantially the culture and practice of serving victims' needs. The strategy is being developed based on the input derived from advisory committee members and participants at four national forums involving law enforcement, victims, and victim service providers.

Once completed, the victim response strategy will provide agencies with a detailed plan for its implementation, a toolkit, and train-the-trainer guidelines that can be used by state, local, and tribal law enforcement agencies spanning the spectrum from large to small agencies and urban to rural agencies. The strategy will not only describe the ways that police can enhance their responses to all crime victims but also outline the roles and responsibilities of other stakeholders in ensuring that victims' needs are met and their statutory rights respected.

The overall goal of this project is to create a sea change in America's law enforcement community, encouraging and supporting agencies and individuals as they embrace a philosophy that places crime victims' interests at the center of police response to crime and community problem solving.

This is a vitally important project for the IACP and the law enforcement profession as a whole. For although we strive each day to protect our communities, there will always be victims. It is our duty to serve them, and I am certain that if our agencies offer the victims of crime safety, access, information, support, continuity, and a voice, we will have fulfilled our duty. ♦



*Chief Mary Ann Viverette
Gaithersburg, Maryland*

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Supervisory Law Basics for New Chiefs and Other Supervisors

*By Julie Risher, Legal Advisor,
Winston-Salem, North Carolina,
Police Department*

Decisions of chiefs of police and other supervisors involving their personnel often have federal law implications. Supervisors and managers should be at least generally aware of relevant supervisory law so that they can spot issues that may require legal consideration when they exercise their supervisory duties. New chiefs often have experience with these matters and sometimes attend special training for their new jobs. Most large agencies have employment law training programs for newly promoted supervisors and managers. Some small to midsize agencies do not. Liability exposure and other problems may be lessened by at least teaching supervisors and managers what federal laws may affect their decisions.

The following discussion is in no way intended to be an exhaustive primer on employment and supervisory law. Rather, the following general discussion is intended to acquaint supervisors and managers with certain federal law issues so that they can spot those legal issues in their day-to-day work and then seek legal advice. Of course, supervisors and managers should also consult their legal advisors for further information about state and local employment and supervisory law. The advice of local counsel is essential and highly recommended.

Fair Labor Standards Act (FLSA)

The FLSA establishes federally mandated minimum age and overtime standards, among other things. Pursuant to regulations promulgated by the U.S. Department of Labor, employees are classified as either exempt or nonexempt. Nonexempt, nonsworn employees may work no more than 40 hours in a given week unless the employer pays them overtime or gives them compensatory time at the rate of one and one-half times hours worked. For sworn employees, FLSA contains a special section 207(k) exemption.¹ Most state and local governments have declared their intention to apply the section 207(k) exemption, which enables them to declare the work period as a regularly recurring period

of seven to 28 days. Many law enforcement agencies use the 28-day, 171-hour exemption. Supervisors who are unsure of the period applied in their agency should consult human resources or the lawyer advising the agency on such matters.

Agencies must be careful when classifying an employee as exempt or nonexempt. Under the DOL's newly promulgated regulations, the administrative and executive exemption tests have been revised. Many smaller agencies may benefit from engaging consultant services to develop a task analysis for positions the agency has classified as, or wishes to classify as, exempt. This task analysis of the actual functions performed by individuals in those positions will enable the agency to seek a legal opinion regarding whether the positions are properly classified as exempt or nonexempt.²

Section 1983

Under 18 U.S.C. 1983, a plaintiff may sue employers and supervisors who negligently hire, supervise, and retain an employee or fail to train an employee. The negligent retention and negligent supervision cases generally involve poor supervisory performance, such as failing to investigate complaints or discipline problem employees. First-line supervisors generally do not have to worry about liability for negligent hiring, but they may face liability for negligent supervision or failure to train. To establish supervisor liability the plaintiff must prove that (1) the supervisor had actual or constructive knowledge that his subordinate was engaged in conduct that posed a pervasive and unreasonable risk of constitutional injury to citizens, (2) the supervisor's response to that knowledge was so inadequate as to show deliberate indifference to or tacit authorization of the alleged offensive practices, and (3) there was an affirmative causal link between the supervisor's inaction and the alleged constitutional injury.³

One of the most instructive cases on section 1983 is *Shaw v. Stroud*. In this case, the U.S. Court of Appeals for the Fourth Circuit examined and contrasted the behavior of two supervisors in charge of an employee accused of excessive force. The clear lesson from *Stroud* and other cases like it is that proactive supervisory action

to remedy performance of errant employees is imperative.

Title VII

Title VII of the 1964 Civil Rights Act prohibits discrimination based on race, color, religion, sex, or national origin. Generally speaking, an employee may show Title VII discrimination of one of two kinds: disparate impact or disparate treatment. A disparate impact case arises where the employer uses a particular employment practice that is facially neutral but causes a disparate impact on applicants or employees in one of the protected classes. Such a challenged practice may still be shown to be legal (despite the disparate impact) if the employer can demonstrate that the challenged practice is job related and is consistent with business necessity.

In a disparate treatment case, the applicant or employee presents evidence the employee was treated differently because of the employee's membership in a protected class. Disparate treatment cases may arise in the context of hiring, promotion, or termination.

Sexual harassment cases are rooted in Title VII and fall into two categories: quid pro quo (where the rewards or punishments occur to the employee because of the employee's response to a request for sexual favors), and hostile environment claims (where an employee shows that the sexual harassment has created such an intolerable work environment as to be hostile or offensive; proof of loss of a job benefit is not required). Employers are liable for quid pro quo actions committed by their supervisors. Also, an employer may be liable for a hostile work environment claim if the supervisor is aware of the situation and fails to resolve the matter effectively.

Pregnancy and Age Discrimination

The Pregnancy Discrimination Act prohibits discrimination against pregnant employees. The Age Discrimination in Employment Act (ADEA) protects employees 40 years and older. If the employer makes a decision affecting the employee's terms or conditions of employment because of the employee's age, the employer has most likely violated this act. As with Title VII cases, disparate treatment and disparate impact theories may apply.

Americans with Disabilities Act (ADA) and Rehabilitation Act

Although there are differences between these two federal acts, such differences are beyond the scope of this introduction. Familiarity with the issues addressed by these acts will suffice to prepare the supervisor to identify potential issues and to seek further legal guidance. Thus, the discussion will focus on the ADA.

The Americans with Disabilities Act prohibits discrimination against an otherwise qualified individual with a disability. A qualified individual with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of a particular position. (The ADA also imposes certain access requirements so that individuals with disabilities may avail themselves of government services.)

Under the regulations promulgated pursuant to this statute and under case law, a disability for purposes of the ADA is permanent in nature and affects the employee's ability to perform one or more major life activities. The reasonableness of an accommodation is judged in light of the impact on the employer, with consideration given to the employer's economic resources. Essential job functions (identified through instruments such as job task analyses) are duties the employee must perform. Requiring a police officer to shoot a firearm with specified accuracy is an example of an essential job function.

Not all functions of a particular job are essential, core functions; some may be peripheral functions. For example, a receptionist whose major duty is to provide telephone support may have as additional job duties routine filing and occasionally typing correspondence. Whether filing is an essential job function depends on its frequency, importance, and feasibility of delegation to other employees. In the above example, most likely the receptionist's tasks of filing and occasionally typing correspondence would be nonessential job functions.

To determine what constitutes an essential job function and a reasonable accommodation requires considerations of facts specific to that particular case. However, supervisors should be capable of detecting that a situation may involve an ADA issue and should seek further legal advice.

First Amendment

A governmental employer may not illegally infringe on its employees' First Amendment rights of free speech and free exercise of religion.

Free Speech: A governmental employee's right to free speech is not unfettered. Courts generally have recognized that where the employee is addressing matters of public concern, the employee generally has a right of free speech and the employer may not discipline or unduly restrict the speech. Whether a public employee's speech is a matter of public interest (and therefore

entitled to free speech protection) involves a rather fact-specific balancing test. Where the employee is speaking on a topic of private interest that does not bear upon the broader issues of the government relations (to its citizens in general), the employer may regulate the speech and may pursue disciplinary action; in other words, the speech is not protected. Supervisors facing a freedom-of-speech issue should seek legal advice for the specific circumstances involved.

Free Exercise of Religion: Although the First Amendment guarantees that the government shall neither establish nor prohibit a religion nor prohibit the free exercise of religion, the public employee's freedom-of-religion rights are not unfettered in the workplace. Specifically, the employer should take steps to accommodate the employee's religious beliefs, but these steps need not infringe on the rights of other employees or impair the governmental employer's efficiency. Again, cases in this area are rather fact specific, so any supervisor who identifies a freedom-of-religion issue should seek legal advice for the specific facts of the case. ♦

¹There's also an exemption for public agencies with fewer than five employees. See 29 U.S.C. 213(b)(20).

²Discussion of safe harbor provisions and penalties for errors are beyond the scope of this article.

³*Shaw v. Stroud*, 13 F.3d 791, 800 (4th Cir. 1994).

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House Passes Fiscal Year 2007 C-J-S Funding Bill, Adopts Amendments Increasing JAG Funds

By Jennifer Boyter

On June 29, the House passed the fiscal year 2007 Commerce-Justice-State appropriations bill (H.R. 5672), which funds several key state and local law enforcement assistance programs. During consideration on the floor, lawmakers approved several amendments adding funds to these assistance programs, including \$77 million in additional funding for the Justice Assistance Grant (JAG) program.

The House, following the lead of the Appropriations Committee, largely rejected administration proposals that would have sharply reduced local law enforcement grants. The bill would provide \$2.7 billion for assistance to state and local law enforcement, which is more than double the \$1.1 billion requested by the administration.

The bill would provide \$635 million for the Justice Assistance Grant (JAG) program, which was formed two years ago by combining the Byrne Grant program and the Local Law Enforcement Block Grant program. This is up from \$416 million in fiscal year 2006, an increase of \$219 million (52 percent).

The increased funding simply brings the program back to fiscal year 2005 funding levels and represents a decrease of \$415 million (40 percent) from fiscal year 2003. The administration had proposed eliminating the JAG program altogether.

In addition, it is important to note that the bill further lowers the amount available to law enforcement under this program by earmarking \$75 million (almost 12 percent of the total funding) for the Boys and Girls Club.

The Community Oriented Policing Services (COPS) program would receive \$584 million, up from \$478 million in fiscal year 2006, a 22% increase. The Bush Administration had proposed just \$102 million. But it represents a decrease of more than 44 percent from just five years ago.

During floor consideration, lawmakers approved an amendment to increase funding for the bullet-resistant vest matching grant program by an additional \$12 million, bringing the total for the program to \$32 million, up slightly from fiscal year 2006.

The COPS funding also includes \$99 million for initiatives to combat methamphetamine production and trafficking (up from \$63 million in fiscal year 2006); \$100 million for law enforcement technologies and interoperable communications (down from \$129 million in fiscal year 2006); \$6.3 million for grants to upgrade criminal records (down from \$10 million in fiscal year 2006); \$4.9 million for an offender re-entry program (same as fiscal year 2006); \$175 million for DNA analysis and upgrades (up from \$126 million in fiscal year 2006); \$31 million for tribal law enforcement programs (up from \$22 million in fiscal year 2006); and \$54 million for Project Safe Neighborhoods, of which \$40 million is for a national program to reduce gang violence (same as fiscal year 2006).

Largely along party lines, lawmakers defeated an amendment by Representative Anthony Weiner (D-New York) that would have added \$476 million to the COPS program in order to hire 6,000 officers.

Combined, the two primary law enforcement assistance programs would receive \$1.219 billion, an increase of 36 percent over fiscal year 2006. This is certainly an improvement over the \$102 million proposed by the administration. But it demonstrates the continued downward trend over the past five years in funding for these crucial programs. For example, in fiscal year 2002, these programs received more than \$2 billion in funding.

In addition, the bill would provide \$418 million for violence against women prevention and prosecution programs, a slight increase over fiscal year 2006.

It would also provide \$415 million for the State Criminal Alien Assistance Program (SCAAP), which assists state and local governments with the costs of jailing illegal immigrants who have committed crimes not related to their immigration status. The administration had also proposed eliminating this program, which received \$405 million in fiscal year 2006.

Lawmakers also approved an amendment by Representative Marilyn Musgrove (R-Colorado) that would prohibit the use of funds to enforce a requirement that child trigger locks be sold with all handguns. The requirement was added in

the Senate last year to a bill that barred liability lawsuits against gun manufacturers, distributors, dealers, and importers.

During consideration of the bill, lawmakers also approved an amendment by Representative John Culberson (R-Texas) that would prohibit states and localities that do not share information on illegal aliens with federal officials from receiving federal funds provided under this bill. The amendment targets state and local governments that have so-called sanctuary policies, in which law enforcement officers are prohibited from sending information to, or receiving information from, federal enforcement authorities about the immigration status of foreign nationals that they encounter in the course of their police duties. The House passed a similar amendment during consideration of the Department of Homeland Security fiscal year 2007 appropriations bill (H.R. 5441).

The IACP opposes the inclusion of this provision for two reasons. The IACP firmly believes that federal legislation authorizing or funding grants to state, local, and tribal agencies should not contain either earmarks, which direct discretionary funds to specific agencies or entities, or sanctions that reduce or restrict funding by requiring compliance with federal mandates.

In addition, the IACP believes that the question of state, tribal, or local law enforcement's participation in immigration enforcement is an inherently local decision that must be made by a police chief, working with his or her elected officials, community leaders, and citizens. Because the question of state, tribal, or local law enforcement's participation in immigration enforcement is an inherently local decision, the IACP believes that any legislative proposal to enlist the assistance of nonfederal agencies in immigration enforcement must be based on the completely voluntary cooperation of state/local law enforcement agencies. As a result, the IACP opposes any legislative proposals that seek to coerce cooperation through the use of sanction mechanisms that would withhold federal assistance funds from states or localities. ♦

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Kansas Internet Crime Initiative

By Gary Steed, Sheriff, and James Thomas Prunier, Detective, Sedgwick County Sheriff's Office, Wichita, Kansas

With the advent of the Internet there has been increasing pressure on law enforcement to investigate computer-related crime. Such investigations typically cross jurisdictional boundaries and require the cooperation of multiple police agencies. To meet the challenges of today's technology, the Kansas Internet Crimes Against Children Task Force, comprising one detective from the Wichita, Kansas, Police Department and one detective from the Sedgwick County, Kansas, Sheriff's Office, takes a multifaceted approach to address computer-related crimes against children.

Task Force Pursues Criminals, Educates Adults and At-Risk Children

The Kansas Internet Crimes Against Children Task Force, a 2006 winner of the IACP-iXP Excellence in Technology Award, has three primary functions.

Identify and apprehend persons using electronic means to victimize children. The task force's two detectives have worked more than 250 cases of computer-related crimes against children, resulting in 146 cases charged or forwarded to other agencies for further investigation. They have worked 45 so-called traveler cases involving suspects who agreed to travel to meet children with whom they have established contact with on the Internet. All 45 traveler cases resulted in felony convictions. The detectives conducted two investigations of crimes involving AOL (America Online) chat rooms, and these investigations led to the identification of

120 suspects in 30 states and two countries. The task force also participates in a wide variety of criminal investigations conducted by local, state, and federal agencies.

Assist other law enforcement agencies in investigations and training. Since 2002 the Kansas Internet Crimes Against Children Task Force has been training investigators in Kansas and Missouri. It helped develop the Protect our Children Conference hosted by the U.S. attorneys' offices in the Districts of Kansas, Western Missouri, Eastern Missouri, Nebraska, and Southern Illinois. The task force has also committed funds to several agencies to help create cybercrime units.

Educate the community in the dangers associated with the use of the Internet. The detectives have visited schools, churches, community groups, and other organizations and presented information about computer safety for children. Since 2002 more than 10,000 children and adults have received this important information as a direct result of the detectives' efforts.

Task Force Teams with College Athletes to Reach Kids

The task force has developed two successful model programs that bring law enforcement officials, athletes, educators, and at-risk children together at a college campus for a day of sports and learning. One, called Shocks, Cops, and Kids, is held annually at Wichita State University. The other, called Hawks, Cops, and Kids, is held at the University of Kansas in Lawrence. Together the events are known as College, Cops, and Kids.

Typically held on a Saturday, College, Cops, and Kids programs feature instruction and contests in basketball, volleyball, and track and field events, among other sports. They also include

sessions designed to teach children how to stay safe on the Internet, stay away from drugs, and stay healthy by eating well and getting exercise. Participants receive a free T-shirt and interact with college athletes and coaches who volunteer to work with the kids during the day.

The cost of the College, Cops, and Kids program is paid primarily through private donations raised by Big Brothers and Big Sisters of Kansas, one of the task force's partners. Other partner organizations, including the Wichita Children's Home and the Salvation Army Adoption Foundation, help give at-risk children an opportunity to interact with law enforcement in a positive manner.

During the three years of developing and implementing the programs, there have been some unexpected outcomes. During the College, Cops, and Kids events, bonds have formed between student athletes and local law enforcement that did not exist before. Kansas Big Brothers and Big Sisters now actively recruit mentors and volunteers both at Wichita State and the University of Kansas. Wichita State University has adopted the College, Cops, and Kids as a community event to be continued indefinitely.

Support of Police Leadership Is Key to Success

The Kansas Internet Crimes Against Children's Task Force is committed to protecting children. The task force takes all aspects of community relations and good law enforcement and combines them to establish a professional, effective, community-oriented task force that is committed to protecting children. Without the support of Sedgwick County Sheriff's Office and the Wichita, Kansas, Police Department's command staff and personnel, this program would have not been possible. ♦

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The Terrorist Screening Center

Picture a typical traffic stop where an officer pulls over someone for speeding through a red light at a busy intersection. Law enforcement officers across the country handle thousands of these seemingly routine encounters every day. As usual, the officer or dispatcher queries the National Crime Information Center (NCIC). In addition to checking NCIC for wants and warrants, the same query checks the person's name against the government's consolidated terrorist watch list at the Terrorist Screening Center (TSC). Within moments, the officer will know whether he or she is dealing with simply a reckless driver or perhaps a known or appropriately suspected terrorist.

After running the name, the dispatcher informs the officer that the person encountered may have possible ties to terrorism and instructs the officer to immediately contact the TSC. The officer calls the TSC's around-the-clock call center to determine whether the person stopped is the same person on the watch list. If so, then in most cases, the TSC will ask the officer to go back to the driver and gather as much information as possible.

The officer heads back to the car and begins asking the driver routine questions: Where are you going? Where are you coming from? May I please see the ID of your passengers? As usual, the driver and his passengers answer all the officer's questions.

The officer has been trained to observe the contents of the vehicle. Is there anything that seems suspicious or are there any items in the car that seem oddly out of place? As she scans the backseat, the officer notices a stack of maps and a beat-up folder containing 10 train tickets. Each ticket has a different name.

The officer then writes the driver a ticket for running a red light and heads back to her car with something extremely valuable: important information that can be sent immediately back

to the TSC and the FBI's Joint Terrorism Task Force for review. It is another piece of the puzzle, another part of our collective effort to investigate terrorism and prevent future attacks.

Established by Homeland Security Presidential Directive 6 on September 16, 2003, the Terrorist Screening Center represents a significant step forward in protecting America's communities and families by assisting those who deter, detect, and disrupt terrorist threats.

Working with the Justice, Homeland Security, and State Departments and others, the TSC has established terrorist watch list screening processes used at key points where terrorists seek to gain access to the United States, such as the visa application process,

border crossing, and airline travel. Since its inception, the TSC has made great progress in institutionalizing the use of the terrorist watch list by state and local law enforcement authorities during routine traffic stops and similar situations. This has allowed the nation's counterterrorism efforts to harness the power of thousands of state and local law enforcement officers as a force multiplier in our efforts to detect known or appropriately suspected terrorists as they operate in the United States.

Since December 1, 2003, the TSC has merged appropriate terrorist watch lists from multiple agencies and consolidated them into one unified list, the Terrorist Screening Database (TSDB). TSC personnel work 24 hours a day, seven days a week with federal, state, local, territorial, and tribal law enforcement agencies to make the TSDB information available to them for screening purposes.

The TSC's vision is to establish a dynamic global screening network to support the detection of terrorists. In pursuing this vision, the TSC is working to improve the federal government's ability to use terrorist screening information to detect terrorist movements and operations prior to an attack. In the future, the TSC will focus on expanding the federal government's terrorist screening network to enhance its ability to support those who act to prevent terrorist attacks.

The number one priority of the TSC is to help you, the first-line responders, safeguard America's citizens and communities. The TSC staff works diligently to spread the word about its mission both nationally and internationally. Coordinated communication efforts with targeted outreach to everyone from the officer on the street to federal authorities has increased the support and understanding of the TSC's mission and goals as we all work together. ♦



*Donna A. Bucella, Director,
Terrorist Screening Center,
Washington, D.C.*

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Where do the good ideas come from?

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

New Orleans Partners with M/A-COM to Improve Interagency Communication

M/A-COM Inc., a business unit of Tyco Electronics and a leader in critical radio communications systems, announces that the company has provided the city of New Orleans with advanced IP (Internet Protocol) standards-based interoperability equipment to help the area prepare for the upcoming hurricane seasons. Known as NetworkFirst, this advanced technology will link the communications systems of New Orleans public safety agencies with other front-line responders in the surrounding parishes and communities.

"M/A-COM has been the supplier for New Orleans's public safety radio system for more than 11 years and, through this partnership, they have provided us with this equipment on a cost-free loan basis so that we will be better prepared for the 2006 and 2007 hurricane seasons," said Colonel Terry J. Ebbert, New Orleans director of homeland security. "NetworkFirst will enable a fireman in Jefferson Parish to communicate with a city police officer in New Orleans, which is a vital capability for our public safety first responders as we prepare for the coming hurricane season. As the area continues to recover from the fallout of Hurricane Katrina, communications interoperability is the critical link for first responders during a major event such as a natural disaster or any other large-scale incident that requires a coordinated, multiple agency response."

Using NetworkFirst, first responders in New Orleans will be able to communicate with fellow first responders in Jefferson, Saint Bernard, Saint Tammany, and Plaquemines parishes, and provisions for communications with state, federal and military agencies are also planned.

According to the company, NetworkFirst is designed to use Project 25 and IP-based standards and nonproprietary hardware to provide interoperability among agencies that are on different bands and systems.

For more information, circle no. 201 on the Reader Service Card, or enter the number at www.theiacp.org/freeinfo

Washington Police Department Selects TeleStaff by PDSI to Automate Scheduling

PDSI, a leading provider of scheduling and notification software solutions to the public safety market, announces that Bellevue Police Department in Washington State has selected TeleStaff to automate its daily scheduling and notification processes. By combining scheduling software with notification capabilities including telephone, e-mail, and pager communications, TeleStaff is designed to reduce scheduling time, streamline operations, and controls costs.

"TeleStaff will affect how we work in a number of positive ways, said Bellevue public information officer Greg Grannis. "Officers will be able to schedule vacation and compensatory days from home on the Internet, and TeleStaff will make sure any requests comply with department policy and union rules. For supervisors, calling in employees for overtime or emergency callouts will be streamlined and automated with one request calling all available necessary personnel."

"On the administration side, all overtime with premium and incentive pays will be calculated automatically. TeleStaff will interface to our payroll accounting system without the waste and time-consumption of a paper system."

The Bellevue Police Department employs 178 commissioned officers and 95 noncommissioned professional staff. The department serves a 31-square-mile area with a residential population of approximately 115,500 and a daytime population exceeding 170,000.

For more information, circle no. 202 on the Reader Service Card, or enter the number at www.theiacp.org/freeinfo

DHS to Deploy Body Screening Portal from L-3 Communications

L-3 Communications announces that its Security and Detection Systems subsidiary is participating in the second phase of the U.S. Department of Homeland Security's (DHS) Rail Security Pilot (RSP) project, which will screen transit passengers for explosives.

This phase of the project will use L-3's ProVision body screening portal at the Port Authority Trans Hudson Corporation's (PATH) Exchange Place Station in Jersey City, New Jersey, this summer.

The ProVision system, developed by L-3 SafeView, is designed to reveal the presence of explosives and concealed objects anywhere on the body in as little as two seconds. The system is engineered to use non-ionizing active millimeter wave (MMW) imaging technology to detect virtually any material, including wire, liquid, ceramic, plastic, and metal.

Serving more than 200,000 passengers each weekday, the PATH's Exchange Place Station is the primary rail transit link between lower Manhattan and New Jersey.

For more information, circle no. 203 on the Reader Service Card, or enter the number at www.theiacp.org/freeinfo

Wisconsin Agencies Choose ICOP Digital In-Car Video Systems

ICOP Digital Inc., a leading provider of digital in-car video systems for law enforcement, announces that both the Ozaukee County Sheriff's Department and the Superior Police Department in Wisconsin have selected the ICOP Model 20/20 in-car video units for deployment in their respective patrol fleets.

"Here in the Superior area, our officers generally make approximately 300 arrests per year for operating a vehicle while under the influence," said Sergeant Matthew Markon of the Superior Police Department. "The outstanding quality of the audio and video footage captured by the ICOP units should provide us with material evidence that will be hard to dispute in a court of law, helping us to successfully prosecute future offenders."

Duane Willborn, telecommunications manager for Ozaukee County, said, "Ease of installation was a key selling point for us. The ICOP Model 20/20 requires only about an hour to install and we can do it on-site. Moreover, because our patrol cars did not have any type of video recording system to begin with, we chose what we believed to be the best digital system on the market based on our evaluation of competitive offerings. The ICOP Model 20/20 won hands down." ♦

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CONTRABAND CIGARETTES

Contraband trade in cigarettes can be found in many forms such as counterfeit cigarettes, illegally imported cigarettes, tax issue cigarettes and stolen cigarettes. Additionally, law enforcement authorities have associated contraband cigarette-related activity with criminal organizations that traffic in a wide array of other illegal goods.

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23rd IACP European Executive Policing Conference:

By Daniel Cabrera Jr., Special Agent, Air Force Office of Special Investigations, and IACP Fellow

Sofia, Bulgaria

The 23rd IACP European Executive Policing Conference was held in Sofia, Bulgaria, April 30–May 2, 2006. The conference host was Secretary General Iliya Illiev of the Bulgarian Ministry of Interior with the support of Mr. Rumen Petkov, Minister of Interior, and Mr. Boiko Kotzev, Deputy Minister of Interior. General Iliev reported that 148 delegates, representing 25 countries, assembled for three days to hear presentations and discuss issues germane to the theme of the conference, “Police Cooperation: A Guarantee for Stability and Security.”

The conference opened with welcoming addresses from Mr. Rumen Petkov, minister of interior, Mr. Boiko Kotzev, deputy minister of interior, Mr. Boris Borisov, mayor of Sofia, and Mary Ann Viverette, president of the IACP and chief of police in Gaithersburg, Maryland. Informative presentations followed the opening ceremonies. They addressed the topics of community policing and police cooperation in response to the globalization of organized crime.

The following presentations were among the many delivered at the conference:

- “Policing Online Information System,” presented by Mr. Andrew Carpenter of the Organization for Security and Cooperation in Europe
- “The Experience of the Southeast Europe Police Chiefs Association (SEPCA),” presented by Major General Milorad Simic, director of the Belgrade Police, Republic of Serbia
- “Attacking the Financial Infrastructure of Transnational Drug Trafficking Organizations and Organized Crime,” presented by Mr. Russell Benson, regional director of the U.S. Drug Enforcement Administration

During a break in the program, the IACP staff and board members attended a special ceremony honoring Bulgarian law enforcement personnel who had supported the recent NATO ministers’ conference and the IACP conference. Members of the IACP Board were welcomed to the Foreign Ministry by Bulgarian Deputy Prime Minister and Foreign Minister Ivailo Georgiev Kalfin, Bulgarian Ambassador to the United States Elena Poptodorova, and Minister of Interior Rumen Petkov.

Members of the IACP Board and staff were also the special guests of Mayor Boris Borisov, who was instrumental in championing Sofia as an international conference site while in his former capacity as the secretary general.

The IACP was represented by IACP President Mary Ann Viverette; Joseph Carter, first vice president; Tom Driessen, international vice president; Edmund Mosca, parliamentarian; Paul Santiago, director of international activities & support services; and the author.

Interested national commissioners and chiefs who would like to explore the possibility of hosting an IACP international conference should write to Mr. Paul Santiago at santiago@theiacp.org or the respective IACP World Regional Office chair for their region. Contact information for WRO chairs can be found on the IACP Web site at www.theiacp.org. ♦



From left to right, Bulgarian Deputy Prime Minister and Minister of Foreign Affairs Ivailo Georgiev Kalfin; IACP President Mary Ann Viverette; Bulgarian Ambassador to the United States Elena Poptodorova; and Bulgarian Minister of Interior Rumen Petkov



IACP President Mary Ann Viverette with senior Bulgarian police officials

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College Education and Policing

By Louis Mayo, Ph.D., Executive Director, Police Association for College Education, Mineral, Virginia

The genesis of this article was a panel presentation at the 110th Annual IACP Conference in Philadelphia, Pennsylvania. After the presentation, more than 100 law enforcement executives and police officials requested the free technical assistance provided by the Police Association for College Education (PACE) to establish bachelor's degree requirements in their departments.

To develop this article, panel members' comments were edited for magazine publication, and other departments were asked to share their experiences with requiring police recruits to have college degrees. Their efforts laid the groundwork for making a bachelor's degree the educational entry requirement for law enforcement.

Numerous studies since 1970 have concluded that higher education for police officers helps maintain integrity and discipline. Yet many chiefs ask if there is a definitive study of officers' education and its overall impact on police departments and, they want to know the advantages and disadvantages of requiring officers to have bachelor's degrees.¹

The Question of Degree

In 1973 the National Advisory Commission on Criminal Justice Standards and Goals called for the establishment of a national minimum education level of a four-year college degree² as had the President's Commission on Law Enforcement and the Administration of Justice in 1967, stating the "quality of policing will not improve significantly until higher education requirements are established for its personnel."³

In general, and sometimes as an ultimate rather than an immediate goal, these national commissions have recommended the following:⁴

- That some years of college be required for appointment
- That higher education requirements be set for promotion
- That education programs be a matter of formal policy
- That higher education be viewed as an occupational necessity

The Commission on Accreditation for Law Enforcement Agencies concurs: "Officers who have received a broad general education have a better opportunity to gain a more thorough understanding of society, to communicate more effectively with citizens, and to engage in the exploration of new ideas and concepts."⁵

Many state and local agencies require either a two-year associate's or a four-year bachelor's degree, but these make up only a small percentage of all such agencies. Almost all federal law enforcement agencies require a four-year degree.

Departments require police officers to have college degrees for many reasons:⁶

- Better behavioral and performance characteristics
- Fewer on-the-job injuries and assaults
- Fewer disciplinary actions from crashes and force allegations
- Less use of sick time
- Greater acceptance of minorities
- Decrease in dogmatism, authoritarianism, rigidity, and conservatism
- Fewer citizen complaints
- Promotion of higher aspirations
- Enhancement of minority recruitment

A further reason to require the college degree is to enhance the status of the profession.

The Florida Research

By Scott Cunningham, Chief of Police,
Cary, North Carolina

Police are the most visible government servants. Incidents of police misconduct and abuse of power concern everyone in the profession, because these incidents directly and indirectly lead to loss of public trust and confidence. Anything that tarnishes the image and reputation of policing needs to be examined, and police officers at every level owe a duty to the profession to police themselves.

In the early 2000s, the IACP Police Administration Committee considered that educational level might correlate to officer misconduct. To test this hypothesis, the committee undertook a study that compared discipline data from the Florida Criminal Justice State and Training Commission (CJSTC) to officers' education levels. Florida was chosen because it is an open-records state, and the data was readily accessible.

The Data

Florida—which requires a candidate to possess a high school degree to be certified as a police officer—had about 43,000 law enforcement officers in 2002. The study considered disciplinary cases decided by the state commission during the period 1997–2002. The study used this data, rather than local department data, because the CJSTC handles those disciplinary actions that can lead to loss of certification as a police officer.

The study assumed that if there was no relationship between education and discipline, the statistics should reveal that the distribution of discipline would reflect the education levels. For example, if 58 percent of the officers in the Florida study had only a high school diploma, then about 58 percent of the discipline problems would be with officers who had only a high school education. Any kind of relationship would tend to skew these results, either up or down.

The Results

The data revealed that the higher the education level, the lower the level of discipline:

- Officers who had only high school diplomas—58 percent of officers—were the subject of 75 percent of all disciplinary actions.
- Officers who had only associate's degrees—16 percent of officers—were the subject of 12 percent of all disciplinary actions.
- Officers with bachelor's degrees—24 percent of officers—were the subject of 11 percent of all disciplinary actions.

Certificate revocation, the most severe form of discipline that the state can issue,



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was similarly distributed. Officers with high school diplomas—58 percent of the population, or a little more than half—suffered 77 percent of all certification losses, or a little more than three-quarters of the total.

This does not necessarily mean that there is a direct cause-and-effect relationship, or that an officer with an associate's or bachelor's degree will not get into trouble. But it does indicate that for some unknown reason, higher-educated officers account for fewer discipline problems at the state level than their less-educated colleagues.

The Chief's Perspective: Demolishing the Recruitment Myth

*By Theron Bowman, Ph.D., Chief of Police,
Arlington, Texas*

Chiefs who consider requiring their officers to have degrees may wonder how their agency would benefit from the increased educational requirements. They also won-

der if their department's recruiting can survive changing the requirements.

The major myth about raising educational requirements is that it increases the difficulty of recruiting minority officers. The Arlington, Texas, Police Department (APD), serving a city with a population of around 360,000, has proven by its recruiting success that departments can—and should—require their police officers to have degrees.

Requirements

For 20 years, the APD has required police officers to have bachelor's degrees.

Until 1986 the APD had required only a high school diploma. In 1986 then-police chief David Kunkle changed the requirements to either a bachelor's degree or an associate's degree with two years police experience. In 1999 the associate's degree alternative was abolished; a candidate joining the department must now have a bachelor's degree.

Currently, 89 percent of the department's officers have bachelor's degrees. Furthermore, in 1996 Chief Kunkle required anyone promoted to supervisory rank to have a bachelor's degree; since 1999 anyone promoted to an assistant chief's position must have a master's degree.

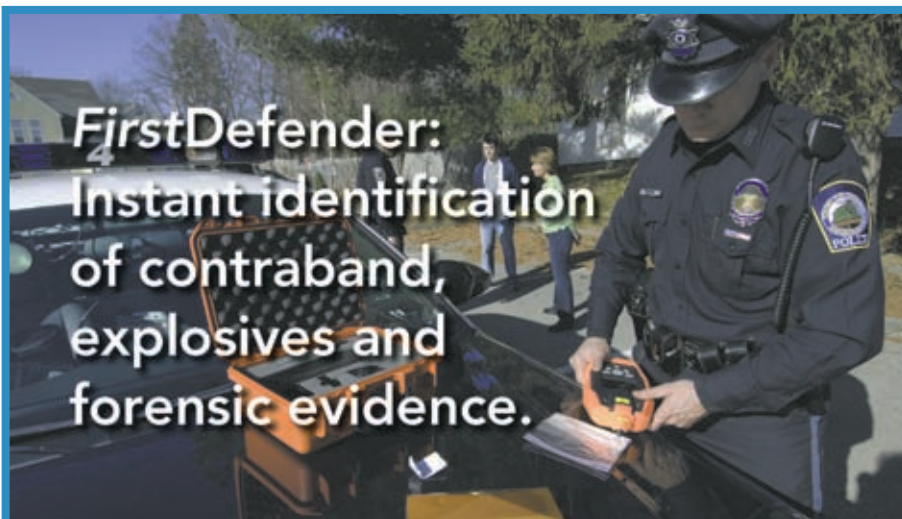
Many critics thought that the raised educational bar would harm APD's diversification efforts. Since requiring degrees, the APD has successfully recruited officers, even protected-class officers (racial and ethnic minorities and females—often first-generation college students). In fact, people from these protected classes "have made up about two-thirds of each of our recruit classes since 1986."⁷ APD has the "highest entry-level standards in Texas, yet is the most racially and ethnically diverse among major cities."⁸

APD officers "contend that their education provides them a broader understanding of society and an improved ability to communicate, which translates into better problem-solving skills and a higher level of service to citizens."⁹

Today, officers are asked to police differently and to do more on their own: "We expect them to understand and apply the law evenly. We expect them to grasp the nature of social problems and the psychology of people with different attitudes toward the law. We expect officers to professionally and effectively handle disputes involving people from varying cultural, racial and socioeconomic backgrounds."¹⁰

The President's Commission on Law Enforcement and the Administration of Justice expressed this view 40 years ago:

"It is nonsense to state or assume that the enforcement of law is so simple that it can be done by those unencumbered by the study of liberal arts. Officers of any department should certainly be conversant with the structure of government and its philosophies. They must



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be well grounded in sociology, criminology, and human relations in order to understand the ramifications of the problems which confront them daily.”¹¹

Degreed officers have developed critical thinking skills and an ability to communicate with people from all walks of life.

One partial explanation for the recruiting success is that, in general, minority police officers tend to be first-generation college students. Many of these first-generation college students have come from a family environment that has stressed education. These students want to work somewhere that values their hard-earned degrees.

Recruiting protected-class applicants requires a targeted approach. Colleges with higher minority and female enrollment, directors of female athletic programs, community referrals—all are sources for college-educated recruits from those populations underrepresented in policing.

One unexpected benefit for agency recruiting is that officers create a network with college professors and instructors who now refer their students to the APD. When the APD goes on recruiting trips, its officers ensure recruiters’ efforts reflect the population they are targeting. In fact, APD’s bachelor’s degree requirement has “enhanced our work force diversification efforts more than anything else we can identify.”¹²

Recruiting white male applicants is not a problem either. When people go to college and sit in a college classroom, they are suddenly exposed to different ethnicities, races, and nationalities. The resulting dynamics help potential APD officers communicate with people from all backgrounds and understand how to live in a civilized society: when and how to agree to disagree, and how to communicate while respecting differences of opinion and without resorting to force.

Degreed officers have developed critical thinking skills and an ability to communicate with people from all walks of life. They have been already exposed to life experiences that otherwise might have taken an additional 10 years of street experience to achieve.

Higher education requirements have worked for the APD. Agency recruitment is booming; during a substantial staffing increase, APD hired 161 officers in 24 months between June 2000 and June 2002.¹³ Through June 2006, APD hired an additional 119 officers. Citizens are happy: in November 2005 City Crime Rankings listed Arlington as ranking eighth in *Saf-*

est Cities in America among cities with a population greater than 300,000.¹⁴

University Perspective: The Policing Profession in 2050

By Robert R. Friedmann, Ph.D., Professor of Criminal Justice, Georgia State University, Atlanta, Georgia

When police officers try to do their job today without a degree, their already difficult task is made more difficult. However, chiefs who mandate the degree requirement should be aware that the transition period—where the police department does not already have a clear majority of officers with degrees—could be difficult. Police officers sometimes resist higher education requirements. Despite this resistance, police officers need higher education for the good of the profession.



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The police department as a whole must support police officers who have higher education. Some officers with master's degrees have acknowledged that they were placed on the graveyard shift after their graduation from the academy. Motives for this may range from envy to fear: degreed officers can be seen as a threat to the careers of colleagues who do not have a degree.

The Good of the Profession

Police officers need the degree, not only for what it brings to individual officers and their departments, but also for what the degree brings to policing as a profession.

Policing lags far behind the other helping professions. The professions of nursing and health, teaching and education, social work and psychology have a basic entry-level requirement of varied college degrees in the social services field, and as such, are recognized as professions. Policing lacks this educational requirement, and its reputation suffers as a result.

Education requirements set now will determine how police officers—and policing as a whole—are going to look in 50 or 100 years from now. Higher education helps future officers acquire a basic skill that is crucial to modern policing: critical thinking. Officers need to know how to think critically because they not only have to abide by the Constitution, and provide services in that context but also have to serve in the front line of government services.

Generalists vs. Specialists

The absence of a college-degree requirement means that policing is often not seen as a prestigious occupation. In fact, that is why hiring those candidates with higher education is easier. The policing profession, encompassing psychology, sociology, counseling, and often medicine, is a generalist one that appeals to people who seek variety. Most other professions are highly specific.

Without a degree, police officers are at a disadvantage whenever they meet with people who do have a degree: community representatives, civil committees, neighborhood organizations, associations, and volunteers. Almost everyone in those categories will probably be better educated than police officers. The officers risk having their valuable insights and suggestions unheeded because police officers lack professional certification or what, in the modern world, is seen as such: a college degree.

To remedy this problem, to forestall objections to police, and to increase the status of policing as a profession, police departments need to require their officers to have, or earn, degrees.

Beyond Budget

Higher education is not merely an annual budget issue between the police chief and the city manager. Since frequently the higher the education, the higher the salary, some managers have attempted to solve financial challenges by rejecting the degree requirement. But the issue goes beyond finances and budgets—important as those issues are.

Higher education has to do with how policing stacks up to all other professions. Requiring a degree for police officers is the first step in ensuring that the policing is taken seriously as a profession.

Support for College Degree Requirements: The Big Picture

By Louis Mayo, Ph.D., Executive Director,
Police Association for College Education,
Mineral, Virginia

Only the best professionally qualified person should have the ultimate—and awesome—police power of summarily depriving a person of liberty or even life. And only such a person has the tools to deal with the many problems that afflict a community. A college degree, as many authorities have pointed out, is the mark of professional qualification.

The 1967 President's Commission on Law Enforcement and the Administration of Justice offered the following observations on policing: "Few professions are so peculiarly charged with individual responsibility. Complexities inherent in policing further dictate that officers possess a high degree of intellect, education, tact, sound judgment, physical courage, impartiality, and honesty." The commission recommended college degrees: "The quality of policing will not improve significantly until higher education requirements are established for its personnel."¹⁵

In *Standards Relating to the Urban Police Function*, the American Bar Association (ABA) reinforces that idea: "Police need personnel in their ranks who have the characteristics a college education seeks to foster: intellectual curiosity, analytical ability, articulateness, and a capacity to relate the events of the day to the social, political, and historical context in which they occur."¹⁶

In addition, the federal courts have echoed the necessity for officers to have college degrees: "The need for police officers who are intelligent, articulate, mature, and knowledgeable about social and political decisions is apparent. . . . [A] college education develops and imparts the requisite level of knowledge."¹⁷

Professionalism

To attract and retain professional, degreed officers, a police department needs to project the image of a professional organization. This recruitment goal is consistent with improving police services and reducing officer stress factors.

Part of officer stress comes from many agencies' management model: a paramilitary, hierarchical structure that supports top-down decisions. One way of relieving that stress is by decentralizing decision making in the job, moving from ineffective patrol rides to community involvement. This approach requires those qualities conveyed by a college education: maturity, discretion, and judgment. Community policing itself is requiring—and is producing—a change in police organizational culture.

Culture Shock

In order to move to a discretion-based police environment that understands and embraces basic democratic values, such as community policing, a police organization must discard the traditionally procedural, military-modeled organization that makes quality policing difficult, if not impossible. Increasing education requirements for officers will affect the police department's culture and ease the transition to community policing.

The culture of a police department that successfully requires college degrees for officers differs from that of a department that does not. The former creates a culture of responsibility; the latter, of obedience.

Community Policing: The Standard

The national commission, the ABA, and the federal courts made their recommendations before community policing was generally adopted. But it is a natural progression. College-educated officers are better able to harness their training and education and use their judgment to address a wider range of complex problems. They will focus on proactively solving problems, not fulfilling requirements. Those are the police officers the departments need.

The research by Dr. Cunningham regarding the Florida data offers clear justification for college-degree standards, if only to avoid multi-million-dollar malpractice lawsuits, as well as the resulting destruction of police reputations.

Numerous police chiefs with college degree standards report they are finding an adequate supply of well-qualified officer applicants, including minority and female officers. Community policing provides the optimal working environment for maximizing a college-educated officer's abilities. This professional working

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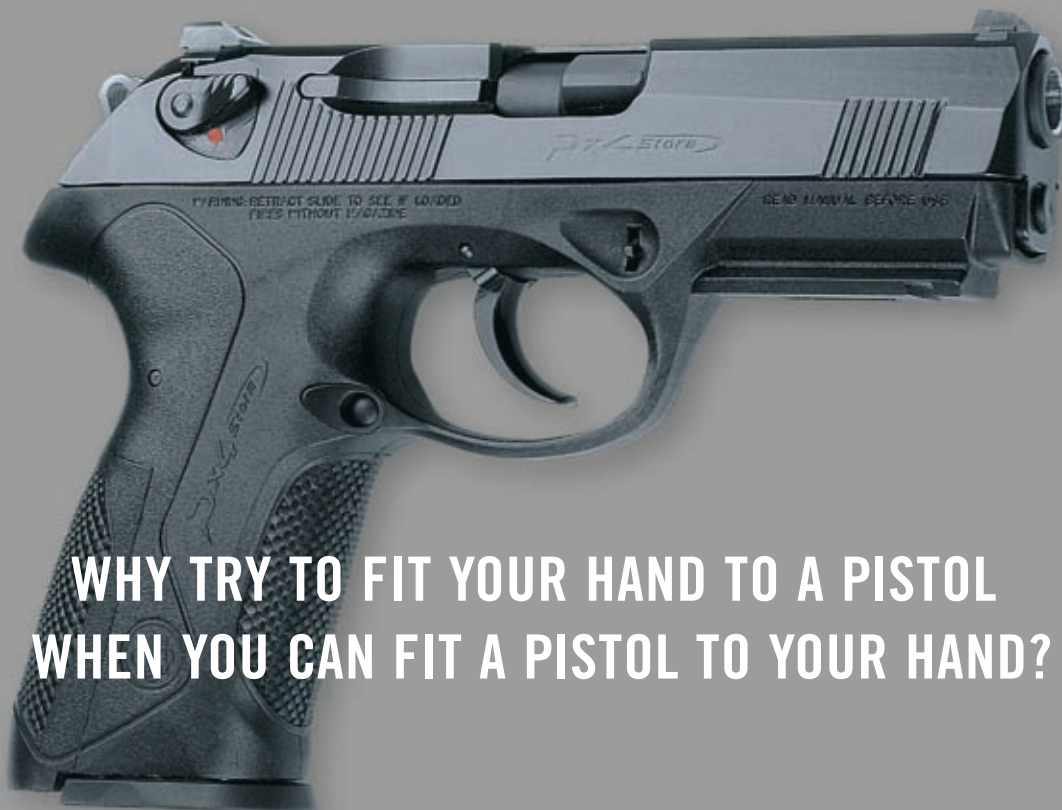


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environment will also help recruit and retain college-educated officers.

The National Advisory Commission on Criminal Justice Standards and Goals has said, "The most enduring problems in criminal justice are not technical or financial—they are political."¹⁸ Changing police organizational culture is certainly political. But requiring a college degree is the first step in making the best political decisions for the city. Such decisions are critical to the chief as well as for the department's future.

Burnsville, Minnesota

*By Bob Hawkins, Chief of Police,
Burnsville, Minnesota*

For the past 38 years, the Burnsville Police Department in Minnesota has required a four-year degree for those candidates wanting to become police officers with our city. At first it seemed to create a bit of a challenge to hire qualified candidates; most of the officers in the greater

Minneapolis–Saint Paul metropolitan area had only their associate of arts degrees as required by the statewide police standards and training regulations. Eventually, however, the hiring pool became deeper and deeper, and Burnsville really started to see the benefits of the four-year degree requirement. The applicant pool does include an adequate population of minorities and women with college degrees seeking employment with the police department.

Burnsville, a suburb of Minneapolis, has a population of nearly 65,000. It has a large and vibrant retail corridor that is accessible by two major interstates. The retail corridor, coupled with numerous multiunit housing neighborhoods, makes Burnsville a community rich with cultural diversity. Burnsville's minority population is nearing 30 percent with a mix of Somalians, Hispanics, Russians, and other ethnic or national groups.

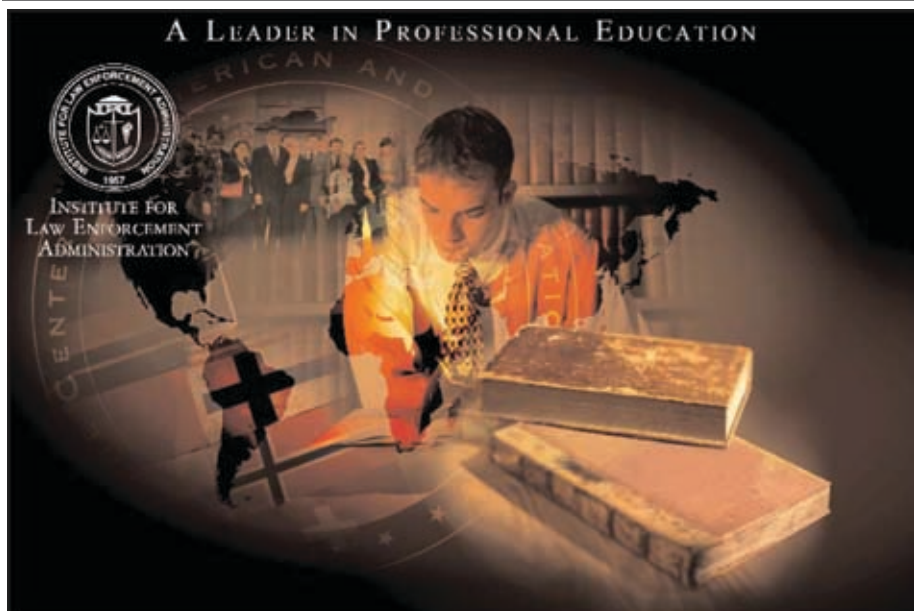
An objective of the department is to ensure that all of the neighborhoods receive the same high level of service. To do this, it is necessary to bridge the communication barriers and instill a level of confidence and trust between the officers and all of the cultural populations. Similar to experiences in other communities, some of the immigrants moving to Burnsville come from a country where law enforcement is a part of an oppressive government, and bridging this communication barrier requires time, effort, and ability by the officers.

Burnsville's four-year degree requirement helps to recruit big-picture thinkers who are creative, culturally aware, and technically sound in constitutional law, and who look for the best solution to the multitude of challenges they encounter. An officer's well-rounded educational background enhances his or her ability and desire to partner with the community members, use the vast resources both the residents and business owners possess, and make them a part of the problem-solving process. The synergy created between the community and the officers is the basic foundation of Burnsville's community policing efforts.

Charleston, South Carolina

*By Reuben M. Greenberg, Chief of Police
(Retired), Charleston, South Carolina*

Considering today's job market and the past difficulties faced by departments attempting to recruit just enough employees to fill the ranks, many executives must wonder if requiring the college degree is responsible for low recruit totals. That is not



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Charleston's experience at all. The Charleston Police Department has a large surplus of well-qualified applicants with bachelor's degrees and higher.

Attracting college-educated personnel means retooling the traditional recruiting techniques. The secret to successful recruiting in Charleston is extensive outreach to all colleges in the southeastern United States. Professors and department chairs are frequently reminded of the police department's interest in hiring their graduates. Personal visits are made to college campuses for job fairs and other relevant occasions.

In recent decades, commissions at the federal, state, and local levels of government have reviewed, analyzed, and made recommendations for improvements in a number of disputes to which the police have responded and in which they have been involved. For example, police have encountered confrontations such as those involving organized labor groups, student groups, and ethnic residential groups. The task of these commissions was to determine ways to prevent and minimize the level of violence, injury, and loss of life in these situations. Commissions at all levels of government closely examined the role of the police in their response to law violations and in controlling and managing these confrontations and disturbances.

Unfortunately, several commissions concluded that police tactics and actions in responding to the disturbance resulted, in many respects, in exacerbating and compounding the situations the police were assigned to control. In some cases, the commissions reported that the actions of the police were counterproductive to public order. In certain instances, the actions of the police made the incident worse and more disorderly than it otherwise would have been.

In determining the reasons for this failure, the commissions cited the lack of training and education exhibited by the police and their leadership.

Often, local police have the lowest standards for education and training. During the time of these commission reports, the law enforcement profession deemed high school graduation or the industry standard of a GED education a sufficient educational requirement. But a careful and thoughtful analysis of critical situations beyond their routine daily assigned duties reveals that low education requirements were dangerous and unfair to these officers and the people they served. In some cases, officers who had not graduated from high school had to guide people through complex, life-threatening situations far beyond the officers' abilities and training.

Law enforcement—as long as it carries the possibility of having to take a life or to

deprive someone of his freedom—is one of the most important actions of government agents. No one should expect just to get by and perform this duty inexpensively. The profession has a duty to establish college educational standards and to seek recruits who understand the many complexities of the job. Law enforcement needs to seek practitioners who are capable, and the departments should properly select, train, and pay them.

Dover Township, New Jersey

By Michael G. Mastronardy, Chief of Police, Dover Township, New Jersey

Dover Township is a community with 95,000 population, 158 sworn police officers, and 117 civilian police employees. The police department has an established history for requiring college education dat-



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ing back to 1978, when it required all new officers to have associate's degrees. In 1994 the police department required a four-year degree for all new hires, and since then the department has had a surplus of well-qualified applicants who have the required bachelor's degree, and many of the officers have graduate degrees.

The hiring regulations permit applicants to substitute two years of police experience or two years of military service for two years of college. Even with this flexibility, most new hires have a bachelor or higher degree.

There is extensive recruitment on college campuses, including Rutgers, the largest university in the area. Recruiting also includes advertising in local newspapers, on the radio and local cable television, and on the department's Web site. As noted in the benchmark study conducted in North Carolina by Douglas Yearwood and Stephanie Freeman,¹⁹ the word-of-mouth recruiting by current officers is important in any successful effort. In Dover, it has been found that many applicants are from other departments seeking the opportunity to work in the professional atmosphere of a department where all officers are college graduates.

The department does not have a residency requirement. The applicant written test is given once every three years, and the resulting list is good for three years following. For a typical three-year exam cycle, Dover will have about 450 applicants, and from that base about 150 pass the written exam with a score of 80 percent or higher. Of these, some will fail either the swimming or the physical agility tests.

The remaining applicants are scheduled for an oral interview board. The final selection scoring is weighted with 30 percent for the written examination and 70 percent for oral interview. Around 30 officers reach this stage in a typical cycle, and many will have graduate degrees. It should be noted that about 50 percent of the applicants successfully completing Dover's process will be hired by other departments because these highly qualified applicants have many opportunities before them, and they will have applied to other departments that may have an opening first.

A benefit noted by Dover is that a qualified officer who can handle the complex issues of today is acquired through this process. There are also fewer discipline issues with the college-educated officers, and the justification for competitive salaries is established by the high quality of service provided.

Multnomah County, Oregon

By Garr Nielsen, Captain, Multnomah County Sheriff's Office, Portland, Oregon

The Multnomah County Sheriff's Office is believed to be the first nonfederal major law enforcement agency in the United States to require baccalaureate degrees for entry-level sworn officers, in this case deputy sheriffs. The sheriff's office established the college degree requirement in 1965 during the administration of Sheriff Donald E. Clark. He tells the story in his book *A Forward Step: Educational Backgrounds for Police*, published by Charles A. Thomas in 1966.

A year after the appearance of Clark's book, the President's Commission on Law Enforcement and Administration of Justice issued its *Task Force Report: The Police*. That report, written during a period of high crime, social unrest, and generally ineffective police response, said that the failure to set high standards for police service had been costly for both police and society and that the quality of police service would not improve until higher educational requirements were established.

The college degree requirement for the Multnomah County Sheriff's Office coincided with the introduction of an innovative neighborhood policing model that made line staff responsible for engaging the community's help in addressing public safety problems. An early adopter of community-oriented policing, the agency expects its deputies to know psychology and the law, to be empathetic and flexible, to solve problems, to take charge, to exercise police powers with discretion and without prejudice, and to act with integrity, self-assurance, and courage under stress.

Given the agency's high expectations for its deputies, it seeks the most qualified candidates, and it has found that a college education is good preparation for community-oriented deputies. In the Multnomah County Sheriff's Office, college-educated deputies generally exhibit the following qualities:

- Greater knowledge of procedures, functions, and principles relevant to their present and future police assignments
- Better appreciation of their professional role and its importance to the criminal justice system and in a democratic society
- A more desirable psychological makeup: alertness, empathy, flexibility, initiative, and intelligence
- Greater range of interpersonal skills centered on their ability to communicate, to be responsive to others, and to exercise benevolent leadership
- Greater ability to analyze situations, to exercise independent judgment, and to make judicious decisions
- Personal values consistent with the agency's values

The department has accumulated anecdotal evidence to suggest that college-educated law enforcement deputies are less

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authoritarian, more liberal, and more flexible. They are less inclined to develop the rigid attitudes fostered by police experiences. They are generally more willing to experiment with creative problem solving, assume leadership roles, and accept challenges. They are also more sensitive and better able to deal with differences.

The agency has also noted a correlation between higher education and the following outcomes:

- Fewer injuries
- Fewer injuries by assault
- Fewer disciplinary problems
- Fewer preventable accidents
- Fewer sick days

- Fewer allegations of excessive physical force

The Multnomah County Sheriff's Office, which today has more than 100 employees in its law enforcement division, enjoys the support of elected officials who recognize the value in a college-educated work force and has been able to compensate employees for their educational accomplishments. It is common practice for law enforcement agencies to offer premium pay for educational achievement, and Multnomah County pays that premium at the outset of employment because its officials recognize the advantage of hiring new deputies who already have college degrees.

After 40 years of experience with a col-

lege-degree requirement for new sheriff's deputies, the Multnomah County Sheriff's Office has an institutional culture that values the college degree as necessary preparation for a career in law enforcement. Its personnel take great pride in the degree requirement and have demonstrated a willingness to protect it as a source of honor.

Lakewood, Colorado

*Ronald Burns, Chief of Police,
Lakewood, Colorado*

Since Lakewood, Colorado, was created as a city in 1970, it has required bachelor's degrees for all entering officers, who are referred to as agents. Lakewood was among the first departments in the nation to establish this educational requirement. Today, many Lakewood officers have graduate degrees, including a number of law degrees. The diversity of degrees ranges from social science to business to theology, and this educational standard helps officers address everyday issues in a diverse community. The on-the-job education also never ceases.

The department was formed 37 years ago out of concern for public safety because of the growth of nearby Denver. Early on, the department established a national reputation for being innovative and different. Throughout its history, the department has continually stressed the importance of integrity and leadership, and its philosophy is based on innovation and daring approaches.

What the original city leaders did not want was a traditional police department. Because the department was created without a detective division, officers handled everything from traffic violations to homicide investigations. The untraditional structure had street cops amassing more experience in a few years than officers in other departments get in entire careers. Since that time, the department has developed specialized investigative services but continues to involve patrol agents and all employees in many aspects of investigations. Employees are given the authority to take creative approaches in their daily assignments, and they are among the highest paid police officers in the state.

In the last several years, Lakewood has expanded its community policing approach to a geographic, or sector, deployment with an emphasis on working closely with the community and addressing ongoing problems. Their education has enhanced the agents' ability to dig below the surface and attack root causes. Further, they have begun to work together closely across divisional lines, tearing down any barriers that could cause turf issues. The Lakewood motto, "integrity, intelligence, and initiative," is exemplified everyday in the culture of the Lakewood Police Department.

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When executive search firms look for police chiefs, the search often takes them to Lakewood, Colorado. Today there are 60 chiefs or sheriffs across the nation who were once part of the Lakewood Police Department.

Redlands, California

By Jim Bueermann, Chief of Police,
Redlands, California

We need to advance the educational levels of police officers. Today's challenges—greater ethnic and racial diversity in the service population, increased outside scrutiny of police practices, added responsibilities arising from homeland security—require officers to be able to think critically. Higher education does not guarantee that a candidate will become a great cop, but it does promote critical thinking. And requiring a college degree of incoming police officers is an effective way to foster organization-wide critical thinking.

Law enforcement leaders refer to policing as a profession. Is it one? A hallmark of a profession is its high educational requirements. Medicine, for example, is considered a profession. Before one can become a doctor, one must meet rigorous educational standards: a bachelor's degree, a degree from an accredited medical school, and residency. It takes years to meet all the requirements, and all of it is done at the expense of the candidate.

Compare these standards with the educational requirements of a typical police officer: a high school diploma or GED, followed by less than six months of academy training and several months of field training at the expense of the police department. Until we raise these requirements, many will refuse to see policing as a profession.

Low educational requirements not only diminish the prestige of policing but also prevent police from meeting the high expectations of the people who invest heavily in each police officer position. In California, salary and benefit costs can easily exceed \$130,000 per officer per year. At this rate, many taxpayers and elected officials expect officers to have more than just high school diplomas. And they also expect much more from the police departments that employ them.

The Redlands Police Department is moving to increase the education levels of its officers and is "putting its money where its mouth is." The entry-level education requirement for police officers is 60 semester units of college, but most officers have bachelor's degrees at hiring. Educational requirements become higher as officers are promoted up through the ranks. For instance, a sergeant candidate must now possess a bachelor's degree at the time of appointment, and a lieutenant must

possess a master's degree, or enroll in a graduate program, upon promotion to captain. To make it easier for officers to complete their education, the department offers flexible schedules and will pay for the officers' education at the University of California rate.

Clearly, education is important to the Redlands Police Department—important enough that it drives the department's hiring and promotional decisions; important enough that schedules will conform to school requirements; important enough that the officers' tuition and fees are paid by the department.

But it is more important to the community and the department's credibility. The

notion of police legitimacy and its connection to education levels was underscored not long ago when a fatal officer-involved shooting was successfully defended in both the courts of law and public opinion. Most of the six officers involved had bachelor's degrees, a fact which supported the department's attorney's claim that these officers were smart, well-trained, highly educated critical thinkers who were forced to take the only option left them by the suspect. In addition, after the officers' names and backgrounds were made public, the community rallied around them and supported the department in large part because of its professionalism.

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Advanced education will continue to be a critical requirement in the future for Redlands police officers. The community expects, and deserves, nothing less than a highly educated, professional police department.

Tulsa, Oklahoma

By David D. Been, Chief of Police, and Harry W. Stege, Chief of Police (Retired), Tulsa, Oklahoma

The requirement of a college degree as an employment standard was the goal of the Tulsa Police Department long before it was actually instituted in 1996. In the mid-1970s this initiative began with a target date of having the bachelor's degree requirement by 1982. Unfortunately, the collective bargaining process halted this progression to the full degree requirement, and the Tulsa Police Department settled on a requirement of 108 credit hours with a C average from an accredited university or college. That requirement lasted from 1981 until the full degree requirement was instituted in 1996. Notwithstanding this lower level, most officers actually hired during this period did in fact already have their bachelor's degrees.

The Tulsa educational standard also had additional setbacks. In 1977 the department was recruiting too few black applicants. To correct this, Tulsa started a program to attract young black men and women. The program was simple. If a young black man or woman met all the criteria for employment as a Tulsa officer except for education, the Tulsa Police Department would lend him or her the money for books and tuition with funds donated by the public and employ him or her for up to 40 hours a week on a schedule that met his or her academic needs. After meeting the incrementally increasing educational requirement, he or she would be employed as an apprentice police officer and would enter the police academy. Upon graduation from the academy, he or she would become a Tulsa police officer. The program was successful; claims of reverse discrimination caused it to be terminated.

As a way to further the educational goal, an educational financial incentive was offered. Originally, officers who had attained associate's degrees were eligible for an additional \$50 per month, and those who had attained bachelor's degrees were eligible for \$100 per month. This incentive certainly encouraged those who did not have their degrees to work toward that end. This incentive has now been extended to

include advanced degrees where an officer with a master's degree or above receives an additional \$150 per month.

The current education levels of the Tulsa Police Department show that 82.3 percent of all sworn personnel have attained their bachelor's, or higher, degree. While 10.5 percent of the officers have attained only associate's degrees, it should be noted that many of these officers were hired before the first college-education requirements were instituted in 1975.

Recruiting efforts have been under way for quite some time to bolster the numbers of minorities and women in the department and a small degree of success has been achieved. In 1990, Tulsa's sworn force was 9 percent African American, 4.1 percent Native American, 0.4 percent Hispanic American, and 0.3 percent Asian American. Women constituted 10.9 percent of the sworn workforce.

The current demographic makeup of the 804 sworn officers of the Tulsa Police Department is 77.1 percent white, 11.2 percent African American, 9.3 percent Native American, 1.3 percent Hispanic American, and 1.0 percent Asian American. Women constitute 14.3 percent of the sworn ranks of the department.

The next recruit class, slated to start in August, demonstrates Tulsa's commit-

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ment to increasing the diversity of the police department. The composition of the next 20-member recruit class is 45 percent minority, including three African American men, two Hispanic American men, two white women, one Asian American woman, and one Native American man.

Tulsa's current recruiting activities have expanded beyond the typical career fair and college visit. Tulsa undertakes proactive class visits that specifically target certain classes, such as criminal justice and Spanish. The department's presence on the World Wide Web has been an effective recruitment strategy at this time.

There is no diminishing the value of word-of-mouth endorsements, both from department members as well as the community. Tulsa offers an added cash incentive of \$200 to current employees, sworn as well as nonsworn, who recruit personnel to the department. This bonus is paid to the employee once the recruit successfully completes field training.

A couple of interesting notes regarding Tulsa's recruiting efforts: most applicants are visiting the Internet to learn more about the department, and the higher education requirement has not made recruiting personnel more difficult for Tulsa than it is for departments without this requirement.

The assumptions regarding the benefits of a college-educated officer have long been debated. Some of the more commonly offered (though not exhaustive) benefits include better critical-thinking and problem-solving skills, more maturity, more effective communication skills (written as well as verbal), and a less authoritarian demeanor (resulting in fewer citizen complaints). Unfortunately, these benefits are difficult to quantify, and comparative, historical, baseline data for the period before Tulsa's degree requirement is unavailable.

Many of the normal standard measures of performance (such as cases closed, arrests made, and citizen complaints) seem to fluctuate too greatly from year to year to be of value. But one area where the educational requirement does show an impact is in the higher level of community involvement that college-educated officers maintain. Whether coaching, mentoring, teaching, or volunteering, Tulsa officers are engaged with the community. Serving on boards or committees, taking or teaching leadership development courses, having a lifelong-learning mentality to strive continually to better oneself—all of these, we believe, are directly related to our higher educational standard. Continuing education is not only encouraged, it is expected and respected.

North Dakota Highway Patrol

By Bryan Klipfel, Colonel and Superintendent, North Dakota Highway Patrol

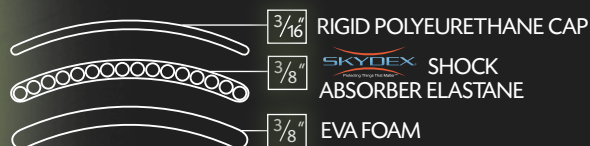
The North Dakota Highway Patrol consists of 186 full-time employees of which 136 are sworn officers. Seventy percent of officers have bachelor's degrees, 18 percent have associate's degrees, 10 percent have two years of college, and 2 percent have less than two years of college.

We currently require a minimum education level of a four-year degree, although two years of work experience or military service may replace up to two years of college. Even though the number of applicants has declined in recent years, we refuse to lower our minimum requirements for new hires.

The desire to have an employee with four years of college education is directly related to the fact that many of our employees work in an independent environment with minimal direct supervision. Our troopers patrol a state that encompasses more than 70,000 square miles and 7,300 miles of state highway. Often, a single trooper responds to a call for service or initiates a traffic stop with

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no assistance nearby. Education helps them research and interpret the laws, rules, and regulations they need to apply to the various situations they encounter. Education also enhances their communication skills, allowing them to resolve many disputes with minimal physical confrontation. In my 29 years of experience on the patrol, I have observed that a well-educated employee is more confident in his or her knowledge and abilities and more willing to resolve issues in a logical and reasonable manner rather than resorting to threats and unnecessary use of force.

Our agency defines use of force as the use of hard empty hand control or greater force. It does not include an officer drawing his or her weapon unless the weapon was used in a deadly force incident. During the previous three years, the department has averaged seven use-of-force incidents annually. During this same time, agency personnel averaged 70,516 citations and arrests annually. Put another way, for every 10,073 citations and arrests, an officer is required to use the force of hard empty hand control or greater just once.

Another area that has seen benefits is the way officers deal with the public. In the past three years, our department has averaged 16 citizen complaints annually. If we again look at the 70,516 citations and arrests made annually, we see that for every 4,407 arrests we receive a complaint from a citizen. It is important to keep in mind that citations and arrests account for roughly half of all the contacts we have with the public, when you take into account written warnings, highway assists, crash investigations, calls for service, minor incidents, and motor carrier inspections.

Although education is important, I feel just as strongly that education alone does not make a good law enforcement officer. We regularly train to improve our skills. Our supervisors, including our district commanders, are on the road leading by example. We constantly stress the need to conduct ourselves in a professional manner and we regularly promote our department values: loyalty, integrity, commitment, diversity, respect, professionalism, and accountability.

Gaston County, North Carolina

By William J. Farley, Chief of Police,
Gaston County, North Carolina

Since 1984, the Gaston County Police Department in North Carolina has required a four-year degree as an entry-level requirement, and the requirement has worked well for the department.

From time to time, some have wondered if the college degree requirement narrows the applicant pool, but there are always enough qualified applicants available whenever the

department needs to hire. The requirement has a positive effect: by limiting the applicant pool, the requirement allows the department to focus more time and attention on the smaller number of applicants.

The four-year degree requirement ensures the department that the applicant is able to work toward and achieve a goal that takes time and commitment. Many people are looking for immediate satisfaction, and immediate satisfaction is seldom possible in law enforcement. The department seeks career-minded people who can look ahead, plan, and commit to a purpose, and are willing to make the commitment for some time. The attainment of a four-year degree demonstrates that the individual applicant can plan and commit to a long-term goal.

Upon entering a law enforcement career, the applicant will be exposed to new information and experiences that will be delivered in a variety of ways. It is hoped that on-the-job training, classroom instruction, and practical exercises will impart the knowledge and information new officers will use when performing their duties. The successful completion of a college education demonstrates that the applicant is capable of receiving and processing new information.

Applicants also benefit from the experiences of attending college. In the college setting, a student is almost always exposed to other students from different walks of life, different cultures, and diverse populations. For the traditional student, attending college may be the first step toward leaving home and taking on adult responsibilities. It may represent the first time the applicant has had the freedom to make decisions on their own without parental oversight. Attaining a four-year degree helps make the applicant ready for life and a career in law enforcement.

The degree requirement also serves as a recruiting tool. Top achievers are attracted by the higher standards. These applicants seek to use their degrees and want to become members of a department that recognizes their achievement.

At 1.3 officers per 1,000 persons served, Gaston officers are expected to be community problem solvers and good communicators. The college experience gives these applicants a head start. Analysis and assessment are critical components of the problem-solving model and applicants are likely to have developed these skills during their research for fulfilling academic requirements.

At the very least, the four-year degree requirement brings to the department applicants who are a little older. Graduating from college has allowed for some additional formative years before employment. Degreed applicants may have demonstrated public service through involvement in service associations or clubs. They may also have completed a law enforcement intern program

with the department or another law enforcement agency.

The college degree requirement is not a cure-all. Careful screening and applicant processing will still be as important as they have always been. Getting the right people on board at the beginning helps determine the future of the organization. It may not work everywhere but here in Gaston County it has worked for more than 20 years. ♦

¹ Scott Cunningham, "Discipline and Educational Levels of Law Enforcement Officers: An Exploratory Report," paper presented at the 110th Annual IACP Conference, Philadelphia, Pennsylvania, October 2003.

² National Advisory Commission on Criminal Justice Standards and Goals, *Standards and Goals for the Administration of Justice* (Washington, D.C.: U.S. Government Printing Office, 1973).

³ President's Commission on Law Enforcement and the Administration of Justice, *Task Force Report: The Police* (Washington, D.C.: U.S. Government Printing Office, 1967).

⁴ Jeremy Travis, "Education in Law Enforcement: Beyond the College Degree," paper presented at the Forum on the Police and Higher Education, Center for Research in Law and Justice, University of Illinois, Chicago, Illinois, February 10, 1995.

⁵ Theron Bowman, "Diversity, Education, and Professionalism: Arlington's Path to Excellence in Policing," lecture, Heritage Foundation, Washington, D.C., October 24, 2001, www.heritage.org/Research/Crime/hl719.cfm, June 21, 2006.

⁶ Theron Bowman, "Educate to Elevate," *Community Links* (August 2002): 11-13.

⁷ Theron Bowman, "Educate to Elevate."

⁸ Theron Bowman, "Diversity, Education, and Professionalism."

⁹ Theron Bowman, "Educate to Elevate."

¹⁰ Theron Bowman, "Educate to Elevate."

¹¹ President's Commission on Law Enforcement and the Administration of Justice, *Task Force Report: The Police*.

¹² Theron Bowman, "Diversity, Education, and Professionalism."

¹³ Theron Bowman, "Diversity, Education, and Professionalism."

¹⁴ *City Crime Rankings*, 12th ed. (Lawrence, Kansas: Morgan Quitno Press, 2005).

¹⁵ President's Commission on Law Enforcement and the Administration of Justice, *Task Force Report: The Police*.

¹⁶ American Bar Association, *Standards Relating to the Urban Police Function*, by Frank J. Remington (Chicago: Institute of Judicial Administration, 1972).

¹⁷ *Davis v. Dallas*, 777 F.2d 205 (5th Cir. 1985).

¹⁸ National Advisory Commission on Criminal Justice Standards and Goals, *Standards and Goals for the Administration of Justice* (Washington, D.C.: U.S. Government Printing Office, 1973).

¹⁹ Douglas L. Yearwood and Stephanie Freeman, "Analyzing Concerns among Police Administrations: Recruitment and Retention of Police Officers in North Carolina," *The Police Chief* 71 (March 2004): 43-49.



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Selected Annotated Bibliography on Performance of Officers with Bachelor's Degrees

Aamodt, Michael G. *Research in Law Enforcement Selection*. Boca Raton, Florida: Brown Walker Press, 2004.

Summarizes 330 studies investigating the validity of methods used to select law enforcement personnel. Concludes that officers with a college education perform better in the academy, receive higher performance ratings on the job, have fewer disciplinary problems, have less absenteeism, and use force less often than their peers without a college education.

American Bar Association. *The Urban Police Function*. By Herman Goldstein and Sheldon Krantz. Chicago, 1973.

Police need personnel in their ranks who have the characteristics a college education seeks to foster; intellectual curiosity, analytical ability, articulateness, and a capacity to relate the events of the day to the social, political, and historical context in which they occur.

U.S. National Institute of Mental Health. *The Functions of the Police in a Modern Society: A Review of Background Factors, Current Practices, and Possible Role Models*. By Egon Bittner. Rockville, Maryland: 1972.

Recommends a goal of a master's degree for entering officers.

Carter, David L., Darrel W. Stephens, and Al D. Sapp. "Effect of Higher Education on Police Liability: Implications for Police Personnel Policy." *American Journal of Police* 8 (1989): 153-166.

Officers with college degrees are less likely than officers with less education to incur citizen complaints. Higher officer education reduces liability risks for police departments.

Cohen, Bernard, and Jan M. Chaiken. *Police Background Characteristics and Performances: Summary*. New York: Rand, 1972.

Study of 1,600 New York City police officers found that when education is introduced into the regression equation for civilian complaints, it emerged as the most powerful predictor of civilian complaints.

Committee on Integrity. *Report to Mayor Daly*. Chicago, Illinois: 1997.

Recommends bachelor's degrees for officers to reduce corruption. The same recommendation was made for the same reason by the Royal Commission into the New South Wales Police Service (*Final Report: Volume 1: Corruption*, 1997).

Cunningham, Scott. "Discipline and Educational Levels of Law Enforcement Officers, an Exploratory Report." Paper presented at the 110th Annual IACP Conference, Philadelphia, Pennsylvania, 2003.

Statewide study in Florida found that officers with only high school diplomas accounted for a disproportionately high number of discipline cases.

Davis v. Dallas, 777 F.2d 205 (5th Cir. 1985).

The need for police officers who are intelligent, articulate, mature, and knowledgeable about social and political conditions is apparent. . . . [A] college education develops and imparts the requisite level of knowledge.

Finckenauer, J. O. "Higher Education and Police Discretion." *Journal of Police Science and Administration* 3 (December 1975).

A series of vignettes illustrating different police discretionary situations were presented to police recruits, comparing responses from college-educated and non-college-educated recruits. College-educated recruits were more likely to choose approaches not involving an arrest or other official action.

Fullerton, Ernie. "Higher Education as a Prerequisite to Employment as a Law Enforcement Officer." Dissertation, University of Pittsburgh, 2002.

Summarizes the works of ten researchers from 1967 to 1992 who found important desirable traits for officers that are achieved through college education: less cynicism, less authoritarianism, less attrition, fewer disciplinary problems, more local pride in the police department, fewer sick days, higher academic performance, more awards, higher felony arrests made, higher performance evaluations, better decision making, flexibility in problem solving, greater empathy toward minorities, less negativity toward legal restrictions, more discretion and less control-oriented, less inclined toward rigid enforcement of the law, and less support for insularity.

Kappaler, V. E., Allen D. Sapp, and David L. Carter. "Police Officer Higher Education, Citizen Complaints, and Departmental Rule Violations." *American Journal of Police* 11 (February 1992): 35-54.

This is a study of a midsize Midwestern police department for relationship between college graduate officers and complaints. Officers with college degrees had statistically significant fewer complaints than officers without college degrees.

President's Commission on Law Enforcement and the Administration of Justice. *Task Force Report: The Police*. Washington, D.C.: U.S. Government Printing Office, 1967.

It is nonsense to state or assume that the enforcement of the law is so simple that it can be done best by those unencumbered by the study of liberal arts. . . . Police agencies need personnel in their ranks who have the characteristics which a college education seeks to foster: . . . a capacity to relate the events of the day to the social, political, and historical context in which they occur.

Sanderson, B. E. "Police Officers: The Relationship of College Education to Job Performance." *The Police Chief* 44 (August 1977): 62-63.

College education is positively related to numerous performance indicators, including academy performance, discipline, absenteeism, terminations, and career advancement.

Tyre, Mitchell, and Susan Braunstein. "Higher Education and Ethical Policing." *FBI Law Enforcement Bulletin* 61 (June 1992): 6-10.

Specific studies indicate that better educated officers choose more ethical actions.

Wilson, Hugh. "Post-secondary Education of the Police Officer and Its Effect on the Frequency of Citizens' Complaints." *Journal of California Law Enforcement* 33 (April 1999).

Study of several California police departments found that officers with bachelor's degrees receive fewer complaints than officers with no degrees. ♦

Chiefs who would like more information on requiring college degrees for their officers should visit the PACE Web site, www.police-association.org, where a transcript of the full panel discussion, including questions and answers, is available.

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Measuring Professionalism of Police Officers

By *Lycia Carter, Ph.D., Director of Testing and Standards, Metropolitan Police Department, Washington, D.C., and Mark Wilson, Ph.D., Associate Professor of Psychology, North Carolina State University, Raleigh, North Carolina*

For the past several decades, there have been efforts to increase the education requirements for law enforcement officers. Newspaper, magazine, and journal articles cite numerous studies whose findings support the notion that better educated police officers are better performers. Increasingly, departments are requiring applicants to have completed a certain number of college credit hours or even earned two- or four-year college degrees.¹

Researchers, practitioners, commissions, and even police agencies themselves have been calling for increased education requirements for police officers for many reasons. Some point out that police work has become increasingly complex and, as a result, education requirements for police officers should be increased.² Others suggest that better educated police officers will be "more rounded thinkers and exhibit a greater humanistic bent."³

The authors have informally asked sworn members of all ranks at three different police agencies their opinion regarding the level of education that should be required for entry-level police officers. As expected, their opinions vary and often reflect their own level of education or their rank. Of those who are proponents of college-education requirements for law enforcement officers, many said that requiring college education results in a more professional police force.

What Is Professionalism?

Every police officer who is asked this question will likely have a different understanding of what constitutes professionalism in policing. For some, professionalism means being able to talk oneself out of a dangerous situation rather than having to resort to use of force. For others, it means being able to establish relationships with people in the community. For still others, it means

***Editor's note:** The first article in this special section on education, "College Education and Policing," by Louis Mayo, highlights the findings from national commissions studying the police education standards as well as the actual experiences reported by police departments that require a college education as a condition of employment. This article, "Measuring Performance of Police Officers," by Lycia Carter and Mark Wilson, provides the basic framework for understanding the need for a college education standard as a condition of the policing profession. Carter and Wilson identify the factors traditionally studied by researchers when evaluating the value of a college education in policing and propose an authoritative study to determine if a college education is a predictor of police professionalism. The authors welcome readers' suggestions about what measures of police officer performance could be included in the study. For more information, write to Lycia Carter at lycia.carter@dc.gov.*

carrying oneself in a manner that exudes authority and control, or taking responsibility for one's actions, or being dependable and conscientious, or taking appropriate initiative in situations requiring police action to prevent tensions from escalating, or being respectful of the civil rights of citizens, or being knowledgeable about laws, policies, procedures and regulations. In fact, professionalism in policing includes all of these attributes.

Professionalism, by definition, involves belonging to a profession and behaving in a way that is consistent with professional standards. A profession is an occupation that requires extensive training and the study and mastery of specialized knowledge. It usually requires accreditation, certification, or licensing. It has a specific code of ethics, and it holds members accountable.

Professionalism also means having an internal set of standards of performance and behavior. Professionals aspire to high ideals: altruism; honor and integrity; respect; excellence and scholarship; caring, compassion, and communication; leadership; and responsibility and accountability.

How Do We Measure Professionalism?

In applied research, the measurement of job performance, either in whole or in part, is often referred to as the *criterion problem*.⁴ In the present case, education level is the predictor and professionalism is the study's criterion, or the aspect of police officer performance that is being predicted. Recently, the authors reviewed 19 studies conducted between 1973 and 2005 that investigated the relationship between education level and police officer performance. Most of the studies examined the relationship between education level and multiple performance measures—and this makes sense, given that the definition of professionalism in policing is fairly complex.

Most of the performance measures were objective, meaning that the incidents could be counted: the number of times the officer called in sick; the number of commendations, awards, or medals the officer received; the number of citizen complaints against the officer. Some studies included evaluative measures such as ratings of officer performance collected from citizens, supervisors, peers, or even the officers themselves.

Figure 1 lists the types of data collected as measures of police performance and the number of times each measure was used across the 19 studies. These criteria, when taken together as a group, should be a good measure of the level of professionalism of police officers. And comparing these criteria against officers' education level should help us determine whether education predicts police officer performance.

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Fig. 1. Frequently used measures of police performance

Measure	Number of times used
Disciplinary actions	23
Citizen complaints	15
Commendations, medals, ribbons	12
Volume of arrests or summonses	11
Sick time used	11
Use-of-force incidents	8
Police academy test scores	6
Supervisory performance evaluations	6
Preventable crashes	5
Rank of promotions	4
Line-of-duty injuries	4
Verbal or written communication skills	4
Job knowledge	3
Quality of work	3
Cooperation	3
Probationary evaluations	2
Response to new training	1
Decision-making ability	1
Level of commitment	1
Professional attitude	1

But most studies that examine the relationship between education level and police performance include only a few of the measures. The performance measures used most frequently are disciplinary actions, citizen complaints, and commendations, followed closely by volume of arrests or summonses and sick time used.

It is apparent that the measures used most frequently in these earlier studies were not an exhaustive list but were chosen because the data could be collected in a consistent manner, were objective in nature and were not affected by subjective evaluations. As useful as some of the current measures are, the skills that higher education provides and that may be the most important to police departments are the most difficult to measure. Report writing, organization, comprehension, courtroom presentation, problem solving, dispute resolution, critical thinking, tact, sound judgment, impartiality, intellectual curiosity, analysis—these skills and attributes are the hallmarks of professionalism.

Continuing the Study

Supervisors know that 20 percent of the people cause 80 percent of the problems. Time and again the same officers are the focus of the citizen complaint or disciplinary action. They also know that another 20

percent of officers, the exceptionally good ones, get most of the commendations, medals, and ribbons. What about the other 60 percent? Is their performance being captured in these studies? Are these studies measuring professionalism or merely giving us a glimpse of the best and worst officers?

The authors are interested in conducting a study that determines if college-educated law enforcement officers perform better than officers who do not have this credential. In order to do this, it is essential to identify what police officer performance is and ways to measure the performance of all officers, not just the best and the worst. Suggestions from readers are welcome. ♦

¹D. Bruns, "Patrol Officers' Opinions on the Importance of a College Degree," *Law & Order* 53 (September 2005): 96-99.

²S. Kakar, "Self-Evaluations of Police Performance: An Analysis of the Relationship between Police Officers' Education Level and Job Performance," *Policing* 21 (1998): 632.

³P.E. Carlan and F. R. Byxbe, "The Promise of Humanistic Policing: Is Higher Education Living Up to Societal Expectations?" *American Journal of Criminal Justice* 24 (2000): 235-245.

⁴J.T. Austin and P. Villanova, "The Criterion Problem: 1917-1992," *Journal of Applied Psychology* 77 (1992): 836-874.

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Changing Profession Requires New Level of Education

By Ellen McFall, Staff Writer, Distance Learning Center,
University of Wisconsin-Platteville

When I started [as a police officer], they taught me how to fill out a report, do mouth-to-mouth resuscitation, and drive a police car in an emergency. Now we need to be hiring people who have the temperament to deal with society. They have to be open-minded. They have to deal with people from different classes, different backgrounds, and different ethnic groups. They have to have excellent oral communication skills and be able to write. They have to come on board with some understanding of technology. They have to be able to mediate. And they have to be problem solvers.

— Major Michael Stelmack,
Baltimore County
Police Department¹

The training of police officers in the last century focused mainly on the physical aspects of the job. Officers were expected to be reactive, appearing in a community only when a situation had gotten out of control. They adhered to a militaristic chain of command and were not encouraged to find creative solutions to neighborhood problems. In that milieu, many departments considered a high school degree all the academic preparation that was necessary to be an efficient officer. But as the new century brings new challenges and new opportunities for police officers, it also requires the police profession as a whole to reevaluate its educational requirements.

The Change

"When I became an Arlington, Texas, police officer in 1983, officers were expected to be submissive to authority and follow policy and supervisory directions," recalls Theron Bowman, now police chief of Arlington. "Policies attempted to address every conceivable situation so as to release officers from the necessity of thinking for themselves. Decisions were made at the top of the organization. Communication flowed mostly one-way: from the top down. That authoritarian style of management stifled creativity and innovation but was necessary when employees were expected to fail. Today, we have greater respect for the autonomy of police officers. We recognize that police officers must be able to understand and apply the law, the nature of social problems, and the psychology of the persons whose attitude toward the law may differ from theirs."²

The current emphasis on community policing requires today's officer to be proactive, working together with local residents to ensure a neighborhood's quality of life. Community officers are no longer expected simply to show up to make arrests but are required to have the skills necessary to keep minor situations from escalating into major ones. To mesh effectively with the court system, officers must have a solid understanding of constitutional issues and a

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commitment to keep up with judicial rulings that affect police. In addition to knowledge of weapons and police procedure, today's officer must be sensitive to social issues, be a good communicator, and be skilled in conflict resolution. These higher-level skills require a higher level of education than was previously necessary.

"It is important that criminal justice practitioners earn at least a bachelor's degree," notes Dr. Susan Hilal, assistant professor of criminal justice at the University of Wisconsin-Platteville. "Among other things, it allows students to become better critical thinkers, improve on their writing and oral skills, and have a broader perspective of the world. Criminal justice agencies can teach new hires the technical side of the job. It is much harder to teach new recruits how to think, speak, and write critically."

The importance of requiring some college education for police officers is highlighted by research that indicates that more educated officers are less likely to be disciplined for unprofessional behavior. In a study conducted in Florida, researchers reviewed the disciplinary records of that state's police officers from 1997 to 2002. They discovered that officers whose highest educational attainment was a high school diploma constituted 58 percent of Florida's officers but were the subjects of 75 percent of the disciplinary measures.³ A similar study in New York City found that of the officers arrested for corruption from 1993 to 1997, 86 percent had less than two years of college education.⁴

Obtaining a Degree

Nationally, more law enforcement agencies are requiring at least some college for their new hires and advanced degrees for those seeking promotions, motivating many experienced officers to consider returning to school. But upgrading professional skills can be difficult for working adults who must deal with unpredictable shifts, time-consuming commutes to school, and family obligations. In fact, these obstacles can make earning an advanced degree in a traditional campus program nearly impossible. For many officers, earning a degree online may be the only realistic choice.

Studying at a distance often requires more self-motivation than attending campus courses, but the flexible schedule allows nontraditional students to more easily meet work and family obligations. Many online programs employ asynchronous communication, which means that students are free to enter the virtual classroom at any time of the day that is convenient for them. Although online courses may seem to be a solitary learning experience, many online students are surprised to learn that they can join a virtual classroom community through e-mail and discussion boards. Because the students and the instructor are likely to live

in different parts of the country—or different countries—there is an added opportunity for professionals to network with others in their field. Courses often include some type of group experience, such as collaborative projects, that allow students to interact across the miles.

Deb Rice, 2004 alumna of the University of Wisconsin–Platteville's master of criminal justice program, notes that the diverse group of students she encountered in her online courses impressed her. "I had federal correctional officers, juvenile workers, state and federal probation officers, FBI agents, police officers, and private security officers in my classes," she says. "Distance learning is the only way this diverse population would be in your classroom. You really get to know your classmates, even though I have never met them in person."

Despite its many benefits, learning at a distance is not easy and is not for everyone. Successful distance learners must be highly motivated, independent, and self-disciplined. Good organizational and time management skills are vital, as students are generally responsible for making and keeping their own schedules. Without a strong sense of commitment to keep them going, the path to an advanced degree may seem too distant for some. Self-rewards for keeping to a schedule are important, as is free time spent alone and with family and friends. Basic computer skills are generally necessary before pursuing an online education. Many online degree programs offer sample courses for prospective students to try before committing to the format. One such sample course can be viewed at <http://learn.wisconsin.edu/course.asp>.

Like most fields, online education has its share of fly-by-night providers. Unfortunately, anyone can offer an online school and many unscrupulous companies compete to lure unsuspecting students to their Web sites. Fraudulent schools often have legitimate-looking Web sites and professional-looking brochures. They may even advertise in mainstream magazines and newspapers. Some go so far as to announce that they are accredited, but further investigation reveals that the accrediting body is either fictitious or not recognized by any official education agency.

It is a good idea to research a school's accreditation and its history before enrolling. Beware of so-called diploma mills that offer degrees for lots of money and little work. To avoid wasting time and money on a degree that will not be accepted by other schools or by prospective employers, investigate accreditation and licensing before enrolling in any distance learning program. A visit to a site such as GetEducated.com—an online clearinghouse for legitimate distance learning programs—is crucial before deciding on an online school. Those wishing to verify a

school's accreditation may wish to visit the Diploma Mill Police at www.geteducated.com/services/diplomamillpolice.asp. ♦

¹ Dale Keiger, "Top Cops Hit the Books," *John Hopkins Magazine* (June 1997), www.jhu.edu/~jhumag/0697web/cops.html, May 5, 2006.

² Theron Bowman, "Diversity, Education, and Professionalism: Arlington's Path to Excellence in Policing," lecture, Heritage Foundation, Washington, D.C., October 24, 2001, www.heritage.org/Research/Crime/hl719.cfm, June 21, 2006.

³ Scott Cunningham, panel discussion, 110th Annual IACP Conference, October 2003, www.police-association.org/library/presentations/LAW_ENFORCEMENT.html, May 6, 2006.

⁴ Police Association for College Education, "Studies, Case Law, Quotes, Standards and Trends in Support of a College Education for Police Officers," March 18, 2004, www.police-association.org/library/articles/information_paper.html, May 6, 2006.

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One Chief's Testimonial

Distance Learning Is Practical—Even for Chiefs

By Charles E. Samarra, Chief of Police, Alexandria, Virginia

In today's fast-moving, politically charged world, a police chief's professional success is often measured in longevity, the number of hash marks worn on their sleeve. Most successful chief executive officers have attended and graduated from the school of hard knocks, many have taken undergraduate courses in criminal justice and obtained degrees, and all have learned much about leadership from mentors, self-directed and professional training, organizations, and publications. With age and experience they have gained the wisdom and knowledge required to build and sustain exceptional organizations in ways that less experienced leaders can only dream of. Even experienced chiefs, however, realize that their personal, professional, and organizational success depends on their ability and willingness to learn.

Self-Assessment

Five years ago, I faced a sobering professional midlife crisis. Using the instincts that we survivors have developed over the years, I knew that sustaining my police department at its current level was not acceptable. If I failed to grow and learn in meaningful ways, then my organization would be severely hindered by what would become my increasing obsolescence. Obviously, I had a much different vision for the future, one that required me to stretch myself to formulate specific goals and objectives and develop a plan of action to reignite my passion for police leadership.

I began my search for enlightenment by looking to the past. What were the things that had inspired me to pursue personal and professional excellence? That was easy: I loved the FBI Academy and many of the professional seminars and training courses that I attended during the past 35 years—what is now called lifetime learning. You know the ones: those that gave us practical information and ideas that we

could really use, ideas so exciting and relevant that we could hardly wait to get back to the station to try them out.

Next, I had to decide what I wanted to learn more about. This required me to evaluate my ambitions, my vision for the future, and my commitment to be an asset to my department. Once those personal decisions were made, I knew that my job required me to be two things above all else: a leader and a communicator. I had long since concluded that these two areas encompassed 95 percent of my time and were the most important qualities needed to succeed and excel in my profession. In most organizations of 200 or more members, the need for the chief's direct technical and law enforcement involvement is generally diminished by their own staff's expertise. What is most needed from the police chief is the ability to influence, negotiate, manage, facilitate, and champion the needs of the force and community. Communication and leadership were to become my calling, one that I believed could best be served by formal validation.

The Options

It had been 20 years since I had finished my bachelor's degree in administration of justice and I had some doubts about going back to college. I remembered those long days at work and the even longer nights in class, the weekends spent on studies, and above all else the mountains of useless information that I have never been able to put into any sort of meaningful practice. Like most of my peers, I have seen hundreds of officers working hard for an advanced degree that may challenge their intellect but is completely irrelevant to what they will be asked to do in the real world of the police profession. Lastly, how could I continue to do my job, respond to routine emergencies, and then travel to class three or more times a week, sit in class for hours, and then drive home and be a

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family leader? In my case the answer was simple—I could not.

I turned to e-learning and distance education. The idea sounded strange to me at first, and I had visions of these institutions being diploma factories—the recent source of embarrassment to several public figures. I knew that if I were to decide on this method to facilitate my learning it had to meet certain specific criteria:

- A highly recognized university with official accreditation
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I began my search for the right institution by going to the Internet, where several search engines produced a large number of institutions offering distance-learning programs. It took some time to go through the list of impressive universities offering distance and online master's degrees. But the real work came with the careful examination of such details as entrance requirements,

the total cost, residency requirements, testing methods, the method of course delivery, the application process, course and program content, and so on. After much deliberation and research, I found three universities that I thought would meet my criteria. Most programs are traditionally bureaucratic to the point that they do not care much about what you want or need. They are interested only in what they have determined to be relevant.

Over the next two months I spent hours filling out applications, securing transcripts, acquiring letters of recommendation, reviewing course catalogs, and fulfilling various requirements. None of the degree programs were a perfect match for me but I thought that I could live with them. What I could not live with was the indifference, lack of respect, and poor customer service that characterized these institutions. In one case, I submitted my application, waited for several weeks, and then began to call to establish my status. After four weeks, still unable to get a meaningful answer, I filed this one in the trash. The second institution wrote me a letter some three weeks later and offered me admission but said it would be conditional until I passed the Graduate Record Exam, despite the fact that I met all criteria for exemption to this provision. The third institution called me at 11:30 p.m. on a Wednesday night and told me that I had been accepted but had to report to the university that Friday to take a placement test.

Discouraged but determined, I returned to the Internet and searched for universities offering masters degrees in communications



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and leadership. This time I found the well-known and respected Seton Hall University. Opening the home page I found the information needed to make decisions:

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I applied to the university. The next day I received a return e-mail message telling me that I would hear from the school shortly. Two days later, I received a phone call and was told that my admission application would be going before the selection committee and that I would hear back from them soon. Four days later, the administrator of the master's program in strategic communications and leadership program called and welcomed me to the program. Although I was surprised and delighted by my experience with the application process, my cynical police instinct told me that this could not last. I was wrong. This positive attitude greeted me on day one and increased over the next two years. Every issue, every concern, every need of every student in the cohort, my learning team, was addressed with respect and dignity. I never saw anyone devalued or embarrassed, only nurtured and positioned for success.

For almost two years, I found time to go online, read my assignments, produce individual and group projects, and learn more about the intricacies of communications and leadership than I had ever realized. One of the most exciting things about my courses was that I constantly learned new techniques and methods to test, implement, and institutionalize. My staff told me that I was driving them crazy with all the new stuff that we were trying and using to move us forward. Moreover, they loved it, the energy and the thrill of doing things better and with more purpose. My classmates were brilliant young people who brought great intellect and energy to each group discussion. I was able to bring to this setting what they often

lack: experience, wisdom, and the insight of those that have done it before. What a great mix of ideas and people. This was one of the most valuable outcomes of my learning experience.

About two years after beginning my studies, I graduated from the Hall, as it is known, with my son and senior staff in attendance. After I finished my valedictorian address, my son whispered in my ear, "Yes, Dad, old dogs can learn new tricks." I consider this to be the best thing that I have done for my community and myself since joining the police department. Since graduating, I have

been so keen on using online education that I have worked to design and implement a one-year, citywide, leadership training institute for all city employees. I remain highly motivated by this ancillary duty as director of the Leadership Institute City of Alexandria, taking great pride in the employee learners who have already graduated.

I strongly encourage all chiefs to reach out, take a chance, and grow to learn and learn to grow as they continue their journeys in leadership through distance learning, an education delivery method that fits chiefs' schedules. ♦

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MAIL purchase order along with form and addressed return envelope to:

IACP Conference Registration, 515 N. Washington Street, Alexandria, VA 22314-2357 USA
REGISTER ONLINE at www.theiacp.org and click on the Annual Conference logo.

TOTAL FOR FORM:

\$ _____

PC08

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Housing Reservation

1-877-422-7123

	HOTEL NAME	MAP LOCATOR	HOTEL PHONE	RATES	DISTANCE TO CONVENTION CENTER	PARKING (subject to change)	EXERCISE FACILITIES	POOL	RESTAURANT
	BOSTON MARRIOTT COPLEY PLACE	1	617-236-5800	\$259	2.5 miles	\$39 valet \$32 self	Yes	Yes	2+
	BOSTON PARK PLAZA	2	617-426-2000	\$209/\$229	2 miles	\$36 valet	Yes	No	2+
	THE COLONNADE HOTEL BOSTON	3	617-424-7000	\$219	2.3 miles	\$36 self	Yes	Yes	1
	MARRIOTT COURTYARD BOSTON TREMONT	4	617-426-1400	\$169/\$189	3 miles	\$32 valet	Yes	No	1
	DOUBLETREE HOTEL BOSTON DOWNTOWN	5	617-956-7900	\$185/\$195	2 miles	\$33 valet	Yes	Yes	2+
	COPLEY SQUARE HOTEL	6	617-536-5300	\$199	4 miles	No parking	No	No	2+
	DOUBLETREE GUEST SUITES	7	617-562-4157	\$209	3 miles	\$27 valet \$20 self	Yes	Yes	1
	THE FAIRMOUNT COPLEY PLAZA	8	617-267-5300	\$225	2 miles	\$36 valet	Yes	No	1
	HILTON BOSTON BACK BAY	9	617-236-1100	\$229	2 miles	\$36 valet \$30 self	Yes	Yes	1
	HILTON BOSTON LOGAN AIRPORT	10	617-568-6700	\$229	2 miles	\$30 valet \$26 self	Yes	Yes	2+
	HYATT REGENCY BOSTON DOWNTOWN	11	617-912-1234	\$192	1.2 miles	\$36 valet \$26 self	Yes	Yes	1
	THE LANGHAM HOTEL	12	617-451-1900	\$235	1.5 miles	\$39 valet	Yes	Yes	2+
	BOSTON OMNI PARKER HOUSE	13	617-227-8600	\$195	1.5 miles	\$36 valet	Yes	No	2+
	HOTEL MARLOWE	14	617-868-8000	\$225	3.5 miles	\$28 valet \$25 self	Yes	No	1
	RADISSON HOTEL BOSTON	15	617-482-1800	\$189	3 miles	\$30 valet \$28 self	Yes	Yes	2+
	SEAPORT HOTEL	16	617-385-4502	\$199	3 blocks	\$36 valet \$28 self	Yes	Yes	2+
	JURY'S BOSTON HOTEL	17	617-266-7200	\$220	2 miles	\$36 valet	Yes	No	2+
	THE LENOX HOTEL	18	617-536-5300	\$239	2.24 miles	\$38 valet/self	Yes	No	2+
	MIDTOWN HOTEL	19	617-262-1000	\$179/\$189	3 miles	Included in rate	No	Yes	1
	SHERATON BOSTON	20	617-236-2000	\$219/229	3 miles	\$37 valet \$38 self	Yes	Yes	2+
	WESTIN BOSTON WATERFRONT	21	617-532-4600	\$209/229	connected	N/A	Yes	Yes	2+
	WESTIN COPLEY PLACE	22	617-262-9600	\$249/\$269	2.2 miles	\$39 valet	Yes	Yes	2+
	BOSTON HILTON	23	617-556-0006	\$195/\$200	1 mile	\$36 valet	Yes	No	1

Hotel Room

To book via phone call
Travelers Planners
1-877-422-7123
1-212-532-1660



Best of Boston Tour Program

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

Sunday, October 15, 2006

Foxwoods Resort Casino

The world's largest casino isn't in Monaco, or Las Vegas. It's right here in New England—in Ledyard, Connecticut, to be exact. More than 7,000 slot and video poker machines with payouts that are consistently among the highest on the East Coast are yours to enjoy. Add table games, poker, keno and Foxwood's 50 foot, high-resolution digital projection screens for race track betting, and the world of sport is at your fingertips.

Time: 8:00 a.m. to 5:00 p.m.

Price per person: \$55.00 × # of tickets _____ = _____

Includes: Transportation, host, food and gaming coupons.

Boston Duck Tours: The Ride of Your Life

This "duck" is an authentic renovated amphibious landing vehicle, retrofitted to take you on a special historical 60-minute tour of Boston, with a very special splashdown right into the Charles River for a breathtaking waterside view of Boston.

Time: 2:15 p.m.

Price per person: \$39.00 × # of tickets _____ = _____

Includes: Transportation, guide service and taxes.

Complete Tour of Boston: 350 Years In a Day

Boston is comprised of many neighborhoods, each with its own architecture and atmosphere. See the major neighborhoods and the historic sites that make Boston such a fascinating place to visit. Time will be allowed for browsing and lunch on your own in Quincy market.

Time: 10:00 a.m. to 2:00 p.m.

Price per person: \$39.00 × # of tickets _____ = _____

Includes: Transportation, guide service, admissions and taxes.

Note: This tour involves a considerable amount of walking on hills and cobblestones. Participants should be aware of these conditions and are advised to wear walking shoes.

Monday, October 16, 2006

A Tour of Newport And Its Mansions

Newport, Rhode Island, is rich in both history and culture. A town established in the colonial era, made a name for itself during America's Gilded Age, and has become the yachting capital of the world. Included are tours of famous homes and the famed Ocean Drive for a view of the area's estates and gardens that dot this beautiful shoreline.

Time: 8:00 a.m. to 5:00 p.m.

Price per person: \$99.00 × # of tickets _____ = _____

Includes: Transportation, guide service, admissions, tours, luncheon and taxes.

Boston Duck Tours: The Ride of Your Life

This "duck" is an authentic renovated amphibious landing vehicle, retrofitted to take you on a special historical 60-minute tour of Boston, with a very special splashdown right into the Charles River for a breathtaking waterside view of Boston.

Time: 10:15 a.m.

Price per person: \$39.00 × # of tickets _____ = _____

Includes: Transportation, guide service and taxes.

Harvard University and the JFK Library

Explore the world famous Harvard University where the young JFK lived and studied. Visit the spectacular John F. Kennedy Presidential Library and for a short time re-live the thousand days of "Camelot".

Time: 1:00 p.m. to 5:30 p.m.

Price per person: \$44.00 × # of tickets _____ = _____

Includes: Transportation, guide service, admissions and taxes.

Tuesday, October 17, 2006

Wrentham Village Outlets

Wrentham Village is one of the easiest to negotiate and most attractive outlet shopping areas in the country, with 170 outlet stores. Wrentham is located approximately 45 minutes from Boston and here you can truly "shop 'til you drop"!

Time: 8:00 a.m. to 4:00 p.m.

Price per person: \$47.00 × # of tickets _____ = _____

Includes: Transportation, guide service, coupons, maps and taxes.

Homes of Beacon Hill

Beacon Hill is one of Boston's most prestigious neighborhoods, with many historic buildings and the private residences of the city's renowned citizens - past and present. Special arrangements have been made to visit three private homes, whose owners will offer their own perspective of life on the "Hill".

Time: 9:00 a.m. to 1:00 p.m.

Price per person: \$92.00 × # of tickets _____ = _____

Includes: Transportation, guide service, admission to homes (charitable contribution) and all taxes.

Boston Duck Tours: The Ride of Your Life

A historical tour of Boston with a very special splashdown right into the Charles River for a breathtaking waterside view of Boston. Tour will last approximately 60 minutes providing the highlights of Boston's Freedom Trail and other famous landmarks.

Time: 1:15 p.m.

Price per person: \$39.00 × # of tickets _____ = _____

Includes: Transportation, guide service and taxes.



OCTOBER 14-18

IACP
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Coupon Form

Mail or fax completed form with payment to:

The Best of Boston

391 Totten Pond Road,

Waltham, MA 02451

Phone: 781-487-0500

Fax: 781-487-0197

Tour (s): _____

All tours depart from the BCEC Northwest side Level 1. Please pick up your tour tickets at the tour registration desk at the BCEC.

Payment: Check or money order are made payable to The Best of Boston.

Check one: ☐ Visa ☐ Master Card

Credit Card #: _____ **Exp. Date:** _____

Card Holder Name: _____

Authorized Signature: _____

Please print or type:

Name: _____

Organization: _____

Address: _____

City: _____ **State:** _____ **Zip Code:** _____

e-mail: _____

Day Phone: _____ **Evening Phone:** _____

Reservation and Cancellation Policy

Pre-registration Deadline: To guarantee a space, reservations and prepayment must be received by **Monday, September 25, 2006**.

All registrations received after this date will be on a space-available basis.

Tour Cancellation: The Best of Boston reserves the right to cancel any tour if the contracted minimum participants pre-registering is not met.

Refunds: All requests for refunds/cancellations must be received prior to **September 25, 2006** and addressed to The Best of Boston, at the address listed above.

Refunds for any cancelled tour will be mailed to registrants. We will not cash or charge anyone until three weeks prior to the tour date.

Forms of Payment Accepted: Payment preferred by VISA or Master Card. Other credit cards are not accepted. See above for payment via check.

On-Site Registration: If space is available, tickets may be purchased at The Best of Boston, Ltd. tour desk located at the Conference Registration area.

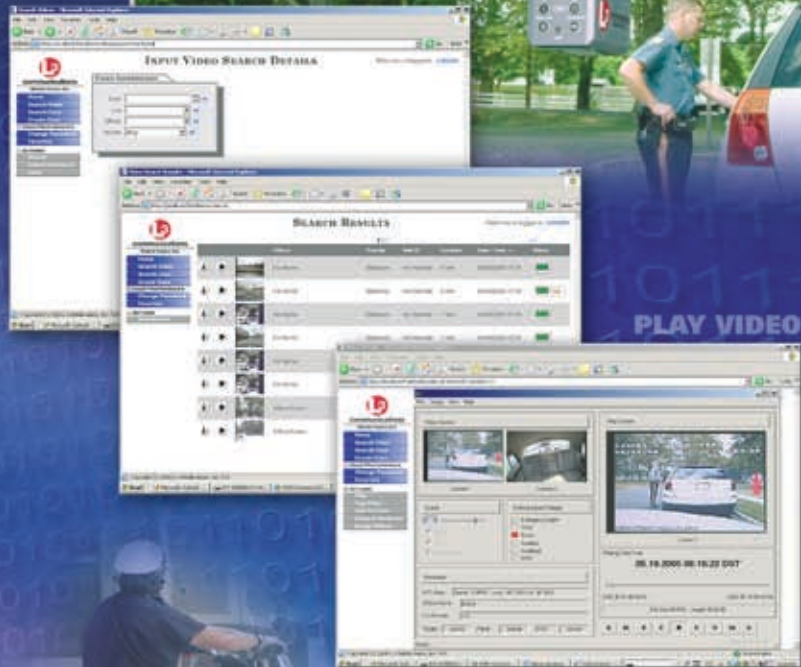
A \$3.00 surcharge will be added to each ticket purchased on-site.

In order to confirm your space on tours selected, please submit your on-line registration by **Monday, September 25, 2006**. If you choose not to use this on-line registration, you may also e-mail or fax registration form with your check payment by **September 25, 2006**.

For questions: call Best of Boston, Bill Wilson at 781-487-0500 or e-mail: bill@bestboston.com.

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Boston—America's Walking City

International Delegates

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



HarborFest Red Coats. Courtesy of Greater Boston Convention & Visitors Bureau

Special Registration Categories

First-Time Attendees

IACP is extending a special invitation to all members who have not attended previous conferences. Come this year and find out what you have been missing! IACP is offering a special rate for IACP members who will be attending the annual IACP conference for the first time. See what thousands of your colleagues enjoy every year, including the chance to network with each other. IACP members attending for the first time save 25 percent from the member registration fee.

Department's Purchasing Agent

Members can pre-register their department's purchasing agents for a complimentary pass to the exhibit hall. To qualify for this complimentary three-day law enforcement exposition-only pass, the purchasing agent must work for the government or law enforcement agency. Sworn and non-sworn employees working for the local, state, or federal government qualify for this exhibit hall pass.

Police Officer Registration

Members are encouraged to have first-line and midlevel supervisors register for a complimentary exhibit hall pass. The pass allows law enforcement personnel entry into the exhibit hall to see firsthand all of the cutting-edge products and services available to law enforcement. This pass is perfect for a chief who wishes to attend workshops and events but needs to have several products examined. By having officers spend quality time studying the products in the exposition, the chief will be able to network and attend educational programs.

In addition to the exhibit hall pass, IACP is providing complimentary training programs for police officers. IACP instructors will teach two-hour programs focused on the needs of line personnel.



Beacon Hill, Boston. Courtesy of Greater Boston Convention & Visitors Bureau

Sunday, October 15, 2006

10:00 a.m.—12:00 noon

- Contemporary Issues in SWAT
- Physical and Psychological Aspects of Police-Involved Shootings

Monday, October 16, 2006

10:00 a.m.—12:00 noon

- Challenging Issues Involving Nonlethal Munitions
- The Backbone of the Police Force: First-Line Supervisors

Tuesday, October 17, 2006

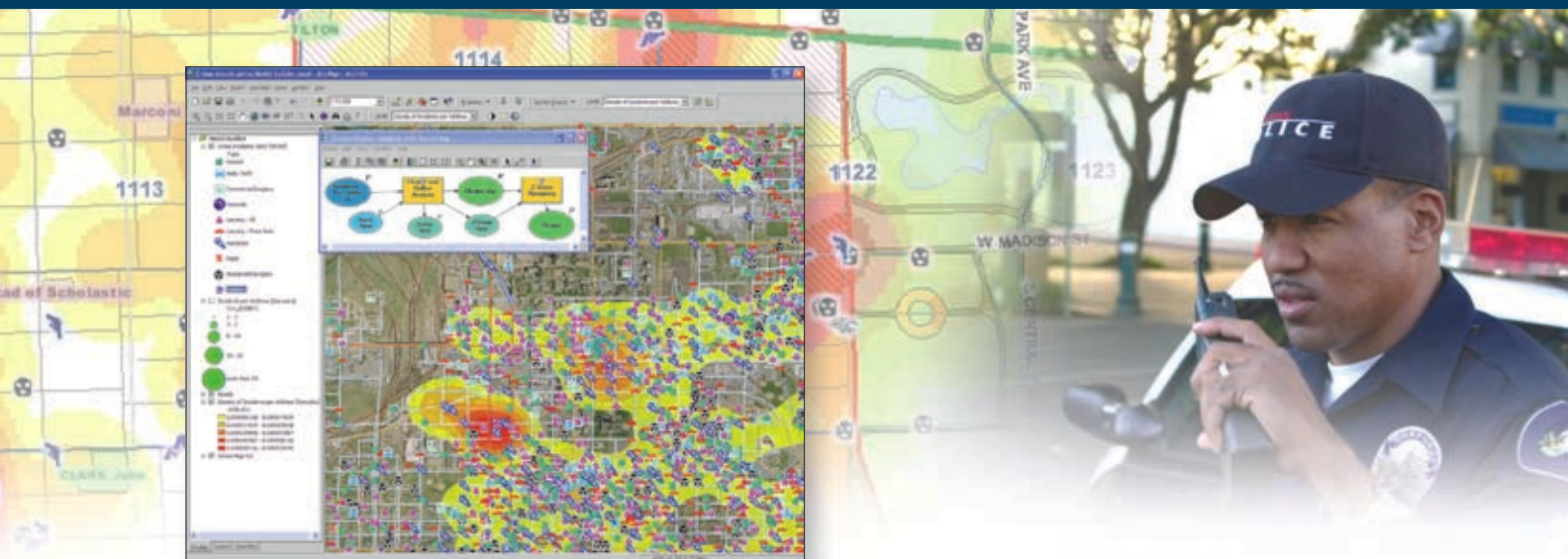
10:00 a.m.—12:00 noon

- Interpersonal Management Program and Communications Training
- Crisis Negotiations

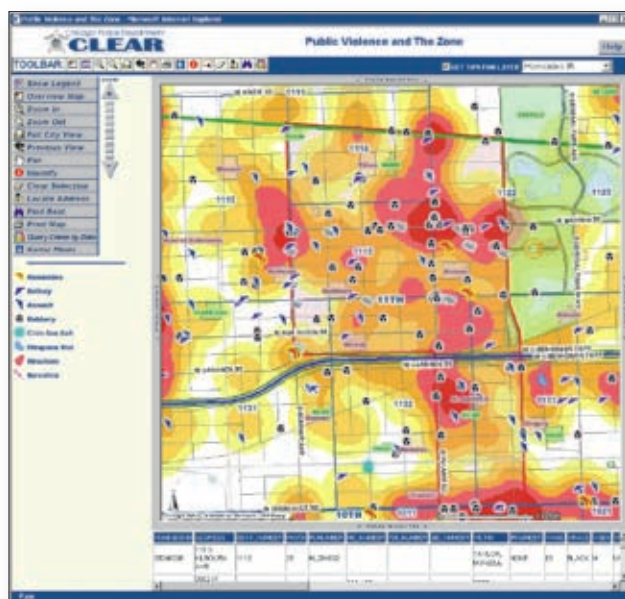
For complete description of these complimentary training sessions for police officers and for instructor information, please visit www.theiacp.org, click the conference logo, and then select conference program.

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INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

113th Annual IACP Conference

Law Enforcement Education
and Technology Exposition

OCTOBER 14-18, 2006

BOSTON CONVENTION & EXHIBITION CENTER

BOSTON, MASSACHUSETTS USA



WWW.THEIACP.ORG

CONFERENCE DATES:

Saturday, October 14,
through Wednesday,
October 18, 2006

EXHIBIT DATES:

Sunday, October 15,
through Tuesday,
October 17, 2006

OCTOBER 14-18

IACP
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Registration

The 113th Annual Conference of the International Association of Chiefs of Police will convene Saturday, October 14, through Wednesday, October 18, 2006, at the Boston Convention and Exhibition Center, 415 Summer Street, South Boston, Massachusetts, 02210 USA.

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

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

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

Online Registration: Members can register for the IACP Boston conference online. Visit www.theiacp.org and click the annual conference logo. The left navigation bar carries you into the online registration process.

On-site Registration: The 2006 conference registration opens at 1:00 p.m. on Friday, October 13, and continues until noon on Wednesday, October 18, at the Boston Convention and Exhibition Center. Shuttle bus service from the hotels to the on-site registration starts at noon on Friday.

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

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



Boston Convention & Exhibition Center. Courtesy of Massachusetts Convention Center Authority



Charles River. Courtesy of Greater Boston Convention & Visitors Bureau

OCTOBER 14-18

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For more information on attending the conference, please log
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Reserving Your Hotel Room

Using the official IACP housing bureau, Travel Planners Inc., is the easiest way to make hotel reservations for the conference and also the most flexible. As with all conference and business travel, reservations require a first night's deposit payable by credit card or check. Reserve your hotel room in one of the following ways today:

- Call Travel Planners Inc. toll-free in the United States at 877-422-7123 or 212-532-1660 outside the United States
- Book online at www.theiacp.org

Packing for the Conference

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

- Business casual attire for conference activities.
- Comfortable walking shoes. The convention center is large and you will want to see everything.
- Comfortable and casual clothing for Host Chief's Night at the Seaport

World Trade Center. Jeans, tennis shoes, and casual jackets are appropriate.

- Business suit and tie (or tuxedo) for the black-tie-optional annual banquet.
- Your official police uniform for Uniform Day (cap or hat optional; carrying weapons is not necessary).
- A light jacket or sweater.
- Government-issued photo identification (driver's license, state-issued ID, department credentials) for display in the conference badge holder.

Getting Around

IACP provides continuous complimentary shuttle bus service throughout the conference. Buses will run from Friday afternoon, October 13, through Wednesday night, October 18, 2006. Buses will pick up attendees from conference hotels and drop them off at the entrance to the convention center. Signs at the hotels indicate where and when to catch your shuttle.

Networking Shuttle Service: Throughout the evening hours the complimentary IACP shuttle bus system will continue service to facilitate attendee networking. The service will run between the official conference hotels, providing attendees access to most hospitality venues and receptions. Take this opportunity to visit state hospitality rooms and corporate receptions or to connect with friends for dinner.

Shuttle Service

- Saturday, 6:00 p.m. – 9:00 p.m.
Networking Shuttle Service
- Sunday, 6:00 p.m. – 9:00 p.m.
Networking Shuttle Service
- Monday, 6:00 p.m. – 11:00 p.m.
Host Chief's Night Service
- Tuesday, 6:00 p.m. – 9:00 p.m.
Networking Shuttle Service
- Wednesday, 6:00 p.m. – 12:00 a.m.
Annual Banquet Service

Planning Your Schedule

Plan your conference schedule during the coming weeks by visiting the IACP Web site at www.theiacp.org and clicking the conference logo. The conference program is available online, and you can use our conference planner to save information and build your personalized schedule.

2006 General Assemblies

Opening Ceremony: Saturday, October 14, 3:30 p.m. – 4:30 p.m.

Mayor Thomas M. Menino and city dignitaries will welcome IACP members to the 113th Annual IACP Conference. Entertainment, colorful display of police ceremonial

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pageantry and hearty welcomes by dignitaries mark the beginning of the conference. Held in the Grand Ballroom at the Boston Convention & Exhibition Center, members will delight at the view of Boston's Harbor and skyline upon entering the foyer. This new, state-of-the-art facility will feature all keynote addresses during the conference.

Ribbon Cutting: Help the IACP officially open the exposition on Sunday at 9:45 a.m. by participating in the Ribbon Cutting Ceremony in front of the exhibit hall.

Uniform Day—First General Assembly: Monday, October 16. Be part of the association's spectacular visual display of uniforms from around the world. Wear your department's uniform. Caps and hats are optional. There is no need to carry firearms or other weapons.

Second General Assembly: Tuesday, October 17. Both general assemblies feature keynote addresses from top law enforcement officials from around the world. Major announcements and speeches are part of the pageantry associated with the IACP general assemblies.

Business Meeting: The opening ceremony and the two general assemblies are designated official business sessions. There will be no separate business meeting. The events that formerly occurred during the separate business meeting are incorporated into these sessions. The opening ceremony will include the Memorial Committee report of the IACP members who passed away since the last conference. The first general assembly will feature remarks by candidates for office and the report of the Elections Commission. During the second general assembly the vice president-treasurer presents his report. The Resolutions Committee will report on the resolutions offered for consideration and vote by the membership. During the annual banquet on Wednesday, the association will officially recognize the work of the host chief and the Boston Police Department.

Education

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

Training Certificates

Smaller Agency: The smaller agency workshop track comprises sessions specifically designed for departments with fewer officers. Each session uses adult learning models to build skills and provide solutions to important law enforcement problems. Descriptions of the workshops and instructors qualifications are found on the conference Web site at www.theiacp.org.

IACP Technology Institute: This series represents the best presentations derived from the 2006 IACP Law Enforcement Information Management Section Conference. The focus of this series is to enhance the law enforcement executive's level of knowledge on technical issues through nontechnical presentations. An IACP Technology Institute training certificate will be sent to each participant who attends at least four of the Technology Institute workshops held during the conference. Visit the conference Web site (www.theiacp.org) for details on the workshops.

Workshops: Design your own educational program by attending various workshops. Expert panelists who enjoy interactive presentations with audience participation lead the workshops. At all workshops you will hear from expert instructors and experienced police executives as they tackle the issues facing today's law enforcement leaders. Certificates of attendance for the workshops will be available on site and by mail after the conference.

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THE POLICE CHIEF/AUGUST 2006



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Education Tips

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

- Visit www.theiacp.org.
- Click the "conference logo."
- At the left navigation bar, click on "conference program."
- For session type use the drop down screen and select workshops or an educational track program.
- View the descriptions of workshops and biographical information about speakers.
- Coordinate schedules with colleagues attending from your agency or nearby agencies to make sure you can attend the greatest number of workshops. You may wish to attend the workshops together for further discussion back home, or you may wish to split up the workshops and then review the points with your colleagues.

Networking

The conference provides unmatched opportunities for networking with colleagues from similar departments who may have solutions to the law enforcement problems you are facing. Many of the networking opportunities sponsored by companies are listed on the Web site as "by invitation only;" that means that the sponsor needs to provide a count of persons coming to the event. To obtain an invitation, simply visit the sponsor's exhibit in the exhibit hall. An invitation will be happily provided.

Networking Tips

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

- Send to each new acquaintance a note, along with an agency patch or pin, to cement your relationship.

The IACP Lounge

Visit the one-stop shop for all your conference needs. This is what you will find at the IACP Lounge:

- Free commemorative conference portfolio
- Companion meeting place
- Free Internet café
- Conference souvenirs
- Official IACP logo merchandise
- Free massage
- Restaurant reservations
- Tour reservations
- Shopping and sightseeing information
- Annual banquet tickets
- Housing help desk
- IACP programs and services information
- Free *Police Chiefs Desk Reference*
- Free IACP multimedia CD-ROM with videos and electronic publications
- 2007 annual IACP conference information: New Orleans

The IACP Lounge provides a place for all conference attendees to relax, network, and stay connected with the office and home.

Companions

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

The most important reason for registering companions is to help them participate in as much of the conference as they choose. The companion badge allows for access to the following:

- All areas in the convention center open to delegates
- The opening ceremony
- The general assemblies
- The exhibit hall
- Registrations for prizes and drawings
- Workshops
- Receptions and hospitality events
- Host Chief's Night
- The shuttle bus service
- The IACP Lounge

Companions will find that the convention center and the centrally located IACP Lounge is the convenient spot to pick up a special gift, use the Internet café to stay in touch with home and work, meet and network with new and old friends, relax between events and activities, make dinner reservations, and enjoy a free massage.



Faneuil Hall Marketplace. Courtesy of Greater Boston Convention & Visitors Bureau

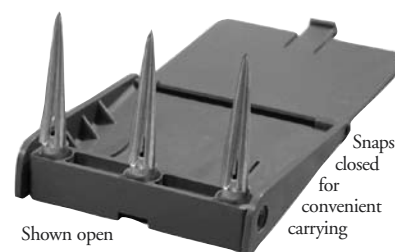
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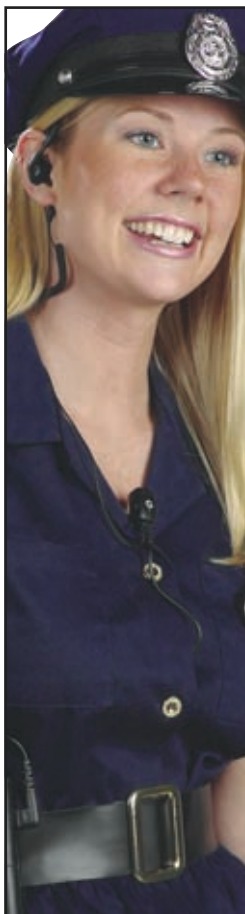
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See us at IACP booth #2471

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Best of Boston Tour Program

Complete details of the tours are available on the IACP Web site at www.theiacp.org. Click the conference logo, and then select tours.

The Best of Boston Ltd. has organized an exciting tour program for the conference attendees. It is best to order the tours in advance by using the advertising information on pages 56-57 or by visiting the Web site. Each tour has a minimum and maximum participation requirement, so the earlier the tour is ordered the greater your chances of getting a spot on the tour.

Sunday, October 15, 2006

Foxwoods Resort Casino

Boston Duck Tours:
 The Ride of Your Life

Complete Tour of Boston:
 350 Years in a Day

Monday, October 16, 2006

A Tour of Newport and Its Mansions

Boston Duck Tours:
 The Ride of Your Life

Harvard University and the JFK Library

Tuesday, October 17, 2006

Wrentham Village Outlets

Homes of Beacon Hill

Boston Duck Tour:
 The Ride of Your Life

If you have questions, call Best of Boston at 781-487-0500.

Boston—America's Walking City

With a mix of colonial charm, urban sophistication, and world-class facilities, Boston is a dynamic meeting site for IACP. Boston is *America's Walking City*. Downtown is compact and convenient; attractions, shopping, and restaurants are all within walking distance of each other.

Boston's role in shaping U.S. history is unique. It was here that the American Revolution was conceived and began. From Paul Revere's House to the Boston Tea Party Ship to the Old North Church, history is on every corner. The old-world atmosphere is mixed with the excitement of today. Many of the historic points of interest are situated between newly renovated architectural gems and magnificent new towers recently added to the skyline.

Founded in 1630, Boston is home to a mix of people whose heritage is drawn from every corner of the globe. They have helped shape a city rich in history, culture, tradition, and enthusiasm.

A premiere attraction is the Freedom Trail, an individual walking tour through

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historic Boston encompassing 16 of the most treasured sites in American history. The Freedom Trail is an actual red line painted on the sidewalks and streets of Boston. The Freedom Trail is an excellent way to tour the city as it winds through many neighborhoods. The National Park Service even offers free guided tours.

A wide array of diverse and interesting attractions abounds in Boston. Museums, concert halls, restaurants, and a thriving theater scene make Boston's cultural and entertainment options bountiful. From the Museum of Fine Arts to the Museum of Science and the John F. Kennedy Presidential Library and Museum, attendees will discover timeless treasures in museums and galleries.

New establishments have widened Boston's scope as a city that accommodates an extensive range of individual tastes and interest. Bountiful food and New England hospitality are served up at hundreds of fine local restaurants. Boston's historic waterfront has adapted itself to a multitude of recreational and commercial uses, and the theater district is alive with a variety of entertainment offerings reflecting the city's diversity.

Boston is the "Hub of New England." Major highways link Boston to points throughout the Northeast. In addition, Logan International Airport handles more than 1,200 flights daily, with 52 carriers serving the airport, including 14 international airlines.

The Fun Side of the Conference

Host Chief's Night

Enjoy the tastes and sounds of Boston at Host Chief's Night at the Seaport. The Seaport is located directly across the street from the Boston Convention and Exhibition Center.

When: Monday, October 16, 2006, from 7:00 p.m. – 10:00 p.m.

Bring Your Camera: Guests will be treated to unique views of the Boston skyline as well as amazing views of Boston's famous waterfront. Opportunities to take photographs of the skyline are plentiful and, with the International Boulevard of Flags and colorful entertainment, you will want to bring your camera to record your time at Host Chief's Night.

Entertainment: Once the credentialed guests pass through the checkpoint, the Boston police bagpipes band will greet them. However, do not stay too long, because there is a lot more to see. Among the entertainment are singers, dancers, bands, DJs, actors, and much more. The

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Faneuil Hall Marketplace at Dusk. Courtesy of Greater Boston Convention & Visitors Bureau

event will flow from the street festival into the World Trade Center, so be sure to plan walking the complete route.

Food: Boston is noted for its neighborhoods and ethnic foods, such as the North End, known for its Italian food, and the historic area known as Chinatown, and let's not forget the renowned Seaport District with all the Boston seafood you can handle. So bring your appetites and all will be plentiful. The flavors, tastes, aromas, and quality of the food prepared by the Seaport staff, headed by Chef Richard Rayment, will please even the most discerning eater.

Admission: Admission to Host Chief's Night is free but limited to attendees with full conference registration. All persons entering the area must wear their conference credentials with the Host Chief's Night ribbon to be admitted past the security line. No conference credentials or Host Chief's Night ribbons are issued at the gate. Be sure to pick up the necessary credentials at the convention center before Host Chief's Night.

A Picture is Worth a Thousand Words!

A composite image showing a firefighter in the foreground wearing a helmet and using a handheld device to view a live feed. The feed shows a helicopter with the call sign 'N119SP' flying over a 'friedman's Supermarkets' building. A lightning bolt graphic connects the headline to the helicopter.

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Companions: All persons, including companions of members, must have full conference registration with a Host Chief's Night ribbon to be admitted to the event. Companions attending the event should register for the conference; the registration cost is \$100 and includes the Host Chief's Night ribbon. The value of the Host Chief's Night Ribbon is well over \$75 and considering all of the benefits provided to the companions (see page 69) this is a "good deal."

Transportation: The venue is located across the street from the convention center and bus transportation is provided from all official conference hotels to ensure all "full conference" credentialed attendees arrive at the venue. The Westin Waterfront and the Seaport are within walking distance.

What to Wear: Be comfortable and casual. Jeans, a colorful shirt, and a jacket are appropriate. Most of the event will take place outdoors, so a jacket will help make the New England autumn evening more enjoyable.

What If It Rains: The Seaport has a large indoor space and we will just move everything inside. The buses will drop off attendees at the appropriate entrance.

5K Benefit Run

Cross the historic Boston Marathon finish line by finishing the 5K Benefit Run on Sunday, October 15, 2006.

When: Check-in starts at 6:00 a.m. on Sunday, and the run start time is 8:00 a.m.

Where: Copley Square, Boylston Street, is the beginning of the run. Conference hotels surrounding Copley Square include the Boston Marriott Copley Place, the Colonnade Hotel Boston, the Copley Square Hotel, the Lenox Hotel, the Westin Copley Place, the Fairmount Copley Plaza, and Jury's Boston Hotel.

The Run: The Boston 5K Benefit Run traces the historic path of many prominent founders of the United States. Starting at Copley Square and continuing through Boston's Fenway area, runners will have a close-up look at the historic streets and buildings while they develop an appreciation of Boston as a seaport steeped in history.

Runner's Shirt: Each registered runner receives not only a long-sleeve commemorative shirt and a finisher's medal but also a full breakfast.

Registration: See page 83 for the registration form and more details.

Golf Tee Times

Play on two of the best private country club courses in Boston. The Boston golf outing is being held to benefit the Inner City Youth Programs.

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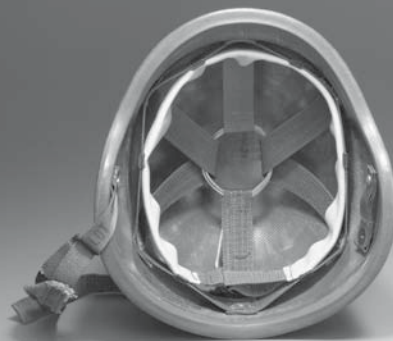
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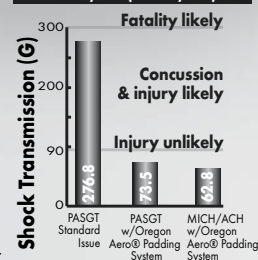
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Circle no. 61 on Reader Response Card See us at IACP booth #3047

When: Monday, October 16, 2006, with a shotgun start at 10:00 a.m. Players can start arriving at the clubs by 8:30 a.m. Play is a scramble format.

Blue Hill Country Club: This is a private, member-owned country club with 27 holes of championship golf. The Challenger Course has fast, sloped greens and narrow fairways. There are no water hazards on this course, but there are many trees that can alter your shots. The Championship

Course is beautiful; it features a few hills and many trees. Blue Hill Country Club has hosted the PGA Championship and the PING Welch stop on the LPGA tour.

Spring Valley Country Club: This is a private country club, and its long, challenging course offers open fairways and fast greens. Water comes into play on two holes. The signature hole is number 8, a 360-yard par 4, because of its picturesque view.

Registration: See page 83 for the registration form. Registration fee is \$150 and includes golf cart, driving range, continental breakfast, lunch, refreshment on the course, and transportation to and from the golf courses.

Annual Banquet

The annual banquet is a separate ticketed event that features live entertainment, a meal, and an official program that includes the formal swearing-in ceremony of the IACP president and board of officers.

When: Wednesday, October 18, 2006, from 6:00 p.m. - 11:00 p.m. The banquet starts with a reception at 6:00 p.m., and all persons should be seated for dinner by 7:00 p.m.

Where: The banquet location is the Boston Convention and Exhibition Center. Complimentary bus transportation from conference hotels for the banquet is included in the ticket price.

Dress: The annual banquet is a black-tie-optional event. Male attendees wishing to leave the tuxedo at home will find that business suits are appropriate. Women tend to dress in evening wear or cocktail dresses.



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Jon Bauman as "Bowzer." Courtesy of Bowzer's Rock 'N' Roll Party

Entertainment: Bowzer's Rock 'N' Roll Party, the featured entertainment, offers something for everyone. Bowzer's routines go right to the heart of the 1950s, 1960s, and 1970s music that leave young and old alike rocking in the aisles and on the dance floor.

The show features Shirley Allston Reeves, former lead singer of the Shirelles (*Will You Still Love Me Tomorrow*, *Soldier Boy*, *Mama Said, Dedicated to the One I Love*). Everyone who has had the pleasure of meeting and hearing her golden vocals loves the



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Special features of the program will include the following:

- The latest facts on the dangers of meth and the efforts underway across the nation to control its spread
- Examples of how both national and local level partnerships have increased the capacity to identify laboratories, create prevention programs, and protect our children
- Practical advice on starting partnerships and tips for making them work

WHO Should Watch?

- Executive and line-level law enforcement professionals
- State, tribal, and local government executives
- Community leaders, groups, and members
- United States Attorneys' Offices
- Public health and social services professionals

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The show continues with Dave Somerville, original lead singer of The Diamonds (*Little Darlin'*, *The Stroll*, *Why Do Fools Fall in Love*), and Bowzer & The Stingrays (*Blue Moon*, *Shout*, *I Wonder Why*).



Shirley Allston Reeves, former lead singer of the Shirelles. Courtesy of Bowzer's Rock 'N' Roll Party

Banquet attendees will dance the night away with Rocky & The Rollers playing a variety of dance sets after the main show segments.

Tickets: Banquet tickets are sold separately for \$50 each and include bus transportation from conference hotels, the meal, the program, and the entertainment. Tickets are



Diamond Dave Somerville, original lead singer of The Diamonds. Courtesy of Bowzer's Rock 'N' Roll Party

sold on the first-come, first-served basis and are limited. To order tickets, see the banquet advertisement on page 121, visit the IACP Web site, www.theiacp.org, or call Juanita Ward at 800-THE-IACP, extension 380.

The Law Enforcement Education and Technology Exposition

Make the most of your time in the world's largest law enforcement education and technology exposition by planning your time. Bring your department's purchasing agent and other officers from the department to help examine the new products and technology. To help you locate the items and companies you need to see, besides the general exhibits, the hall is divided into three pavilions:

- Weaponry
- Vehicle and Vehicle Accessories
- Communications, Computers, Information Systems

A map of the exhibit hall and a separate program listing of the exhibiting companies and their booth numbers will be provided on site. It will also be available before the conference on the IACP Web site at www.theiacp.org.

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Exposition Tips

Before the Conference

- Review the list of exhibitors at www.theiacp.org.
- Determine needs and list the items you should examine.
- Build your own itinerary using the Web site.
- Study the advertisements in *Police Chief* magazine.
- Decide if anyone will accompany you (buyer or other department personnel).

At the Conference

- Review the Exposition Official Show Floor Plan to determine if any last minute changes occurred.
- Plan to take two trips through the exhibit halls. The first trip locating the vendors you've identified in advance and identifying new exhibitors that you want to spend time visiting. The second trip for actually meeting with exhibitors and collecting product literature.
- In the event you leave the exhibit halls before completing the circuit, mark the spot where you stopped on your map so you'll know where to start again.

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- Allow the exhibitors to scan your nametag for their lead retrieval database, and this will expedite information gathering at the booths.
- Make the most of the face-to-face meeting. Get to know the exhibitor and let the exhibitor get to know your needs. Good marketing people will steer you to others if they cannot meet your needs.
- Be frank and discuss the real application of a product to your need.
- Plan to carry a lot of product literature with you. The exhibitor materials are important to you and you will need them in the future.
- Schedule a demonstration or arrange for a bid to evaluate the product back home.
- Allow time to discover new products and services at exhibits that are not on your list of must-see exhibitors.

After the Conference

You will want to implement ideas and share what you've learned at the conference with your staff and colleagues. Here are some tips:

- Pass along the information you received from educational sessions.
- Pass along the exhibit information.
- Share with others how the conference helps you grow as a law enforcement executive.

Conference Workshops

To review all of the educational programs at the annual conference, visit www.theiacp.org and click on the conference logo. Once on the conference site, select conference program and use drop screen to navigate among the many educational programs. Workshops are updated regularly and dates and times do change. Visit the site to read the descriptions and review the presenters.

Saturday, October 14, 2006

10:00 a.m. – 12:00 noon

Bringing Comprehensive Leadership Training to the Law Enforcement Community

Overcoming the Challenges: False ID and Wrongful Conviction: The Boston Police Department Perspective

Employment Law Update

1:00 p.m. – 3:00 p.m.

Officer Safety: What Research Tells Us

Technology Technical Assistance: Getting Answers to Difficult Technology Questions

City's Readiness Initiative

Use and Validation of Employment Standards

The MMPI-2 Restructured Form

Warrior Transition by Army Reserve and National Guard Personnel from Combat Operations in Iraq to Policing in the United States

Sunday, October 15, 2006

8:00 a.m. – 10:00 a.m.

Maneuvering Successfully in the Political Environment

Supreme Court Update

10:00 a.m. – 12:00 noon

Hiring in the Spirit of Service: Recruitment and Selection for the 21st Century

Executing on Your Mission: Focusing Your People on Your Highest Priorities and Delivering Results

Performance Specifications for In-Car Cameras

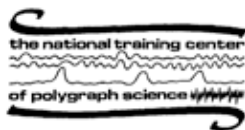
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Circle no. 80 on Reader Response Card See us at IACP booth #2418

Operation Cloak and Dagger

Garrity Reviewed and Revisited

1:00 p.m. – 3:00 p.m.

Fugitive Task Forces

Mountains of Motivation: How to Motivate Yourself and Others

Beyond Vice: Identify and Investigate Trafficking in Persons

Terrorist Screening Center

Electronic Control Weapons: The Tactical, Medical, and Legal Barriers to Successful Deployment (*Translated*)

The CALEA Accreditation Experience: From Those That Are Accredited

Operation Home Safe / Saturation Patrols

The Use of Collateral and Third-Party Information in Psychological Evaluations for Personnel Providing Homeland Security

Suicide-By-Cop: Implications and Considerations for Police Psychologists Conducting Post-Shooting Interventions, Training, and Management Consultation

Section 1983 Update



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Qualifications: Graduate of the Massachusetts Municipal Police Officer's Training Commission Academy. BS in Criminal Justice or related field from an accredited four year college or university. Minimum of five years in a police supervisory position at Lieutenant level or above. Extensive training and experience in criminal investigation and community policing. Experience policing in a health care or a higher education setting preferred. Strong written and verbal communications with Microsoft Office Proficiency.

Additional Information: Under the general direction of the Director of Public Safety, will work independently within institution policies and procedures, referring unusual problems. The University of Massachusetts Medical School is one of the fastest growing medical schools in the country, attracting more than \$143 million in research funding. Clinical partner of UMass Memorial Health Care. UMass provides a very competitive benefit package. Affirmative Action/Equal Opportunity employer. Women and minorities are encouraged to apply.

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2:00 p.m. – 4:30 p.m.

Plenary Session: Pandemic Influenza

First Amendment Considerations: Intelligence Gathering and Demonstrations

3:30 p.m. – 5:00 p.m.

Police Facility Planning and Construction

Trauma of Law Enforcement Deaths

Preparation and Presentation of Web-Based Legal Training for Officers

Stress Recovery: Keeping Officers Healthy and on the Street

Monday, October 16, 2006

8:00 a.m. – 9:30 a.m.

Promoting a Safe Environment for Officers

Policing Your Community in 2015: Technological Developments, Social Change, Police Operations, and Agency Management

Applications of Automatic License Plate Recognition

Law Enforcement Torch Run for Special Olympics as a Public Relations Tool

Swamped with Agency Paperwork? **Time to Try PoliceMANAGER.**

PoliceMANAGER™ is a web-based system that replaces law enforcement paper processes with on-line administrative applications that are critical to agency performance.

What's more, PoliceMANAGER adds unprecedented value by sharing data with other municipal systems, such as 911 CAD, RMS, HR, and the Courts.

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Port Security: Are Our Ports Gateways for Disaster?

New Challenges in the Investigation and Prosecution of Homicide Cases

The Continuing Impact of Brady

Organizational Culture: A Lesson from Leadership in Police Organizations

1:00 p.m. – 3:00 p.m.

Juvenile Justice Issues

Walking the Narrow Road of Leadership: Individual and Agency Strategies for Creating Leadership in the Law Enforcement Agency

Overview of the U.S. Bomb Data Center

Effective Personnel Management for the Smaller Agency

Electronic Recording of Custodial Interrogations

Boston Regional Intelligence Center

2:00 p.m. – 4:30 p.m.

Plenary Session: Emergency Planning: Lessons Learned from the 2005 Hurricanes

2:00 p.m. – 4:00 p.m.

Regional Forensic Video Laboratories

Intelligence: New Developments and Future Directions

Canada's National Use-of-Force Framework: A Pattern for Success (*Translated*)

Current Developments in Immigration

3:30 p.m. – 5:00 p.m.

Home from War: Assisting Our Reservists in Their Return to Law Enforcement

COPS Office: A New Focus

Intermodal Antiterrorism

Developing Future Law Enforcement Leaders through Mentoring

Interagency Cooperation

Tuesday, October 17, 2006

8:00 a.m. – 9:30 a.m.

When Bad Things Happen to Good Chiefs

The Globalization of Organized Crime: Gaining Advantage for Law Enforcement

U.S. Northern Command's Role in Support of Civil Authority

Law Enforcement and Research Partnerships

Use of Force: Are Continuums Still Necessary?

Accessing Resources for the Smaller Agency

Making the Best Use of the DNA Database

12:00 noon – 4:00 p.m.

Interactive Plenary Session: Emerging Issues in Criminal Investigations

1:00 p.m. – 3:00 p.m.

Volunteers in Police Service: Responding to Hurricane Katrina

Assessing Community Policing: A Tool for Executives

Less Lethal Force: The Boston Experience: Lessons Learned

Effective Personnel Management for the Smaller Agency

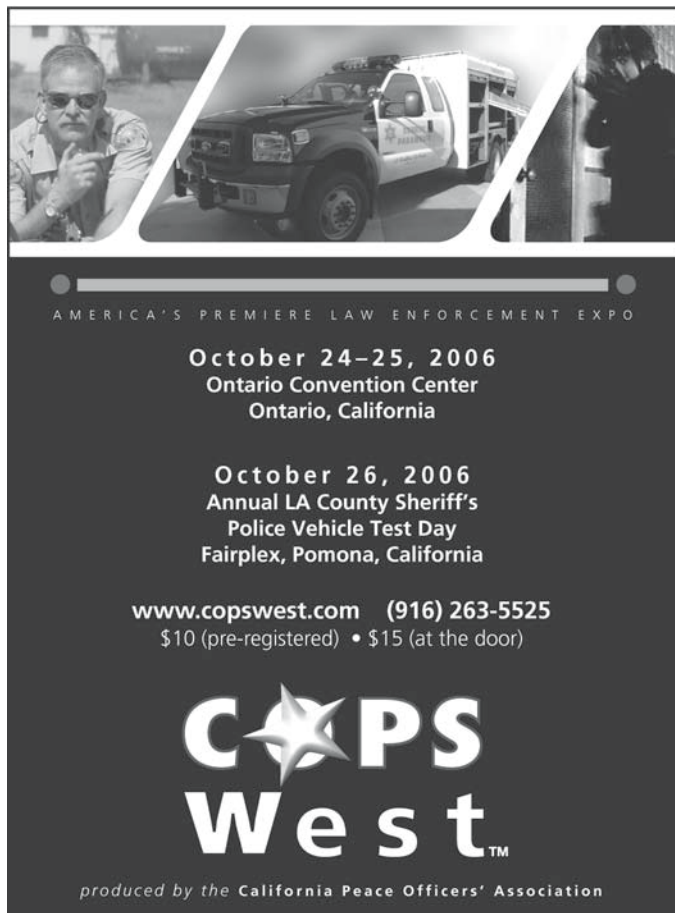
Followership: A Lesson from Leadership in Police Organizations

2:00 p.m. – 4:00 p.m.

Illegal Street Racing: Dangers, Costs, and Solutions

Leading a Strategic Change

Combating Gang Strategies



AMERICA'S PREMIERE LAW ENFORCEMENT EXPO

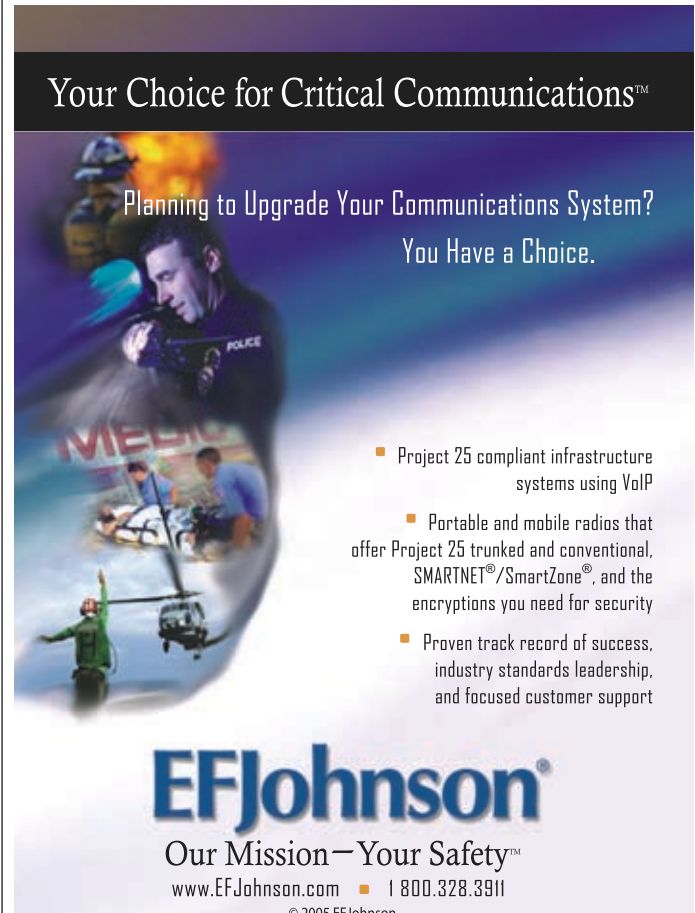
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Ontario Convention Center
Ontario, California

October 26, 2006
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Police Vehicle Test Day
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Circle no. 26 on Reader Response Card

See us at IACP booth #2955

3:30 p.m. — 5:00 p.m.

What Every Chief Needs to Know about New Identity Theft Laws and the Tools Available to Respondees

They're All Coming Home: How to Effectively Reduce Crime by Released Inmates

Developing Future Law Enforcement Leaders through Mentoring

Probation and Police Partnerships Using GPS

Wednesday, October 18, 2006

8:00 a.m. — 9:30 a.m.

Vehicle Theft: The Missing Link in Crime Reduction

Reorienting Deployed Personnel to Uniformed Patrol Operations

Effective Personnel Management for the Smaller Agency

10:00 a.m. — 12:00 noon

Speeding in Residential Areas

Accessing Resources for the Smaller Agency

Boston Police Academy Youth Initiative Training

1:00 p.m. — 3:00 p.m.

Maneuvering Successfully in the Political Environment

The Boston Convention and Exhibition Center

Built by users, for users, this new state-of-the-art high-tech facility has been designed to maximize success. A stunning architectural triumph that opened in June 2004.

- 516,000 square feet of contiguous exhibit space
- 84 meeting rooms providing easy access to each other and the exhibit hall
- Modern acoustics, state-of-the-art lighting control, and sound-proof room dividers
- Grand ballroom with views of Boston
- Tastes of Boston food court
- 32 escalators and 12 elevators
- Two pedestrian sky-bridges spanning the exhibit hall
- Access to any part of the building in no more than eight minutes
- 62 covered loading bays
- Wi-Fi-enabled Internet access and cell phone transmissions available throughout building
- Technology includes fiber-optic backbone, T1 lines for rapid Internet connection, microwave and satellite links
- Two private ring roads for attendees

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See the
Police Chief
online at

www.policechiefmagazine.org

OCTOBER 14-18
IACP
2006
BOSTON



113th Annual IACP Conference

113th Annual IACP Conference and Law Enforcement Education and Technology Exposition

5K BENEFIT RUN

Copley Square, Boylston Street

Sunday, October 15

Check-in: 6:00 a.m. Start Time: 8:00 a.m.

Take in the historic path as the annual 5K Benefit Run traces the steps of many prominent founding fathers of United States. Starting at Copley Square and continuing through Boston's Fenway area, you'll get a close-up look at the historic streets and buildings and develop an appreciation of Boston as a sea-port steeped in history. You will have the opportunity to finish your run by crossing the historic Boston Marathon Finish Line.

All registered runners will receive a Long Sleeve Shirt, and Finishers' Medal, and a full breakfast.

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

E-mail: _____

Law enforcement officer: _____

Agency: _____

Sex: ☐ Male ☐ Female

Date of birth: _____ Age: _____

Shirt size: ☐ M ☐ L ☐ XL ☐ XXL Other: _____

Wheelchair: ☐ Yes ☐ No

Participant's signature: _____

Parent's signature: _____

(if participant is under 18 years of age)

Advance registration fee \$20.00

Registration fee \$25.00 (day of race)

Please make check or money order payable to

Boston Police Runners Club IACP 5K06

Mail Payment and Registration Form to:

Boston Police Crime Stoppers Unit

One Schroeder Plaza

Boston, MA 02120

Attention: Police Officer Cecil Jones

Awards

- Top three overall, male and female
- Top three males and females in five-year age groups (14 and under; 15-19; 60 and over)
- Top three law enforcement officers
- Top three wheelchair finishers

For additional information, call:
Officer Cecil Jones—(617) 343-5578

113th Annual IACP Conference and Law Enforcement Education and Technology Exposition

REGISTRATION FORM

IACP 2006 BOSTON GOLF OUTING
Benefiting Inner City Youth Programs

Date: **Monday, October 16, 2006**

Locations: **Blue Hill Country Club,**
23 Pecunit Street, Canton, Massachusetts
Spring Valley Country Club,
25 Tiot Street, Sharon, Massachusetts

Shotgun Start: **10:00 a.m.** – Scramble Format
(Registration at courses begins at 8:30 a.m.)

Blue Hill Country Club is a member owned, **private** country club with 27 holes of championship golf. The Challenger Course has fast, sloped greens and narrow fairways. There are no water hazards on this course, but there are many trees that can alter your shots. The Championship Course is beautiful because it features a few hills and many trees. Blue Hill Country Club has hosted the PGA Championship and the Ping/Welch stop on the LPGA tour.

Spring Valley Country Club is a **private** country club and is a long, challenging course that offers fairly open fairways and very fast greens. Water comes into play on two holes. New bunkers were put on holes #1 and #18 during 1994, making play more difficult. The signature hole is #8, a 360-yard, par 4, because of its picturesque view.

Please indicate the following:

I will need to rent golf clubs (\$70.00): ☐ Yes ☐ No

Left handed or right handed: ☐ Left ☐ Right

Proper attire (golf shirt, soft spikes, golf shoes, etc.) is required.

Name: _____

Title and Agency: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

E-mail: _____

Participant's signature: _____

Sex: ☐ Male ☐ Female Shirt/Jacket size: _____

Registration Fee: \$150

Fees include Golf Cart, Driving Range, Continental Breakfast, Lunch and Refreshments on the course. Transportation will be provided to and from the golf courses.

Payment by check or money order must accompany your registration form and be received by September 15, 2006.

Please make check or money order payable to
Boston Police Foundation

Mail Check/Money Order and Registration Form to:

Detective Mary McInness
Bureau of Field Services
Boston Police Headquarters
1 Schroeder Plaza
Boston, MA 02120-2014

For additional information, call:

Chief Ken Berkowitz, Canton, Mass. Police Department
781-821-5090 kberkowitz@town.canton.ma.us

Lieutenant Helena Findlen, Canton, Mass. Police Department
781-821-5090 hfindlen@town.canton.ma.us

Detective Mary McInness, Boston Police Department
617-343-4300 mcinnessm.bpd@ci.boston.ma.us

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up ten flights of stairs,
ignoring his fear of heights.
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off the ground is nothing
compared to how he felt after
talking a guy down who wanted to jump.

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113th Annual IACP Conference Exhibitor List

IACP would like to thank the sponsors of the 113th Annual IACP Conference.

Sponsor	Level
Cisco Systems	Platinum
Verizon Wireless	Gold
Agiosat	Silver
PlastiCard	Silver
Zebra Card	Silver
Printer Solutions	
NEC Solutions America	Silver
3Tex, Inc.	Bronze
3SI Security Systems	Bronze
Ahura Safety Corporation	Bronze
CA-Computer Associates	Bronze
Cognos	Bronze
GH International	Bronze
M/A-COM	Bronze
Login Online Information Service	Bronze
Anheuser Busch	Host Chief's Night
Cingular Wireless	Host Chief's Night
Anheuser Busch	Annual Banquet
Dyneema	Floor Guide
LexisNexis	Relaxation Station
Verizon Wireless	Registration Pens
PlastiCard	Photo ID
Zebra Card Printer Solutions	Photo ID

3SI Security Systems	469
<i>See our ad on page 118</i>	
<i>Circle no. 1 on Reader Response Card</i>	
3Tex, Inc.	3056
5.11 Tactical Series	640
54ward Integrated Solutions, LLC	3112
800 MHz Transition Administrator	3002
A.R.M.S., Inc.	424
Absolute Software Corp.	968
Accident Support Services Intl. Ltd.	965
ACS, Inc.	1544
Axiom Insight	2704
<i>See our ad on page 65</i>	
<i>Circle no. 2 on Reader Response Card</i>	
ADASHI First Response (OptiMetrics, Inc.)	3246
Admit Computer Services, Inc.	839
<i>See our ad on page 33</i>	
<i>Circle no. 3 on Reader Response Card</i>	

ADS, Inc.	224	Banner Security Systems, Inc.	782
Advanced Interactive Systems	1318	Bates Uniform Footwear	1156
Advanced Public Safety	1756	Bayly, Inc.	1747
AerCorp Aviation Ltd.	127	Bechtel Nevada	2921
Aetco, Inc.	1718	Bell Helicopter Textron, Inc.	1834
AFIX Technologies	2806	Bell Pro Police Products	2220
Agiosat Global Communications	3050	Bellevue University	2255
Ahura Safety Corporation	320	Beretta USA	378
<i>See our ad on page 22</i>		<i>See our ad on page 27</i>	
<i>Circle no. 4 on Reader Response Card</i>		<i>Circle no. 10 on Reader Response Card</i>	
Aimpoint, Inc.	3250	Bickford Broadcast Vehicles	3152
Air Force Office of Special Investigations	1618	Big Sky Racks, Inc.	2874
Airborne Law Enforcement Association	1355	BIO-key International, Inc.	2183
Aker International, Inc.	763	BlackBerry by Research in Motion	837
Alcohol Countermeasure Systems	2258	BlackHawk	119
ALD Company, Inc.	181	Blackinton, VH & Co.	733
All Traffic Solutions	2844	<i>See our ad on page 43</i>	
Altama Footwear	445	<i>Circle no. 11 on Reader Response Card</i>	
Amchar Wholesale, Inc.	678	Blackwater USA	218
American Eurocopter	3084	Blauer Manufacturing Co.	2134
American Heart Association	3208	Blauer Tactical Systems, Inc.	535
American Homeland Solutions	884	BMW Motorrad USA	2563
<i>See our ad on page 67</i>		Boarman Kroos Vogel Group (BKV Group)	1650
<i>Circle no. 5 on Reader Response Card</i>		BOOK 'EM - Copshop.com	1826
American Messaging	408	Boston Leather, Inc.	1148
<i>See our ad on page 121</i>		Brady Center to Prevent Gun Violence	818
<i>Circle no. 6 on Reader Response Card</i>		<i>See our ad on page 24</i>	
American Police Beat	634	<i>Circle no. 12 on Reader Response Card</i>	
American Public University	2852	Brand Company Inc.	318
American Science and Engineering, Inc.	2951	Brigade Quartermasters, Ltd	903
American Traffic Solutions, Inc.	570	Brinkley Sargent Architects	1225
American Whistle Corporation	534	<i>See our ad on page 42</i>	
America's First Responders-Dek	2605	<i>Circle no. 13 on Reader Response Card</i>	
AMR Digital Corporation	425	Broadcast Microwave Services, Inc.	2245
Anheuser-Busch	1018	<i>See our ad on page 72</i>	
Antenna Plus, LLC	2368	<i>Circle no. 14 on Reader Response Card</i>	
Anteon	101	Brodin Studios, Inc.	2838
Anti-Defamation League	717	Brunswick Commercial/ Gov't Products, Inc.	2968
APCO International	2366	Bryte Technologies	
Applied Concepts Inc.	2986	(Ten Cate Advanced Composites Group)	756
ARAMARK Correctional Services, Inc.	2905	Bullard Thermal Imaging	2372
Architects Design Group, Inc. (ADG)	1284	Bureau of Alcohol, Tobacco & Firearms (Liaison/NIBIN)	1326
<i>See our ad on page 45</i>		Burlington Raeford	1118
<i>Circle no. 8 on Reader Response Card</i>		Bushmaster Firearms, Inc.	177
Argon Security Technologies Inc.	2964	CA - Computer Associates	1773
ARINC	2354	CALEA	1540
Armor Holdings Products Division	1434	California University of PA	3242
<i>See our ad on page 37</i>		<i>See our ad on page 32</i>	
<i>Circle no. 9 on Reader Response Card</i>		<i>Circle no. 17 on Reader Response Card</i>	
Armor USA, Inc.	2957	CamelBak Products	648
ArmorShield, LLC	2940	Card Imaging	369
ASIS International	2943	Cardiac Science Corporation	221
ASP, Inc.	833	Care Trak International, Inc.	3244
ATK	488	Carson Manufacturing Co., Inc.	2522
ATS Public Safety	1481	Cast Products, Inc.	3236
Avid Technology	1974	CDWG	1948
Awards and More	887	Center for Domestic Preparedness	2919
AWATER Ltd.	501	Central Lake Armor Express	2705
Backup Training Corporation, The	1752	ChoicePoint	1364
Bacou-Dalloz	453		

Cingular Wireless	440	Dodgen Mobile Technologies	1217	FLETA	113
CISCO Systems, Inc.	1168	Domes International, Inc.	3202	FLIR Systems, Inc.	701
CityWatcher.com	128	Don Hume Leather Goods	374	FlyteComm Inc.	2805
Civica Software - Platescan	418	Doron Precision Systems, Inc.	1986	FNH USA, Inc.	584
Clear-Com Communication Systems	1884	Draeger Safety Diagnostics, Inc.	3268	<i>See our ad on page 15</i>	
CMI, Inc.	447	Drug Enforcement Administration	1226	<i>Circle no. 30 on Reader Response Card</i>	
Coban Research & Technologies, Inc.	1878	DSM Dyneema	1246	Foley Services, Inc.	2703
CODE 9000	967	DSM Law Enforcement Products	1550	ForceOne, LLC	718
CODY Systems	1472	Dummies Unlimited, Inc.	1249	Ford Motor Company	2680
Cogent Systems, Inc.	1678	Dynamic Animation Systems	2070	<i>See our ad on pages 84-85</i>	
Cognos	2424	DuPont Co.	1724	<i>Circle no. 31 on Reader Response Card</i>	
Colt Defense	777	<i>See our ad on page 19</i>		Forensic Resource Network	1243
Combined Tactical Systems, Inc.	983	<i>Circle no. 24 on Reader Response Card</i>		Forensic Technology	277
Command Concepts	1749	DuraTab, Corp.	2872	<i>See our ad on page 3</i>	
Commercial Emblem Co.	1725	DuraTech USA, Inc.	2467	<i>Circle no. 32 on Reader Response Card</i>	
ComnetiX, Inc.	865	DynCorp International	2556	Franklin Covey Co.	923
Compass Knowledge Group	3004	Ear Phone Connection, Inc.	2142	Franklin Sports Inc.	2950
Complus Data Innovations, Inc.	971	ECCO USA, Inc.	228	<i>See our ad on page 109</i>	
CompuDyne - Public Safety & Justice, Inc.	1272	EFJohnson	2955	<i>Circle no. 33 on Reader Response Card</i>	
Computer Information Systems, Inc.	712	<i>See our ad on page 81</i>		Franzen Security Products	1053
Computer Sciences Corporation	2063	<i>Circle no. 26 on Reader Response Card</i>		FreeLinc	804
Computer Technology Associates, Inc.	536	Eiseman-Ludmar Co, Inc.	1658	Frontline Communications	2334
Concerns of Police Survivors	2825	Elbeco, Inc.	2642	FTR Limited	2082
COPLINK/Knowledge Computing Corporation	1774	Elkhart Plastics	2774	FUJI Photo Film USA	2466
Coplogic	618	Elvex Corporation	268	Fun Source LLC	1983
<i>See our ad on page 29</i>		Emblematics, Inc.	1142	G.R.E.A.T. Program	617
<i>Circle no. 20 on Reader Response Card</i>		Emblems, Inc.	864	Gamber-Johnson	1817
CopShoes.com	955	EmergiTech, Inc.	233	Garrett Metal Detectors	1178
CPS Human Resource Services	2146	Emissive Energy Corporation	1124	Gator Hawk Armor	550
<i>See our ad on page 23</i>		EMPCO - Lite	801	GE Infrastructure Security	2712
<i>Circle no. 21 on Reader Response Card</i>		Empco, Inc.	524	Getac Inc	3226
Creative Building Products	3218	Enforsys	2956	Gearbox Toys and Collectibles	1750
Crimson Trace Corporation	183	EnRoute Emergency Systems (formerly Geac)	1266	General Motors	2884
Cross Match Technologies, Inc.	633	Entenmann-Rovin Company	1288	General Purpose Vehicles	2670
CRYWOLF - AOT Public Safety Corporation	2079	Entertainment Software Association (ESA)	326	General Services Administration	855
CTA Inc.	3272	ESRI	1866	General Starlight Company, Inc.	2184
Custody Video	2802	<i>See our ad on page 61</i>		Gerard R. Davis, Ltd.	2088
CWH Management Solutions	907	<i>Circle no. 27 on Reader Response Card</i>		Gerber Outerwear	217
Cyber Defense Systems	3266	Evidence Tracker	402	Getac Inc	3226
Cygnus Business Media	2042	Executive Decision	270	Glacier Computer, LLC	334
CYRUN	1674	Extendo Bed Company, Inc.	2918	Global Armour	212
D.A.R.E. America	918	<i>See our ad on page 116</i>		Global Satellite, USA LLC	111
DaimlerChrysler	3166	<i>Circle no. 28 on Reader Response Card</i>		Global Software Corporation	367
Danner Boots	1258	Eye Communication Systems, Inc.	2807	Glock, Inc.	578
Data911	1684	Eye Safety Systems, Inc.	371	Gould & Goodrich	574
Datalux Corp.	1478	E-Z UP International, Inc.	518	Government Employee Travel Opportunities	1851
Datamaxx Group	883	FAA William J Hughes Technical Center	163	Government Training Institute, Inc.	170
Dataradio Corp.	1964	Farber Specialty Vehicles	834	Graphic Designs International, Inc.	457
Davis & Stanton - Police Awards	2347	Fatal Vision by Innocorp, Ltd.	628	GSA, FSS, IT Acq. Ctr.	2948
DeBourgh Mfg. Co.	2508	FATPOT Technologies	1084	GTM CANADA Inc.	608
Decatur Electronics, Inc.	2978	FATS, Inc.	2734	Haix North America, Inc.	844
Defense Criminal Investigative Service	1387	FBI	1334	Hamburger Woolen Co., Inc.	1350
Delta Hospital Supply	856	Fechheimer	1640	Harley-Davidson Motor Co.	2478
DELTA USA LLC	3140	Federal Law Enforcement Training Center	1626	Havis-Shields Equipment Corporation	2578
Denali Solutions	972	Federal Prison Industries	140	HeaterMeals	738
Department of Homeland Security-Transportation	3256	Federal Railroad Administration	871	Heckler & Koch, Inc.	388
DeSantis Holster & Leather Goods	2933	Federal Signal Corporation	2384	Helmet House, Inc.	1648
Dialogic Communications Corporation (DCC)	3049	Federal Trade Commission	809	Hendon Publishing Co. Inc.	1025
Dictaphone	2150	FieldSoft, Inc.	2077	Hero's Pride	3228
Digital Ally, Inc.	240	Fight Crime: Invest in Kids	2156	Hiatt-Thompson Corporation	1925
Digital Descriptor Systems, Inc.	2527	Fire & Police Selection, Inc.	854	HIDTA (High Intensity Drug Trafficking Area)	2140
Diplomatic Security Service	1717	First Choice Armor	654	Highway Watch	417
DNAPrint Genomics	803	Fisher Research Laboratory	636	Hilson Research, Inc.	734
		Fitzco	2187	Hint Peripherals	2854

2006 Exhibitor List

Hogue, Inc.	784	Jostens, Inc.	2701	MD Helicopters	1924
Honeywell Advanced Fibers & Composites	1374	Jotto Desk	2355	<i>See our ad on page 41</i>	
Honeywell Batteries	2855	K9 PRO WEAR	2465	<i>Circle no. 50 on Reader Response Card</i>	
Honeywell D&S	542	K9 Storm, Inc.	533	MdE, Inc.	158
Hyde Engineering Group, Inc.	2827	Kaestle Boos Associates, Inc.	954	MDI Traffic Control Products	2517
Hy-Lift	148	Kahr Arms	278	Medalcraft Mint, Inc., The	2747
I/O Solutions, Inc.	2603	Kenwood USA Corporation	2926	Medic First Aid International	2808
IACP Net	1254	Keystone Uniform Cap	526	Medtronic	1755
<i>See our ad on page 129</i>		Kimber Manufacturing/Meprolight	377	Meggitt Defense Systems Caswell	556
<i>Circle no. 36 on Reader Response Card</i>		Kodiak Mobile Mfg, Inc.	1167	Memex, Inc.	869
Ibis Tek, LLC	3276	Kullman Steel Cells	811	MetroCount USA, Inc	134
ICOP Digital, Inc.	726	Kussmaul Electronics Company, Inc.	613	<i>See our ad on page 44</i>	
Identix, Inc.	2164	Kwikpoint	3107	<i>Circle no. 51 on Reader Response Card</i>	
IES Interactive Training	2234	L-3 Communications, Mobile-Vision	1854	Metropolitan Interpreters and Translators	886
Imagine Products, Inc.	3225	<i>See our ad on page 58</i>		Miami-Dade Police Department	3240
IMPACT JACKETS LLC	147	<i>Circle no. 43 on Reader Response Card</i>		Michaels of Oregon Co./Bushnell	1033
Impact Recovery Systems, Inc.	2818	L-3 Communications, Public Safety	1854	Michigan State University	1353
INEX Technologies	802	<i>See our ad on page 91</i>		Microsystems Integrated Public Safety Solutions, Inc.	2965
Info - Cop	1683	<i>Circle no. 44 on Reader Response Card</i>		Microwave Data Systems	434
Information Builders	126	Laser Atlanta	1654	Microwave Radio Communications	639
Information Management Corporation	881	Laser Devices, Inc.	172	<i>See our ad on page 48</i>	
Information Station Specialists	1256	Laser Shot	1234	<i>Circle no. 52 on Reader Response Card</i>	
infoUSA, Government Division	149	Laser Technology, Inc.	2664	Middle Tennessee Meth Task Force	514
Ingersoll Consulting, Inc.	1382	LaserCraft, Inc.	626	MIFRAM, Ltd.	1021
Inmarsat, Inc.	323	LaserMax, Inc.	682	Milipol	356
<i>See our ad on page 51</i>		Law Enforcement Exploring	621	Miller Brewing Company	706
<i>Circle no. 37 on Reader Response Card</i>		Law Enforcement Intelligent Devices, LLC	143	Milton's of New York, Inc.	1456
Innovative Data Solutions	2186	Law Enforcement Testing Company, Inc.	125	Mistral Security, Inc.	1066
Innovative Surveillance Technology, Inc.	703	Law Enforcement Training Network (LETN)	878	Mitretek Systems, CCJT	2080
Insight Public Sector	2170	Law Officer Magazine	2822	MJC Enterprises, Inc.	528
Insight Technologies, Inc.	2702	LDV, Inc.	2346	MNSTAR Enforcer Systems	2572
Insight Technology, Inc.	3103	Leach Mounce Architects	1233	Mobile Command Centers	2969
Insignia Mats	2885	<i>See our ad on page 119</i>		<i>See our ad on page 107</i>	
Institute for Law Enforcement Admin.	2457	<i>Circle no. 47 on Reader Response Card</i>		<i>Circle no. 53 on Reader Response Card</i>	
<i>See our ad on page 28</i>		Lenco Armored Vehicles	3118	Mobile Concepts by SCOTTY	151
<i>Circle no. 38 on Reader Response Card</i>		Leonidas, LLC.	422	Mobile Satellite Ventures	3008
Institute of Police Technology & Mgmt	1017	LEXIS-NEXIS	2718	Mocean	2241
Integrian	2742	LexisNexis Publications	1055	Motion Picture Association of America	1553
Intelligence Project/SPLC	786	Liberty Uniform Mfg. Co., Inc.	255	Motorola	1664
Intergraph	1818	Lion Apparel	2706	<i>See our ad on page 59</i>	
Internal Revenue Service		Lion Brothers Company, Inc.	2504	<i>Circle no. 54 on Reader Response Card</i>	
Criminal Investigations	1458	Little Giant Ladders / Wing Enterprises	2608	MPH Industries, Inc.	2218
International Assn of Law Enforcement		Lo Jack Corporation	2564	MRSI International, Inc.	540
Intel Analysts	227	Locate Plus	1067	MSA	464
International Police Technologies	1557	Lockheed Martin	234	<i>See our ad on page 21</i>	
Interpol - USNCB	1656	Logistic Systems, Inc.	1386	MT2, LLC	702
Interstate Arms Corporation	373	Looseleaf Law Publications, Inc.	264	<i>See our ad on page 46</i>	
InTime Solutions, Inc.	1063	Lund Industries, Inc.	1564	<i>Circle no. 55 on Reader Response Card</i>	
Intoximeters, Inc.	2239	M/A-COM, Inc.	1440	Mustang Survival, Inc.	426
IPAT, Inc.	2454	<i>See our ad on page 101</i>		N-Visio Optics	2724
IPMobileNet, Inc.	669	<i>Circle no. 48 on Reader Response Card</i>		Myers Enterprises, Inc.	522
IPVS Magazine	3146	Mace Security International, Inc.	665	Nartest Technologies, LLC	348
IRD - Pat Traffic	1549	Magnum Spike!/Phoenix International Ltd. V	2471	Nashville-McLintock Transcription Services	3006
iRobot Corporation	2625	<i>See our ad on page 69</i>		National Assn of School Resource Officers	1237
ISI - International Safety Instruments, Inc.	256	<i>Circle no. 92 on Reader Response Card</i>		National Assn. of Uniform Mfrs. & Dist.	1639
Itronix Corporation	2550	Magnum USA	622	National Association of Police Athletic/Activities Leagues	2557
ITT Industries Night Vision	2280	Mako Security, Inc.	2553	National Center for Missing & Exploited Children	2540
IUP Research Institute	740	ManTech International	312	National Child Safety Council	3212
Jivasoft Corporation	1665	<i>See our ad on page 113</i>		National Crime Prevention Council	3169
JLT Mobile Computers	2887	<i>Circle no. 49 on Reader Response Card</i>		National Drug Intelligence Center (NDIC)	858
John E. Reid and Associates, Inc.	1346	Manzella	2803	National Guard Counterdrug Program	742
Jones and Bartlett Publishers	2188	Matterhorn Footwear	746	National Highway Traffic Safety Administration	2349
Joneso Design & Consulting, Inc.	1848	Matthews Specialty Vehicles, Inc.	133	National Law Enforcement & Corrections Tech. Ctr.	1253
Josephson Institute of Ethics	707	MCM Technology, LLC	2067		

National Law Enforcement Officers Memorial Fund	1277	See our ad on page 7 Circle no. 63 on Reader Response Card	Purdue Pharma, L.P.	951	
National Law Enforcement Supply	857		QUALCOMM	2283	
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National Public Safety Information Bureau	1278	Panoscan, Inc.	3045	Quartermaster	877
National Technical Information Service (NTIS)	2947	Para-Ordance Mfg. Inc.	2834	QuiqLite	754
National White Collar Crime Center	926	Patriot 3	2034	Quixote	3254
Naval Criminal Investigative Service	2158	Patrol Bike Systems, Inc.	2786	Radio North, LLC	1383
NCBRT	2917	PDK Technologies, Inc.	2587	Radio Resource Mission Critical Communication	1978
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Neese Industries, Inc.	852	Pearson Assessments	774	Ram Air Gear Dryer	704
Neptune Uniforms	958	See our ad on page 31 Circle no. 65 on Reader Response Card		RAM Mounting Systems	3072
Nestor Traffic Systems	2934	Peerless Handcuff Co.	673	See our ad on page 11 Circle no. 69 on Reader Response Card	
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NetMotion Wireless, Inc.	354	Pelican Products	602	Raytheon Technical Services Company	623
Network Environmental Systems, Inc.	1144	Penn Camera Professional	2568	Raytheon-JPS Communications	2618
NeuStar, Inc.	1019	Pennsylvania State University	2287	RBR Tactical Armor, Inc.	2656
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New World Systems	2064	Pentax Imaging	2455	Redman Training Gear	272
Night Vision Equipment Company	641	PeopleSupport Rapidtext	1286	Redstone Architects, Inc.	2353
NIMCO, Inc.	2601	Perfect Fit Shield Wallets.	2641	Regal Aluminum Products, Inc.	611
Nor E First Response, Inc.	2652	Perfection Uniforms Co.	2242	Regional Information Sharing System	957
North American Signal Company	2257	Perspectis, Inc.	1555	Reliance Technologies, Inc.	3234
Northland Security Products/Mobile Eye	2824	Phalanx Corporation	279	Remington - ELSAG Law Enforcement Systems	184
Northrop Grumman	1780	Philip Morris USA	2912	Remington Arms Company	286
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nov8 [safety] - LifeHammer/ResQMe	2751	Pierce Manufacturing	502	Ridge Outdoors, Inc.	2828
Nova Electronics, Inc.	1624	Pilatus Business Aircraft	1643	Ringers Gloves	364
Nucsafe, Inc.	2901	See our ad on page 35		Ring's Manufacturing	474
N-Vision Optics	2724	Pioneer Electronics (USA), Inc.	521	Riverside Manufacturing	1352
O.F. Mossberg & Sons	350	PIPS Technology	112	Robotronics	1024
Oakley	2726	Plant Equipment, Inc.	820	Rocky Outdoor Gear	2534
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Odyssey Automotive Specialty	3078	Point Blank Body Armor, Inc.	1218	Rugged Notebooks	1584
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Operation Life Saver/Federal Railroad Admin	873	Police Magazine	788	SAIC - Science Applications International Corp	768
Orchid Cellmark	2506	Police-Association for College Education	3101	Salient Stills, Inc.	1982
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Original S.W.A.T. Footwear	1845	PowerFlare	2607	Saunders Mfg. Co., Inc.	2621
Orion Communications, Inc.	2370	PowerPhone, Inc.	2606	Savage Range Systems, Inc.	785
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Outdoor Outfits	956	Pro Tech Monitoring, Inc.	721	Seabird Aviation America, Inc.	2873
OuterLink Corp	2856	Probotics America	1753	Security Equipment Corporation	778
P.I.N.S., Inc.	2864	Proflare, Inc.	3206	Segway, Inc.	3079
PACA Body Armor	1418	Pro-Gard Products	573	See our ad on page 13 Circle no. 73 on Reader Response Card	
PacketHop	824	Prolmage	1023	SensCom, Inc.	966
Panasonic Computer Solutions Company	1464	Prosecutor of Texas, LLC	1583	Setcom Corporation	2585
		Protective Products International	944	Setina Mfg. Co., Inc.	2764
		Pryme Radio Products	1184	See our ad on Cover 2 Circle no. 74 on Reader Response Card	
		PSA-Dewberry Inc.	664		
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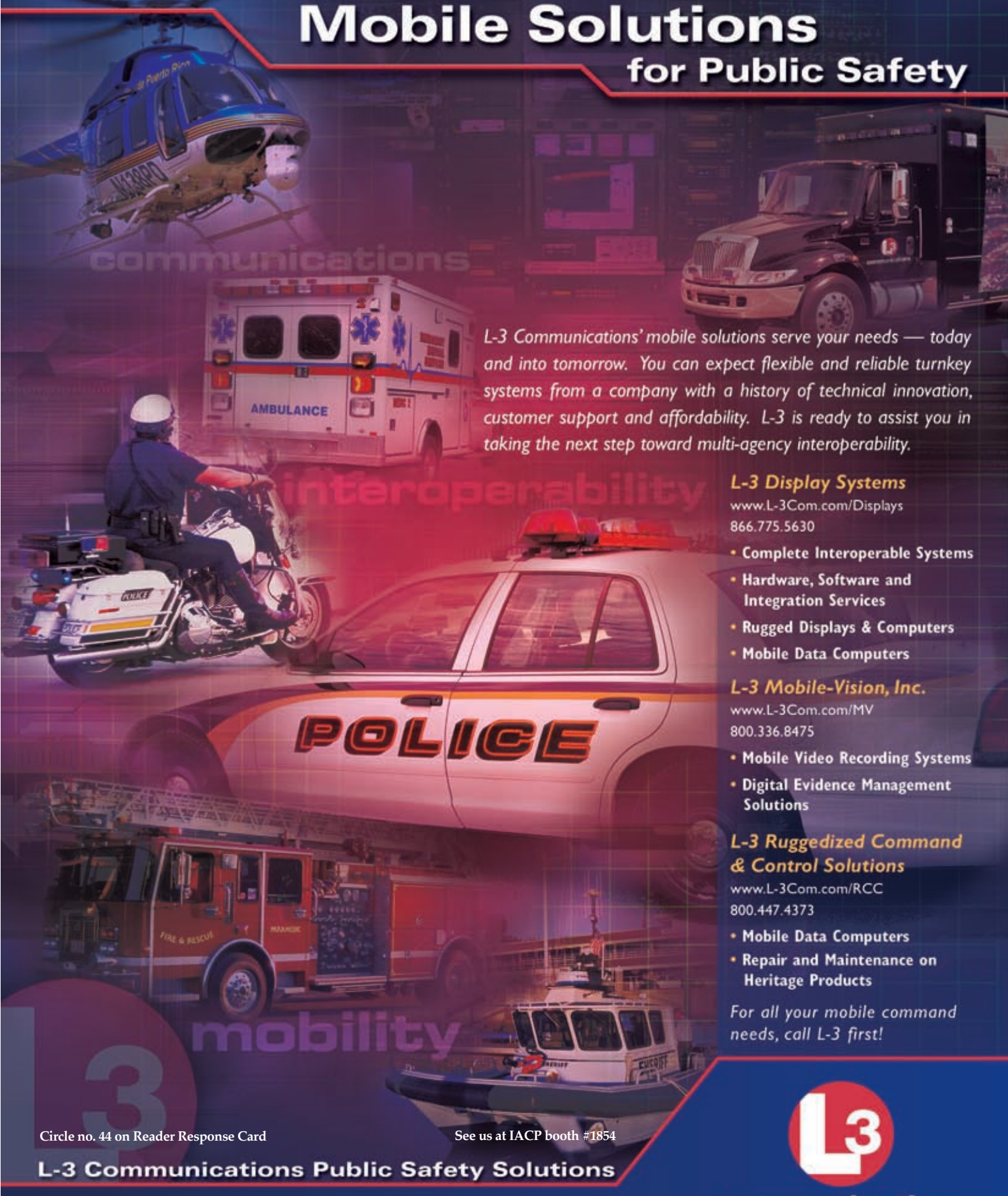
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Spiewak Outerwear (I Spiewak)	1426	Top Ten Regalia	708	VisionAir, Inc.	1872
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Susan Riseling

Chief of Police
University of Wisconsin-Madison
Candidate for IACP Vice President at Large

It is with great honor that I place my name before you this fall in Boston for the full three-year term as IACP vice president at large. It has been a privilege to serve this past year as vice president after I was elected in Miami to finish out the term of Julian Fantino, former chief of police in Toronto.

It would be an understatement to say that it has been a busy year. Nearly every police executive has been struggling to keep up with new mandates and new initiatives, all the while handling the reins on the day-to-day operations of their respective police agencies. I am blessed with an outstanding department management team, which allowed me to travel across our great coun-

try doing the work of the IACP as well as making a campaign stop or two or three.

Everywhere I have traveled, my faith in the law enforcement commitment to good service, updated training, and a hard look at the future was reinforced when meeting with chiefs from California to Maine. The goals and mission of the IACP are alive and well, and chiefs were excited about the work that the IACP committees and staff are doing to make each of their jobs just a little bit easier.

In my travels, as well as in my own agency, I have learned that many of the same issues are still relevant. We can never relax and sit on our past accomplishments and ever think that we are done. In the areas of homeland security we have made some great strides but also must admit that there have been some missteps at nearly every level of government. We need to get past the blame game and continue to look critically at the funding levels as well as the funding targets to be sure that the limited resources are placed strategically.

As the chief of a large Big Ten university, I continually see that we are a microcosm of police agencies of all sizes. Some of our issues and problems may be unique, to be sure, but most are really universal. Patrol procedures, race-based traffic stops, and officer retention are just a few of the issues we all face. I am happy to report that the IACP also is working on these issues and many more that affect the day-to-day operations of our departments. I urge all chiefs to refresh themselves with the IACP's efforts in the many areas that affect us all.

As I look forward to the next three years as your IACP vice president at large, I want you to know that I will listen to your ideas

and concerns. I will represent all of our members, from the smallest agencies to the largest. I will respect our commitment to being a truly international organization, working where I can to promote global cooperation and collaboration.

As international borders seem to become less important in the economic arena, we have to be cognizant that we will have more similarities than differences with our counterparts in the free world. The world is becoming more fluid in terms of travel, and while this has many positive aspects, we need to be as alert and prepared as we can be for the terrorist threat.

Terrorism, foreign and domestic, is the headline grabber these days, but we still need to pay attention to the issues, sometimes mundane, that directly affect the people we serve. I am aware of that and want you to know that as a member and officer of the IACP, I will always be mindful of every aspect of our sometimes difficult jobs.

We all are grappling with the issues related to Tasers. Many states are facing legislative intervention dealing with illegal aliens and we must watch this action carefully. The issue of sexual predators and their monitoring to protect our children goes to the core of our mission. Our work is never easy, nor is it ever complete. I know that I can make a difference representing all of you on the IACP Board of Officers during my next term.

I will end with a thank-you to all who have shown your support for my candidacy by a kind letter, e-mail message, or phone call. I thank those of you I had the opportunity to meet who have pledged your support. I will pledge to all of you that I will continue to earn it. ♦

Notice to Members: Potential for Run-off Election

The large number of candidates for the office of fourth vice president raises the possibility that it will be necessary to hold a run-off election.

According to the IACP Constitution and Rules, a candidate must receive a majority of votes in order to be declared elected. If no candidate secures a majority of the votes at the conclusion of the first ballot, a run-off election must be held between the two candidates who received the highest number of votes. Setting the time and place of the run-off election is left to the discretion of the IACP president.

After consultation with the IACP Election Commission, President Viverette has declared that if it is necessary to hold a run-off election in Boston, the following procedures will be implemented:

Voting will be held from 6 p.m. to 9 p.m. on Tuesday night and again from 7:00 a.m. to 11:00 a.m. on Wednesday morning. Voting will take place in the same location as the first round of balloting. (Voting booths will be located near delegate registration and will be well marked.)

Additional information related to IACP elections will be posted on the IACP Web site.



Mark Whitman

Commissioner of Police

York, Pennsylvania

Candidate for IACP Fourth Vice President

Since September 11, 2001, our country has experienced a challenge unlike anything we have faced in many years, a challenge that requires uncommon vision, discipline, and action from organizations like the IACP. At this time of incredible need, it's vital that our leaders bring the highest level of integrity, vision, and experience to our efforts to serve and protect. I believe I am that type of leader. I would be honored to receive your vote for the position of fourth vice president, allowing me the opportunity to continue to contribute to the noble profession I have embraced dating from my beginnings as a military police investigator to my current position of York City police commissioner.

As a 24-year life member of the IACP and current general chair of the IACP Division of State Associations of Chiefs of Police (SACOP), I am motivated by what is right for this organization and what I see as critical components to our continuing ability to deliver meaningful benefits to our members. As many of you know, I am dedicated to the work of the IACP and make a contribution whenever possible. I have demonstrated my commitment through committee leadership positions that allowed me to gain the experience needed to ultimately lead our proud organization as it meets current and future challenges.

I believe in the principles of the IACP. Now, more than ever, this organization is vital to our country and its security. Were it not for our organization, there would be a major disconnect between state efforts.

We would not have the legislative impact that we benefit from today, and we would be without a single, strong voice speaking on behalf of police chiefs throughout the country.

I have gained tremendous knowledge and insight into the priority issues facing the IACP and our members as a result of my active participation at the organization's leadership level. I believe that to be voted into the position of fourth vice president is the natural evolution of this work. Key items I have identified of utmost importance to our organization include continuing the all-important work of the Safe Shield Project, promoting education, strengthening worldwide regional offices, and assuring IACP's economic vitality.

Nothing pains me more than having to call the family of a wounded or slain officer. In spite of advances in nonlethal force alternatives and first responder protective gear, more needs to be done to protect our police officers performing their daily tasks. The members of SACOP believe that the only acceptable number of officer deaths and injuries is zero. Getting hurt is not part of the job. When officers are not safe, neither are their families and friends. We ask those who work with us, ordinary people, to perform extraordinary tasks. Our obligation to those members is to provide the best environment possible to do their jobs. As a member of SACOP since 1991, I wholeheartedly support the diligent work that must be done on behalf of the crucial Safe Shield Project.

Keeping our front line prepared, trained, and ready can mean the difference between safety and harm. Training is important in any profession, but especially so in law enforcement. I firmly believe that the IACP needs to enhance training delivery to agencies using available low- or no-cost options and promote distance learning programs as continuing education is at the core of our abilities to continue to tackle new issues as they arise.

Strengthening and adding worldwide regional offices will allow us to take the necessary global systemic approach to fight crime and terrorism, an important step identified through my experience as a member of the New York State Homeland Security Committee. I learned the importance of regional offices firsthand in June when I represented the IACP president at the South American Executive Public Safety Seminar.

I understand the financial crises our organization has weathered and the importance

of a solid financial base to support our ongoing programs. As your fourth vice president, I will continue to ensure the financial stability of the IACP through strong investments and strict audit controls.

To these critical initiatives, I bring a wealth of experience. I hold a bachelor of science degree in social science and criminal justice from Florida Atlantic University and a master's degree from Alfred University. Equally important is the training I received through the FBI's 165th National Academy and the 43rd LEEDS.

I have held progressively responsible law enforcement executive positions as Hornel, New York, chief of police and Troy, New York, police commissioner before taking my current position as York City police commissioner.

I am a long-standing member of many professional associations and committees. I believe that it is my duty to contribute to the organizations of which I am member by taking leadership roles and responsible positions. These have included the following:

- SACOP (general chair, vice chair, North Atlantic Region chair)
- IACP Use of Force, Legislative, and Civil Rights Committees
- Pennsylvania Police Chiefs Association
- New York State Association of Chiefs of Police (past president)
- Police Executive Research Foundation
- New York State Municipal Police Training Council (chair)

I am a man of conviction and duty. My integrity, vision, and experience are demonstrated by my progressive level of responsibilities and my dedication to our honorable profession through work on behalf of many professional associations. I have made an investment in the IACP and the organization has made an investment in me through the many opportunities it has provided and the work its members have allowed me to do on their behalf. It is my sincere hope that IACP members will see fit to capitalize on these investments by voting for me to be their fourth vice president.

I pledge my complete dedication to represent you, to work to provide training to ensure continued professional growth as we face increasing challenges both at home and abroad, and to do everything possible to provide our members every tool necessary to keep them from harm.

If you would like more information, please visit my Web site at www.whitmanvp.com or call me at 717-849-2226. ♦



Randall H. Carroll

Chief of Police
Bellingham, Washington
Candidate for IACP Fourth Vice President

Remember when we were first given a badge and took the oath of office, when we got our first promotion, when we were first appointed to our position as a law enforcement executive? Remember the excitement, the energy, and the vision that we had at these moments? We were focused on how we were going to act in our position, how we were going to motivate our employees, and how we were going to infect them with our same sense of excitement and enthusiasm so that our entire organization would become infused with it.

I have approached every assignment and every position I've held in this same way. I've attacked each with passion, with energy, and with vision. This is exactly the way that I feel about being the fourth vice president of the IACP. I also want this same feeling of energy and excitement for our

members—a sense of enthusiasm, revitalization, and active participation. One of my paramount beliefs is that our most valuable resource is our officers and the people in our departments. I also believe this about you, the members of the IACP. You are the organization; you are the most valuable part of what we embody. Together I want us to set the bar higher, drive toward reaching it, and attain our goals.

As a law enforcement executive, I look beyond this year and the next and take the "five hills" approach to the future. In other words, I look ahead and see the future as hills to climb. While the first hill is the one right before us and the one that holds the challenges of the coming year, we must look beyond it to the fifth hill. We have to see what is on the horizon moving toward us, without losing sight of what we are dealing with today.

The first hill for law enforcement is cybercrime and digital evidence. We have to realize that the vast quantities and sources of digital evidence are having, and will continue to have, a tremendous impact on law enforcement at all levels—particularly on our municipal agencies. More and more of our evidence is digital in nature, and the average law enforcement agency does not have the resources to handle, process, analyze, and use digital evidence in their respective criminal cases. Additionally, the policies and standards that exist to guide the collection, use, and processing of digital evidence are inconsistent.

There are a number of additional hills that we have to climb. We must continue to foster and promote national and international academic and corporate partnerships. There are international partnerships that have moved beyond our experience in the United States; looking closely at these can help us to expand our own ideas about

how such collaborative relationships might function. One of the most complicated challenges in this arena is the information sharing and intelligence operations between law enforcement and the corporate world. While such relationships are affected by public disclosure laws, the corporate world will continue to expand its intelligence and analytical operations. Law enforcement cannot afford to be excluded from this process.

In preparation for the 2010 Olympics in British Columbia, we must also take the opportunity to generate a stronger liaison with our international law enforcement partners, and specifically with our Canadian brothers and sisters. My own community is less than 130 miles from the Canadian Winter Olympic site. Because of this proximity, I am already laying the groundwork and preparing my own agency for the international collaboration that such an event requires.

Finally, the IACP is a member-driven organization that should be serving its membership. One unmet need of our members is support and mentoring in times of crisis. It would be helpful to have a unit in the IACP that can be called upon by chief law enforcement executives who have exhausted their own social capital as a result of difficult issues that have arisen in their communities. Experienced law enforcement executives who have encountered similar challenges could provide much needed guidance and support, as well as decrease the sense of isolation that such situations bring.

I am prepared to serve you and the IACP with all of the passion, energy, and vision that I have. I will be standing proudly before you in Boston as a candidate for the fourth vice president of the International Association of Chiefs of Police. I ask for your support and your vote. ♦

Voting Schedule

Voting is by secret ballot of candidates for the office of fourth vice president. Voting will take place at the Boston Convention & Exhibition Center, 415 Summer Street, Boston, Massachusetts, USA. All members holding the classification of "active" are entitled to vote for the candidate of their choice. Registering for the conference is not required for active members to participate in the election. (Voting booths will be located near delegate registration and will be well marked.)

Monday, October 16, 2006

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Tuesday, October 17, 2006

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Polls close at 4:00 p.m.



Mark A. Marshall

Chief of Police

Smithfield, Virginia

Candidate for IACP Fourth Vice President

I believe that this campaign for IACP fourth vice president is about the values embodied by each candidate and, more importantly, the goals and objectives that set the direction for the IACP. Our profession must be grounded in a strong code of ethics and character. It is the core value I have held strongly in my career as a police officer and in my 14 years as a police chief. Ethical policing is a legacy of the past and present leadership at IACP that must be continued.

I am a working police chief of a 22-officer agency in the metropolitan area of Hampton Roads, located in southeastern Virginia. The area is home to almost 2 million residents and the world's largest naval base. While we enjoy a good quality of life in my small town of Smithfield, we have the same rising crime rate as our more urban neighbors. We also face big-city problems while

struggling with inadequate resources. It is in this environment and context that I have learned the value of cooperative and innovative partnerships. It is a methodology that is vital to getting things done and done well.

As the chair of IACP's CJIS committee, the IACP's representative on the FBI's Advisory Policy Board, and the chair of LINx, our information sharing project in Hampton Roads, I believe that collaborative partnerships move large and difficult projects forward. Such partnerships are the foundation of accountable and professional police management.

Our membership is composed of professionals from agencies that represent all facets of our government institutions and jurisdictions. Local and state law enforcement agencies are a critical component in the delivery of public safety services to our citizens. The September 11, 2001, terrorist attacks and the natural disasters in the Gulf region are stark reminders of the challenges faced by law enforcement. Yet, as our agencies are taxed to new extremes, we continue to see funding slashed to unacceptable levels. From the safety of our schools to the increased menace of gangs in our communities to the interoperability of technology networks, we must have the support necessary to address the problems we face on a daily basis. Our hometowns must be safe if our homeland is to be defended. My pledge is to work with the IACP leadership to harness the influence of our membership to correct these deficiencies.

Technology is a component that is changing the law enforcement landscape. As an elected member of IACP's Law Enforcement Information Management Section, I see that interest in technology and its applicability have grown substantially over the past years. Technology clearly is a vital factor in preventing and fight-

ing crime, but technology acceptance and implementation is dependent on politics, affordability, and ease of use. The goal of the technology committees and the executive board is to remove these barriers and make technology advancement in policing an international priority.

Globally, our world continues to shrink and flatten. We cannot be complacent when problems erupt throughout the world. Our international members are facing issues and applying policing solutions that could have a tremendous impact in American communities. The outreach and collaboration with our international brothers and sisters has never been more important, and we have much we can learn from each other. The IACP is positioned well to continue this movement and I will work to support and expand these efforts.

This brings me back to the importance of collaboration and cooperative partnerships. We must continue to improve and formalize these relationships. The IACP is a member-driven association, but it is not enough that the membership come to the IACP. The IACP must reach out to the membership to continue to be a successful and influential organization.

The IACP has a history of producing strong, effective leadership. We have the opportunity in October to make a difference. Your support by voting in the IACP board elections will help us build on the success already achieved and move us forward to mold the future of our association and our profession.

I have been honored and energized to participate in this democratic process. Traveling throughout this country, I have had many opportunities to hear your issues and solutions for improvement. Your concerns will not be ignored if I am given the privilege to represent you as fourth vice president. ♦

Notice to Members: Potential for Run-off Election

The large number of candidates for the office of fourth vice president raises the possibility that it will be necessary to hold a run-off election.

According to the IACP Constitution and Rules, a candidate must receive a majority of votes in order to be declared elected. If no candidate secures a majority of the votes at the conclusion of the first ballot, a run-off election must be held between the two candidates who received the highest number of votes. Setting the time and place of the run-off election is left to the discretion of the IACP president.

After consultation with the IACP Election Commission, President Viverette has declared that if it is necessary to hold a run-off election in Boston, the following procedures will be implemented:

Voting will be held from 6 p.m. to 9 p.m. on Tuesday night and again from 7:00 a.m. to 11:00 a.m. on Wednesday morning. Voting will take place in the same location as the first round of balloting. (Voting booths will be located near delegate registration and will be well marked.)

Additional information related to IACP elections will be posted on the IACP Web site.



Scott M. Knight

Chief of Police

Chaska, Minnesota

Candidate for IACP Fourth Vice President

I am running for the office of fourth vice president because I have witnessed and believe in the unshakable commitment the IACP holds for police executives,

rank-and-file officers, and our profession. By addressing the hard issues our industry faces, the vastly important societal impact our work brings to our communities, and the resources offered to our membership, the IACP works for us in a tireless fashion. I would like to have a larger role in serving you, and the IACP. I would appreciate your consideration, and be honored by your vote cast for me.

I started my career with the Chaska Police Department, Minnesota in 1976. I have served as a patrol officer, detective, training officer, field training officer, police firearms instructor, police fitness/wellness trainer, sergeant, lieutenant, and deputy chief of police. I was appointed chief of police in January 2000.

I have served as a faculty member, teaching command level and rank-and-file officers, for the Minnesota Chiefs of Police Association's Chief Law Enforcement Officer and Command Academy, and the MCPA Leadership Academy. I have also served as a faculty member for the William Mitchell College of Law Centers for Law and Leadership, and the Upper Midwest Community Policing Institute.

I became a member of the Minnesota Chiefs of Police Association in 1995, and upon becoming a chief, I was asked to run for the position of chaplain and take a seat on the association's executive board. After my term ended, I ran for vice president, was elected to that office, ascended through the chairs, and became president of Minnesota Chiefs of Police Association for the 2004 – 2005 term.

I am Minnesota's SACOP representative and serve as the chair of the IACP Firearms Committee. I participate in the IACP national summit process, as an attendee and advisor.

I am blessed with a wonderful family – three daughters (one who is 15 months old) and a two-year-old granddaughter. "Yes"... I am very busy.

Professionally, I am proudest of, and humbled by, two leadership awards given to me by my own officers, and one presented to me by our Latino community.

We are fortunate to have a large field of very qualified candidates for this office, which speaks to the strength of the IACP. I congratulate all the candidates for entering the election – no matter what the outcome; we will continue to be well served. ♦

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Additional information related to IACP elections will be posted on the IACP Web site.



Patrick T. Foley

Chief of Police

Douglas, Massachusetts

Candidate for IACP Fourth Vice President

In 1892, history records that some fifty police chiefs accepted an invitation to meet with Police Chief Webber Seavey to explore ways to fight crime together and improve police services. In 1893, they met again and created an organization to foster these goals, known today as The International Association of Chiefs of Police. In honor of these pioneers of our past, and in recognition of their vision and dedication I declare my candidacy for the office of fourth vice president.

I am currently the chief of police in Douglas, Massachusetts, and have been in that position for the past 11 years. I have been a chief in a municipal agency for nearly twenty years now and my law enforcement career spans more than thirty years including four years with the Drug

Enforcement Administration assigned to the New York City Field Division, DEA's largest and busiest office.

During my career, I have often looked for opportunities to better my agency, my jurisdiction, and the profession of law enforcement. The leadership positions I have held include president of the Vermont Association of Chiefs of Police, president of the Central Massachusetts Chiefs of Police Association, executive board member of the Massachusetts Chiefs of Police Association, the Central Massachusetts Chiefs of Police Association, and the New England Association of Chiefs of Police.

I began my active service to IACP in 1987 and I've held leadership positions as the parliamentarian on the board of officers in 2004-05. I was a member of the executive committee in 2003-04, and again for these past two years as the representative of Group 1 and I have been an active member of the Narcotics and Dangerous Drugs Committee since 2002.

I am a graduate of Bryant College with a B.S. degree in law enforcement as well as the FBI Law Enforcement Executive Development Program and have been acknowledged for my service to law enforcement with a number of awards and recognition.

My desire for seeking this office is simple. I wish to continue my service and dedication to the profession I have committed myself to for more than half my life in a leadership capacity with the single most effective executive law enforcement organization in the world.

While the IACP is in the midst of some of the strongest financial and organizational success in our 113-year history, many challenges remain. Homeland/hometown security and global terrorism and its impact on local, state, and tribal law enforcement, as well as its funding, con-

tinue to be major concerns of our membership. Overall federal funding is important to ensure successful law enforcement programs continue. This is a number one priority of mine and something that I would strongly advocate. Affordable, effective, and accessible training for officers taking advantage of technology is another area of great interest for me. Communication interoperability, recruitment and retention of competent staff, and career development in the area of leadership education for our collective futures are other important issues of concern to me and you, our members.

In addition, our profession faces many challenges in the coming years. Changing demographics of our staff and communities, dwindling resources for funding and growth, increasing crime rates and the challenge of integrating a rapidly diverse population into our ranks are all issues that IACP must be in the forefront of. We must also, however, keep apprised of local, important and developing issues of our members so that we can react quickly and decisively when and where it is necessary.

My career has included service in small, rural locations and major urban areas, giving me a unique set of qualifications that make me highly qualified to be your next fourth vice president, who can tackle the new challenges facing the IACP in the 21st century. I am fortunate to have the support of my family, my department, and my community to continue to serve the IACP on the board of officers for the next several years. I look forward to an opportunity to honor the rich past and continue the legacy of this great association and make a contribution to its future. Please consider attending the 113th IACP Conference in Boston and voting for Patrick T. Foley for fourth vice president of the IACP. Thank you in advance for your support. ♦

Voting Schedule

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IACP Membership Application

International Association of Chiefs of Police
515 N. Washington St.
Alexandria, VA 22314-2357
1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

Please send payment to P.O. Box 90976, Washington, DC 20090-0976

I am applying for the following category of membership:

☐ Active ☐ Associate ☐ Associate employed by profit-making firm **\$100 (U.S. dollars only)**
(Associate members enjoy the same privileges as active members except those of holding office and voting.)

Amount _____
Acct. # _____

CK # _____
MS # _____

Name:

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first *middle* *last*

[illegible][illegible][illegible]

number and street																												
city/state/province/country																				zip/postal code								

[illegible]

Business Phone:

 Fax:

[illegible][illegible]

SEND MAIL TO: ☐ BUSINESS ☐ RESIDENCE

☐ Please provide me with a current complimentary copy of the *IACP Membership Directory* (valued at \$15).

Do you currently subscribe to *Police Chief* magazine? ☐ Yes ☐ No

Signature of Applicant: _____

Sponsor (IACP active member): _____ Membership number _____

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

Date of birth: _____ Number of sworn officers in your agency (if applicable) _____

Approx. 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 and over

Education: _____

Date elected or appointed to present position: _____

Law enforcement experience (with approximate dates) _____

Have you previously been a member of IACP? ☐ Yes ☐ No If yes, when? _____

Membership dues (U.S. dollars only) include subscription to *Police Chief* magazine (valued at \$25)

____ Purchase order enclosed ____ Personal check/money order enclosed ____ Agency check enclosed

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

Cardholder's Name: _____ Card #: _____ Exp. Date _____

Cardholder's Billing Address: _____

Signature: _____

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

08/06

MEMBERSHIP REQUIREMENTS

The following persons are eligible for 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.

The following persons are eligible for 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.

For further information on membership benefits and eligibility, contact the IACP Member Services Department, at 1-800-THE IACP.

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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.

This listing also serves as a supplement to the IACP 2005 Membership Directory.

*Associate Members

All other listings are active members.

BAHAMAS

Nassau—*Armbrister, Lynn D, Sergeant, Royal Bahamas Police Force, Bank Ln, N458, 242 323-7077, Web: www.rbpf.org

—*Bethel, Patrona E, Acting Inspector, Royal Bahamas Police Force, East Hill St, 242 341-3349

—*Bowleg, Vantrice R, Corporal, Royal Bahamas Police Force, East St N, 242 322-1647, Fax: 242 328-1753, E-mail: bowleg2367@yahoo.com, Web: www.rbpf.org

—Brown, Almeta D, Inspector, Royal Bahamas Police Force, Police Headquarters, NP 458, 242 822-4444, Web: www.rbpf.org

—*Burrows, Michelle E, Constable, Royal Bahamas Police Force, East Hill St, 242 394-7966, E-mail: meb_1402@yahoo.com

—*Burrows, Trevor J, Corporal, Royal Bahamas Police Force, East Hill St, 242 302-8369, E-mail: tjb1144@hotmail.com

—*Butler, Dornell L, Sergeant, Royal Bahamas Police Force, East St N, New Providence, 242 323-1205, Fax: 242 323-1212, E-mail: dornellbutler@msn.com, Web: www.rbpf.org

—*Campbell, Frankie A, Sergeant, Royal Bahamas Police Force, Thompson Blvd, 242 323-1207, Fax: 242 323-1212

—*Cooper, Kaylyn M, Constable, Royal Bahamas Police Force, Bank Ln, New Providence, 242, 242 323-7077, Fax: 242 325-8503, E-mail: sircoops710@hotmail.com, Web: www.rbpf.org

—*Duncombe, Herbert, Sergeant, Royal Bahamas Police Force, PO Box 458, E-mail: herbertdunkin@yahoo.com, Web: www.rbpf.org

—*Ellis, Natasha V, Corporal, Royal Bahamas Police Force, East St N, 242 392-5528, E-mail: natejha@hotmail.com, Web: www.rbpf.org

—*Evans, Marja C, Corporal, Royal Bahamas Police Force, East St N, E-mail: marjayoy1270@hotmail.com, Web: www.rbpf.org

—*Farrington, Michelle S, Corporal, Royal Bahamas Police Force, Thompson Blvd, 242 323-1205, Fax: 242 323-1212

—*Ferguson, Deseriee A, Sergeant, Royal Bahamas Police Force, Thompson Blvd, 242 323-1205, Fax: 242 323-1212, E-mail: dferguson1723@hotmail.com

—*Hunter, Yvonne O, Corporal, Royal Bahamas Police Force, Thompson Blvd, 242 325-8551, Fax: 242 326-4341

—*Johnson, Leonardo A, Sergeant, Royal Bahamas Police Force, East St N Police Headquarters, 242 302-8398, Fax: 242 325-6585, E-mail: johnsonl@rbpf.gov.bs, Web: www.rbpf.org

—*Kemp, Wanda, Sergeant, Royal Bahamas Police Force, Thompson Blvd, 242 323-1205, Fax: 242 323-1212

—*Lewis Bain, Portia C, Corporal, Royal Bahamas Police Force, East St N, PO Box N458, 242 302-8431, Web: www.rbpf.org

—*Miller, Benson V, Constable, Royal Bahamas Police Force, East St N, N 458, 242 322-4141, Web: www.rbpf.org

—*Munnings, Kevin A, Sr, Corporal, Royal Bahamas Police Force, Thompson Blvd, 242 323-1205, Fax: 242 323-1212, E-mail: fireescopian80@yahoo.com

—*Munroe, Kelsie M, Constable, Royal Bahamas Police Force, East Hill St, 242 364-8969, E-mail: kingalphase@hotmail.com

—Pratt, Gabrielle C, Asst Superintendent, Royal Bahamas Police Force, East St N Police Headquarters, 242 433-3242, Fax: 242 434-1242, E-mail: gaybree1960@yahoo.com, Web: www.rbpf.org

—*Rahming, Eulamae, Constable, Royal Bahamas Police Force, Thompson Blvd, 242 341-6828

—*Rodgers, Andrew L, Sergeant, Royal Bahamas Police Force, Eastern Estates, EE7207, 242 322-4141, Web: www.rbpf.org

—*Russell, Anastacia K, Detective Constable, Royal Bahamas Police Force, East Hill St, 242 324-4444, Fax: 242 364-1717, E-mail: russellanastacia@hotmail.com

—*Russell, Kelda A, Constable, Royal Bahamas Police Force, East St N, PO Box N458, 242 329-2677, Web: www.rbpf.org

—*Simmons, Roseann, Constable, Royal Bahamas Police Force, Thompson Blvd, 242 323-1205, Fax: 242 323-1212

—*Smith, Sauline, Senior Clerk Prosecution, Royal Bahamas Police Force, Bank Ln, Bay St, Web: www.rbpf.org

—*Storr, Dotlyn, Sergeant, Royal Bahamas Police Force, East St N, 242 322-3337, E-mail: dotlynstorr399@hotmail.com, Web: www.rbpf.org

—Thompson, Sean K, Inspector, Royal Bahamas Police Force, Thompson Blvd, 242 325-0032, Fax: 242 323-1212

—*Wood, Monnet M, Reserve Constable, Royal Bahamas Police Force, Prosecution Dept, Bank Ln, N458, 242 322-4568, Fax: 242 328-1753, E-mail: mowoods@hotmail.com, Web: www.rbpf.org

—*Young, Annamaria T, Corporal, Royal Bahamas Police Force, Prosecution Coroners Courts, Box CBI 2286, 242 826-4153, Web: www.rbpf.org

ITALY

Firenze—Silvi, Andrea, Lieutenant, Polizia Municipale, 14 Via Dell'Ulivo, 50122, 39 552769882, Fax: 39 552769887, E-mail: a.silvi@comune.fi.it, Web: www.comune.fi.it

NIGERIA

Abuja—Dolapo, Badmos O, Asst Superintendent of Police, Nigeria Police Force, Garki Div FCT Police, Command, 234 8037864525, E-mail: dolparton@yahoo.com.uk

—Hasso, Stephen, Superintendent, Nigeria Police Force, AIG 20 Net Office, Wuse 3 FCT, 80 35873235, E-mail: stephenhasso@yahoo.com

—Sani, Doki, Dep Superintendent of Police, Nigeria Police Force, Economic & Financial Crimes Co, Connybay S Wuse 2, E-mail: doki761@yahoo.com

Bukuru—Mailafia, Yakubu, Asst Superintendent of Police, Nigeria Police Force, KAD Command, PO Box 132, 234 8036008537, E-mail: mailaf@yahoo.com

Kaduna—Nanakumo, Edgar T, Commissioner of Police, Nigeria Police Force, Police Headquarters, 234 803335200, E-mail: edgartannak@yahoo.com

Lafia—Abibo, Deinma, Superintendent of Police, Nigeria Police Force, 38 Squadron, E-mail: mobiuwevbi@yahoo.co.uk

Lagos—Adeoye, Adedayo S, Asst Inspector General, Nigeria Police Force, Zone 2 Onikan, 234 12632774, Fax: 234 12631800, E-mail: adedayoadeoye2000@yahoo.com

—Kareem, Musa, Superintendent of Police, Nigeria Police Force, Alakuko Police Station, 230 Abeokuta Expwy, 234 834040662, E-mail: muskar839@yahoo.com

—Lawal, Adeshina, Dep Superintendent of Police, Nigeria Police Force, Government House Ikeja, E-mail: shinalawal2000@yahoo.co.uk

—Mohammed, Amabua A, Deputy Superintendent, Nigeria Police Force, Criminal Investigation Dept, Legal Section, 234 12691088, Fax: 234 12691088, E-mail: mohammedama@gmail.com

—*Oluseyi-Idowu, King E, Police Sergeant, Nigeria Police Force, Port Authority Police, Kirikiri Phase 2, 234 8034101097, E-mail: king_seyi01@yahoo.co.uk

PHILIPPINES

Aringay—Rabina, Jorge R, Police Senior Superintendent, Philippine National Police, Regional Training School I, LA Union, 2503, 63 9208664316, E-mail: know_one_25@yahoo.com

Cebu City—Sorronda, Dirkie G, Police Chief Inspector, Philippine National Police, Camp Sotero Cabahug, Gorordo Ave, 63 322344369, E-mail: dsorronda@yahoo.com

Quezon City—Tinio, Edgardo G, Police Superintendent, Philippine National Police, NHD Bldg Camp Crame, Traffic Management Group, E-mail: rmadolino@hotmail.com

SAINT KITS & NEVIS

Basseterre—Jeffers, Robert W, Commissioner of Police, Royal St Christopher-Nevis Police Force, PO Box 189, Cayon St, 869 465-2045, Fax: 869 465-7078, E-mail: dcjjeffers@yahoo.com

SAINT LUCIA

Castries—Regis, Ausbert, Commissioner of Police, Royal St Lucia Police Force, Police HQ, PO Box 109, 758 452-2851, Fax: 758 453-1631, E-mail: cop@rslpf.com, Web: www.rslpf.com

UNITED KINGDOM

Scotland

Glasgow—McIlravage, Alan, Superintendent, Assn of Scottish Police Superintendents, Strathclyde Police Force HQ, 173 Pitt St, G2 4JS, 141 2215796, Fax: 141 2218407, E-mail: secretariat@scottishpolicesupers.org.uk

UNITED STATES

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The IACP notes the passing of the following association members with deepest regret and extends its sympathy to the families and coworkers left to carry on without them.

Thomas E. Bartlett, Chief of Police, Mount Vernon, OH (life member)

Joseph Gallo, Chief of Police (ret.), Daleville, AL (life member)

Lyle D. Humphreys, Lieutenant, Charlestown Police Department, Charleston, WV

Robert G. Smith, Chief of Police (ret.), Oak Ridge, TN; Chapel Hill, TN (life member)

Stephen R. Stiglich, Chief of Police (ret.), East Chicago, IN (life member)

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Does the Benefit Outweigh the Cost?

Using Assessment Centers in Selecting Middle Managers

*By Frank Hughes, Ph.D., Associate Professor,
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Effectively identifying police officers capable of performing in various aspects of middle management is critical to any police agency. Middle managers are entrusted with the responsibility for carrying out the vision and mission that the police chief has established for the department. If the managers are not capable of carrying out this duty, the department will not flourish.

A comprehensive police personnel program must include a promotion program that creates an atmosphere of professionalism and fairness and sets the tone for a positive and exciting process for all members of the department. The chief of police should assume leadership in establishing the promotional program and maintain the authority over who is selected for promotion.

In selecting middle managers, police departments have relied on two techniques: the traditional selection method and the assessment center method. The objectives of both of these methods are to satisfy the mandates of civil service regulations and collective bargaining agreements. The objective of the chief executive is to identify potential using a method that differentiates among candidates with valid and reliable selection methodology.

Traditional Selection Methods

Traditional promotional techniques in police organizations often consist of a written examination, credit for seniority, and a score or overall rating based on the candidate's past performance on the job.¹

Written examinations are often generic and reflect duties and responsibilities of a particular level in a police organization such as a first line supervisor (typically a sergeant) or a mid-level command officer (a lieutenant or captain). A candidate's score on a written examination provides a way to evaluate whether a candidate knows the rules of the organization and the conceptual principles of policing for a given position in the agency. The information is a basic, necessary starting point for good supervision, but alone it does not sufficiently ensure success in police administration and leadership.

Credit for seniority has traditionally been used by law enforcement agencies as part of the overall promotional process. This practice certainly recognizes and rewards the contribution of long-time service to an organization and deserves inclusion in the overall ranking, but it is limited in that there is often little variation in years of service among prospective candidates. More importantly, length of service in a lower-level position is no guarantee a candidate has the knowledge, skills, and abilities needed for higher-level positions. This is especially true in the area of conceptual skills that are critical for administrative positions in a law

enforcement agency but less critical for entry-level and supervisory positions.

Use of past performance appraisal information to select the most qualified candidate for promotion is often another element of the traditional promotional technique. Performance appraisals are used for a variety of purposes, but the rating may not be an accurate reflection of actual work effectiveness.² Supervisors give inaccurate ratings for a number of reasons. Perhaps a supervisor is reluctant to honestly evaluate the quantity and quality of a subordinate's work, for instance, because he doesn't wish to affect the subordinate's pay or face hostile reactions from the employee. As a result, lenient ratings may be given that do not differentiate among subordinates. Another problem with performance appraisals is that different supervisors have different standards for their ratings. More importantly, at their best, performance appraisals are evaluations of performance on the current job and not necessarily relevant to performance at a higher position in the organization.

The Assessment Center Method

Today assessment centers are used by many law enforcement agencies as a tool for both selection and promotion. Pressure from the federal government and the increased threat of judicial intervention has prompted law enforcement agencies to seek out more effective selection methods.³ Experience in the private sector has shown that assessment centers were useful for identifying behavioral dimensions difficult to assess with traditional selection measures discussed previously.

Assessment centers are considered the most valid and reliable methodology to rank order candidates using an objective technique that recognizes future potential. The primary tools used in assessment centers are simulations of the real duties and responsibilities facing law enforcement personnel. Trained observers, known as assessors, watch candidates perform tasks in the simulated environment and evaluate their performance. Observed performance is a predictor of performance on the job and an indication of the candidate's knowledge, skills, and abilities related to the job.

Because they simulate actual police jobs, assessment center exercises afford candidates the opportunity to demonstrate how well they can perform activities required for effectiveness in police work.⁴ The Cincinnati Police Department began using situational tests, a component of assessment centers, as part of the selection procedure in 1961. More recent survey data indicate that situational tests are used by 60 percent of city and state police departments, while approximately 25 percent of these agencies use assessment centers. The primary application of assess-

ment centers in law enforcement has been for assessing officers for promotion and for gathering data on the developmental needs of individual officers. Assessment centers are also seeing increased use in the selection of entry-level police applicants.

Assessment Center Development

The first step in developing an assessment center is to conduct a thorough job analysis of the position for which the center will be used. Most police agencies should have a sound job analysis of target jobs, so

the dimensions to be evaluated are already known.

Assessment centers are highly adaptable to all types of police positions and assignments. Assessment centers, for example, can be designed for juvenile officers, community service officers, detectives, dispatchers, and correction officers as well as for all ranks up to and including chief of police. If job analysis information is already available, it should be carefully evaluated for currency and relevance to the position before proceeding with identification of relevant dimensions of job performance. This



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One of the many challenges facing law enforcement administrators in the 21st century is to identify qualified individuals for selection and promotion.

step is critical to enhancing content validity of the assessment center process.

Job analysis should delineate clusters of activities that, when combined, comprise important aspects of the job being evaluated.⁵ These are called dimensions. In fact, one of the major advantages of assessment centers is that they can be custom designed to access dimensions considered the most crucial in a particular selection situation. For example, performance dimensions evaluated for the position of uniform lieutenant are counseling subordinates, group leadership, problem solving, oral communication, written communication,

decisiveness, work organization and planning, and stress tolerance. The importance of individual performance dimensions will vary based on the knowledge, skills, and abilities required in the position being assessed. Each of the dimensions must be defined thoroughly, along with examples of behaviors illustrating good and poor performance.

Situational Tests

After a job analysis and identifying job performance dimensions, the next important step is the choice of situational tests. Mills et al. have proposed guidelines to be

used in selecting situational tests.⁶ They recommend that the tests be standardized, be relevant to situations police officers might expect to face in the line of duty, have several alternative solutions, be complex enough to engage the candidate, and be stressful enough to be capable of eliciting a number of possible emotional responses. It is believed that if the exercise is realistic enough, candidates will handle the situation as if it was real rather than acting a part. It has also been recommended that, in the interest of reliability and validity, tests be selected so that the dimensions being assessed are covered by several different exercises.

Any number of situational tests can be used in an assessment center. But there is evidence that accuracy can be enhanced by using a large number and a wide variety of exercises.⁷ Although reliability can be increased by having multiple samples of the behavior of interest, this will typically have to be balanced against the additional expense and time involved. It is more important to have a variety of exercises that tap into a specific dimension than to have two or more exercises of the same type.

One of the oldest situational tests is the leaderless group discussion. Using this technique, candidates are given a task



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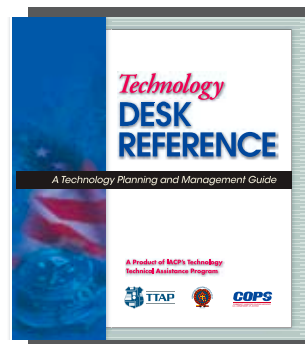
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(such as developing a departmental budget for the patrol division) and instructed to use appropriate background information in making their final recommendation. Candidates are given a specific time and assessors present during the discussion rate the participants on various aspects of their participation. Role-plays that replicate on-the-street situations officers may have to face have also been used in assessment centers. For example, a candidate must handle a complaint from an irate citizen alleging they were verbally abused and mistreated during a traffic stop.

Another example is the counseling exercise. In this exercise, candidates for the position of uniform sergeant must conduct a counseling session with an employee who has failed to perform his or her duties according to departmental rules and regulations. Assessors are present during the counseling session and rate the candidates on such dimensions as oral communication, problem solving, and stress tolerance. Regardless of the type of situational test used in an assessment center, it must reflect what the candidates could experience on the job.

Assessors obviously play an important role in the process. It is, of course, essential that assessors receive appropriate training. It is recommended that assessors be thor-

oughly familiar with the dimensions that the exercises have been chosen to assess, have reviewed the content and procedures of each exercise, and have practiced performing ratings based on each of the exercises. Their knowledge of the dimensions and of the exercises themselves can come from personal experience, from rating videotaped performances of past candidates, or from rating other people who are role-playing as candidates. Trained assessors and situational tests that reflect a current job analysis of the position will greatly enhance the validity and reliability of the assessment center process.

Assessment Center Cost

A major disadvantage of using assessment centers to select the most qualified candidate involves cost. The cost is considerably more than traditional selection techniques due to the need for multiple assessors and role players, the limited number of candidates that can be assessed, and the time required to run a typical assessment center. A ratio of one assessor to every two candidates is typically recommended.⁸ Training time, in addition to time spent conducting the assessment center itself and formulating ratings, can easily reach six days.

If a police agency uses in-house personnel as assessors, they will be away from

their regular duties. If a police agency does not have the personnel to conduct an in-house assessment center, they will require the services of an outside consultant.

When conducted in-house, the time involved in preparation, administration, and evaluation will generally exceed time expended in more traditional selection measures such as a written exam. When using an outside consultant, police agencies must ensure that a current job analysis is conducted and situational tests accurately reflect the knowledge, skills, and abilities of the job being assessed.

To consider expense as the sole factor in selecting the methodology for the police promotion process overlooks potential long-term saving. Promoting an individual to a position where they have not demonstrated the necessary knowledge, skills, and abilities to effectively perform will have repercussions on the entire agency. This is especially true of middle management and administrative positions that provide leadership and direction for the rank-in-file.

Assessment Center Benefits

Properly designed and administered assessment centers are more reliable than traditional testing methods in evaluating supervisory, managerial, and administrative potential.⁹ Its success is amply

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demonstrated by the growing number of police agencies that have chosen it over, or in addition to, traditional testing measures. The situational tests used in the assessment center can be directly linked to the job for which candidates are being evaluated. The assessment center is highly adaptable to all types of positions and assignments common to most police agencies.

Assessment centers are easily defended if legally challenged. This assumes, of course, that the assessment center included a thorough job analysis of the position for which the candidates were being evaluated and that the proper guidelines were followed during its design and administration.

Assessment centers test what a person can do as well as what they know. What is important is the ability to apply formal education in a real-world law enforcement setting. A candidate might have extensive seniority and a high score on a written exam but be unable to make critical decisions under pressure or lack the leadership ability to get subordinates to accomplish departmental goals.

Assessment centers can be used for a multiple purposes. In addition to being helpful in making decisions about promotions and job assignments, they can also be used to identify the need for new or revised procedures as well as organizational and individual training deficiencies. Their versatility makes assessment centers an excellent and useful management tool.

Depending on how it is administered, assessment centers can play an important role by providing feedback to candidates about their strengths and weaknesses, thus allowing them important insight into their skills and abilities. Videotaped or written feedback from assessors, for example, can be very useful to candidates and prepare them for future advancement. It can help them perform better in future assessment centers. As a result, candidates receive a tangible benefit from their participation in the process.

Recommendations

Police administrators who use assessment centers must take hold of the process. They must become familiar with the published standards, guidelines, and relevant research. They must monitor their assessment centers and not rely on consultants or others to ensure compliance with the standards and guidelines. They must require properly conducted job analyses, validation analyses, relevant exercises, and feedback to and from the participants in assessment centers.

Too often, candidates who were not selected for promotion or a new assignment receive little or no feedback about how well they performed in the assessment. Deficien-

cies that were identified in the process and ways the candidate can improve must be addressed. Using assessment center information as a developmental tool for all candidates will not only enhance the quality of the process but will better prepare individual officers to occupy management positions in the future. Employee deficiencies identified through the assessment center process can become the basis for in-service training programs designed to enhance employee's knowledge, skills, and abilities at various levels in the organization.

Police agencies that do not include assessment centers in their selection process should become familiar with the research and consider incorporating it along with traditional selection techniques. The benefits previously discussed should at least be given consideration for promotions to middle management and administrative positions. Although cost is an important factor when conducting assessment centers, it should not be the only factor. The hidden costs of selecting the wrong people are potentially many times greater than the additional costs involved in implementing an assessment center program.

One of the many challenges facing law enforcement administrators in the 21st century is to identify qualified individuals for selection and promotion. Traditional methods such as written exams, credit for seniority, and a candidates past performance, still provide important information that should be part of the overall process. The assessment center provides yet another tool that administrators can use to differentiate between candidates by simulating real duties and responsibilities

of a particular job and evaluating how well candidates perform in those scenarios. ♦

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³Joyce D. Ross, "Determination of the Predictive Validity of the Assessment Center Approach to Selecting Police Managers," *Journal of Criminal Justice* 8 (1980): 89-96.

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Austin Police Department DWI Enforcement Program

By Vic White, Lieutenant, Kyran FitzGerald, Planner, and Sharon Bauer, Planner, Austin Police Department, Texas

The city of Austin encompasses 294 square miles and is home to more than 700,000 residents. Tens of thousands of students from six colleges and universities as well as local residents and visitors to the city eagerly join Austin's musicians and professional community in experiencing the town's vibrant nightlife. Many gravitate to Sixth Street, a seven-block area of downtown that hosts as many as 40,000 partygoers on a typical weekend and has the state's highest concentration of premises licensed by the Texas Alcohol Beverage Commission.

Historically, the Austin experience is similar to other communities' efforts to enforce driving while impaired (DWI) laws. Austin's DWI enforcement was originally the sole responsibility of patrol officers. But call-driven patrol duties make it difficult for officers to enforce DWI violations as proactively as they would like. In addition, processing a DWI arrest can take up to four hours, further limiting the officer's ability to respond to needs of their assigned districts. Caught between responding to urgent calls for assistance and removing impaired drivers from the street, many officers have little or no time to actively seek out the intoxicated drivers.

Making Change

The first change occurred in January 1998, after a study of alcohol-involved crashes in the city precipitated the creation of a DWI task force. The goals of the task force were twofold: to seek out impaired drivers and to alert the public that they were watching. Officers were reassigned from their normal duties, on a rotational basis, and spent time actively seeking out impaired drivers. When available, task force officers relieved patrol officers of DWI arrests, allowing patrol to respond to calls for service.

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The DWI Task Force focused on areas where offenses were likely to occur and during peak hours when impaired driving was most prevalent. Task force officers worked as two-person units. Two teams patrolled Sunday through Wednesday nights, and four teams worked Thursday through Saturday. On Saturday night, officers hired through the DWI Traffic Selective Enforcement Program (STEP) supplemented the teams.

In the four years prior to 1998, DWI arrests by the Austin Police Department averaged 229 per month. From 1998 to 2004, DWI arrests averaged 397. In 2005 the Austin Police Department arrested 5,732 impaired drivers, or an average of 478 DWI arrests per month.

In September 1998 the DWI Task Force was replaced with a DWI Enforcement Team, which operated under the direction of the traffic administration section. The team was initially staffed with one sergeant and eight officers specially trained in the detection of impaired drivers. All officers assigned to the DWI team were trained and certified as intoxilyzer operators and were certified in conducting standardized field sobriety tests (SFSTs). Officers devoted the first two days of each week to conducting initiatives in which all members of the team deployed to

the same general area, targeted drunk drivers, and, with high-visibility tactics, deterred others from driving while impaired. The team was deployed citywide during the remainder of each week.

The Highway Enforcement Command Concept

In the spring of 2004, a highway enforcement command was created to address growing concerns related to traffic safety. The DWI Enforcement Team, along with air support, highway enforcement (license and weights), highway response (targeting hot spots), and vehicular homicide (traffic investigation), brought about an integrated approach to daytime and nighttime traffic safety.

In mid-2004 the Austin Police Department purchased a used special-transit bus that was modified to create a mobile DWI processing unit. This Breath Alcohol Testing (BAT) unit was purchased with funds from the City of Austin's interlocal agreement with the Capital Metropolitan Transportation Authority. It was designed to include multiple workstations and one intoxilyzer instrument. A video system was installed to record suspects during processing. Several video monitors were available for officers to

view their in-car tapes depicting SFSTs conducted on suspects. By year's end, the BAT unit was deployed two nights per week in various locations throughout the city, with officers bringing suspects to the vehicle for processing.¹

The successes of the DWI Enforcement Team led to its expansion in March 2005. The newly formed DWI Enforcement Unit consists of two teams, each with seven senior patrol officers, one corporal, and one sergeant. A dedicated highway enforcement lieutenant oversees both teams.

In April 2005 the Austin Police Department hired a retired police officer who was trained as a certified intoxilyzer operator to manage BAT unit operations, relieving DWI officers of that duty. The civilian position allowed BAT unit operations to expand from two to four nights a week. Currently, the BAT unit deploys Wednesday through Saturday nights, accepting suspects between 9:30 p.m. and 4:00 a.m. Consistently deploying the BAT unit, along with using two centralized locations, has proven to be more efficient and accessible to officers throughout the city.

Off-duty Austin City marshals are hired to provide transport and security for BAT unit operations. Suspected DWI drivers

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delivered to the BAT unit are assigned to the custody of the marshals. After processing, up to four suspects at a time are transported to the central booking facility. In this way, patrol officers are virtually relieved of time-consuming arrest-processing responsibilities as soon as they arrive to the BAT unit. Once paperwork is completed and approved by an assigned supervisor, the patrol officers are free to return to their normal duties. Supervisors retain all paperwork until it is delivered to arrest review. In 2005, approximately 1,657 suspects, 30 percent of total DWI arrests, were processed in the BAT unit, with an estimated savings of 2,487 patrol person-hours.

DWI enforcement officers are not call driven and can proactively seek out impaired drivers by focusing on speed, reckless or erratic driving behavior, and other traffic violations. The DWI unit uses both traditionally marked and unmarked patrol units. All DWI units are equipped with moving radar and digital video systems.

Unit officers are available to assist patrol officers with traffic stops when impaired driving is suspected. The DWI enforcement officer arrives at the scene of the traffic stop and assumes responsibility before SFSTs

are administered, allowing the patrol officer to return to his normal duties. The DWI enforcement officer initiates the offense report to which the patrol officer writes a supplement report of their observation and actions. The collaborative working relationship between the DWI Enforcement Unit and patrol officers has reduced the time patrol officers spend on DWI arrests and has improved efficiency by using specially trained officers to investigate impaired driving offenses.

Focusing on Growth

Austin's diverse population is growing at unprecedented rates, and the DWI Enforcement Unit anticipates increasing its training, resources, and personnel to parallel this growth.

Training: Officer training, as well as public education, is integral to the success of DWI enforcement efforts. The curriculum of the Austin police academy now includes DWI detection and standardized field sobriety test course for all officers. Upon graduation, officers are required to spend two weeks assigned to the DWI Enforcement Unit. These officers receive a 10-hour SFST refresher class prior to deploying with the unit and spend the remainder of the two

weeks improving their DWI enforcement abilities under the guidance of experienced DWI officers.

Due to increased instances of driving while under the influence of drugs, several DWI officers have been trained and certified as drug recognition experts (DREs). DREs expand the unit's ability to detect drivers whose performance is impaired by substances other than alcohol, including recreational drugs and prescription medication. A goal of the Austin Police Department is to certify all DWI enforcement officers as DREs and to certify select officers from day, night, and evening patrol shifts as well.

Arrest Forms Automation: The Austin Police Department constantly looks for innovative and effective ways to reduce incidents involving impaired driving and the time associated with processing DWI arrests. In an effort to reduce the time officers spend on DWI paperwork, Detective Michael Cowden was instrumental in developing the APD Forms Automation SysTem Equals Rapid (FASTER) DWIs program. This system enables officers to enter pertinent suspect information one time. The officer uses a dropdown menu to select the necessary forms and in about two min-



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utes all forms are automatically filled and printed. The Austin Police Department estimates that this program saves 1,900 person-hours, valued at \$96,000, each year.

Selecting DWI Unit Officers: When a vacancy occurs in the DWI Enforcement Unit, it is posted and all eligible officers within the department may apply. As the DWI Enforcement Unit requires specialized training and the acceptance of an atypical workload, the selection process involves a thorough review of the work history of each candidate as well as an oral board session. It is explained to the candidates that each DWI team works night hours, from 8:00 p.m. until 6:00 a.m. It also explains that the exclusive

daytime scheduling of court appearances for DWI and administrative license revocation cases results in a considerable burden during off-duty hours. Surprisingly, there has been little turnover in the DWI Enforcement Unit, due in large part to the dedication and commitment of officers selected for these positions.

The Regional Alcohol Issues Network

The unit maintains regular communication with prosecutors, the courts, hospitals, local schools, and other law enforcement agencies. In an effort to improve lines of communication and effectively address issues related to alcohol and drug abuse, the

Regional Alcohol Issues Network (RAIN) was created. The network includes law enforcement, prosecutors, health care providers, mass transit, and the private industry. The three broad goals of the network are to identify current issues and trends related to the abuse of alcohol, to identify and discuss current initiatives being conducted by various agencies and to consider possible joint initiatives, and to communicate across agency lines. RAIN members meet on a quarterly basis, regularly communicating by phone and e-mail between meetings.

The Austin Police Department has made a long-term commitment to overcoming issues related to impaired driving. The DWI Enforcement Unit continues to examine the best practices of departments nationwide and incorporates lessons learned into the programs established internally. The department's DWI Enforcement Unit continues to collaborate with outside agencies and research new technology in an effort to achieve their ultimate goal: to save lives. ♦

¹ The Austin Police Department is in the process of purchasing a new full-service breath alcohol testing unit. The new testing center will be specifically designed and built for processing impaired drivers. The unit will house two intoxilyzer stations and provide substantial workspace for officers. In addition to using the BAT unit to test impaired drivers, the department views the vehicle as a mobile billboard to be displayed at public events, such as school functions and parades.



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Tuition: IACP Member \$300, Non Member \$400
Location: Tomball, TX
- 23 Conducting Effective Employment Interviews**
Tuition: IACP Member \$175, Non Member \$275
Location: Plano, TX
- 24-25 Weapons of Mass Destruction Training (\$Free)**
Location: Reynoldsburg, OH
- 25-26 Physical and Psychological Aspects of Police**
Tuition: IACP Member \$300, Non Member \$400
Location: Mahanomen, MN
- 25-27 Advanced Supervision Skills**
Tuition: IACP Member \$360, Non Member \$460
Location: Shakopee, MN
- Free Line Officer Training Boston Conference**
Contemporary Issues in SWAT
10:00-12:00 Steve Smith
- Physical and Psychological Aspects of Police Shootings**
10:00-12:00 Don McLellan
- Challenging Issues Involving Less Lethal Munitions**
10:00-12:00 Steve Ijames
- The Backbone of the Police Force: First Line Supervisors**
10:00-12:00 Larry Mathieson
- Interpersonal Management Program and Communications**
10:00-12:00 Randy Means
- Crisis Negotiations**
10:00-12:00 Bill Massock

* Only sworn officers or full-time employees of law enforcement agencies may attend.

See the IACP Training Catalog in PDF format www.theiacp.org

REMINDER: We cancel or confirm training classes 21 days prior to the start of the event to facilitate travel arrangements. PLEASE register early so we have an accurate count. To register or for more information on these or any other courses, call the IACP Training Division at 1-800-THE-IACP, or check out our Web site at <http://www.theiacp.org>.

See the
Police Chief
online at

www.policechiefmagazine.org

Impaired Driving Resources

National Highway Traffic Safety Administration:

The Impaired Driving Division at National Highway Traffic Safety Administration (NHTSA) seeks to work cooperatively to save lives, prevent injuries, and reduce traffic-related health care and economic costs resulting from impaired driving (alcohol and other drugs). NHTSA collaborates with many criminal justice and community organizations to sponsor impaired driving campaigns such as Friends Don't Let Friends Drive Drunk and Zero Tolerance Means Zero Chances.

Beginning in 1975, NHTSA sponsored research that led to the development of standardized methods for law enforcement officers to use when evaluating motorists who are suspected of driving while impaired (DWI). Since 1981 law enforcement officers have used NHTSA's standardized field sobriety test (SFST) battery to help determine whether motorists who are suspected of DWI have blood alcohol concentrations (BACs) greater than 0.10 percent; the SFST battery was further validated for use at the 0.08 BAC level in 1998. NHTSA's SFSTs largely have replaced the unvalidated performance tests of unknown merit that once were the officer's only tools in helping to make DWI arrest decisions after traffic stops. NHTSA's SFSTs presently are used in all 50 states and have become the standard procedures for evaluating DWI in most law enforcement agencies.

IACP Highway Safety Committee:

The IACP Highway Safety Committee's mission is to study, consider, and evaluate all matters pertaining to policies, practices, standards, and rates of state and municipal police organizations relating to traffic accident investigation, traffic records, traffic patrol, traffic law enforcement, organization and administration, and other highway safety functions that may be responsibilities of the membership of the association; report to this association for dissemination to its members and interested agencies information and recommendations for the improvement of police traffic management and the promotion of highway safety; make recommendations to the Traffic Institute of Northwestern University relating to its traffic police training programs; and make recommendations to the association and other interested organizations and agencies of needed research projects essential to optimum highway safety programs by police agencies.

The Century Council:

Headquartered in Washington, D.C., the Century Council is an independent advisory board made up of distinguished leaders in business, government, education, medicine, and other relevant disciplines. It promotes responsible decision making regarding alcohol and fights alcohol abuse, focusing on drunk driving and underage drinking problems. Operating on the philosophy that collective action can have a greater impact than individual efforts, the Century Council involves beverage alcohol wholesalers and retailers, law enforcement, public officials, educators, insurers, health care professionals, and private citizen organizations in the fight against alcohol misuse.

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Gas mask fit tester

TSI Inc. announces the PortaCount Plus respirator fit tester, designed to quantitatively test CBRN gas masks and N95 respirators for law enforcement and emergency medical service personnel. The OSHA-compliant fit test is engineered to measure fit factor up to 10,000. With the optional N95-Companion accessory, the PortaCount Plus is designed to test the fit of disposable N95 respirators as well. The software is designed to automate fit testing and document training.

For more information, circle no. 205 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Dash-mounted light

Whelen Engineering introduces its Competitor Series SpecTIR LED dash light. The light's high-output, third-generation LED technology is designed to produce high-intensity, low-cost warning in a compact design that fits snugly to the windshield of a police vehicle. Each light is designed to provide multiple Scan-Lock flash patterns and comes with an eight-foot cord with cigar plug and LED on/off indicator. SpecTIR is available in all five safety colors as well as split red/blue and red/white.

For more information, circle no. 206 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



Video software

Salient Stills announces VideoFOCUS 2.0, software designed to help law enforcement users capture and export digital video, work with proprietary video data formats from security systems,

and print images directly. VideoFOCUS 2.0's improved user interface is engineered to save time and effort. VideoFOCUS 2.0 imports an extensive range of digital video recorder file types including .MPG, .WMF and .ASF, and can export and import as .MOV, .AVI and .WMF, for viewing through QuickTime and Windows Media Player. Users can capture and import, de-interlace, de-multiplex, quad separate, motion track and align, pinpoint field of interest, zoom, video edit, media manage and archive digital files into usable formats.

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Satellite network

Developed by Inmarsat, a leader in mobile satellite communications, BGAN is designed to deliver voice and broadband data through a highly-portable terminal. Quick to deploy, it is engineered to deliver secure on-demand access to telephony, e-mail, videoconferencing, and the Internet to multiple simultaneous users in a mobile command post. BGAN is designed to support interoperability solutions that enable emergency responders to continue using their standard radios and cell phones at a disaster site, regardless of the state of the terrestrial network.

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Auto glass protection

ShatterGARD announces the availability of VehicleGARD glass protection film for law enforcement vehicles. VehicleGARD is designed to protect marked and undercover vehicles against terrorism, riots, and random violence by shielding ordinary glass windows with an invisible coat of armor. In the unlikely event that glass protected by VehicleGARD breaks, the product is designed to hold the shards together, protecting occupants from injury



as well as denying entry to an assailant. ShatterGARD cuts the film to the size of any law enforcement vehicle's windows using the company's patent-pending technology and a vehicle database. The customized peel-and-stick film is supplied in kit form and comes with an instructional video and application tools designed to ensure a proper fit even for a novice installer.

For more information, circle no. 209 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Duty jackets

Uniform manufacturer 5.11 Tactical announces the addition of two duty jackets to its product line for law enforcement. The jackets feature an outer shell designed to be both waterproof and breathable, a zip-out inner liner that can be worn as a stand alone jacket, a zip-out hood, an ANSI II vest, and 5.11 Tactical document



National Law Enforcement Leadership Institute on Violence Against Women

The National Law Enforcement Leadership Institute on Violence Against Women, an initiative of the International Association of Chiefs of Police, offers sworn law enforcement executives a unique opportunity to enhance agency response to the complex realities of violence against women crimes.

The three-day Leadership Institute provides:

- an opportunity to assess current agency efforts to hold perpetrators accountable
- a chance to examine innovative investigative strategies
- support from experts to design practical action plans specific to agency needs & resources
- time for networking with colleagues to discuss challenges & solutions

For those selected to attend, expenses related to participation (travel, lodging, food) are covered.

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www.theiacp.org/research/VAWLawEnforceInit.html



113th IACP Annual Conference Banquet

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Conclude the annual conference at the 113th IACP Annual Conference Banquet. This black-tie-optional event (business suits are appropriate) features the swearing-in ceremony of the president and the board of officers.

Also enjoy the Bowzer's Rock n' Roll Party consisting of a show/dance of approximately two hours after dinner and program. This entertainment package will include Bowzer and the Stingrays, Shirley Alston Reeves (former lead singer of the Shirelles) and Diamond Dave Somerville (original lead singer of The Diamonds) and Rocky and the Rollers!

Tickets are sold on a first-come, first-served basis and are limited.

To order tickets:

visit www.theiacp.org or

contact Juanita Ward at 1-800-THE IACP, ext. 380;

Email: ward@theiacp.org

pockets. The four-in-one waterproof Patrol jacket features an embroiderable zip-out wind stopper fleece, pullout ID panels, a double storm flap, a zip-off hood, a bi-swing shoulder, Back-Up Belt System pockets, and an ANSI II vest. The Precinct jacket has an insulated quilted liner that can be worn separately, a bi-swing shoulder, Back-Up Belt System pockets, and an ANSI II vest. The jackets are available in green, brown, navy, and black.

For more information, circle no. 210 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



Hazardous materials identifier

Ahura Corporation, a manufacturer of rugged optical instrumentation, announces the FirstDefender, a handheld instrument designed to help first responders identify unknown liquids and solids. Among the materials the FirstDefender is designed to identify are toxic industrial chemicals, explosives, chemical warfare agents, and narcotics. Powered by Ahura's Optical Engine technology, FirstDefender is an all-optical system based on Raman spectroscopy.

For more information, circle no. 211 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Updated traffic signs

All Traffic Solutions (ATS) announces the addition of wireless Bluetooth technology to its traffic calming tools. The wireless technology is designed to eliminate the need for a physical computer-to-sign connection by allowing users to communicate with ATS SPEEDsentry speed signs from the safety of their vehicles. By design, the company's radar speed signs and variable message signs can now be programmed using a handheld computer. The system is engineered to keep file sizes to a minimum, so that users can download data to a personal digital assistant rapidly and routinely and then transfer it to a personal computer using ATS client-based software. The system is also designed to make easy-to-use reports and analyses available through the additional ATS Web-empowered option.

For more information, circle no. 212 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo



Trace chemical detector

MSA announces the SAW MiniCAD mk miniature chemical agent detector, which is designed to use surface acoustic wave-sensing technology to simultaneously detect trace levels of nerve and blister agents. The unit is engineered to be highly selective to these agents and resistant to false alarms.

For more information, circle no. 213 on the Reader Response Card, or enter it at www.theiacp.org/freeinfo

Sighting system

Trijicon Inc., developer of Brilliant Aiming Solutions for law enforcement and other markets, announces that the Trijicon ACOG 4x32 model TA01NSN is now available with the Docter Optic Red dot sight, designed to give users of this proven tactical sight more flexibility and close-quarter battle ability. The Trijicon ACOG TA01NSN-DOC is an internally adjustable telescopic sight with an illuminated reticle powered by Trijicon's tritium-based technology. This reticle is designed to hold zero under the most extreme conditions and present a bright aiming point in all low-light and no-light conditions.

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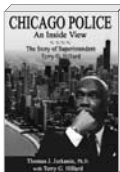
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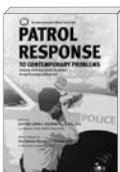


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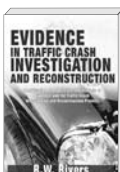


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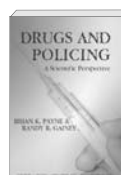


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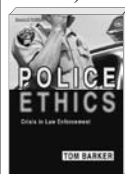
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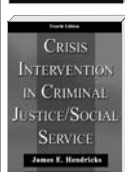
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Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international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

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.

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 Retired Officers Section

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

University/College Police Section

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

S U R V I V O R S ' C L U B

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

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

Ohio Officer Survives Shooting

Officer **Jane L. Bogenschutz** of the Columbus, Ohio, Division of Police and three fellow officers were dispatched to a multi-story apartment building to investigate a report of a man with a gun menacing other residents. The suspect, inside an apartment, believed that the officers were fakes. Other residents came out of their apartments to view the police activity and were instructed by the officers to leave the hallway.

The suspect appeared without notice in the doorway of his apartment with weapon in hand. Bogenschutz fired at the suspect and other officers fired as well. Bogenschutz felt something hit her vest in the upper left torso. She believed at the time that she had been hit by a piece of drywall, as bullets had struck the wall next to her. Officers called for SWAT activation.

Bogenschutz helped evacuate residents of neighboring apartments, including a frightened elderly woman who had to be coaxed out of her apartment. She then briefed a SWAT officer on the suspect and conditions inside the building. The SWAT officer observed that Bogenschutz's uniform shirt was torn and on closer observation determined the hole was caused by a bullet.

Bogenschutz was transported to a trauma center for medical evaluation. When she removed her uniform shirt and ballistic vest, a bullet fell to the floor of the examination room. X-rays revealed no penetration wound. Examination of Bogenschutz's ballistic armor found

that a .45-caliber round struck her chest and was stopped by the vest shock plate. Investigators determined the round was a ricochet round fired by another officer.

Bogenschutz was treated and released for a contusion caused by the impact of the round on her ballistic armor. The suspect was arrested and charged with felonious assault.

Body Armor Protects Texas Officer in Dangerous Crash

Officer **Gregory W. Stewart** of the Weatherford, Texas, Police Department was dispatched to assist a neighboring agency with a vehicle pursuit. He planned to move ahead of the pursuit and be positioned to deploy spike strips.

But as Stewart made a left turn at an intersection with the light in his favor, the fleeing motorist, driving a one-ton pickup truck, entered the intersection against a red light and rammed Stewart's patrol car. The suspect vehicle crushed the side of the patrol car, penetrating one and a half feet into the passenger compartment.

Officer Stewart was seriously injured. He suffered a concussion, a broken pelvis, and bruised kidneys. The attending physician informed Stewart that his body armor protected him from potentially fatal injuries. Stewart was hospitalized for six days and is recovering. He plans to return to full duty.

The 25-year-old driver of the truck fled the scene but was later found and arrested. He was charged with intoxicated assault with a motor vehicle and failure to stop and render aid. Criminal charges against the motorist are pending final court action.

Detroit Officer's Vest Stops .357 Round at Close Range

Officers **Steven M. Coykendall** and **Gary Toms** of the Detroit Police Department stopped a vehicle that matched the description of a vehicle wanted in connection with a shooting. Coykendall approached on the driver's side of the suspect vehicle and made contact with three occupants. The driver and the rear passenger produced identification to the officer. The front

seat passenger could not provide any type of identification.

Coykendall conducted a *Terry* search on the driver and detained him at the front of the scout car. He went back to the suspect vehicle to help Toms with the other two occupants. The front seat passenger bolted from the suspect vehicle and brandished a .357 revolver. Coykendall attempted to grab the armed suspect by the arm. The suspect fired a single round that struck the officer in the lower right torso at close range. The bullet was stopped by Coykendall's vest but the impact knocked Coykendall to the ground. He quickly got back to his feet and moved away from the shooter.

After shooting Officer Toms, who suffered a penetrating bullet wound, the suspect entered the suspect vehicle and drove toward Coykendall. Fearing for his life, Coykendall opened fire on the approaching vehicle. The suspect continued past the officer and fled the scene.

Police later identified the shooter, a felon, and arrested him for the attempted murder of police officers and for being in possession of a firearm. This matter is pending before a Wayne County court. The officers were transported to an area hospital for care. Officer Coykendall was treated and released and Officer Toms was admitted for a penetrating gunshot wound. ♦

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

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Cromartie Announces His Departure Plans

In prior conversations with IACP President Mary Ann Viverette and in-coming president Joseph Carter, a July 18, 2006 notification to the IACP governing body, as well as during a July 19, 2006 staff meeting at IACP headquarters in Alexandria, Virginia, Eugene Cromartie, IACP's deputy executive director and chief of staff, shared his decision to slow down.

Dan Rosenblatt, IACP executive director, noted that while supporting Cromartie through this decision-making process, it would be tough to "fill the shoes" that Cromartie was leaving. Rosenblatt praised Cromartie's tenure in guiding the staff, his service to the governing body, the IACP membership and the international law enforcement community.

Cromartie indicated that after the governing body meeting in Colorado Springs this August, he plans to start his transition. He will work a reduced schedule during August and September to assist with the transition of his replacement. He will thereafter, provide services as depicted in a consulting agreement that commences October 1, 2006. Activities will include preparation efforts for the annual conference in Boston and New Orleans, advisory role for the IACP Foundation and IACP Center for Police Leadership, and other special projects and duties as requested.

In communicating this decision, Cromartie issued the following statement:

"After having reneged on promises I've made to my wife, sons, and grand kids to slow down and spend more quality time with them, I'm finally going to honor their request effective this summer -- a commitment I made to them last Christmas. I was reminded by them, during the 4th of July holiday, that we're just about half way through the summer and they haven't been provided a stand down date as of yet. They voiced that they'd like to see a mark on the wall, at least for planning purposes. I'm hearing them loud and clear. I've come to the realization, also, that there's never going to be a good time for me to leave.

It's been an enjoyable, gratifying pleasure to have been able to work with staff and the Governing Body of this Association these past 16 (sixteen) plus years. We've accomplished a lot. We have an organization that we can be proud of. I know, without a doubt, that you're going to do what needs to be done to insure that we retain our recognized, premier, visible status.

Given my extended tenure here, I've been able to acquire unique knowledge and experience which might be useful in the efficient and effective functioning of operational activities of this Association. In this regard, I'm committing to make myself available to assist in any way that I can. My concern, love, and loyalty for IACP will never fade away. I'll be around, but I won't get in the way.

Take care, God bless!!!"

- Broken Arrow Police Department for the Broken Arrow Police Department leadership team
- City of Montreal Police Department for project cyclops
- Criminal Intelligence Service Canada for strategic early warning system for organized and serious crime
- Delhi Police Department for PARIVARTAN
- District Police Nalgonda, Government of Andhra Pradesh, India for project aasara
- El Paso Police Department for human trafficking task force
- El Paso Police Department for multi-agency referral system
- Everett Police Department, crime prevention unit for crime free rental housing program
- Gulf Breeze Police Department for volunteers on patrol
- Lane County Sheriff's Office and Lane County Adult Corrections for defendant and offender management center: a multi-jurisdictional project
- Los Angeles County Sheriff's Department, Century Station for Florence Firestone community enhancement team
- Miami Police Department for operation difference
- Montgomery County Police Department for the digital case file
- Nagpur Police for networked/online police complaint registration and monitoring system
- Ohio State Patrol for Ohio State Highway Patrol strategic goal
- Peel Regional Police for school police emergency action response
- Portland Police Bureau for downtown livability project
- Royal Canadian Mounted Police for aboriginal CFSEU
- Sunnyvale Department of Public Safety for a helmet for every child
- Toronto Police Service for empowered student partnerships: Canada's largest student-driven high school safety program
- Toronto Police Service for project centurion
- US Immigration and Customs Enforcement for operation community shield

2006 Webber Seavey Award Semi-Finalists

Congratulations to the following agencies, selected as the 2006 Semi-Finalists for the Webber Seavey Award for Quality in Law Enforcement. Ten finalists will be chosen from among these 25 semi-finalists. The three winning agencies will be chosen from among these finalists and will be publicly announced at the Annual

IACP Conference this October in Boston. Listed are the agencies and projects.

- Andhra Pradesh State Police for family counseling centers
- Baltimore Police Department for community safe zone project
- Beaverton Police Department for identity theft and fraud prevention program

IACP Best Practices in Public Information

Drawing from the experience of police chiefs, department public information officers, and media personnel, this book illustrates how to develop an effective police-media relationship. It provides the modern police executive with a comprehensive guide for developing, maintaining, and improving this critical relationship.

The book is available for purchase online at www.theiacp.org. Using the left navigation bar, choose Sections and then select Public Information Officers Section. The cost is \$24.95 for members and \$29.95 for nonmembers. To place an order by telephone or e-mail, call Lucinda Scott 800-THE-IACP, extension 267, or send a message to scott@theiacp.org.

Interpol DNA Database Online

Interpol has launched direct online access to its global database of DNA profiles, enabling member countries' police services to submit and check records in seconds.

This new service is accessible via Interpol's global police communications system and enhances the ability of police in Interpol National Central Bureaus (NCBs) and throughout member countries to make instant international 'cold hits' – matches of individuals or crime scenes with no previous connections.

"Criminals who have murdered, robbed or raped innocent citizens in multiple countries will now be more easily exposed, identified and apprehended, because police in Interpol's member countries will immediately know whether a suspect of interest to them is also a suspect in another country," said Interpol Secretary General Ronald K. Noble.

Interpol designed the database, called the DNA Gateway, with the assistance of experts from member countries to enable DNA profile matching across all major marker systems, including those developed by the European Union and United States.

To maintain the highest level of data protection, DNA profiles in the database are anonymous, with member countries retaining ownership and control of how the data is used and accessed in accordance with their national laws.

"The beauty of Interpol's DNA Gateway is that it offers investigators around the world a fast and secure way to link cases which would otherwise never be connected, and to do so without compromising either criminal investigations or the privacy of citizens," said Mr. Noble.

The Interpol system is compatible with the data search engine used by the signatory countries of the European Union's Prüm Treaty, which governs the exchange of police data, and with the U.S. Federal Bureau of Investigation's Combined DNA Index System (CODIS).

The FBI is creating a conversion feature within its CODIS software so that data submitted by the 24 countries currently using this program can be easily matched with records in the Interpol DNA Gateway.

Although the newly created Interpol database contains only 65,000 records from 37 member countries, it has already led to 93 matches involving nine countries.

Forty-three of Interpol's 184 member countries operate national DNA profile databases, with 11 more under development. With the new online service, all Interpol member countries can submit DNA profiles electronically, conduct automated searches, and receive positive or negative replies.

IACP's Free Crime Gun Interdiction and Technical Assistance

Through funding from the Bureau of Justice Assistance, IACP and the Crime Gun Interdiction Project provides no-cost technical assistance to police departments. Project Safe Neighborhoods Enforcement Training (PSNET) is an innovative and unique three day regional training by IACP in collaboration with the Department of Justice, the National District Attorney's Association, the National Crime Prevention Council and the Bureau of Alcohol, Tobacco, Firearms and Explosives.

Track 1: Executive Strategic Planning Session: The executive breakout session is designed for agency decision makers. The executive track includes classroom instruction combined with breakout sessions facilitated by the National Crime Prevention Council. In these sessions, senior law enforcement officials candidly discuss their region's crime gun problems, how to partner more effectively to combat violent crime, problems and barriers to progress, and develop action plans and recommendations for implementing the Project Safe Neighborhoods strategy in their community.

Track 2: PSN Advanced Investigation Training: The main track is designed for line prosecutors and investigators. Topics include firearms trafficking, enforcement strategies, characteristics of armed persons, firearms identification, firearms tracing and crime gun analysis, state and federal firearms laws, prosecution strategy, and designing dynamic partnerships. Whether a new prosecutor or an experienced law enforcement officer, this course material is ideal for anyone who is involved in putting violent armed criminals and the illegal gun traffickers who arm them behind bars.

Track 3: PSN Street Enforcement Training: Specifically designed for uniform patrol officers and other front-line law enforcement, this one day course, which is offered twice—during the second day and third day of the main track—will provide police and sheriff's deputies with the knowledge, skills and abilities to enhance their margin of safety on the street. The characteristics associated with persons carrying concealed firearms, as well as the ability to defend stops and frisks in court are covered.

For more information visit <http://www.theiacp.org/research/RCDGunCrime.html> or call the IACP at 800-843-4227.



Line of Duty Deaths

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

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

Patrol Officer James A. Archuleta
New Mexico State Police
Date of Death: June 5, 2006
Years of Service: 2

Constable Dale David Geddie
Smith County, Tex., Constable's Office
Date of Death: June 7, 2006
Years of Service: over 20

Chief Deputy Brian Gibbons
Calhoun County, Ill., Sheriff's Office
Date of Death: June 11, 2006
Years of Service: Unknown

Captain Octavio Rafael Gonzalez
Laplace, La., Sheriff's Office
Date of Death: June 16, 2006
Years of Service: 14

Corporal Scott Lee Severns
South Bend, Ind., Police Dept.
Date of Death: April 23, 2006
Years of Service: 8 years, 10 months

Trooper Steven R. Smith
Oklahoma City, Okla., Highway Patrol
Date of Death: February 9, 2006
Year of Service: 4 years, 3 months

For further information on membership benefits and eligibility, contact the IACP Member Services Department, at 1-800-THE IACP.

Back to School Safety for Big Kids

**By Joel Bolton, Lieutenant,
Lake Charles, Louisiana,
Police Department**

A traffic safety conversation about planning for back-to-school safety typically includes a discussion about school-zone speed limits, pedestrian safety, bicycle rodeos, and parent drop-off zones.

Watching out for elementary and middle school students is an important part of our job, but there will be two more age groups returning to campus this fall that could benefit from some of your attention: high school and college students.

New freedoms and responsibilities await these young drivers, meaning they have an opportunity to increase your crash fatality and injury rates. There are some things, however, that can be done to prevent crashes, injuries, and fatalities.

Schools offer some unique advantages for teaching large numbers of people about the dangers of impaired driving and the need to use safety belts properly. Throughout the year, there are numerous educational and social meetings. For example, student-parent orientation meetings provide you with a captive audience to educate. Various groups, clubs, and associations exist on campus, in addition to driver's education and public health outreach programs that are well suited for traffic safety education.

School administrators have the ability to implement and enforce policies regarding alcohol infractions and operation of vehicles on campus. As some proactive law enforcement agencies have shown, correct use of safety belts can be significantly increased when suspension of parking privileges is the result of nonuse. Similarly, sound policies and penalties for alcohol violations can carry over into safer driving habits.

Alcohol is one of the areas that demands logical, fact-based education in a campus

setting. Yes, some kids drink to excess, but the fact is that most young people consume less than many adults think they do. This is the basis for some public education campaigns that seek to refute the idea that students must drink to fit in, when the opposite is true. The University of North Carolina got the message out this way: "Whether it's Thursday, Friday, or Saturday night, two out of three UNC students return home with a .00 BAC." The message was similar at Montana State University, where it was found that 81 percent of students at parties consumed four drinks or fewer, and many did not drink at all.

More importantly, recent studies have shown that young people are less likely to get behind the wheel after drinking than in years past. A number of things have influenced this change in behavior. The perception is real in some jurisdictions that police are committed to impaired driving enforcement and violators will be detected, arrested, prosecuted, and punished.

Minimum drinking age laws, coupled with zero-tolerance laws for underage drinkers, have been effective deterrents. For this to be true, however, there must be an understanding of what the laws mean, a belief that they are being enforced, and an understanding that there are real consequences for violations.

Another influence on young drivers has been a couple of decades of traffic safety public information and education, much of it done by law enforcement personnel, that has communicated the real risks of injury and death from traffic crashes and the effects of alcohol on driving skills. Mock crash scenes—something you can start planning now for later in the school year—have effectively communicated the real risk to young drivers and the devastating effects of bad decisions.

Local and national positive role models have appeared, helping youth make better decisions. Alcohol-free events, such as Operation Prom Grad activities, have promoted safe driving during specific times of the school year.

Campus organizations such as BACCHUS and GAMMA at the college level and SADD in high schools have provided advocates and activities for youth.

Community coalitions with a campus traffic safety component have also been effective in changing attitudes and promoting positive outcomes. Multidisciplinary groups often have a broader view of a problem and bring more resources to the table to make change happen.

Police should not overlook the benefits of using the media to encourage safe driving, and campus publications may provide an effective avenue. Aiming a message at this young, high-risk audience can be a challenge, however. When, where, and what they drink may differ from when, where, and what older groups drink.

What is well understood is the influence of family and friends on the decision not to drive after drinking. Empowering this positive peer pressure can work to help young drivers think before they drink and not get behind the wheel.

Other factors influence attitudes toward alcohol use by young people: marketing, availability, promotion at near-campus outlets. Police and alcohol regulatory commissions should routinely check bars and stores for underage purchase compliance, require responsible server training, and discourage retailers from offering low-price drink promotions.

Law enforcement has an opportunity to work effectively through schools and colleges to save lives. We can provide direct education in a classroom setting, work with administrators to strengthen campus policies, mentor on-campus advocacy groups, and follow those activities with strict enforcement of laws that were designed to save young lives.

Young drivers are at high risk for involvement in serious and fatal traffic crashes. Working to educate them at this stage of their driving career will save lives now, and promote safer and more responsible drivers for the future. ♦



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