

POLICE CHIEF

FULL EDITION



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VIOLENT EXTREMISM

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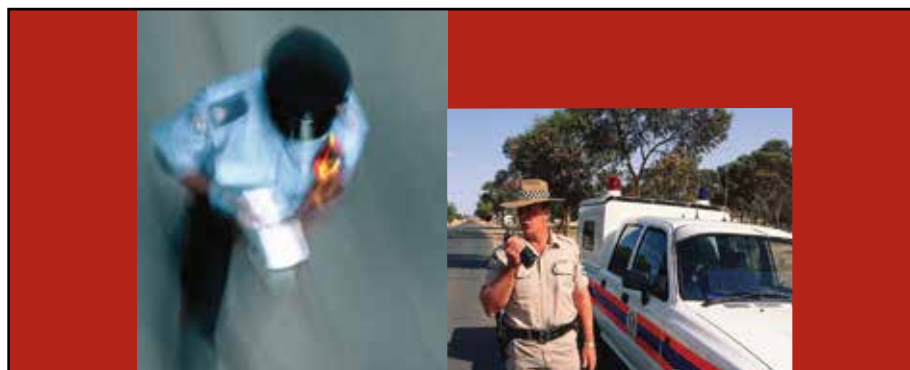
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The IACP Trust Building Campaign



“
I am very excited
about the Trust
Building Campaign
and the role it can
play in enhancing
the future of the
policing profession.
”

SIMPLY STATED, THE IACP IS COMMITTED TO THE PRINCIPLE THAT THERE IS NOTHING MORE IMPORTANT TO THE SUCCESS OF POLICING THAN THE TRUST OF THE PUBLIC. THAT IS WHY I AND THE NEXT FIVE PRESIDENTS OF OUR ASSOCIATION HAVE MADE TRUST BUILDING OUR LASER FOCUS AND A TOP PRIORITY IN OUR STRATEGIC PLAN FOR THE COMING YEARS.

To that end, I am so pleased to announce the launch of the IACP Trust Building Campaign.

Through the Trust Building Campaign, IACP members and other police leaders can demonstrate their commitment to enhancing trust between law enforcement agencies and the communities they serve. Centered around the following six key focus areas and the implementation or adoption of 25 key policies or promising practices, the Trust Building Campaign is designed to encourage positive community-police partnerships that promote safe, effective interactions; create strategies to prevent and reduce crime; and improve the well-being and quality of life for all.

BIAS-FREE POLICING

1. Establish a policy on bias-free policing.
2. Increase transparency and accountability of police use of force. Publish complaint process policies and data.
3. Provide officers with training and coaching on cultural responsiveness.
4. Train officers on the unique makeup and needs of their communities based on country of origin, religious and cultural practices, etc., which may conflict with local laws.

USE OF FORCE

5. Adopt the elements of the *National Consensus Policy on Use of Force* into the agency's policies and procedures. Publish use-of-force policies.
6. Provide regular training on the agency's use-of-force policies. Training should include scenario-based exercises that incorporate de-escalation techniques.
7. Document all uses of force beyond handcuffing in agency records.

Review these records on an annual basis to identify trends that need to be addressed in policy and training.

8. Participate in the National Use-of-Force Data Collection.

LEADERSHIP AND CULTURE

9. Establish an agency policy or statement that recognizes the sanctity of life and the importance of preserving human life during all encounters. Adopting the IACP Law Enforcement Oath of Honor (revised in 2020) will meet this requirement.
10. Participate in an accreditation, certification, or credentialing process that utilizes an independent organization who reviews an agency's policies and procedures.
11. Ensure training and policy reflect a culture of equity, diversion, inclusion, and accountability—and promote procedural justice for community members and employees alike.
12. Establish an employee wellness program that includes both physical and mental health.
13. Conduct a culture assessment of the organization, with steps taken to address areas of concern and opportunity.
14. Provide body armor to all officers and require the wearing of soft body armor while on uniformed patrol.

RECRUITMENT, HIRING, AND RETENTION

15. Approach recruiting based on a guardian officer ideology rather than a warrior mentality.
16. Establish minimum educational standards or equivalency requirements that can be met by prior life

experience. Provide officers with opportunities for advanced education and training throughout their careers.

17. Verify potential hires with the national decertification database before hiring experienced officers.
18. Include measures of problem-solving, trust-building, and cultural responsiveness in metrics of officer performance.

VICTIM SERVICES

19. Train officers in trauma-informed response.
20. Train officers on best practices while providing resources and tools for communicating with community members who do not speak English or whose ability to communicate is impaired.
21. Establish partnerships to provide for mental health, substance abuse, and youth deflection and diversion resources in the community.

COMMUNITY RELATIONS

22. Educate communities on the dynamics of policing and setting reasonable expectations for their police. Establish shared expectations of the role police have in the community and solicit input from the community on agency policies and procedures.
23. Establish a clear and timely complaint process that does not require written or sworn statements to submit. Complaint processes and applicable policies should be accessible to all.
24. Conduct a regular recurring survey of the community to measure the level of trust in the police.
25. Establish written strategies to engage with youth and marginalized groups in the community to foster positive relationships and build trust.

To join the campaign, law enforcement agencies must pledge that they will, over the next 36 months, implement these key policies and promising practices. Agencies and organizations demonstrating a serious commitment to implementing the key action items in all six areas will become publicly recognized members of the Trust Building Campaign and will receive awareness pins that can be displayed on each officer's uniform.

I am very excited about the Trust Building Campaign and the role it can play in enhancing the future of the policing profession. It recognizes the need to review our current operations with an eye to transparency and the potential for change. It represents an opportunity for police leaders to commit and renew our focus on building and strengthening trusting relationships with all segments of our communities. I urge you to take the pledge and join the IACP Trust Building Campaign today! ♥

If you have any questions or comments, please contact me at president@theiacp.org.

TO JOIN THE CAMPAIGN,



LAW ENFORCEMENT AGENCIES MUST
PLEDGE, OVER THE NEXT

36 MONTHS,

TO IMPLEMENT **25**
KEY POLICIES AND PROMISING
PRACTICES.

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Building Community Trust through Law Enforcement's Response to Victims of Crime



“
**Redefining
how we
interact with
crime victims
[is] essential
to building
community
trust.**
”

AS DIRECTOR OF THE OFFICE FOR VICTIMS OF CRIME (OVC) IN THE U.S. DEPARTMENT OF JUSTICE'S OFFICE OF JUSTICE PROGRAMS, I AM PROUD TO LEAD AN ORGANIZATION THAT IS COMMITTED TO ENHANCING OUR CAPACITY TO ASSIST CRIME VICTIMS AND TO CHANGING ATTITUDES, POLICIES, AND PRACTICES TO PROMOTE JUSTICE AND HEALING FOR ALL VICTIMS OF CRIME.

A signature component of my term as OVC director can be condensed into one simple message—victims count and their voices matter.

I adapted this phrase from a clever one coined by Bill Bratton, the former New York City and Boston police commissioner and former Los Angeles police chief. He says “Cops count, police matter” when describing the importance and value of the police profession.

I strongly believe it can be applied to victims and survivors as well. It becomes especially pertinent in discussions about criminal justice reform policy, strengthening relationships between law enforcement and the community, and building community trust. When the voices of victims are included in these conversations, they add a level of authenticity; richness; and, importantly, hard reality.

Each victim who makes the brave choice to report crime and engage with the criminal justice system forms a perception of that system based on their interactions. That view, whether good or bad, often comes down to one primary thing: how they were treated. Rarely do people go to the police with good news. Rather, they come at their worst moments, their most vulnerable, looking for help. In the first few minutes of interaction, victims either feel validated in their decision to report or regret making the call.

Redefining how we interact with crime victims and including them in problem-solving are essential to building or repairing community trust. Victims will tell their families, friends, and neighbors how they were treated, and their accounts will contribute to larger community perceptions of law enforcement. And that will likely influence the next person in that family or community who

makes the decision about whether or not to report a crime. For progress to be made in this area, all law enforcement personnel need access to affordable, effective, and evidence-based training on trauma-informed interviewing and investigations.

To that end, OVC funds several programs that feature partnerships with our law enforcement colleagues to better meet victim needs, infuse victim-centered and trauma-informed responses into police practices, and build solid relationships with the communities served.

Enhancing Law Enforcement Response to Victims (ELERV)—We have worked in partnership with the International Association of Chiefs of Police (IACP) on this growing and evolving initiative since 2003. This program introduces law enforcement leaders to the benefits of and methods for adopting victim-centered, trauma-informed philosophies to improve the response to crime victims. In Fiscal Year 2020, the IACP released the second edition of ELERV, which incorporates lessons learned from the three jurisdictions that successfully implemented it—Casper, Wyoming; Chattanooga, Tennessee; and Saginaw, Michigan. The second edition includes videos that introduce the strategy and the four core principles, customizable templates that can be used to enhance communication with victims, tools that can aid in victim response efforts, and resources developed by organizations that support law enforcement's role in serving victims. In Fiscal Year 2022, we plan to bring on a member of the law enforcement community as an ELERV Fellow. The ELERV Fellow will help us promote the ELERV strategy and liaise with the law enforcement community to collect feedback on

challenges, successes, and barriers in implementing the ELERV strategy and embedding victim advocates in police departments—and what we can do to make it better.

Law Enforcement-Based Direct Victim Services Program (LEV)—This program provides funding to law enforcement agencies so they may hire and sustain victim service providers to improve the overall response to victims of crime, with a strong emphasis on reaching and serving victims in high-crime areas. To date, OVC has directly funded more than 70 LEV sites. Starting this year, the IACP will make and manage all the subawards to law enforcement agencies.

Vicarious Trauma Response Initiative (VTRI)—Through this OVC initiative, the IACP provides resources and training and technical assistance to 12 communities seeking to build interdisciplinary, cross-agency collaborations to assess and address the impact of vicarious trauma on agencies' staff. When law enforcement agencies' staff address their own trauma, they are better equipped to respond to victims.

Enhanced Collaborative Model Task Force to Combat Human Trafficking (ECM)—This program develops or sustains multidisciplinary task forces to combat human trafficking, with an emphasis on employing a victim-centered, trauma-informed approach across all

task force activities, operations, and services. OVC and OVC-funded training and technical assistance providers support the task forces as they conduct outreach and public awareness activities, train community members and other stakeholders, facilitate peer-to-peer exchanges, and develop protocols that govern task force operations and service delivery. In all these activities, the core partners—law enforcement, service providers, survivors, and victims—are constantly working to build trust. To date, OVC has funded more than 100 grant awards under this initiative, totaling over \$74 million.

Integrity, Action, and Justice: Strengthening Law Enforcement Response to Domestic and Sexual Violence Demonstration Initiative—This initiative supports the IACP as they build the capacity of six law enforcement agencies to raise awareness about the existence and impact of gender bias and improve their response to sexual assault and domestic violence victims. The project ends September 30, 2022, and we look forward to learning about the best practices that have resulted from this initiative.

You can find more about the awardees of each program by searching keywords at [ovc.ojp.gov/funding/awards/list](https://www.ojp.gov/funding/awards/list).

At OVC, we place a high priority on encouraging our law enforcement partners to help us expand access to and improve services for victims and survivors. We are grateful for the lifesaving support that law enforcement officers provide each day and for the essential role officers play in helping crime victims and survivors find their justice. ♡



Photo by Octavio Jones/Getty Images

TO OUR MEMBERS

Dear IACP Member:

We understand the deep value placed on *Police Chief* magazine as a member benefit. However, like many organizations and companies worldwide, the IACP is experiencing the effects of global supply chain challenges; unfortunately, a severe paper shortage is making it necessary for us to transition *Police Chief* magazine to a digital format until this unavoidable situation is resolved. Nonetheless, the IACP is committed to delivering the *Police Chief* magazine you have come to expect—just in a different format.

Over the next few months, you will see a transition from print to electronic formats—a link to a full version of *Police Chief* magazine will be distributed via email to all members to ensure you have this important resource at your fingertips. Only a condensed version of the magazine will be mailed to you through December. Full content will be available on the website (policechiefmagazine.org) on the first of each month—with additional bonus articles posted weekly.

To avoid delay in your electronic delivery, please check your IACP account to confirm that your contact information, including your email, is up to date.

We look forward to returning to a print publication as soon as possible. Thank you for your understanding and for your continued support of the IACP.



Vincent Talucci, CAE

Executive Director/Chief Executive Officer
IACP

OSW Symposium Call for Workshop Proposals

The IACP is now accepting workshop proposals for the 2023 Officer Safety and Wellness (OSW) Symposium. The symposium will take place March 3–5 in Anaheim, California.

To showcase evidence-based, holistic approaches to officer wellness, the IACP is looking for innovative and engaging workshops on a variety of topics, including financial wellness, injury risk reduction, mindfulness, peer support, posttraumatic stress, and more.

The IACP encourages creative and interactive workshops designed to reflect the action-oriented nature of modern officer safety and wellness approaches. Workshop applications must be submitted through the IACP's online system. **Deadline for submitting proposals is August 10, 2022.**

Learn more or submit a proposal at theIACP.org/OSWSymposium.

IACPlern Education Opportunities



■ Introduction to Developing Rapport with Youth (Training)

This is an interactive training to help law enforcement build and establish rapport with youth victims. The training intends to enable participants to identify when and how to begin rapport building with youth; identify when and how to begin rapport building with the family/guardian; describe factors that impact rapport building, e.g., gender, culture, language; and develop questions for establishing rapport with youth in an interview setting. *Free to members and nonmembers*

■ Interpreting and Responding to Adolescent Girls' Behavior (Training)

This training discusses the different factors influencing adolescent girls' behavior, teaches participants to recognize factors that influence adolescent girls' behavior, identifies strategies to responding to adolescent girls without re-traumatizing them, and interprets the behavior of adolescent girls by examining research on adolescent brain development. *Free to members and nonmembers*

■ Interacting with Adolescent Girls (Training)

This is a training on effective approaches to incidents involving adolescent girls. Participants will explore methods for ensuring officer safety and learn to identify interaction approaches that promote safety and open communication, match approaches with goals in policing situations, and demonstrate appropriate communication techniques in a variety of likely contact settings. *Free to members and nonmembers*

■ Collaborating with Community Partners to Safeguard Children of Arrested Parents (Webinar)

This webinar highlights strategies and information for law enforcement to collaborate with child welfare services and other community partners to ensure the best outcomes for children of arrested parents. *Free to members and nonmembers*

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Q: How do you handle the threat of extremists attempting to infiltrate your agency through the hiring and recruitment process?



A: One of the most important and challenging tasks for a chief is to hire the right people. A basic criminal history check cannot identify behavioral traits that indicate a candidate's unsuitability for police employment. Those behaviors can be evaluated when reviewing a life history for professional misconduct, domestic or other violence, substance dependency, dishonesty, internal or external complaints, intentional discrimination, or affiliation with or intentional support of hate or paramilitary groups. Additionally, social media is a key tool, and, where permitted, applicants should be required to disclose every social media account they use, as well as any social media account they may have deleted in the past year and the reason for deleting it.

Joseph R. Price, Chief of Police (Ret.)
Leesburg Police Department, Virginia



A: The infiltration of extremists is an enemy of trust within law enforcement and has become a topic of concern, specifically after the attacks on the U.S. Capitol on January 6. The threat to our profession is both the belief and fear that police agencies may unknowingly hire and thus empower extremists. Through a concerted effort, a national database housed by a government agency that maintains extremist files can become a way to minimize extremist hiring. An effective search of the applicant's social media footprint and extensive background checks are the best way to keep from hiring individuals with an extremist ideology.

Andre C. Anderson, Executive Assistant Police Chief
Tempe Police Department, Arizona



A: Agencies can limit the risk of hiring extremists through a robust hiring process, pre-employment background investigation, a persistent background investigator, and information sharing. First, the hiring process must include in-person interviews and oral boards. The more people applicants are exposed to, the more likely issues will naturally surface. The process must also include polygraph and psychological testing by objective professionals. A thorough background investigation must include an in-depth review of all the applicant's social media, social network, coworkers, neighbors, etc. A persistent investigator should look for information not disclosed by the applicant (Finsta accounts, etc.) and develop additional character references. Finally, it's imperative that law enforcement agencies share information on applicants with each other.

Michael Miller, Chief
Colleyville Police Department, Texas



A: The traditional background screening tools (i.e., psychological examination, polygraphs, and in-person checks) continue to be valuable apparatuses in identifying potential extremist activities or views in our applicants' backgrounds. In the new media age, we have added the examination of an applicant's digital and social media footprint for clues that may point to a history of support for or affiliation with radical groups or extreme ideologies to our background check packet. The publicized arrests of active and retired law enforcement officers for actions taken during the January 6 Capitol Building riot validate the potential threat of infiltration and reinforce the need for continued vigilance in our hiring process.

Sean Casey, Sheriff
Alexandria Sheriff's Office, Virginia

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1Q3A

Experience is often said to be the best teacher. Each month, a question asked by a new chief of police or future law enforcement executive is answered by experienced leaders.



Q: *Why is community policing important to you, and how can a department establish long-lasting community relations?*

Image by Octavio Jones/Getty Images

A1: *Chief Armstrong:* Community policing is important because it is designed to build relationships that lead to partnerships with community stakeholders. The best way to address community challenges is to listen to and learn from community members who have firsthand knowledge of the problems. The better we can leverage existing community resources, the more opportunities we have to expand our ability to have a positive impact in our communities. The key to long-lasting community relations is building a culture with the clear expectation that everyone, not a select few, is responsible for contributing to our community relation efforts. We track what is important to us, so creating a system that tracks and quantifies community policing activity is key to lasting success. Empowerment of staff is also key!

A2: *Chief Isbell:* Dating back to the 1830s, community-oriented policing (COP) has taken on various forms and ideologies. One of the core and lasting components of COP is trust. Community trust is more crucial now than we have ever experienced in modern history.

Law enforcement has faced challenging times over the last few years with police reform, riots, attacks on law enforcement, and the pandemic. We must remember that the communities we serve have also been challenged. Through it all, law enforcement can't lose focus that having the trust of our community is vital.

In order to maintain a long-lasting relationship, remember who you are and what you are. We have been given the awesome responsibility to protect and serve our communities; that comes with tremendous trust.

A3: *Chief Pooley:* I believe community policing brings a sense of calm and comfort to a community in tragedy and in times of peace among neighborhoods. It is a consistent effort—that must be genuine from the heart—to help a community feel as though our police officers are a part of them, somebody they can call on and trust to do the right thing at all times. Barriers are broken and bridges built when our police officers, from the start of their career to the sunset, take time to understand the people they encounter daily in their professional lives. A department that focuses on the youth of a community is a department on the road to success in showing the real “community leaders” that the police care. ♡

MEET THE MENTORS



**Jason Armstrong,
Chief**

APEX POLICE DEPARTMENT,
NORTH CAROLINA



**Steven L. Isbell,
Chief**

DYERSBURG POLICE
DEPARTMENT, TENNESSEE



**Michael Pooley,
Chief**

APACHE JUNCTION POLICE
DEPARTMENT, ARIZONA

“Q”
Do you have a question
for our mentors? Email us at
EDITOR@THEIACP.ORG,
and you might see it in a
future issue!

When Hate Becomes Violence

BY

Geoffrey A. Balon, Esq., Police Legal Advisor, Mesa Police Department, Arizona

THE NUMBERS DON'T LIE. REPORTED HATE AND BIAS CRIMES HAVE INCREASED IN RECENT YEARS.¹ MULTIPLE FACTORS LIKELY PLAY A ROLE IN THE RISE, SUCH AS INCREASED TRAINING AND AWARENESS, MORE RESOURCES DEVOTED TO INVESTIGATIONS, AND THE ESCALATION OF VIOLENT EXTREMISM. ONE ELEMENT INFLUENCING THE RISE IN REPORTS ARE HATE CRIME STATUTES. HATE CRIME STATUTES VARY WIDELY ACROSS THE UNITED STATES, BUT MOST JURISDICTIONS UTILIZE ONE IN SOME FORM.²

Hate crimes are often motivated by an individual's beliefs or biases, which may be protected by the First Amendment of the U.S. Constitution. When given tools to address hate crimes, law enforcement is often left wondering: at what point are someone's extreme views merely protected First Amendment speech, and when do those views become a crime or evidence that can be used to help prove a crime?

UNPROTECTED SPEECH

The First Amendment states that "Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances." U.S. courts have held that the First Amendment protects an individual's right to join groups and associate with others holding similar beliefs, and the government may not prohibit the expression of an idea simply because society finds the idea itself offensive or disagreeable.³ Nearly all state constitutions have free speech clauses that may provide additional protections.

While First Amendment protections are strong and should be studied carefully, they are not absolute. It is well established that conduct cannot be labeled "speech" whenever the person engaging in the conduct intends to express an

idea. For example, a physical assault is not expressive conduct protected by the First Amendment.⁴ Also unprotected are "fighting words," which are personally abusive epithets that, when made in the presence of an ordinary person, are inherently likely to provoke an immediate violent reaction.⁵ Nor can one use their speech to incite or produce imminent and likely lawlessness.⁶ Additionally, true and unconditional threats where the speaker communicates serious expression of intent to commit an unlawful violent act against a person or group of people are unprotected.⁷

USING BELIEFS AS EVIDENCE

The First Amendment permits the admission of previous statements to establish the elements of a crime or to prove motive or intent subject to evidentiary rules dealing with relevancy and reliability.

In the U.S. Supreme Court case of *Haupt v. United States*, Herbert Hans Haupt was tried for the offense of treason for being a spy and part of a plan to damage the U.S. military during World War II.⁸ To prove that the acts in question were committed out of "adherence to the enemy," the United States introduced evidence of conversations that had taken place long prior to the indictment, some of which were statements showing Haupt's sympathy with Germany and Hitler and hostility toward the United

States. The court allowed such evidence to be admitted explaining the evidence should be heavily scrutinized to be certain the statements were not mere lawful and permissible expressions of opinion but that they were statements to help prove intent to commit the crime.

GAUGING PUNISHMENTS FOR SPECIFIC BELIEFS

The U.S. Supreme Court answered this question in its unanimous ruling in *Wisconsin v. Mitchell*.⁹

On the evening of October 7, 1989, a group of young black men and boys, including Mitchell, gathered at an apartment complex in Kenosha, Wisconsin. Several members of the group discussed a scene from the motion picture, "Mississippi Burning," in which a white man beat a young black boy who was praying. The group moved outside, and Mitchell asked, "Do you all feel hyped up to move on some white people?" Shortly thereafter, a young white boy approached the group on the opposite side of the street where they were standing. As the boy walked by, Mitchell said, "You all want to [expletive] somebody up? There goes a white boy; go get him." Mitchell counted to three and pointed in the boy's direction. The group ran toward the boy, beat him severely, and stole his tennis shoes. The boy was rendered unconscious and remained in a coma for four days.

After a jury trial, Mitchell was convicted of aggravated battery. That offense ordinarily carried a maximum sentence of two years imprisonment, but because the jury found that Mitchell



had intentionally selected the victim because of his race, the maximum sentence for Mitchell's offense was increased to seven years. The Wisconsin hate crime statute enhanced the maximum penalty whenever the defendant "[i]ntentionally selects the person against whom the crime ... is committed ... because of the race, religion, color, disability, sexual orientation, national origin, or ancestry of that person." Mitchell was sentenced to four years imprisonment for the aggravated battery.

On appeal, Mitchell argued in part that the statute violates the First Amendment by punishing offensive thought.

The court rejected that argument by noting that it is deeply ingrained in the U.S. legal system that the more purposeful an act is, the more severely it should be punished.¹⁰ The court went on to state that when a person commits a bias-inspired crime, it inflicts greater individual and societal harm than non-bias inspired conduct.¹¹ The court explained that bias crimes are more likely to provoke retaliatory crimes, inflict distinct emotional harm, and incite community unrest.¹² Therefore, the court held that punishing someone's

criminal conduct more severely when it is inspired by one's ill-motivated, offensive, or biased thoughts is not unconstitutional.¹³

TAKEAWAYS

How a person's speech can be used to help prove hate crimes motivated by extreme viewpoints is a complicated topic. To ensure officers are well versed on the impact of speech and belief on crime, appropriate bias crime training—taught in part by local prosecutors or a legal advisor—should be implemented in every police department so the nuances of speech related to criminal conduct can be flushed out. Along with active community engagement and partnerships, understanding the available hate crime statutes or penalty enhancements and how to properly investigate hate crimes to help prove them, is key to properly addressing these unique crimes and incidents.

Remember, the goal is not to investigate or punish someone for holding an extreme viewpoint as the First Amendment has certain guarantees related to the right to hold a viewpoint regardless of how offensive it is. The goal is to determine when the extreme viewpoint establishes a motive for criminal conduct. ♡

NOTES:

¹Anti-Defamation League, "ADL Hate Crime Map."

²U.S. Department of Justice, "Federal Laws and Statutes."

³*Dawson v. Delaware*, 503 U.S. 159, 163, 309 (1992); *Texas v. Johnson*, 491 U.S. 397, 414 (1989); *Clark v. Cmty. for Creative Non-Violence*, 468 U.S. 288, 293 (1984). Free speech is subject to reasonable time, place, and manner restrictions.

⁴*NAACP v. Claiborne Hardware Co.*, 458 U.S. 886, 916 (1982).

⁵*Virginia v. Black*, 538 U.S. 343 (2003).

⁶*Brandenburg v. Ohio*, 395 U.S. 444, 447 (1969); *Bible Believers v. Wayne County*, 805 F.3d 228, 246 (6th Cir. 2015). The *Brandenburg* test precludes speech from being sanctioned as incitement to riot unless (1) the speech explicitly or implicitly encouraged the use of violence or lawless action, (2) the speaker intends the speech will result in the use of violence or lawless action, and (3) the imminent use of violence or lawless action is the likely result of his speech.

⁷*Black*, 538 U.S. at 359; See *Watts v. United States*, 394 U.S. 705, 708 (1969). "Political hyperbole" is not a true threat.

⁸*Haupt v. United States*, 330 U.S. 631 (1947).

⁹*Wisconsin v. Mitchell*, 508 U.S. 476, 479–480 (1993), internal quotes omitted.

¹⁰*Mitchell*, 508 U.S. 476.

¹¹*Mitchell*, 508 U.S. 476.

¹²*Mitchell*, 508 U.S. 476.

¹³*Mitchell*, 508 U.S. 476.

Clearing the Air on Building Ventilation

Does your police station have “sick building syndrome?” It is imperative to keep the indoor air well-ventilated for the health and safety of officers and staff. You may not be aware of how to check for building wellness or what to do with the following information, but your facility manager will know; so have a conversation with that department to make sure you’re all on the same page.

FROM COVID-19 TO MOLD, THE QUALITY OF THE AIR IN LAW ENFORCEMENT FACILITIES CAN HAVE A SIGNIFICANT IMPACT ON THE HEALTH AND WELL-BEING OF POLICE OFFICERS.

While face coverings and respirators are the most visible method for reducing COVID-19 infections, they represent just part of a layered strategy recommended by the Occupational Safety and Health Administration, and the Centers for Disease Control and Prevention. An often-overlooked component of these recommendations is the implementation of a robust ventilation management program. Since the virus responsible for COVID-19 spreads more easily indoors than outdoors, a review of a building’s ventilation system is a critical step. An added benefit to reviewing and

upgrading a building’s ventilation system is that these upgrades can also reduce exposures to other common hazardous air contaminants and help resolve a variety of stubborn indoor air quality concerns.

RAISING HEALTH CONCERNS

The paradox of modern airtight and energy efficient buildings is that these structures may be under-ventilated. This means that very little of the air within the building is being replaced with fresh air from outside, causing air contaminants to become more concentrated.



“

The paradox of modern airtight and energy efficient buildings is that these structures may be under-ventilated.

”

With the heavy reliance on engineered and plastic building components, ranging from drywall to carpeting, there are many opportunities for these products to create “off gas” hazardous air contaminants such as volatile organic compounds and formaldehyde. Poorly ventilated heating systems, water heaters, and other equipment can discharge hazardous concentrations of carbon monoxide gas. For buildings with leaking roofs and pipes or in highly humid environments, under-ventilation can lead to significant indoor mold growth.

These indoor air quality (IAQ) problems can be detrimental to the individuals working in the building by causing sneezing; coughing; stress; allergic reactions; and, in some cases, severe illness. These conditions, often described as “sick building syndrome,” are often incredibly difficult to diagnose.

SOLVING THE PROBLEM

There are three general ventilation solutions available. These include eliminating the air contaminant at its source, providing increased ventilation rates to dilute the level of air contaminants, and employing air filtration or cleaning to remove air contaminants.

Eliminate the air contaminant at its source. The most effective method for preventing any IAQ problem is to eliminate the source of the hazard. Simply put, if the source of the problem does not enter the building, people will not be exposed to the hazard. For example, remote work, video conferences, and health screenings to prevent sick individuals from entering in the workplace are core components of a COVID-19 safety plan. Similarly, mold spores can pose a respiratory hazard in some workplaces when there is excessive moisture. The elimination of the conditions causing excess moisture (e.g., pipe leaks, roof

leaks) prevents mold from growing in the first place. Practices involving the use and storage of hazardous chemicals and the operation of equipment that may release hazardous vapors or deadly carbon monoxide should be regularly reviewed to eliminate these sources of air contaminants.

Provide increased ventilation. Increasing the rate at which stale air inside a building is replaced with fresh outdoor air generally reduces the concentration of air contaminants. This dilution of air contaminants is important but has its limitations and costs. If the source of the air contaminant is not first eliminated, it may be difficult to achieve sufficient air dilution. Increased ventilation rates may also have a significant impact on heating and cooling costs. Therefore, it is critical to ensure that the heating ventilation and air conditioning (HVAC) systems are well maintained and operating in accordance with the design specifications. HVAC systems should undergo regular inspections and preventative maintenance.

Air filtration and air cleaning. Air contaminants can be removed from indoor air using filtration or air cleaning technologies. Filtration occurs when air is forced through a filter that mechanically removes contaminants from the air. Filtration removes solid

air contaminants such as dust, pollen, mold spores, bacteria, and viruses. The efficiency of air filtration depends on how well the HVAC system is designed, operated, and maintained, as well as the type of filter. Air filters are generally categorized as minimum efficiency reporting value (MERV) or high efficiency particulate air (HEPA) filters. As part of the strategy to prevent workplace COVID-19 infections, the American Society of Heating, Refrigerating and Air-Conditioning Engineers recommends building managers use air filtration with a MERV 13 or higher where feasible. Portable air filtration units containing HEPA filters are another option.

There are several air cleaning technologies that may remove particles, gas, and viral pathogens. These devices employ a variety of technologies ranging from ozone, ultraviolet lights, and ionizers. They should be carefully evaluated to ensure that the manufacturer’s claims are legitimate and, most important, the byproducts of these air cleaners do not introduce additional harmful contaminants into the air. Regardless of the technology used, the effectiveness will be greatly improved in situations where the source of the air contaminant has been eliminated. ☐

The American Industrial Hygiene Association, the association for scientists and professionals committed to preserving and ensuring occupational and environmental health and safety in the workplace, developed free resources and guidance for first responders, available at www.workerhealthsafety.org.

BY

Robert Bage, Chief, Fort Walton Beach
Police Department, Florida

Implementing a Traffic Unit

IN THE UNITED STATES, MORE PEOPLE DIE FROM TRAFFIC CRASHES THAN FROM CRIMINAL INCIDENTS EACH YEAR. SINCE 2012, THERE HAVE BEEN MORE THAN 30,000 U.S. TRAFFIC FATALITIES YEARLY. DURING THE SAME PERIOD, ON AVERAGE, THERE WERE 16,000 MURDER AND NONNEGLIGENT MANSLAUGHTER CASES.

Most people in the United States have a greater chance of dying or getting injured in a traffic crash than in a criminal incident. Still, for various reasons, traffic safety is often relegated to a much lesser position in the world of public safety. Leaders in law enforcement need to

adopt a holistic approach to public safety and listen to their communities' concerns. Communities across the United States want traffic enforcement, but—just as in policing in general—traffic enforcement is haunted by its past scars, making enforcement a more complicated subject

in some communities. The profession must learn from its past and not allow it to prevent future progress.

LEARNING FROM THE PAST

In some U.S. agencies, traffic safety has lost its place. Traffic safety and traffic enforcement have always been the responsibility of local law enforcement. It requires officers who have time and skills to dedicate to traffic safety regardless of their assignment in an agency, but



the capacity in some agencies to allow for this time and skill for officers to properly handle traffic safety has been eroded.

When the worldwide economy took a downward turn around 2010 and budgets became tighter, many specialized units were downsized or disbanded so that more personnel could be allotted for primary responder roles. With fewer personnel, a greater demand was placed on each officer to handle calls for service. U.S. agencies are currently seeing similar trends due to the struggle of retaining and recruiting personnel. Many vacancies are held in specialized units or shifts go out short, adding more stress to officers.

The shortages and increased workload have been coupled with the current U.S. political and social narrative of defunding the police, which has diminished traffic enforcement in many communities and, in return, negatively affected traffic safety. In Florida, the issuance of citations has decreased yearly since 2012 and is, as of this writing, at about 50 percent of the number of citations issued in 2012. In addition, the rolling three-year average for traffic crashes has increased over the same period. These traffic safety and enforcement issues will not be going away anytime soon and will continue to grow as communities grow.

AIMING FOR FUTURE PROGRESS

Police leadership needs to look at the “four Ps of community engagement”: partnerships, perspective, presence, and persistence. Using the four Ps, traffic safety and enforcement can be sustained in ways communities can support.

One of the top concerns raised at local community meetings across the United States is traffic safety and enforcement. Law enforcement needs to have a strong presence in local community groups to obtain relevant information relating to these topics. The more honest and genuine conversations that are held with the community, the more support the agency will gain. It’s also important to provide the community with data highlighting why officers enforce traffic

laws and what the limitations are. It should be clearly stated that the goal of traffic enforcement is to gain voluntary compliance with traffic laws to reduce traffic crashes.

Although it is important for officers to speak on traffic safety, they must, in turn, listen to the perspective of the community and neighborhood groups to gain their insight on problems such as speeding and aggressive driving. As areas continue to grow and urbanize, traffic safety will become a more significant concern within community groups. In addition, with the use of GPS technology that conducts traffic to the shortest or quickest routes, areas that may have previously been free of congestion or were not designed for heavier traffic will have issues.

Once community support for traffic safety and enforcement is obtained, that same presence in the local communities should be sustained. This can be accomplished by restructuring agencies to allow for dedicated traffic officers and emphasizing the types of violations the community has brought up during engagement efforts.

A traffic safety officer should be given a proactive role. In some departments, traffic officers do not hold this proactive role and primarily handle traffic crashes to relieve other officers from responding to these types of calls.

If an agency wants to have a genuine impact on traffic safety, the agency should ensure a proactive traffic unit is in place in which the traffic officer’s primary roles align with the four Es of traffic safety:

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engineering, education, enforcement, and emergency services. An emphasis should be placed on enforcement and education. To assist local law enforcement agencies with other aspects of traffic safety, many communities have formed Community Traffic Safety Teams to bring together representatives from each discipline of the four Es to work together. It is essential to have a multidisciplinary approach to traffic safety.

REAL-WORLD APPLICATION

In 2021, the Fort Walton Beach, Florida, Police Department established a dedicated, proactive traffic unit. Since the dedicated traffic unit's formation, the agency has followed the four Ps of community engagement, gaining overwhelming community support for its initiatives.

The unit proactively focuses on traffic enforcement and education by analyzing traffic crash data, using community

feedback to identify areas for focused traffic enforcement, and producing educational items such as social media videos. In addition, data analysis and the sharing of information have been critical to the unit's success. The officers use all available data sources to assist in the decision-making process and identify areas for focused enforcement. For example, the unit uses speed and volume information collected from speed and message boards to assist in determining the best times and locations for operations and to dispel perceptions of problems.

However, enforcement alone is not the solution; the community must also be educated. The unit produced several short videos on Facebook and Instagram to reinforce proper driving behaviors and provide information on traffic safety. One of the keys to the unit's success is open communication and sharing of information. The unit also took on the

responsibility of reforming and chairing a local Community Traffic Safety Team, which had been defunct for several years.

In addition to the qualitative results, there has been quantitative results. Fort Walton Beach had a 23 percent decrease in traffic crashes in 2021 compared to 2020, which aligns with the agency's goal for the proactive traffic unit to bring about voluntary compliance to traffic laws to reduce the number of traffic crashes. With traffic crash numbers continuing to increase across the United States, and traffic fatalities in 2021 increasing 10.5 percent from 2020 and reaching the highest number of fatalities since 2005, the time to act is now. Law enforcement needs to save lives on roadways while simultaneously helping to rebuild legitimacy in communities. ▢

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Research abounds on topics related to law enforcement and criminal justice, and it can be difficult to sift through it all. Informer breaks down three studies for law enforcement leaders to help keep them up to date.

INTERVENING TO PREVENT RADICALIZATION

This qualitative study examined the influence of family, friends, and the police in preventing radicalization and intervening to encourage deradicalization. Intervention from family or friends is typically informal, private, and reliant on emotional ties with the radicalized individual. In contrast, intervention from police is more formal, public, and independent of emotional connection to the radicalized individual.

Researchers interviewed 26 Muslim individuals in Norway. Seven had been radicalized and received intervention; nineteen had witnessed someone close to them become radicalized.

Based on the interviews, family and friends seemed to be more influential at preventing radicalization and encouraging deradicalization. However, police intervention had mixed effects. While the collateral consequences of involvement in the criminal justice system sometimes left individuals even more vulnerable to radicalization, police intervention had a secondary deterrent effect of discouraging those close to the individual from also radicalizing, preventing radicalization from spreading further in the individual's social network.

This research highlights the strengths and weaknesses of police intervention to deter radicalization. Understanding what works, what does not work, and under what circumstances can help police agencies customize their approaches to more effectively prevent radicalization.

Rune Ellefsen and Sveinung Sandberg, "Everyday Prevention of Radicalization: The Impacts of Family, Peer, and Police Intervention," *Studies in Conflict & Terrorism* (2022).

COUNTERING VIOLENT EXTREMISM THROUGH STORYTELLING

To recruit new group members, extremist groups often use anecdotal narratives that appeal to personal insecurities. So, researchers hypothesized that a similar approach could be used to counter efforts of violent extremism. This study was conducted in the Sahel region of West Africa. The region had experienced large increases in violent extremism since 2015 and was experiencing mistrust between the community and police.

Using a cluster-randomized trial with matching, 132 villages were randomly allocated into two groups—66 received intervention, while the other 66 did not. This included 1,381 individuals in the treatment group and 1,338 individuals in the control group. A fictional radio drama with themes of reducing support for violent extremism and promoting community-police collaboration was broadcast to the treatment group, consisting of 52 episodes over 12 weeks.

After the intervention, those in the treatment group rated violent extremism as a higher priority, reported a decrease in their perceived justification of violence, and shared greater intentions to collaborate with the police compared to those in the control group. However, there was no change in beliefs about the community's ability to address violence—nor perceptions of police fairness and trust or in anticipated consequences of collaboration. Additional research is needed to understand the long-term effects of storytelling on behavioral change.

Rezarta Bilali, "Fighting Violent Extremism with Narrative Intervention: Evidence from a Field Experiment in West Africa," *Psychological Science* 33, no. 2 (2022): 184–185.

MEASURING BASE RATES OF RISK FACTORS

Little research on violent extremism includes control groups or estimates of risk factors among the general population. Thus, it is difficult to determine whether anyone is at heightened risk of extremism without an established point of comparison. Seeking to provide insight into this gap, researchers collected surveys from a nationally representative sample of 1,500 people in the United Kingdom, measuring risk factors of violent extremism.

This study used a psychometric network approach, which assumes that behavior results from the interactions among multiple factors rather than any single cause. Thus, researchers looked at the most likely pathways between cognitive susceptibility and exposure to radicalization. Analysis revealed that this trajectory typically includes situational factors, as well as a history of criminal offending. However, neither situational factors nor criminal history was strongly related to exposure on their own. Similarly, while psychological distress was a strong predictor of exposure to extremism on its own, it was not strongly related to exposure when examined through potential pathways.

This research demonstrates the complexity of vulnerability to extremism. Different factors have different levels of influence for different individuals in different situations. Rather than focusing on which individuals may be most susceptible to extremism, researchers suggest instead using a public health approach that focuses on mitigating risk and improving quality of life, often through multiagency collaboration.

Caitlin Clemmow et al., "Vulnerability to Radicalisation in a General Population: A Psychometric Network Approach," *Psychology, Crime & Law* (2022).

A New Take on Fusion Centers

FUSION CENTERS ARE NOT A NEW CONCEPT WITHIN THE UNITED STATES. THEY HAVE BEEN AROUND SINCE THE 9/11 TERRORIST ATTACKS, PROVIDING LOCAL LAW ENFORCEMENT WITH RESOURCES, EXPERTISE, AND INFORMATION TO DETECT POTENTIAL CRIMINAL AND TERRORIST THREATS.

The Battle Creek, Michigan, Police Department (BCPD), however, has given a new meaning to its fusion center. “Although it was called a fusion center by name, it felt more like an officer resource center,” said Sergeant Jeff Case.

Many of the responsibilities are similar to those of a typical fusion center, including identifying and analyzing crime trends, connecting appropriate stakeholders and partners to the identified trends, and offering investigative support, among many others. The unit serves to support all aspects of BCPD, providing a one-stop shop, information clearinghouse, and operational support resource for various units within the agency. Command staff within BCPD noticed that many of their departments were siloed between shifts and between units. The goal was for the fusion center to provide a collaborative outlet within the department, thus eliminating those silos.

The center was implemented in 2014 and houses a combination of BCPD personnel and outside partners—both civilian and law enforcement. But something was still missing.

Sergeant Case acknowledged that police are good when it comes to solving the case and during the court process but can struggle when it comes to relationship building with victims. That was the impetus for including the victim advocacy department within the fusion center. And in fall 2019, the Battle Creek Community Foundation received a three-year grant to fund a victim advocate position in BCPD.

The victim advocate focuses on supporting victims of violent crimes from the

report of the critical incident through the criminal justice process. Within the fusion center, the advocate works with community partners and analysts to comprehensively support victims of violent crime.

“My first priority is to get to know the community,” said Aleena Robinson, the victim advocate for BCPD. In learning what the community has to offer, she is able to provide crime victims with a more robust team. Many times, she has learned

from the community providers how to better interact with the victims.

Upon receiving the contact information of the victim from the detectives, assessing a victim’s immediate needs is also one of her main tasks. Because it was a new position that had to continuously be molded, Robinson explained that she faced various challenges, but each challenge brought her inspiration. One inspired idea was a “concrete needs closet,” which includes clothing and hygiene bags. A mobile version of the closet is also available in patrol cars.

Robinson also found that partners within the department can offer unique ideas for what victims need. She found an officer and his wife who create care packages for children that include story books and stuffed animals. A cadet also brought her attention to the type of clothing that victims may need based on the type of crime committed.

Once those immediate needs are met, Robinson is then able to tailor her approach to what may help the individual in the long term. After a few days, she will introduce them to the detective on the case. “I think it’s incredibly important for the families to put a face to the name,” Robinson said. Her job is to then let the victims know that there are resources available to help them when they are ready to do so. Throughout this process, however, her goal is not to mire them in details—but just to get to know them. In doing so, she is able to more accurately identify which community service provider could be most beneficial to that individual.

What is unique about this position is the victim advocate remains with the victims throughout the court process. This reassures the victims by providing a familiar face and prevents the victims from having to retell their story multiple times.



Providing a personal connection to the victim is of the utmost importance to Robinson. She has also worked with the crime analysts within the center to create a spreadsheet including victims' birthdays and significant anniversaries. Detectives can use this information when reaching out to a victim to make a connection with the individual. She has noticed that families appreciate the collaborative approach of the department.

"A pretty significant aspect of our fusion center is the fact that we all have different specialties," said Robinson.

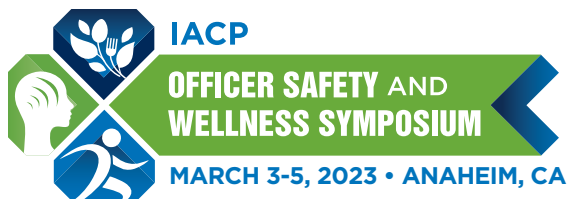
"And when something happens, we get to bring them all to the table." With the inclusion of the fusion center, BCPD is taking the necessary steps to break down any silos within the department and refine processes that could continue to build community trust. ♥

Does your agency have an initiative or project you'd like to see featured? Email us at EDITOR@THEIACP.ORG.

RECOMMENDATIONS

The Battle Creek Police Department offers the following tips for implementing a fusion center that collaborates with community partners:

- **Always be willing to learn.** If you approach every interaction with an open mind, you can get to know your community better.
- **Shadow your community partners.** Understanding how processes work outside of your agency is key.
- **Know the resources within the area.** The agency can help connect victims with their community again.



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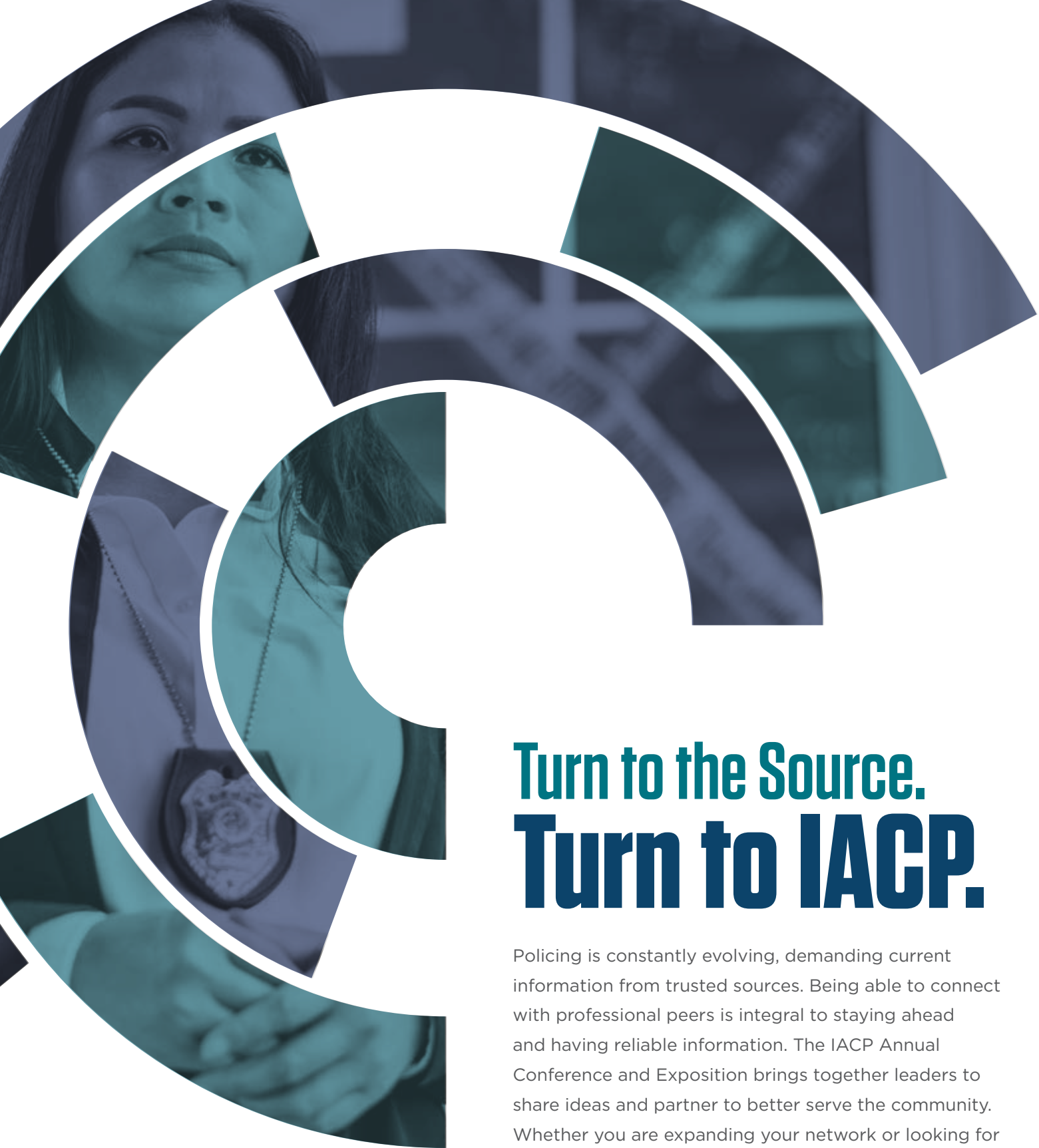
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Full conference registration to IACP 2022 is limited to IACP members, qualified non-members, family members, and exhibitors. IACP 2022 is not open to the general public.

To take advantage of discounted registration fees, complete this registration form and return to the IACP with payment or register online through August 31, 2022. Beginning September 1, 2022, ONLY online registrations will be accepted, and higher registration fees will apply.

Registration fees must accompany the registration form; payment may be made by check, credit card, or purchase order. Advance and on-site registration fees will be accepted in U.S. funds only and must be drawn on a U.S. bank. All credit card payments will be processed at IACP Headquarters in U.S. funds.

Phone registrations are not accepted. Do not mail and fax your credit card information, as charges may be duplicated. Once your registration is processed, you will receive an e-mail confirmation which also serves as your only receipt.

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REGISTRATION FEES:

	Advance Registration <i>On or before August 31, 2022</i>	Online & On-site Registration <i>On and after September 1, 2022</i>
IACP Member – Full Conference**	\$425	\$500
First Time IACP Member – Full Conference**	\$370	\$445
Virtual Only (IACP Members Only)	\$199	\$199
Non-member – Full Conference**	\$600	\$725
Family	\$150	\$150
6-18	\$45	\$45
5 & under	FREE	FREE
Expo Pass	FREE	FREE
One day		\$160
Two day		\$235

NOTES

- Must agree to and follow the IACP Meeting and Event Safety Protocols.
- Full conference registration fee includes access to all general assemblies, workshops, receptions, Exposition Hall, and Chiefs Night.
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+ Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. Only the family member's name, city and state will appear on his or her badge. Family members do not receive certificates for workshops

^ 1-Day and 2-Day Pass registration will begin online on September 1, 2022. Each person may register for only ONE 1-Day or 2-Day Pass.

REFUND POLICY

- All cancellations must be made in writing and mailed, faxed (**703-836-4543**), or e-mailed (Attendee: **AnnualConference@theIACP.org**; Exhibitors: **exhibits@theIACP.org**) to the IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund.
- A 25% penalty will be assessed on all cancellations postmarked or fax/e-mail dated on or before September 21, 2022.
- A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated September 22 to October 7, 2022.
- No refunds will be issued on or after October 8, 2022 for the in-person event. No refunds will be given for no-shows.
- Registration or Annual Banquet tickets may be transferred to another person in your organization by written request to IACP prior to September 21, 2022. After this date all changes must be made at the conference. Additional charges may apply. There are no refunds for Annual Banquet Tickets.



THE **CHANGING FACE** **OF HATE**

DOMESTIC EXTREMIST VIOLENCE

BY

Thomas O'Connor, Special
Agent (Ret.), Joint Terrorism
Task Force/Evidence Response
Team, FBI

KNOWING THE WARNING SIGNS OF DOMESTIC TERRORISM AND VIOLENT EXTREMISM IS IMPERATIVE FOR BOTH LAW ENFORCEMENT LEADERS AND LINE OFFICERS. First, they must understand what domestic terrorism is and what it is not. The definition of domestic terrorism is found under 18 USC Section 2331.

Acts dangerous to human life that are a violation of the criminal laws of the United States or any State; appear to be intended to intimidate or coerce a civilian population; to influence the policy of a government by intimidation or coercion; to affect the conduct of a government by mass destruction, assassination or kidnapping and occur primarily within the territorial jurisdiction of the United States.



To discuss domestic terrorism fully, it's important to review the face of hate inside the United States—how it has changed over time and how, in many ways, the phenomenon has remained constant.

HISTORY OF VIOLENT EXTREMISM IN THE UNITED STATES

Anti-Government Domestic Terrorism

In the 1960s and 1970s, the threat from left-wing ideologically driven groups such as the Weather Underground, the Black Panther Party, and others posed the most danger. The Weather Underground was a small but very violent group that was

associated with the Students for a Democratic Society (SDS). The group followed a communist ideology using violence outside of protest to influence the policy of the U.S. government to stop the Vietnam War, end racism, and promote far-left beliefs. The Weather Underground was responsible for at least 25 bombings in the United States. The group continued a reign of terror, including an armored car robbery in 1981 in which two police officers were murdered.

The Civil Rights Movement of the 1960s engendered a surge in Ku Klux Klan (KKK) criminal activity across the southern United States. This criminal activity included church bombings, lynchings, beatings, and shootings of black and white activists. The activities of the KKK outraged the nation and helped support legislation pertaining to the civil rights movement.

As the Vietnam War ended and combat veterans left the military and returned to civilian life, a very small segment of these veterans was recruited over the next decade by right-wing groups such as the American Nazi Party, the National Alliance (NA), and the Aryan Nations (AN). Several leaders of these groups had previous military experience, including William Pierce, leader of the NA; George Lincoln Rockwell, leader of the American Nazi Party; and Richard Butler, leader of the AN.

In 1978, William Pierce published a book under the pseudonym, Andrew McDonald, entitled *The Turner Diaries*. The book depicts a violent revolution in the United States, which leads to the overthrow of the federal government; a nuclear war; and ultimately, a race war that leads to the systematic termination of all minorities. It also predicts that liberals will confiscate weapons from private citizens and features car bombings, suicide missions, and a mass hanging of politicians. *The Turner Diaries*, known as the extreme right bible, should be recommended reading for anyone attempting to understand the mindset of a white supremacist, including police officers.



Timothy McVeigh arrives at court January 31, 1996, in Oklahoma City, Oklahoma.

© Pool/Getty



A National Park Service Helicopter hovers over the Holocaust Museum as workers on top of the Bureau of Engraving look on from the roof after a shooting at the museum June 10, 2009, in Washington, DC.


© Win McNamee/Getty Images

In the mid-1980s, Robert J. Mathews, a follower of several anti-government movements, formed The Order, after one of the fictional militias in the book, which was their blueprint for their war against the U.S. government, which they believed was run by a liberal cabal of elite, Jewish-controlled leaders that they referred to as the Zionist Occupied Government (ZOG). This group committed assassinations, armored car robberies, and bank robberies to achieve the goals and objectives of white supremacy and a new world order for several years without being arrested. A full-scale manhunt ensued, which led to the arrest of many members with the exception of Mathews and David Tate. Mathews was located in Whidbey Island, Washington, where he barricaded himself inside a log cabin. Gunfire was exchanged for several hours. Mathews refused to surrender. As the standoff continued, illumination flares were fired into the cabin to force Mathews to surrender. The cabin caught fire and was fully engulfed in flames. Mathews refused to surrender and succumbed to the fire, dying in the cabin.

David Tate was stopped by Missouri State Troopers conducting driver's license checks. As the troopers approached Tate's vehicle, he opened fire with a MAC-11 submachine gun, killing one trooper and seriously wounding a second. Tate was later arrested in Arkansas. Tate was sentenced to life in prison without the possibility of parole.

During the 1990s, right-wing groups such as the NA and the AN continued their growth and built a base of anti-government/racist, ideologically driven followers. The 1992 siege in Ruby Ridge, Idaho, which began with an attempt by the U.S. Marshals to arrest Randy Weaver, a former U.S. Army Engineer and a follower of the AN, on a bench warrant for firearms violations, resulted in the death of a U.S. Marshall and civilians, including Weaver's wife and young son.

The following year, in 1993, federal agents from the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) attempted to serve search and arrest warrants at the Branch Davidian compound in rural Waco, Texas. The initial service led to the death of 4 ATF agents and the wounding of



16 additional agents. Reports stated that 6 Branch Davidians were killed during the initial assault. A 51-day standoff commenced, ending with a fire that led to the deaths of an additional 76 sect members.

Events such as Ruby Ridge and Waco continue to fuel the anti-government movement in the United States. Followers of the NA and the AN, along with other racist, anti-Semitic, anti-government groups still use the perceived overreach of the U.S. government/federal law enforcement from the aforementioned incidents as inspiration and as a recruitment tool.

Following the incidents in Waco and Ruby Ridge, Timothy McVeigh, a former U.S. Army sergeant who had been drawn into the anti-government belief system, was extremely enraged at what he perceived as unjustifiable use of force by the government, whom he held responsible for the deaths that occurred. McVeigh, along with two other military veterans, began plotting an attack against the U.S. government.

On April 19, 1995, two years to the date of the fire at the Branch Davidian compound in Waco, Texas, McVeigh lit a time fuse as he drove the explosive-laden rental truck to the front of the Murrah Federal Building in Oklahoma City, Oklahoma. McVeigh's target was the U.S. government and what he believed to be the offices of federal law enforcement including the ATF and the FBI.

In the years following the Oklahoma City bombing, many anti-government groups and white supremacists disbanded or splintered into small factions to avoid scrutiny by state and federal law enforcement. However, the ideologies of these groups continued to build throughout United States, proliferating even more quickly with the advent of the internet.

Anti-Police Domestic Terrorism

Police officers in the United States have a history of being targeted by domestic terrorist extremists. As the front line of law enforcement and a representation of the government, patrol officers, in particular, have repeatedly encountered violent extremists; often attacks occur when the subject(s) the officers are facing do not want to be implicated for crimes unrelated to the encounter

or simply because the officers were perceived as part of the enemy government.

The ADL (Anti-Defamation League) reported that, between 1995 and 2018, at least 55 U.S. law enforcement officers have been killed by subjects with ties to some form of domestic extremist ideologies.

The following chronology of incidents clearly demonstrates an increased targeting of law enforcement personnel throughout the United States over time.

In August 2007, a 55-year-old sheriff's deputy was shot while sitting at a traffic light in his patrol car. The subject fled and was located at his home. The subject fired on police as they surrounded his home and called out the numbers 14/88 prior to being shot by police. The numbers 14/88 are significant in the white supremacy/nationalist world. The "14" represents the 14 words of a battle cry created by David Lane, a member of The Order: "We must secure the existence of our people and a future for white children." The letter H is the 8th letter of the alphabet, and the number 88 stands for Heil Hitler. The use of the numbers 14/88 is prominent today in tattoos and writings of white supremacists and should be an indicator of potential violence.

In April 2009, a subject who was radicalized into the white supremacist movement online engaged the Pittsburgh, Pennsylvania, officers who were responding to a call for a domestic disturbance, killing three and wounding a fourth.

Later that same month, two officers in Florida who were responding to a domestic assault call were killed by a subject who was drawn into the militia movement following the 2008 election of U.S. President Barack Obama.

In June 2009, a security officer at the National Holocaust Museum in Washington, DC, was shot and killed by an 88-year-old white supremacist. Once again, the number 88 proved important as the subject wanted to act on his anti-government and conspiracy beliefs in his 88th year.

In May 2010, two West Memphis, Arkansas, officers pulled over a father and son team of anti-government "sovereign citizens" who fired upon the officers after producing a package of sovereign citizen paperwork. Both officers were

INDICATORS OF POTENTIAL FOR VIOLENCE

Police officers should be trained to understand and learn how to identify individuals who are radicalized or who adhere to ideologies associated with violent extremism when responding to calls, conducting traffic stops, working protests, or interacting with the public in general. Identifying and understanding the indicators listed here could save their lives or the lives of others.

Indicators may appear as tattoos, clothing, appearance (e.g., haircuts), jewelry, personalized license plates, hand signs, and many other forms.



Numerical Indicators

Numbers have great significance with hate groups and white supremacy groups.

14

represents the “14 words”—
“We must secure the existence of our
people and a future for white children.”

88

is white supremacist numerical code
for “Heil Hitler.” H is the eighth letter
of the alphabet, so 88 = HH, which
translates to Heil Hitler.

1488

is the combination of the two
preceding common white supremacist
numeric symbols.

1-11

is a numeric symbol used by the
Aryan Knights.

100%

translates to “100% white” among
white supremacists.

311

is a number used by Ku Klux Klan
members to refer to the Klan.

43

is a numeric symbol used by members
of the racist skinhead group Supreme
White Alliance.

Acronyms

There are numerous acronyms used by extremist groups. A few examples follow, but there are many more:

ZOG

is a white supremacist acronym for
“Zionist Occupied Government,”
which reflects the common white
supremacist belief that the U.S.
government is controlled by Jews.

WPWW

is a common white supremacist
acronym that stands for “White
Pride World Wide.” This is a
Stormfront logo.

SWP

is an acronym for the white suprem-
acist slogan “Supreme White
Power.” This acronym is thought
to have originated in the prison
system.

There are numerous resources for law enforcement officers to go to for education regarding tattoos, symbols, acronyms, and numbers, including the Bureau of Prisons, ADL (Anti-Defamation League), and the Southern Poverty Law Center, to name a few. Additionally, DHS/FBI joint bulletins are published regularly for officer safety.

White nationalists, neo-Nazis, KKK, and members of the “alt-right” hurl water bottles back and forth against counter demonstrators on the outskirts of Emancipation Park during the Unite the Right rally August 12, 2017, in Charlottesville, Virginia.

killed, the attackers fled and were confronted by police in a parking lot later that day. Two additional officers were shot before the subjects were shot and killed by police.

In 2016, in Dallas, Texas, following a protest surrounding the police shootings of black men in Louisiana and Minnesota, a former Army reservist who had become radicalized by following racially motivated violent extremists online, began shooting at Dallas police officers who were working crowd control and traffic details to assist protestors in exercising their rights to a peaceable protest. Five officers were killed and nine others were wounded, along with two civilians.

CURRENT STATE OF HATE IN THE UNITED STATES

In 2008, U.S. citizens elected their first black president. During Barack Obama’s two terms, both the right and the left would use this watershed event to build their base. During the two decades prior to the 2008 election, the half-hour evening news show would be largely replaced by two 24/7 cable news networks. By the time the 2008 election had taken place, many people had chosen their political network and would watch only the channel that followed their political leanings. The echo chamber had begun. This, along with the now vast worldwide web would, in part, set the stage for the polarization of U.S. politics.

Following the eight years of President Obama’s administration, many on the conservative political spectrum had felt disenfranchised by the liberal democratic government. Right-wing extremists began to rebuild and rebrand. One change in tactics was the move away from neo-Nazi uniform wearing and white robe KKK events to business suit and tie events. Richard Spencer, a white nationalist and self-proclaimed leader of the Alt-Right movement, took a page from David Duke, a former KKK leader who left the uniforms in the closet and spoke at public rallies wearing a business suit. Spencer, following the ideologies of the American Nazi Party and George Lincoln Rockwell, started a college campus speaking tour around 2016. Using the white identarian



© Chip Somodevilla/Getty Images

movement and a group called Identity Europa, Spencer recruited many college students into his movement who believed white men were being pushed aside by minorities in a white genocide. In 2017, Spencer’s college tour bore an evil fruit. The evening before the Unite the Right Rally in Charlottesville, Virginia, Spencer and other leaders in the Alt-Right movement called for an unpermitted torch march on the campus of the University of Virginia. An estimated 800 white, mostly college-age males turned up as a flash mob in response to a call on social media. The march wound through the campus with hundreds of flaming torches and chants of “Jews will not replace us” and “Fire up the ovens, boys” echoing off the campus walls. This event would prove a watershed moment for the new American extreme right. It was clear that the antisemitic hatred and white nationalist ideologies were no longer confined to 20 white men standing around a burning cross in the woods. The face of hate in the United States had moved to the mainstream due to the ability of leaders like Spencer to reach a greater community through both in-person communication, but more importantly, through the skillful use of social media.

On August 12, 2017, the day following the torch march, hundreds of white nationalists from across the spectrum clashed violently with anti-fascist elements and common citizens who arrived in Charlottesville to counter the protests of the extreme right. As fighting broke out across the city, one follower of the group Vanguard America, a neo-Nazi organization that followed Spencer’s teaching, left the crowd and went to his car. James Alex Fields, a 20-year-old adherent



A mother and child place flowers at a memorial for victims of the mass shooting that killed 11 people and wounded 6 at the Tree Of Life Synagogue in Pittsburgh, Pennsylvania.

© Jeff Swensen/Getty Images

of Adolf Hitler, believed illegal immigration was ruining the United States. Fields used his vehicle to drive into a crowd of protestors, killing Heather Heyer and seriously injuring eight others.

On October 27, 2018, a lone gunman entered the Tree of Life Synagogue in Pittsburgh, Pennsylvania. Robert Bowers had been radicalized online and believed a white genocide was taking place and that a Jewish cabal was leading a caravan of illegal immigrants across the southern border. Eleven worshipers were killed in the attack, and three Pittsburgh police officers were shot while engaging Bowers, who was injured and taken into custody.

On May 29, 2020, a van drove past the Oakland, California, federal courthouse. As the van passed, shots rang out from inside the van. The shooter, Steven Carrillo, an active-duty U.S. Air Force sergeant, killed one federal protective service officer and wounded a second. A manhunt ensued, and eight days later the Santa Cruz County Sheriff's Office located Carrillo. One deputy was killed and a second was wounded in an incident that included Carrillo firing on deputies and using an explosive device. Carrillo was a follower of the anti-government group the Boogaloo Bois. The Boogaloo Bois began as an online anti-government chat and grew into a real-world group that believes there is an impending civil war. The term "Boogaloo" comes from a 1980s cult film, *Breakin' 2: Electric Boogaloo*. The group believes the U.S. government has overreached its authorities, which will lead to a crackdown on citizen's Second Amendment rights. The COVID-19 mask mandates and violence outside social protests have drawn membership to the movement.

Twenty-seven years following the attack at the Murrah Federal Building in downtown Oklahoma

City, the stage is set for the potential of anti-government, white nationalist attacks in the United States. The spread of conspiracy theories such as QAnon and others on the internet has brought a new level of threat to law enforcement. The riots of 2020 and the violence that swept through the United States showed that extremes on both the left and the right have the potential to cause massive damage. These opposite political views may clash, but the extremes are both anti-government/anti-authority and violently anti-police.

This review of the history of domestic extremism in the United States over the past several decades clearly shows that the polarization and anti-government sentiments of today did not happen overnight. The difficult economy in 2022, the disastrous ending to the war in Afghanistan, issues surrounding illegal immigration, two years of pandemic mandates and shutdowns, the rhetoric of federal law enforcement's overreach, the misrepresentation of widespread abuse of force by state and local police, a violent response from elements outside social protest, the 24/7 news channels racing to break news, and misinformation and disinformation being put forward on social media have all led to a place where the potential for violence is very real.

The January 6 storming of the U.S. Capitol by individuals and organized groups alike clearly displayed how extremist rhetoric has bled into the mainstream. Groups like the Oath Keepers and the Proud Boys would not exist to the extent they did on January 6 without social media and the influence of rhetoric colliding with political agendas. The run-up to the 2022 and 2024 election cycles are likely to have a significant impact on the continued rise of anti-government and anti-authority extremist violence.



Protesters interact with Capitol Police inside the U.S. Capitol Building on January 6, 2021, in Washington, DC.

© Win McNamee/Getty Images

PREVENTING DOMESTIC TERRORISM

The first step toward preventing acts of domestic terrorism or violent extremism is building awareness of the threat and warning signs. In addition to providing awareness training for their police officers, it is vital for agencies to prevent extremists from infiltrating their ranks or recruiting their officers.

- **Know what groups are in the region, state, and jurisdiction.** This should be mapped out to form a common operating picture. Ask where, how long, and why are these groups in a particular area, state, or jurisdiction. Answering these questions will be key to understanding the origin of the groups and motivation.
- **Look internally.** Mapping the extent of (and then countering) extremist groups infiltration into the U.S. military and police forces is essential. Many groups try to recruit military service members and police officers to learn about investigations, how much is known about their group, and weapons training and tactics.
- **Evaluate training.** How much training regarding extremist groups is given to police recruits? Some academies either do not give training on this topic or provide only a bare minimum. Training should be at minimum of eight hours or, if possible, a two-day block. Retraining should be given to police officers at least every two years on the latest information regarding extremist groups in their jurisdictions. While including information about indicators, threats, and policies is key, it's critical that a distinction be drawn between the legally protected right of people to belong to an extremist organization and the (illegal) criminal activities of such individuals or groups, with training focused on the latter.

- **Maintain awareness.** Strategy regarding investigations and prosecutions of hate groups and extremist groups in their area of responsibility should be discussed monthly or quarterly.
- **Do not operate in a vacuum.** Form working groups or task forces and share information with other local, state, and federal agencies. Collaboration with partners in law enforcement, academia, the private sector, and the community is essential.

Law enforcement must stay vigilant to identify small groups and lone offender actions that have the potential to cause catastrophic outcomes for the United States and law enforcement in particular. As history shows, law enforcement is often the target of violence by domestic extremists. It is absolutely vital to learn from history so as to identify the threats of today in order to have a safer tomorrow. All law enforcement entities need to have ongoing collaboration and cooperation across agencies and within their communities to successfully combat this threat. ♡

IACP RESOURCES

- Mass Casualty Events and Terrorism
theIACP.org
- "Counterterrorism in the Past and Present"
- "The Evolution of Terrorism: Challenges, Outlook, and Strategy"
policechiefmagazine.org

THE FRACTURED THREAT LANDSCAPE



BY
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and Seamus
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University,
Washington, DC

EXTREMISM IS ON THE RISE IN THE UNITED STATES. While law enforcement continues to manage the tail end of the largest mobilization of U.S. jihadist sympathizers in the country's history, they also have to contend with white supremacists, anti-government actors, anarchist/left-wing actors, and other rising domestic extremist movements. This unprecedented, fractured threat landscape places public safety under immense pressure.

This threat is made more complicated by the variety of external actors who seek to introduce and exacerbate narratives that polarize society. Their greatest tool is the mis-, dis-, and mal-information (MDM) that feeds extremist movements and ideologies. In addition, two years of the COVID-19 pandemic have increased social isolation, grievances, and other factors that are proven drivers of radicalization and mobilization to violence. The unique grievances of individual extremists, the wide array and cross-pollination of extremist ideologies in the current threat

picture, and the influence of external actors is a highly combustible mixture that portends violence. It is easy to see why violent extremism is one of the leading security concerns for law enforcement today.

THE EXTREMISM LANDSCAPE

The United States today faces an increasingly complex extremism landscape abroad and at home. Over the past several years, violent crime perpetrated by white supremacists, the militia movement, anti-government actors, and a variety of other domestic extremists has surged. From attacks on synagogues and black churches to violent clashes in cities' streets to the siege of the U.S. Capitol on January 6, 2021, these problems are expanding and evolving. At the same time, foreign terrorist movements abroad continue to inspire support through financial donations, attacks, travel to conflict theaters, or other modes of support. The metastasizing of these many issues poses a

significant test for the U.S. homeland security enterprise, especially for law enforcement.

Extremism Emanating from Outside U.S. Borders

When the Islamic State seized vast swathes of territory across Iraq and Syria in 2014, they called on international supporters to join their so-called caliphate in the Middle East. Hundreds of people across the United States answered the call; many were stopped thanks to federal, state, and local law enforcement officers working together. When travel to the Middle East became increasingly difficult, some U.S. residents tried to join various jihadist affiliates in other areas of the world. Dozens of others, prevented from traveling, attempted to attack targets in the United States; several were successful. While the Islamic State's global infrastructure is more scattered

and focused on local battles today, rising insecurity in multiple regions must be monitored and assessed for impact on the jihadist scene in the United States.

It is not just the Islamic State that inspires support. One day after the last U.S. soldier left Afghanistan following the Taliban's takeover, a U.S. jihadist in federal custody mailed a letter to the Program on Extremism that proudly proclaimed, "As you can see, the Taliban is up... and this time to stay. Give it 10 years from now and you will see the Caliphate will be back as well." With U.S. intelligence collection and counterterrorism operations drastically limited in Afghanistan, the permissiveness for terrorist actors to operate within Afghanistan is growing. In this context, more "defensive" components of the homeland security enterprise, especially National Fusion Centers, will be essential.

FIGURE 1: ISIS IN AMERICA

GW EXTREMISM TRACKER TERRORISM IN THE UNITED STATES

Program on Extremism
THE GEORGE WASHINGTON UNIVERSITY

NCITE NATIONAL CENTER FOR
INTELLIGENCE, TECHNOLOGY
AND EDUCATION CENTER
U.S. DEPARTMENT OF HOMELAND SECURITY

238 INDIVIDUALS HAVE BEEN CHARGED IN THE U.S. ON OFFENSES RELATED to the Islamic State (also known as IS, ISIS, and ISIL) since March 2014, when the first arrests occurred. Of those:

Their activities were located in **33** states and the District of Columbia



90% are male

28 the average age of those charged.

189 have pleaded or were found guilty

13.1* the average length of sentence in years.

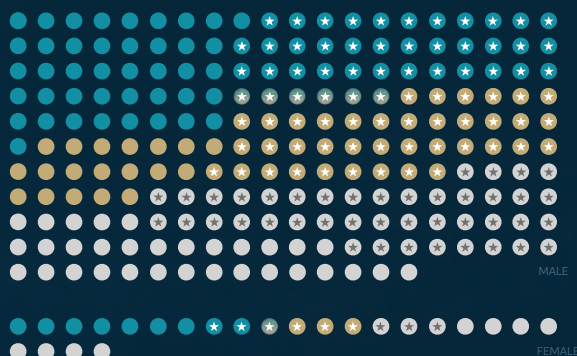
*Uses 470 months for life sentences per the practice of the U.S. Sentencing Commission

40% were accused of attempting to travel or successfully traveled abroad.

29% were accused of being involved in plots to carry out attacks on U.S. soil.

57% were charged in an operation involving an informant and/or an undercover agent.

★ indicates law enforcement operation



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Moreover, the Colleyville, Texas, hostage crisis in January 2022—perpetrated by a man attempting to negotiate the release of imprisoned Al-Qaeda operative Aafia Siddiqui—provides a timely reminder of the enduring challenges posed by jihadist supporters of all stripes. Pro-jihadist criminal activity overwhelmingly presents itself through individual homegrown supporters, or occasionally small cells of two to three operatives, working toward one or more of

three main objectives: attacks, travel, and financial support. U.S. jihadist supporters nearly always “leak” their intentions, either through online posts and activity or offline behaviors. This makes partnerships between communities and law enforcement from the local level to the federal level all the more vital. In cases where law enforcement disrupted jihadist attacks in recent years, coordinated intelligence sharing, information dissemination, and constant vigilance were key.

Extremism Emanating from Within the USA

As extremist movements abroad continue to evolve, extremism within the United States has expanded during recent years. A recent DHS National Terrorism Advisory System Bulletin pointed to several problem sets that affect domestic extremism, first among them the role of MDM introduced and amplified by both foreign and domestic actors. These actors traffic in common ideological narratives like anti-Semitism, which provide online touchpoints for people to radicalize and mobilize toward violence. They are also used by domestic violent extremist groups, particularly white supremacists, as recruiting tools. Groups like Atomwaffen Division, Feuerkrieg Division, The Base, other neo-Nazi groups, and more amorphous movements like the Boogaloo movement leverage these narratives online to recruit people to their causes and promote violence. These racially and ethnically motivated violent extremists (RMVEs) currently present the most lethal domestic violent extremist threat to the United States, as demonstrated in recent years through a number of mass shootings perpetrated by these groups.

RMVEs increasingly target current and former military service members and law enforcement officers for recruitment. They are not alone in this endeavor, as larger white nationalist groups like the Proud Boys and various militia violent extremist (MVEs) like the Oath Keepers and Three Percenters have all made outreach to military and law enforcement communities a priority. Such groups and the movements they comprise often frame their missions as supporting true U.S. values and patriotism. In reality, they exploit common grievances, MDM narratives, and the vulnerabilities of their members to organize violent acts. The January 6 U.S. Capitol Hill Siege, which left dozens of law enforcement officers seriously physically injured and hundreds of others left to deal with the psychological effects that come from fighting back a mob of thousands, is only one example.

Violent responses to real and perceived threats from anarchist/left-wing

FIGURE 2: THE NEO-FASCIST SKULLMASK MOVEMENT

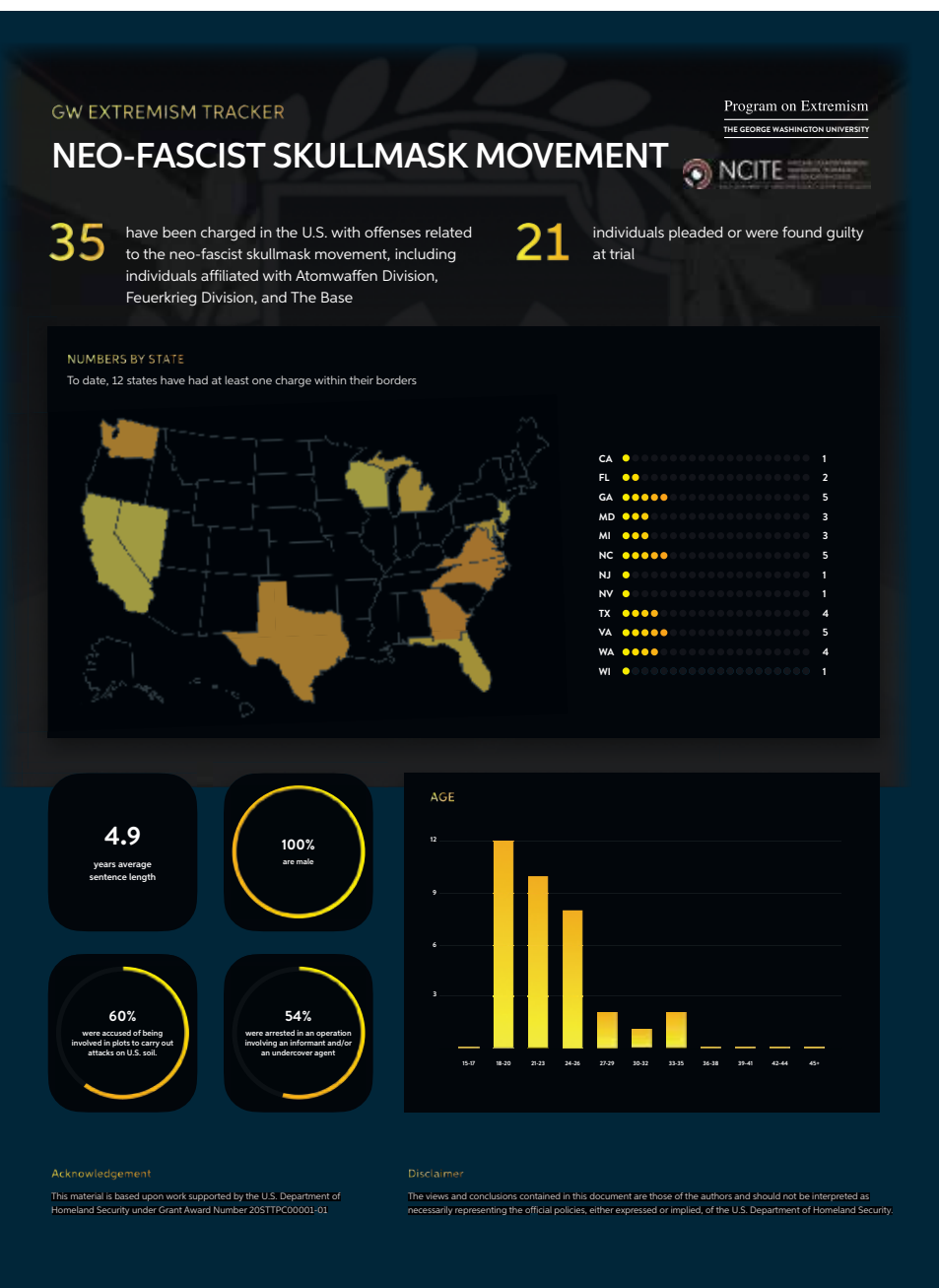


FIGURE 3: THE JANUARY 6 CAPITOL HILL SIEGE

violent extremists (AVEs) are another. To be sure, AVEs have the potential to escalate their level of violence in the immediate future. Although AVEs are largely locally organized and opportunistic in their pursuits, some individuals are beginning to push beyond street violence and toward plotting violent mass casualty attacks. This adds another dimension to an already difficult problem. Yet another dimension to consider is the militia movement, which is increasingly targeting law enforcement and government personnel and facilities for attacks. While all of these extremist movements and groups pose challenges, they need to be appropriately balanced against one another, especially in an extremism landscape as convoluted and complex as today's.

Just as with extremism emanating from abroad, extremism in the United States will require law enforcement at all levels to work together and promote two-way information and intelligence sharing. Various levels of law enforcement need to efficiently share information both vertically (between the federal, state, and local level), but also horizontally (between jurisdictions at the same level). One of the important lessons from the January 6 siege is that, even when individual agencies are able to identify pertinent threats, bottlenecks in information dissemination between agencies can impede effective planning and response.

RESPONDING TO EXTREMISM

Spurred by the events of January 6 and a rising wave of domestic extremism in the United States, the federal government overhauled its response. On June 15, 2021, the Biden administration released its new *National Strategy for Countering Domestic Terrorism*. This new domestic

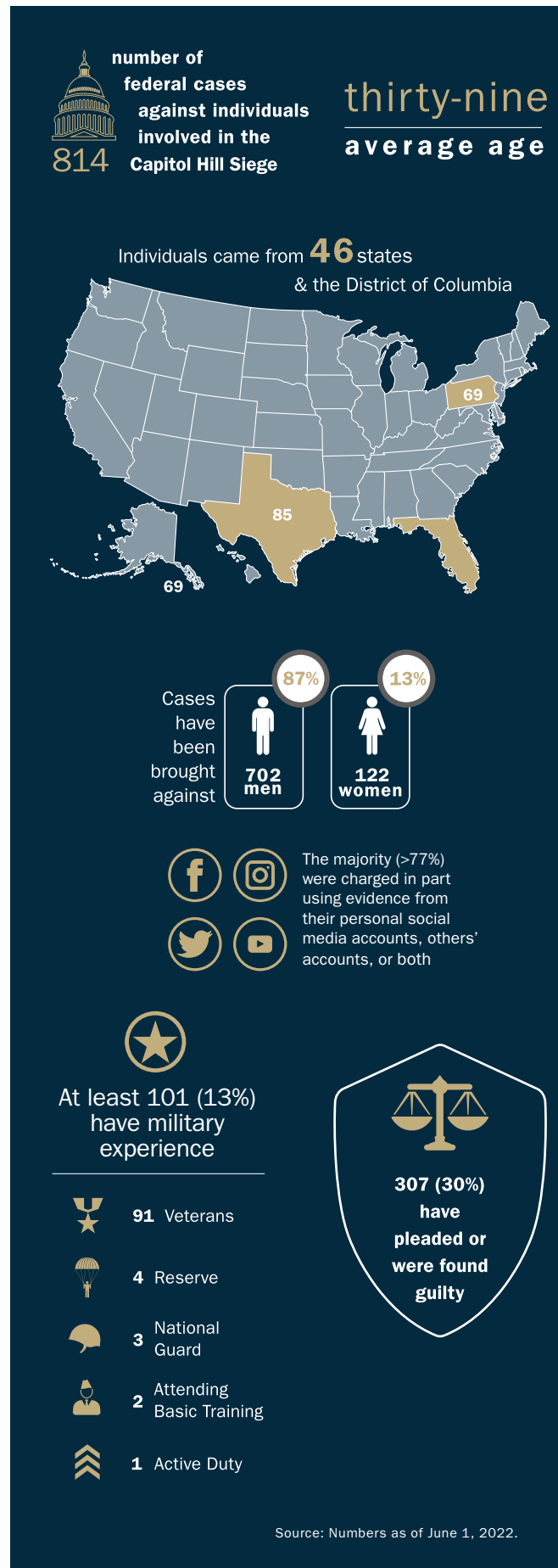
terrorism strategy leveraged assessments from the intelligence, law enforcement, and research communities to lay out a four-pillar plan for tackling the top U.S. domestic terrorism challenges. Those four pillars call for improvements in

1. **understanding** and sharing domestic terrorism information,
2. **preventing** domestic terrorism recruitment and mobilization to violence,
3. **disrupting** and deterring domestic terrorism activity, and
4. **addressing** the long-term contributors of domestic violent extremism in the United States.

While much of the new strategy was focused at the federal level, each of these four pillars will have significant impacts on nonfederal law enforcement.

Understanding and Sharing Information

When it comes to understanding and sharing domestic terrorism information, there are a few components of the new domestic terrorism strategy that will impact U.S. state and local law enforcement. First, the new strategy called for enhanced domestic terrorism-related research analysis, which leans heavily on state and local law enforcement to share upward with their federal counterparts. Bottom-up sharing will be crucial to generate better data that capture the collective U.S. problems and ultimately move the enterprise toward a clearer, shared understanding of domestic terrorism. Second, the strategy outlines an important top-down component, one that will require better sharing from federal agencies with their state and local partners. This means helping nonfederal law enforcement enhance their use of open-source intelligence (OSINT) tools, increasing dissemination of unclassified materials to local





partners, and providing them with better intelligence products. Third, the new strategy aims to build a better understanding of the transnational aspects of domestic terrorism. Chief among the steps to do so is making sense of designations of global terrorists and entities that have links to domestic terrorists in the United States and the effects such designations have on law enforcement investigations and prosecutions.

Preventing Recruitment and Mobilization to Violence

On preventing domestic terrorism recruitment and mobilization to violence, the new strategy is more limited in certain respects. The United States' commitment to civil rights is reflected in the current legal framework for shielding online platforms, which means the country will likely be fighting an uphill battle with regulating tech companies to remove online recruitment materials for the foreseeable future. With reform on the supply side stagnating, a focus on the demand side of recruitment and the information space is necessary. Here, there is much more law enforcement can do to cultivate digital and media literacy, online educational programming, and other public health approaches that build resilience against the MDM that radicalizes, recruits, and mobilizes individuals toward violence. The collective toolset is much wider on this front and nonfederal law enforcement needs as many resources as possible to support this effort. Trainings, public awareness campaigns, a new edition of the federal mobilization indicators handbook with potential indicators for domestic terrorism-related mobilization, and a "one-stop shop" website of all of these resources pooled by the U.S. Departments of Justice, Health and Human Services, Education, and Homeland Security are all on the table. Boosting local law enforcement's access to, knowledge of, and ability to leverage these resources in their communities will go a long way in the prevention efforts previously outlined.

Disrupting and Deterring Activity

The U.S. Department of Justice (DOJ) and FBI are bolstering the number of analysts, investigators, and prosecutors working on domestic terrorism cases. They are also looking to collaborate with hate crimes investigators and prosecutors, since these crimes often go unaccounted for in assessments of domestic terrorism despite clear ideological relevance. But the United States still relies heavily on local law enforcement as the first line of defense to disrupt and deter domestic terrorism activity. As such, nonfederal law enforcement agencies need better access to federal resources on domestic terrorism iconography, symbols, phrases, mobilization indicators, and other factors. These can be made available in a number of formats

(a mobile application is being explored) and can also be implemented in nonfederal law enforcement's screening and vetting processes. The U.S. military is already implementing its own changes along these lines, given the sheer number of extremist actors trying to target service members for recruitment. These efforts could serve as a potential example for nonfederal law enforcement as they grapple with similar issues. Finally, as the DOJ reviews the feasibility of potential legislative reforms at the federal level, state and local law enforcement must be allowed to play to their own strengths. Rather than overhauling the playbook, nonfederal law enforcement can leverage existing state laws to counter activity that falls short of federal terrorism crimes. State laws criminalizing certain militia activity, for example, could be used to more effectively and peaceably manage militia extremists, whose targets so often are members of law enforcement.

Addressing Long-Term Contributors

The Biden administration strategy's final pillar calls for addressing long-term contributors to domestic extremism. This will likely be the hardest of the goals to implement as the factors are both amorphous and far-reaching. The administration points to concerns of racism, conspiracy theories, and trauma as key areas to address in order to help stem domestic extremism. The final pillar is no doubt the most ambitious in its stated end goals. That said, it is unlikely that a domestic terrorism strategy will be adequately resourced to address systemic issues.

Not an Either-Or Problem

Addressing extremism cannot be an either-or proposition between responding to threats at home and threats from abroad. The only option, as the adage goes, is to walk and chew gum at the same time. Federal, state, and local governments are operating with finite resources, and even if more funding makes its way to intelligence and law enforcement agencies, hard decisions will still have to be made. Choices on how to allocate resources between addressing threats at home and threats from abroad will need evidence-based assessments of U.S.-wide trends while respecting differing trends and priorities between regions and localities.

The Biden administration spent the first part of its tenure focusing largely on far-right extremism. While understandable, given recent plots and the decrease in activity of U.S. jihadists, the administration would do well to not let the counterterrorism pendulum swing too far toward only one form of extremism. Indeed, in the last year, there has been a consistent, albeit diminished, number of plots uncovered and arrests of people supporting international terrorism.

However, there are certain responses that will benefit both problem sets. Extremist actors, not to mention their foreign state and non-state proponents, all pursue the common objective—consciously or not—of undermining democracy. They do so by eroding social trust, trust in authority and expertise, and trust in democracy itself—the “trinity of trusts.” The response must be to double down on democracy, and on reinforcing the trinity of trusts. But just as extremists of different stripes pursue a common objective, a robust response can include common prevention practices. Resilience-building activities like the digital literacy trainings outlined herein can bolster the prevention ecosystem against extremism in its many forms. Perhaps just as important, efforts to develop a common understanding of extremism and even a common definition of extremism will be crucial.

LOOKING AHEAD

Extremism in the United States is on the rise. It is complex and convoluted. It emanates from within and beyond U.S. borders. It is spreading intelligence and law enforcement resources thin. The U.S. federal response has been to bolster four lines of effort: understanding and sharing information, preventing recruitment and mobilization to violence, engaging in disruption and deterrence, and addressing long-term contributors. Overall, these lines of effort are leading to a sea change in the counterterrorism response architecture. They will have significant effects on federal and nonfederal law enforcement, and they will need significant buy-in from both to succeed.

However, law enforcement is not alone in this response. A host of federal departments, agencies, research organizations, private sector partners,

and other civil society stakeholders will need to work together to bolster the collective response. International allies face similar challenges, and countries can (and should) share their experiences, best practices, and common commitments to democracy. ♥

IACP RESOURCES

- Home Grown Violent Extremism Brief theIACP.org
- “Countering the Evolving Terrorism Threat”
- “Community-Police Partnerships for Terrorism Prevention”

policechiefmagazine.org



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ROOTING OUT EXTREMISM WITHIN THE RANKS

*The Issue, Effects, and
Mitigation Strategies*

BY

Rachel Grinspan, Director
of Law Enforcement
Policy & Civil Rights,
Anti-Defamation League

EXTREMISM WITHIN LAW ENFORCEMENT RANKS POSES A THREAT TO BOTH THE PROFESSION OF LAW ENFORCEMENT AND THE COMMUNITIES ITS MEMBERS ARE SWORN TO SERVE. It can potentially erode or deeply damage the trust needed for communities to feel that their law enforcement agency is there to protect them. Those within law enforcement who participate in extremist-related activities, promote extremist ideologies or movements, or join extremist groups are behaving in a way that directly contradicts their oaths to serve, which makes communities less secure.

Nonetheless, this topic can often be difficult to discuss, especially during a time when the law enforcement profession faces a variety of challenges, changes, and shifting public attitudes. It may be daunting for leaders to have to consider yet another issue that can negatively affect a profession already in flux. However, the risks of not confronting this issue—or of failing to appreciate how detrimental the damage can be if left unchecked—are too high and too serious to ignore.

While some leaders may think this does not apply to their departments, the reality is that the problem exists, and it is happening within agencies around the United States. In the past 10 years, there have been 73 active U.S. law enforcement officers identified as participating in, supporting, or joining extremist movements or groups—and that is just the incidents reported publicly. To some, this number may seem high; others may not think this number is statistically significant. Regardless, no leader wants to be running an agency where this happens, only to learn about this type of behavior after the fact.

Even one member of an agency who engages in extremist activity or promotes extremist ideologies is one too many. The actions of one individual can erode community trust and tarnish the reputation of an entire department. Agencies should take precautions and preventative measures to ensure they are not vulnerable to extremist infiltration. Failing to take such measures could be disastrous and result in lasting, widespread, and potentially dangerous effects—on the agency, for other members of the department, and for communities at large. Now is the time to think proactively, *before* damage is done, *before* a moment of crisis, to set the tone, ensuring the community and agency members understand that extremist activities will not be tolerated.

It is critical to ensure that law enforcement officers are prepared and willing to serve and protect *everyone* in their communities. When officers engage in conduct that calls that into question, it casts legitimate doubt among the public, specifically among members of marginalized communities, about the willingness of such officers to protect them. Preventing extremism within law enforcement ranks leads to a safer society, and it is up to leadership to ensure an agency deals with the issue head-on.

As a leading anti-hate organization with expertise in combating extremism, the ADL (Anti-Defamation League) is deeply concerned about the potential dangers and consequences that extremism within law enforcement ranks may pose. Recently, there have been documented instances in which current law enforcement officials were identified joining extremist groups, publicly promoting extremist ideologies and movements, or engaging in extremist-related activities; most notably, with some officers arrested as a result of their participation in the insurrection at the U.S. Capitol on January 6, 2021. This is deeply troubling and deserves attention from the law enforcement community, the majority of whom serve honorably, seek to help communities, and strive to contribute to their profession in a positive manner.

To assist agencies in addressing this issue, ADL created a law enforcement toolkit, entitled *Preventing and Rooting Out Extremism Within Law Enforcement*, which seeks to provide an outline of principles for agencies to proactively consider in three important areas: vetting and hiring new personnel, assessing current members of an agency, and the disciplinary process.

THE THREAT

The extremist groups and ideologies that currently pose the most lethal threat in the United States today target individuals or communities on the basis of their identities, such as race, religion, ethnicity, immigration status, gender, gender identity, or sexual orientation, or oppose the U.S. government and its democratic institutions. They support, incite, tolerate, or create conditions that foment violence.

These types of threats can deeply affect the communities agencies are charged with protecting, as well as members of a department. When officers engage in extremist behavior, it can make



everyone—the public and colleagues alike—question whether officers will uphold their oaths of office; enforce the rule of law properly; and treat everyone in an equitable, fair, and respectful manner. Though many extremist-related incidents in which officers engage will not likely rise to the level of criminality, they can still be deeply damaging to an agency and the community it serves, which can erode the trust needed between the two.

Extremists do not exist in a vacuum. One member's extremist-related activity or engagement can have a ripple effect throughout the agency and the community. Notably, some instances of extremist activity or conduct, when built upon white supremacist ideologies, place vulnerable populations, including black people and other people of color; religious minorities such as Muslims, Jews, Sikhs, or Hindus; and immigrant and LGBTQ+ populations, at greater risk of harm. When officers engage in this type of conduct, it makes communities less secure.

SIGNS OF EXTREMIST CONDUCT

Activities including, but not limited to, the following are current examples that would warrant appropriate investigation to determine whether an officer has engaged in extremist conduct that potentially violates an agency's regulations: joining the local chapter of an extremist group, voicing one's support for an extremist group or movement on social media channels, or putting a patch or bumper sticker with the emblem of an extremist group or movement on a uniform or on a personal vehicle to express support. Active promotion or support of groups or movements can be carried out in a variety of ways without belonging to an extremist group itself.

While all individuals enjoy the freedom to believe in a variety of ideas, perspectives, and opinions, law enforcement officers take on a heightened sense of responsibility when they swear an oath of office to become a member of an agency. This means that, while officers, too, carry the freedom to believe what they choose, they cannot let those beliefs turn into activity that goes against the mission, ideals, and codes of conduct of their profession. Officers have a responsibility to uphold the law and not let their personal beliefs affect their judgment or actions in relation to the public they have sworn to serve. When officers engage in conduct that is extremist in nature, it undermines the efforts of agencies to protect everyone in the community.

WHAT TO LOOK FOR

Today, extremism within the ranks may look different than it did previously. Signs and potential indicators of extremism are often coded and can sometimes appear innocuous to the untrained eye. Groups, symbols, phrases, and ideologies continue to evolve, which is why it is crucial for law enforcement agencies to continuously educate themselves on what extremism can look like, especially in the context of the law enforcement community. Of particular concern are extremist groups that specifically aim to recruit active law enforcement members or seek to infiltrate ranks to gain tactical training, obtain confidential information, spread their hateful ideologies to a large audience, or disrupt and damage the mission of protecting and serving.

Knowing what to look for can be half the battle. Continually educating agency members on changing signs, symbols, and indicators of extremist activity puts them in a better position to spot extremist-related content and behavior. It gives them the tools to assess movements or groups with more knowledge, which, in turn, allows them to evaluate if an extremist group is trying to recruit them.

IMPLICATIONS OF EXTREMISM WITHIN LAW ENFORCEMENT

For the public, extremism by law enforcement can be devastating, leading to a lack or erosion of trust and a belief that their police department is there to protect only *some* within the community, not *all*. This trust is crucial to the work of law enforcement, and once it disappears, it can be very difficult to get back. Community members may be less likely to come forward to report crimes or cooperate in investigations because they are fearful of how they may be treated, especially those who already lack trust in law enforcement. This, in turn, can lead to underreporting of crime or create more difficulties for an agency's ability to investigate potential criminality.

For an agency, extremism within the ranks may make it more difficult to complete the mission of protecting the public. It can create potential security risks, leave confidential information accessible to those who should not have access to it, create fertile grounds for potential recruitment of other officers, and damage an agency's reputation. For members, this type of behavior can erode trust between officers and create questions about safety.



Long term, the engagement of officers in extremist activities will significantly compromise the integrity of cases or investigations, which can, in turn, affect criminal prosecutions. It calls into question prior cases in which an officer was involved, testified, or performed investigatory duties. As a result, it becomes harder to complete the mission of protecting the public and compromises an agency's integrity as one seeking to protect and serve. This can be difficult to overcome and take years to repair.

PREVENTING EXTREMIST INFILTRATION

The good news is there are steps agencies can take to ensure extremists are not infiltrating the ranks. The following principles, which are taken from ADL's toolkit and not exhaustive, are not mandates and should not be read as such. Rather, they may serve as a potential roadmap to be utilized by agencies seeking to augment procedures already in place to prevent extremist infiltration and for those agencies seeking to create a new framework. For many proposed suggestions, agencies should consider whether federal grants or funding could be utilized to assist in offsetting potential costs associated with these proactive steps.

Vetting and Hiring New Personnel

The pre-hire vetting process is the first opportunity for agencies to engage in due diligence to ensure their potential recruits have not engaged in extremist-related activities or have not supported extremist-related movements, ideologies, or groups. To be thorough, consider reviewing or refreshing the background check process. This should include a review of potential recruits' social media presence, within the proper legal and policy guidelines.

An agency should consider providing educational programming and resources on extremist-related topics to new recruits once approved and hired, as well as to investigators tasked with reviewing applicant backgrounds. Officers need to know what to look for in order to spot potential signs or indicators of extremism. This helps investigators in their efforts to identify problematic behavior of potential recruits who are not appropriate for the department given extremist-related activities.

Agencies should create clear policies about conduct so new members understand what is expected of them and what extremism-related misconduct will not be tolerated. Agency members should be on notice. Many agencies have policy documents

ADL is a leading anti-hate organization. Founded in 1913 in response to an escalating climate of antisemitism and bigotry, its timeless mission is to protect the Jewish people and to secure justice and fair treatment to all. Today, ADL continues to fight all forms of hate with the same vigor and passion. ADL is the first call when acts of antisemitism occur. A global leader in exposing extremism, delivering anti-bias education, and fighting hate online, ADL's ultimate goal is a world in which no group or individual suffers from bias, discrimination or hate. Learn more at www.adl.org.

For more information on how ADL can assist and support your agency's efforts to prevent extremism within ranks, including more details on ADL's toolkit for law enforcement, contact Rachel Grinspan at rgrinspan@adl.org.

that outline conduct parameters; consider addressing extremism directly.

Another recommendation is to create a confidential reporting mechanism. This allows for members, particularly new ones, to bring concerns to an instructor or commanding officer, investigative bureau, or executive if they are concerned about another officer exhibiting signs of extremism, engaging in extremist-related activities, or promoting extremist ideologies or movements. An agency should consider devoting time to speaking with their new members proactively to explain why this process is important and how it will work, so that members feel encouraged to report if they are concerned about a fellow officer's actions or conduct.

Assessing Current Members

Agencies should create or update and refresh existing conduct policies as they apply to current members so they, too, understand what is expected of them and what extremism-related misconduct will not be tolerated. Current members should be on notice just as new ones are.

Providing current members with educational programming and resources on extremist-related topics can help expand their understanding and provide critical knowledge on what extremism is and how to potentially identify it within the law enforcement profession. Just as new members need to understand what to look out for, so do current ones.



Consider having all current members, including those in positions of leadership, re-swear the oath of office on a periodic basis to create a continued reminder of why the oath is critical in carrying out the job of law enforcement. Consider pairing this with a professional development or educational program discussing how extremism is antithetical and damaging to the profession.

“For the public, extremism by law enforcement can be devastating.”

A final suggestion, which applies to both current and new members, is to provide resources to address the stress and demands of the job. Mental health resilience is an important tool in preventing extremist infiltration. Consider providing opportunities to start conversations about self-care. As the demands and stressors of the law enforcement profession are significant, an agency's investment in preventative self-care resources can create a positive conversation around mental health and well-being, which can go a long way in setting the tone for officers to feel comfortable in discussing an already difficult topic.

Accountability and the Disciplinary Process

It is critical for agencies to ensure their procedures are clear so that officers understand what type of potential discipline may occur if they are found to be in violation of policies prohibiting extremist-related activity. Just as important as defining the disciplinary process is an agency's commitment to investigating *all* allegations of extremism permissible by internal and legal guidelines. This includes not only a thorough investigation, just as with any other reported potential allegation of misconduct, but also following through with disciplinary or termination proceedings as appropriate. These proceedings should be conducted within agency and legal guidelines if the allegations have been substantiated to the proper level of proof within department policy and legal parameters.

An agency should commit to internal and external transparency in these matters. To the extent permissible, share the results of any potential disciplinary matters involving officials that relate to findings of extremist-related misconduct.

Giving the public information about how an extremism-related disciplinary matter was handled will give communities an understanding that their law enforcement agency is taking these matters seriously and addressing them in a timely and forthcoming matter, recognizing a shared goal of preventing extremism within the ranks.

CONCLUSION

It is vital for agencies to prevent extremists from infiltrating their ranks. These suggested principles should be underscored on an ongoing and regular basis, so that they become part of sustained and positive practices of an agency, sending a message to all members that joining an extremist group, engaging in extremist-related activities, or promoting extremist ideologies or movements will not be tolerated.

Taking this issue seriously sends a message to communities that the law enforcement agency is there to serve and protect everyone in the community, demonstrates that the agency upholds its values and codes of conduct, employs safeguards that seek to ensure the public is treated with respect and equity, and creates an environment in which its members feel safe to do their jobs daily. Preventing extremism within ranks leads to a safer society for everyone. ♡

IACP RESOURCES

- Radicalization 101

theIACP.org

- “Tackling the Moral Risks of Policing”
- “Cultural Competency and Community Policing: A Necessity for a Multicultural Society”

policechiefmagazine.org

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SVALBARD (NORWAY)

BY
John Wyman, Special
Agent (Ret.), FBI

THOUGHTFUL LEADERSHIP FOR THREAT MITIGATION

PREVENTING TARGETED ATTACKS STARTS AT THE TOP

IN JUNE 2020, POLICE CHIEF PUBLISHED THE ARTICLE “APPLYING COUNTERTERRORISM TOOLS TO PREVENT ACTS OF TARGETED VIOLENCE: LESSONS LEARNED FROM THE FBI’S BEHAVIORAL THREAT ASSESSMENT CENTER.” The article argued that to prevent acts of targeted violence there needed to be better information sharing, coordination, and collaboration across all levels of government and between law enforcement and nontraditional partners, such as mental health, public defenders, and social services. Since June 2020, much



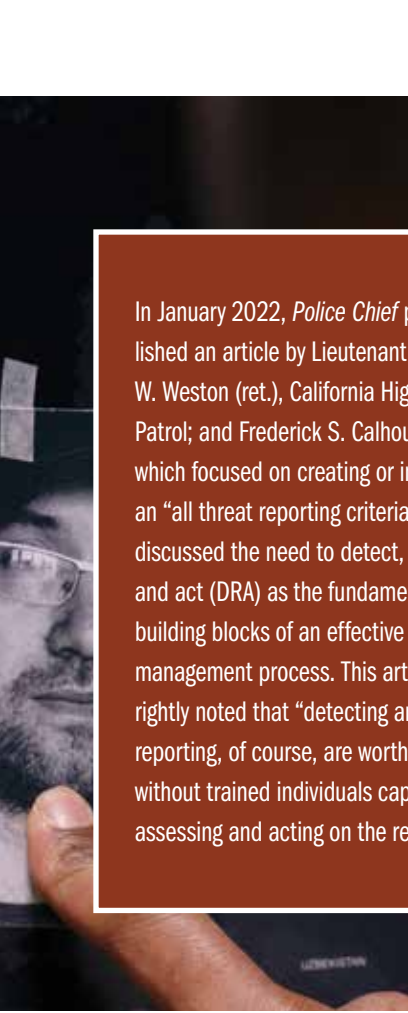
FIGURE 1: 5 PILLARS OF CHANGE



has been done to move toward that objective. However, in the process, new challenges and opportunities for improvement have been identified. The threats are complex and evolving. Technology has accelerated this evolution and exploited weaknesses in the current systems and processes. The way law enforcement and its public safety counterparts counter and mitigate threats must continually evolve, as well.

It is the author's current assessment that, if society wants to materially improve the ability to prevent

acts of terrorism and targeted violence, then there must be more "buy-in" from state and local law enforcement, at all levels and more creative, focused leadership from state and local law enforcement leaders. To maximize meaningful change, law enforcement leaders would be best served by focusing their efforts on five, relatively resource-permissive, lines of effort, or pillars: (1) culture; (2) training; (3) relationships; (4) structure; and (5) process. The challenge, however, is the largely unstable foundation upon which these pillars currently stand.



In January 2022, *Police Chief* published an article by Lieutenant Stephen W. Weston (ret.), California Highway Patrol; and Frederick S. Calhoun, PhD, which focused on creating or improving an “all threat reporting criteria” and discussed the need to detect, report, and act (DRA) as the fundamental building blocks of an effective threat management process. This article rightly noted that “detecting and reporting, of course, are worthless without trained individuals capable of assessing and acting on the reports.”

A FOUNDATION OF MISSED OPPORTUNITIES

Since the publication of the aforementioned article in 2020, sadly, many more mass casualty attacks have occurred in the United States. Previous post-attack analyses by the FBI’s Behavioral Analysis Unit (BAU), combined with the extensive research and operational experience of the FBI’s Behavioral Threat Assessment Center (BTAC), found that (1) the offenders hailed from all walks of life, backgrounds, and life experience—there was no demographic profile; (2) the offenders were driven by a complex amalgamation of motivators that caused them to move along an observable and discernable pathway from thought to action, and the attacks were never just about a single factor, e.g., terrorism, personal grievance, racism, misogyny, or hate; and (3) as the offenders moved down the pathway from thought to action, there were opportunities for prevention.

In many of the cases analyzed, concerning behavior was observed and recognized by bystanders—and it was also reported to law enforcement. It’s unfortunate, but true. Law enforcement had a chance to disrupt the offender’s trajectory to violence. In many cases, much more could have been done by law enforcement to analyze, assess, and act upon the information. Opportunities were missed, information was not shared, and follow-up investigations did not happen. Often, the information, while clearly concerning with 20/20 hindsight, was significantly confused by indications of mental illness and descriptions of complex beliefs, which, at the time, seemed odd and confusing but did not fit neatly into law enforcement’s preconceived definitions of terrorism.

Furthermore, opportunities to intervene were sometimes stymied by outdated legal restrictions on information sharing between law enforcement and mental health professionals. Each individual piece of information gathered is just one piece of the bigger “puzzle,” a piece, which, on its own, does not reveal the bigger picture. For a variety of reasons, responding officers or assigned investigators did not recognize the developing storm for what it was. In addition, systems and processes were not well established at the local level to share information with others, gather more “puzzle pieces” to inform communities about the storm brewing, and implement effective long-term mitigation strategies.

Federal laws related to terrorism are most effective against potential actors who are directed and deployed by a designated foreign terrorist organization. These same laws are far less suited for the current realities of homegrown or domestic violent extremism, radicalization, and lone actor terrorism. Existing legislation at both federal and state levels can address individuals who either make overt public threats or those who have already committed an act of violence. These same laws are far less effective in preventing those who have yet to commit their attacks and are practicing operational security. Therefore, as the threat picture

evolves and outpaces the enactment of new, more agile legislation, society must not rely solely on law enforcement agencies to be the only line of defense. It’s essential to build relationships and improve the capabilities of *all* stakeholders to identify persons of concern and proactively mitigate the threats.

The limitations of existing legislation are not law enforcement’s only challenge in prevention; rather, as currently written, federal law also restricts the ability of law enforcement to share threat-related information with those stakeholders best positioned to mitigate certain threats, such as mental health professionals, medical doctors, family members, school counselors, and other non-law enforcement entities. Limitations on disclosures are so restrictive in some cases that they challenge the ability of federal law enforcement to share information with mental health professionals who are funded by grants from the federal government specifically so they can mitigate such threats. Clearly there is opportunity for improvement. Society would benefit from careful and thoughtful revisions to these restrictions that balance privacy concerns with the new reality of security and threat management.

The purpose of this article is not to “Monday morning quarterback” what law enforcement should have done and point blame at certain individuals or departments for a less-than-ideal response, nor is it to lament the many challenges caused by outdated legislation and information sharing restrictions. The fact is, law enforcement is often alerted about individuals while they are on the pathway to violence and, as a result, can help prevent acts from occurring. However, in order for law enforcement to take more effective action after such information comes to light, significant changes are required in the way law enforcement leaders view their role in prevention and the way law enforcement responds to reports of concerning, but often confusing and not yet or not clearly illegal behavior. In addition, significant changes are required in how state and local prevention networks are structured, the

role law enforcement plays, and how information is shared within these networks. So, with that as the foundation, the question then becomes what can law enforcement do now, in a period of declining resources and increasing demands, to effect the changes necessary to prevent future acts from occurring.

FIVE PILLARS OF CHANGE

Pillar One: Organizational Culture.

Senior law enforcement leaders play a critical role in prioritizing and championing prevention opportunities throughout their ranks, inspiring junior leaders and frontline operators to see overall objectives and understand their roles. Senior leaders should push their subordinate, mid-level leaders, to devise strategies consistent with this objective and place creative, forward-leaning subordinate leaders in charge of prevention roles. Mid-level leaders should empower frontline operators with the flexibility required to pursue prevention cases even when it is not clear a law enforcement option will be necessary or effective. These frontline operators require support from their mid- and senior-level leaders to stay engaged with prevention cases to their logical end, an end that may include a hand-off of responsibilities to other non-law enforcement stakeholders.

Some law enforcement leaders are opposed to this way of thinking for various reasons, many of which boil down to believing either that these crimes cannot be prevented or that these types of preventative actions are not the responsibility of law enforcement. Fortunately, there are already many leaders who wholeheartedly embraced proactive prevention and have worked hard to transform their agencies. These law enforcement champions are too many to name here, but one example particularly worth mentioning is Sheriff Ric Bradshaw with the Palm Beach County Sheriff's Office (PBSO) in Florida. Sheriff Bradshaw developed a culture within PBSO of proactive threat mitigation and prevention. He has identified key subordinate leaders, and he supported them with budget, personnel, and

organizational support. He has also empowered his subordinate leaders to adjust strategies on the fly based on challenges that have presented themselves and to devise creative solutions. PBSO has enjoyed the benefits of leadership consistency and stability, resulting in sustained operational and financial support. PBSO has built a high-functioning threat assessment unit and is working closely with partners at all levels of government, including the FBI's Miami Division and the Florida Department of Law Enforcement (FDLE), to devise ways to integrate the PBSO team with others across the state of Florida.

Pillar Two: Training. Many law enforcement officers and other stakeholders dealing with the complex challenges discussed herein lack adequate training in the basics of threat assessment and threat management. As such, these frontline operators are greatly limited in their ability to accurately assess the threats within their communities and to develop and implement effective mitigation strategies. Instead, they often rely on their own professional experience and "gut feelings" to address these challenges. This approach, while sometimes effective, is insufficient and lacks the accountability that their communities deserve and demand. For simplicity, training can be divided into three broad categories: (1) first-level or frontline responders; (2) team members; and (3) managers and leaders.

1. First-level or frontline responders

include officers responding to calls for service at locations where initial information will be assessed and triaged, for example, an officer responding to a person's residence to follow up on a complaint from a concerned family member about posts on social media. First-level or frontline responders also include 911 dispatchers or non-emergency call-screening personnel. This group needs a basic familiarization on topics such as general threat assessment, concerning behaviors, and warning indicators. They need to be able to triage and assess the information and make critical first-level decisions about what to do next. Opportunities

for prevention will be missed without adequate training. That said, this basic level of training does not take long and needs only to hit the high-level concepts and provide tips on how to elicit additional information that will aid in future, more deliberate, threat assessment and threat management, should it be required. There are numerous options for obtaining this training, but law enforcement leaders should be circumspect in evaluating whom they select for this important task. One suggestion for law enforcement leaders looking to train their first-level and frontline responders is to contact the FBI's local threat management coordinator (TMC). The FBI's TMC might be able to provide the training, secure additional support from the FBI's BTAC, or identify other vetted opportunities.

2. Team members include those officers and liaison partners assigned the challenging task of accurately assessing the threats and devising effective threat management strategies. The



Some key frontline roles that have a unique ability to execute senior leader objectives include school resource officers, community outreach specialists, and crime prevention officers. Selecting the right people for these jobs, empowering them to do their work, and championing their success within the organization are critical.

An example of effectiveness through relationships is the Massachusetts Bay Threat Assessment Team (MBTAT). Leaders from the Boston Police Department and the Massachusetts State Police, working closely with the FBI's Boston Division, have done an impressive job of developing relationships with federal partners, as well as nontraditional law enforcement partners to include medical doctors and mental health professionals from Massachusetts General Hospital, Boston Children's Hospital, and Massachusetts Department of Mental Health. The MBTAT has evaluated many threat cases and moved potential offenders off the pathway to violence.

training required for team members needs to be much more extensive than the first-level or frontline responders. The FBI's TMC is an excellent starting point for law enforcement leaders inquiring about how to find suitable training for team members; however, in most situations this training will not be provided by the TMC, but instead be secured from the FBI's BTAC or qualified outside private entities. Like the training for first-level or frontline responders, law enforcement leaders should be circumspect in evaluating whom they choose to provide this training. It is likely federal grant money exists for training on these topics, but the training needs may present faster than federal financial assistance can be secured.

3. Managers and leaders need to be trained on executive-level concepts about threat assessment and threat management so they can better

create the culture required; message the objectives and limitations to community leaders; and build relationships, structure, and processes critical to prevention. It is likely management-level briefs and training can be provided by some combination of subordinate leaders, the FBI's TMC, and other team members.

Pillar Three: Relationships.

Relationships at multiple levels of the organization are critical to effective prevention and threat mitigation. Senior leaders have a role in working with community partners to establish clear lines of communication, understanding, and agreement on how overlapping efforts will be coordinated. Relationships between stakeholders expedite critical information sharing and build the trust necessary for team members to carry out their required duties in a complex, stressful, and challenging environment. These partnerships add structure to crisis situations and allow the owning agency fast access to resources useful to threat management. Evidence of how these relationships can be effective can be found in FBI's system of Joint Terrorism Task Forces (JTTFs) or Violent Crime Task Forces (VCTFs). The JTTF/VCTF model can be replicated, on a smaller scale, at the state and local level to work collaboratively on threats of targeted violence and other pathway matters that do not meet traditional federal law enforcement requirements.

Pillar Four: Structure. At some point, mid- to senior-level law enforcement leadership is required when devising a structure for the relationships and information sharing required for effective prevention. Who, specifically, will be assigned responsibilities of the team? How many team members will there be? Will it be a collateral duty or a full-time assignment? What agency will be responsible for or lead the team activities? Will the structure of outside relationships be informal or something documented and memorialized in a memorandum of understanding (MOU) or memorandum of agreement (MOA)? For certain locations, the established structure of existing fusion centers may be a good place to start when considering how to structure the necessary

relationships for prevention. In addition, fusion centers bring the added benefit of existing financial resources and access to funding streams through federal grants and personnel with experience writing grant proposals. The San Antonio Public Safety Threat Assessment Group (PSTAG) (see sidebar) is housed within the Southwest Texas Fusion Center.

Pillar Five: Process. Hand-in-hand with structure is process. In many situations, it might be more effective to define the process first and then use that information to help determine what structure is required. Analyses of past attacks have revealed that, too often, information was not shared effectively enough to enable threat mitigation. Having an established process mitigates risk and enhances the effectiveness of teams, and it also saves resources in the long term. Rather than requiring the reinvention of the wheel every time a concerning case comes in (often at the most inconvenient times), an established process and experience running threat cases in a consistent manner will ensure they are worked to an acceptable standard. Some questions for leaders to consider when thinking about process include: Who will lead the meetings and how will "case" ownership be determined? Will team members take on the primary responsibility for the case or will it remain with the originating division within the department or the referring outside agency? How will records be memorialized and where will the information be stored? How will information be passed from one entity to

IACP RESOURCES

- Building Communities of Trust
theIACP.org
- "Reporting Criteria for Detecting Violent Intent"
- "Applying Counterterrorism Tools to Prevent Acts of Targeted Violence"

policechiefmagazine.org

the other and how will sensitive data be restricted from sharing? How long will cases be kept open and what process will be used to measure and evaluate threats? How will success be measured? And how will privacy and civil liberties be preserved?

These are complex problems requiring thoughtful, dedicated, and creative solutions. In the case of prevention, particularly as it presents itself today, amplified by technology and geopolitical factors, state and local leadership is an absolute imperative. The threat is real, and it's now; response need not wait for a perfect solution (if a flawless solution is even possible). Massive amounts of progress can be achieved through the simple action of thoughtful and creative leaders who emphasize the five pillars of culture, training, relationships, structure, and process. We can do better, and tomorrow's attack can be prevented through action today. ♡

The views and opinions, above, are those of Special Agent John Wyman (ret.), and not those of the FBI.

A good example of structure and process can be found in San Antonio, Texas, where the San Antonio Public Safety Threat Assessment Group (PSTAG) and the Tri-Weekly Threat Assessment Group (TTAG) work in a coordinated effort to assess and mitigate threats. The PSTAG is comprised of high-level managers and directors from federal, state, and local agencies. The TTAG meets more frequently to discuss individual cases, evaluate threats, develop threat mitigation strategies, and prevent violent acts from occurring. The TTAG is agile and new members can be added for unique situations. Federal agencies, like the FBI, can refer cases lacking a federal nexus to the TTAG for further assessment and mitigation at the local level, working to ensure bona fide threats don't fall through the cracks. Accountability is a focus of the group and emphasis is placed on structured processes driving TTAG's actions.

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2022 IACP TECHNOLOGY CONFERENCE *RECAP*



Department of Justice's Office of Community Oriented Policing Services (COPS Office) Acting Director Robert Chapman delivers the keynote address to attendees.

After two years of virtual conferences, attendees and exhibitors were eager to be back in person at the **IACP Technology Conference that took place May 24–26 in Milwaukee, Wisconsin**. Attendees were greeted with an expanded educational schedule and the largest exhibit hall ever offered at the Technology Conference.

The theme of the conference was Technology and Trust, as noted by IACP President Dwight Henninger during the opening ceremony, “We have a responsibility to employ technology thoughtfully, in collaboration

with the communities we serve. Without the community’s trust and support, even the most powerful technology is doomed to fail.”

The general sessions featured a keynote address from Acting COPS Office Director Robert Chapman and panel discussions on Building Trust: Legal and Ethical Issues in Technology Implementation and Navigating Emerging Technology in a Changing Legislative Environment. Both discussions sought to explore the challenges of and considerations for implementing technology from an international and U.S. perspective.

910

ATTENDEES FROM
8 COUNTRIES

8

3

PLENARY
SESSIONS

53

WORKSHOPS

7

TECH TALK THEATER
PRESENTATIONS

102

EXHIBITORS AND
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IACP President Dwight Henninger (left) and LEIT Section Chair Catherine Miller (Right) present the IACP/Oracle Scanlon Excellence in Criminal Justice Information Sharing Award to Bonnie Locke of NLETS.

TOPICS COVERED

- › Ethical use of facial recognition
- › Building community bonds through technology
- › Body-worn camera management
- › Protecting against ransomware attacks
- › Drone operations in public safety
- › Establishing trust in technology
- › Combating organized retail crime
- › Operating real-time crime centers
- › International approaches to cybercrime
- › Mobile and 5G advancements
- › Technology solutions for officer and safety wellness
- › Criminal tradecraft and cryptocurrency

Mark your calendars for the 2023 IACP Technology Conference in Salt Lake City, Utah, on May 22-24.

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BY

Toine van Loenhout,
Commissioner, Regional
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East Brabant, Dutch
National Police, and
Harm van Beek, Scientist,
Netherlands Forensic
Institute

Digital Forensics as a Service

Not a Silver Bullet, but a Crucial Tool

NOWADAYS, HOW DO YOU FIND A “DIGITAL SMOKING GUN” IF SUSPECTS HAVE DOZENS, OR SOMETIMES EVEN HUNDREDS, OF DEVICES AND USE A SIMILAR NUMBER OF SOCIAL MEDIA ACCOUNTS? HOW DO YOU MAKE SUCH A LARGE NUMBER OF DIGITAL TRACES BOTH EASILY ACCESSIBLE AND SEARCHABLE FOR AN INVESTIGATION TEAM?

The Netherlands Police and the Netherlands Forensic Institute (NFI) have been working together on this challenge for a long time. In the process, digital forensics as a service (DFaaS) has been developed and

continues to evolve, which, in addition to the Netherlands Police, is now used by virtually all Dutch investigation services. It's a continuous quest with great successes and significant learning opportunities and areas for improvement.

LARGE-SCALE DIGITAL INVESTIGATION

In autumn 2010, the Netherlands Police were faced with a case that underlined the importance of a large-scale digital investigation once again. On December 7 of that year, *Opsporing Verzocht*—a Dutch investigative TV show—published a photo of a two-year-old boy who had

appeared in a child abuse case in the United States.

The same evening of that episode being aired, the child's abuser was arrested. He proved to be the chief perpetrator in a horrific case in which dozens of young children had been seriously abused, with photos and videos of them being distributed worldwide within child abuse networks via the internet. Digital evidence was crucial in this case. Vice detectives had to search through terabytes of photographic and video footage under a huge time pressure. Fortunately, the initial version of an experimental search engine was available at that time.



Partly for this reason, a platform was further developed in 2012 under the name “Hansken.”

A BIG-DATA PLATFORM FOR DIGITAL TRACES

Hansken provides detectives and investigators with easy access to various digital forensic tools. The starting point is that, if detectives can independently examine digital traces easier, the digital experts will be able to concentrate on the more complex questions. It was, therefore, not the intention to find a replacement for existing specialist tools, but rather to combine the results of available tools and make them accessible.

So, how does this work in broad terms if hundreds of devices are seized in an investigation? After the source data have been secured in evidence files, Hansken goes through an advanced extraction process to make all relevant traces accessible to the users. The platform automatically indexes the various traces and places them in one or more categories. Criminal investigators can then search for the various digital traces such as files, instant messages, emails, and photos without specialist IT knowledge. In the process, they can search and filter by all kinds of properties, time and location details, file names, and key words.

The process helps the detective extract a clear and manageable set of results from millions of traces. The investigator can also mark relevant traces for further research, add notes, and create a report with all the technical and other data. In addition to making case data available to investigators and detectives, these data can also be made accessible to lawyers, prosecutors, and the court.

SUCCESSSES AND LEARNING POINTS

The platform has now been used for nearly 10 years in over a thousand cases. These often involve numerous devices and many millions of traces and terabytes of raw data. Among



other things, the search environment has been successfully used investigating large-scale bank frauds, money laundering, and environmental crimes. The aim is to find relevant data within the huge quantities of digital material and to correlate them with each other. The platform has also analyzed data from crypto-communication servers, resulting in multiple convictions. This involved not only searching the decrypted messages but also sorting the material from various criminal investigations.

Incidentally, the platform is also used for other noncriminal investigations. For example, in a major technical investigation following a tragic accident involving a popular means of transport for children (an electric cart called “Stint”), the technical data were also analyzed using the platform.

With the use of Hansken, the Dutch Police also encounter significant learning opportunities and areas for improvement. The speed and quality of management processes, the development of intuitive user interfaces and the ability to quickly process new types of digital traces are just a few examples.

BETTER USER INTERFACES AND OPERATIONAL PROCESSES

It is a persistent misunderstanding that digital forensic services will make digital experts a thing of the past. Just like

modern aircraft no longer require an on-board engineer, for example. With law enforcement, this is not realistic. What the Netherlands Police do want to achieve, is for their digital experts to be able to focus much more on complex cases, as “regular” detectives will be able to start the digital trace examination themselves in the vast majority of investigations.

However, this goal has not been easy to achieve. Experience has shown that Hansken is still mainly used as a powerful tool for large-scale, data-centric cases with hundreds of devices and terabytes of data. For smaller (partial) cases with a few phones, a laptop, and a Facebook account, smaller, specialist tools that make it possible to search these devices quickly are often opted for. First of all, the pre-production of a project within Hansken is relatively labor intensive for such a relatively small investigation. In addition, a more intuitive user interface with graphical and context-dependent support is needed to further lower the threshold for criminal investigators and examiners.

This is important, as the computing power of computer chips doubles every two to three years. For end users, increasingly powerful, smaller, and cheaper devices are constantly becoming available with more possibilities and smarter applications. In addition, more and more devices are



continuously collecting data—from cars, smart energy meters, and refrigerators to sportswear and doorbells. For police, this means that smaller (partial) investigations will also yield more and more digital search work. To keep these data manageable, it is important that tactical detectives are able to start the digital examination in the majority of these investigations themselves.

FAST AND PROFESSIONAL “FORENSIC-PROOF” DEVELOPMENT

The digital forensics environment was not developed as a closed system. The platform integrates as many existing tools as possible into an accessible digital search environment. Thanks to open interfaces, participating investigation services can also develop and link functionalities (plug-ins) themselves or have this done for them. Examples include user interfaces aimed at specific types of investigations, as well as extraction and reporting tools.

It is also important to be able to continuously process new types of digital traces and make them searchable in a smart manner. Speed is a very important element here. New apps and other

digital applications are being developed at an increasingly fast pace and often become popular at lightning speed. And as soon as they become popular, the data become relevant for investigation purposes. For example, it soon turned out that consulting the popular pedometer can be very useful for checking someone's alibi. It was also discovered that the chat option within popular games is sometimes used as a low-profile means of communication.

This presents a major challenge for the forensic field. Fast software development should never come at the expense of forensic quality and safeguards. Nowadays, for example, software is usually developed during an agile process. Long-term “waterfall” projects that provide new functionality only after months of developments are a thing of the past. Instead, companies constantly work in short sprints that deliver new and modified features. In popular consumer apps, such as Netflix, this is recovered in daily modifications to the home screen, the available buttons, and functions.

This agile-based development is also essential for digital investigations to

“

It's a continuous quest with great successes and significant learning opportunities and areas for improvement.

”

keep up with crime. The challenge here is that principles as forensic quality, security, and privacy must always prevail. The use of Hansken must always be reproducible, and changes to the platform must not interfere with ongoing investigations. This requires a high-quality development and management organization with short lines to the users.

A POWERFUL ASSET

Fortunately, help exists for tackling these challenges. Since 2019, the collaboration with investigation services in other countries has broadened; universities and knowledge institutes have also joined in. They all work together in the international Hansken Community, which is a very important combination of knowledge that can be used to further improve, professionalize, and update the platform.

DFaaS is not a silver bullet. Digital specialists and specialized analysis tools remain absolutely necessary in investigations. What a DFaaS environment can add, however, is a forensic tool that helps criminal investigators and detectives to start their digital investigations themselves. This way, the use of digital forensic research is expanding and accelerating, allowing the digital experts to focus on the most important and complex questions. This platform will help to keep digital trace examination manageable. ☺

The Evolution of Drones in Law Enforcement

ALTHOUGH ORIGINALLY BUILT FOR MILITARY PURPOSES, UNMANNED AERIAL SYSTEMS (UAS) HAVE INCREASINGLY BECOME A COMMON PART OF EVERYDAY LIFE.

According to the Federal Aviation Administration (FAA), there were 865,505 drones registered in the United States as of May 31, 2022.

Because of their wide range of functions, drones have been used to monitor climate change, deliver goods, and capture images and video. These capabilities have extended to the law enforcement profession as well.

DIFFERENT USE CASES

The policing profession must constantly stay abreast of the emerging technology in the world. This becomes difficult as this new technology begins to have new (oftentimes beneficial) functions, exemplified by the drone.

“Drones are revolutionizing search and rescue, disaster response, crime scene mapping and modeling, tactical overwatch, and de-escalation, helping keep officers and the communities they serve safer,” said CJ Smith, category marketing manager for drones at Adorama Business Solutions. In many cases, drone operators have found useful ways to increase public safety.

SITUATIONAL AWARENESS

In the past, officers may have lost track of suspects as they exited the home and searched for an alternate escape route.



Photo courtesy of Autel Robotics

But with a drone hovering over the residential block, the drone is able to track the suspects as they jump fences and hide under bushes. The drone operator can then give the officers on the ground real-time updates on the suspects' movements, leading to a safe, efficient arrest.

Autel Robotics has been a manufacturer of drones that provide this exact overwatch capability. “Since 2014, we’ve strived to let the needs of our customers drive innovation,” said Tommy Gunn, marketing manager of Autel Robotics

USA. “With this goal in mind, we’ve developed key technologies, such as quadcopters and VTOL-capable fixed-wing drones with the flexibility of interchangeable camera payloads, long-range image transmission, and autonomous software for easy mission planning.”

Along with its use for overwatch, the company’s consumer product family of EVO vehicles (EVO NANO series, EVO LITE series, and EVO II series) can help fulfill other missions. They can be

used to observe suspicious vehicles and ensure buildings are clear before officers are sent in. They've also been used to monitor fire spread and direction—and firefighters in the field—especially when outfitted with thermal imaging cameras. When used with the drones, photogrammetry software allows first responders to map crash sites and crime scenes to gather accurate maps and evidence in a fraction of the time of traditional investigations. This enables crash sites to be cleared faster and reduces the risk to responders collecting key information in high-traffic or dangerous locations.

Equipped with an obstacle avoidance system, the EVO LITE series and EVO II series drones can fly for 40 minutes on a single charge; the EVO NANO series vehicles can fly continuously for 28 minutes.

Autel Robotics offers a modular, reliable platform with features that can be added or removed as the mission dictates.

Keeping the public safety sector in mind during the research and development phases, Autel Robotics has partnered with trust companies to provide photogrammetry software; drone flight planning; and hardware add-ons, such as spotlights and payload delivery systems.

FIRST RESPONDER

Founded in 1998, Draganfly has watched, and been involved in, the professional drone industry's growth over the past two decades. Commercializing the first quadcopter in 1999 provided accident reconstruction for highway patrol, which ultimately led to assistance in forensic investigations. This grew into Draganfly putting thermal cameras on drones to work for search and rescue teams.

Draganfly's history of using drone technology to aid the police has not stopped evolving there. Most recently, the Canadian-based company has developed

and deployed the Draganfly First Responder (DFR) platform.

The platform consists of multiple drone products. The first one is a tethered or beyond line-of-sight drone that is deployed to a location at the same time as officers. The tethered drone can look at the area right from the station, whereas the beyond line-of-sight drone can arrive on scene before those dispatched personnel and provide situational awareness. As the team was developing the DFR, it became apparent that having a medical response drone (MRD) would also be advantageous. This second drone can provide up to 35 pounds of payload delivery, such as AEDs, Epinephrine, and blood, to the location. Because it is temperature-managed, the drone can also carry medical supplies that are temperature sensitive.

Both drones include an optical sensor that sends communications back to the operator in the dispatch center. They have between 30–50 minutes of run time depending on the payload, with an effective one-way distance of about 10km.

According to CEO Cameron Chell, the MRD has been deployed into besieged areas to provide medical supplies—primarily insulin and antibiotics—for those in need.

COUNTER DEFENSE

In 1984, the U.S. Congress passed the Aircraft Sabotage Act that states that it is illegal to willfully damage or destroy an aircraft; the FAA Modernization and Reform Act of 2012 was passed, directing the FAA to integrate unmanned aircraft systems (drones) into the national airspace by September 2015.

This, however, introduced a threat to U.S. and public security. Congress' Preventing Emerging Threats Act of 2018 tackled this issue by making it legal for the federal government to disrupt drones. The 2022 proposition of the Domestic Counter-Unmanned Aircraft Systems National Action Plan is a request from the Biden administration to change the law so that the same authorities granted to the federal enforcement agencies can be given to state and local police to detect and defeat dangerous drones.

Photos courtesy of Draganfly





Photo courtesy of Fortem Technologies

But if this passes through the U.S. Congress, how can state and local police stop these drones in a safe way in an urban environment? The Pleasant Grove, Utah-based Fortem Technologies believes it can help.

“We believe in smaller systems where you put the processing on the edge at each radar, and you aggregate the data in the cloud,” said Timothy Bean, chief executive officer at Fortem Technologies. The company backs this claim up through its family of TrueView radars, SkyDome Manager software, and DroneHunter, which can work separately or as a team.

With this family of small radars, the company explains that an agency can see all drones in its area—whether emitting GPS or radio frequencies. This family is scalable and adaptable to the department’s needs. For example, one radar can be placed at a small entertainment venue, or hundreds can be placed throughout a city. By offering 360-degree coverage of an airspace, an agency can have complete situational awareness of where a potential drone target is at. The inclusion of the TrueView camera allows operators a high-resolution view to track and zoom in on what a radar has detected.

All the data acquired through the radars are aggregated within the SkyDome Manager software. The software also allows users to set specific rules around 3D, volume-metric exclusion zones throughout the city.

When an emerging threat enters the airspace, the SkyDome Manager and TrueView radars will communicate the threat’s location to the DroneHunter. If the targeted drone is smaller and slower than the DroneHunter, the DroneHunter will tether it with a net; but if the target is larger and faster, then the DroneHunter is programmed to get between its defense point and the targeted drone. It will then attach a parachute to it. Once it returns to its hangar, the DroneHunter will be once again mission-ready within three minutes.

FINDING THE RIGHT SOLUTION FOR YOU

As more drone uses are introduced into the law enforcement field, agencies may need help in choosing which solutions would be the best fit for them. Adorama Business Solutions and Adorama Drones have built a full-service drone ecosystem to serve as a one-stop shop for agencies and organizations looking to take advantage of UAS technology.

The Adorama Drone Ecosystem is a suite of services designed to help agencies and organizations leverage drone technology in a sustainable way. It consists of hardware and software solutions, buy-back programs, drone insurance, financial assistance, training, and repairs. Additionally, Adorama has in-house experts who have started drone programs in their own departments, offering knowledge and experience when it comes to ideating, launching, and maintaining a drone program for public safety operations.

“We know launching a program is no small feat, and the Adorama Drone Ecosystem is designed to help agencies through the process, answering questions and providing expert advice and recommendations along the way,” said Smith.

Drones have revolutionized the policing profession, and new functions for these vehicles arise every day. It is imperative for innovation to continue driving companies to create equipment that will help keep officers and the communities they serve safer. ▢

SOURCE LIST

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Acid Storage Cabinet

Hemco's Acid Storage Cabinet is specifically designed for the storage of corrosive chemicals and is available in 12-, 18-, 24-, 30-, 36-, 42-, and 48-inch widths. Standard size is 35" high and 22" deep. The molded one-piece fiberglass liner inserts directly into the cabinet and is sealed on all edges for ease of cleaning. The interior features a containment lip on the front bottom edge to hold spills. The front access doors have air inlet vents and are lined, and the edges are sealed. No metal is exposed to corrosive vapors. The shelf is removable for smaller container storage.

www.hemcocorp.com/labfurn.html

First Aid Kit

RTS Tactical announces the new Rapid Deploy IFAK, a quick deploy individual first aid kit (IFAK) that incorporates the latest materials that result in a lightweight yet strong and rugged shell. It contains all the necessary medical components for an advanced compact IFAK. It is engineered with a one-motion pull system that can be used by the wearer or a fellow officer when seconds matter most. The Rapid Deploy IFAK is made with bonded Cordura, high-performing zippers, MIL-SPEC bungee cords, and advanced tactical nylon. The kit is available in black, ranger green, coyote, and multi-camouflage and with three tourniquet options.

rtstactical.com/products/rtt-tactical-rapid-deploy-ifak-kit



Custom Quick Shelter Canopy

ProPac's Quick Shelter canopy now comes complete with full-color custom graphics. It measures 10' wide by 10' long, and the height clearance can be adjusted to 7 feet. The shelter includes a commercial grade 500 Denier nylon, UV-protected, fire-rated top over a heavy-duty powder-coated aluminum frame that's corrosion and scratch resistant. The ProPac Quick Shelter meets both the CPAI-84 and ULC-S-109 fire codes. A heavy duty carry bag with wheels and an extra strong staking kit are included. It is durable and easy to set up without tools.

propacusa.com/product/custom-quick-shelter-canopy



Self-Contained Breathing Apparatus

3M announces its latest self-contained breathing apparatus (SCBA) solution to help law enforcement when operating in chemical, biological, radiological, and nuclear (CBRN) or immediately dangerous to life or health (IDLH) environments. The 3M Scott X3-21 Pro SCBA is tailored to meet the unique tactical and technical needs of law enforcement, urban search and rescue, HAZMAT response, and explosive ordnance disposal. A MOLLE shoulder harness helps improve donning while minimizing pressure points and is removable for cleaning to help with exposure reduction efforts. The lightweight and durable backframe places the bulk of the SCBA's weight on the hips and features a nonreflective, tactical black design.

www.3m.com/X3-21Pro



Handheld Analyzer

Rigaku Analytical Devices, a U.S.-based leading pioneer of handheld 1064 nm-Raman-based spectrometers, offers the Rigaku ResQ CQL 1064 nm Raman analyzer. The Rigaku ResQ CQL analyzer offers users advanced analytical chemical analysis in a new, tactical form factor. Rigaku's 1064 nm Raman-based technology is in use by first responders, border protection, law enforcement, and the military located around the world for identifying chemical threats—such as explosives, chemical warfare agents (CWAs), precursor chemicals, household hazardous chemicals, narcotics, and more. The optional QuickDetect Mode allows for the detection of nonvisible amounts of a substance, providing both detection and identification on one device.

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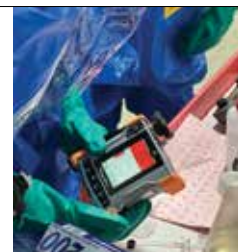




Image Recognition System

Face Forensics has extended its image matching capabilities to finding any object in an existing database containing images, regardless of format or size, and even if only partially visible. Using an enhanced version of its crime scene matching technology together with image enhancement, objects as large as buildings and as small as rings can be matched. Coupled with enhancements to its tattoo and facial recognition algorithms, it is an indispensable addition to any agency's forensic capabilities. The f2 Image Recognition Suite and the modules in it are available as a stand-alone or networked application, as a .NET SDK, and as a web service.

www.faceforensics.com



In-Car Camera

i-PRO Americas, Inc., announces its new 4K Panoramic Front Camera for police vehicles, the WV-VCF41P. The new camera provides a full 150-degree field of view. The innovative lens is specifically designed to minimize distortion and edge warping, resulting in the widest angle offered. This advanced lens and 4K sensor combination accurately records events in front of the vehicle. Its compact design allows it to fit behind the rearview mirror so it does not obstruct the driver's view. Its 32:9 aspect ratio image reduces storage requirements. A simple Power over Ethernet connection allows for easy installation, and a built-in G-force sensor provides automatic activation.

i-pro.com/us/en/publicsafety

Rugged Laptop

Panasonic's new 14" fully rugged TOUGHBOOK 40 offers flexibility in even the most demanding and unpredictable environments with its eight modular areas, including modular expansion packs (xPAKs). It features an optional dedicated GPU, up to 64GB of RAM, up to 3TB of storage, all-day battery life, four micro-phones, color-selectable backlit keyboard, 95db speakers, dual SIM, and choice of two cellular modems. The 4G modem provides up to 2Gbps, and the 5G modem adds support of 5G Sub6, C-band, and mmWave with speeds up to 5.5Gbps and the ability to connect to the best available network without any disruption.

na.panasonic.com/us/computers-tablets-handhelds/computers



Auto-Charging System

InterMotive Vehicle Controls has made enhancements to its latest idle mitigation product designed to automatically charge the batteries while equipment is in use. The eVolution+ prevents battery drain by controlling OEM and auxiliary battery charging activity using customizable conditions to stop and start the engine. Features include a programmable high idle function to minimize charging time, HVAC control function, and configurable outputs. The system also offers anti-theft features with key-out mode and shift lock, plus automatic door lock controls. The eVolution+ system optimizes performance for work truck, ambulance, and law enforcement vehicles and is available for the Chevrolet Tahoe Police Pursuit Vehicle, Ford E-series, and Ford Police Interceptor Utility.

www.intermotive.net



Ceramic Armor Plate

Adept Armor announces the latest evolution in ceramic armor with the Colossus Armor Plate offering protective capabilities beyond Level IV or RF3 plates. The multicurve Colossus is made from advanced SiC-TiB2 ceramic; Vectran, a hi-tech liquid crystal polymer fiber known for its high strength, high-heat resistance, and low-stretch capabilities; and a UHMWPE composite in a thermoplastic wrap. The premium-grade thermoplastic foam on the strike face offers drop protection, and on the body side, it serves as an integrated trauma pad. Weighing just 6.5 lbs. in the Shooter's Cut, the Colossus is only 1.13" thick.

www.adeptarmor.com



Thermal Scope

Meprolight, a leading manufacturer of electro-optical systems, thermal, and night vision equipment, introduces an advanced version of the NYX 200 multi-spectral thermal sight: the Mepro NYX-200 (T/D-X2.7), further improving the offering of the NYX product family. The new system features a high-quality thermal core, coupled with improved thermal and day-channel optics, increasing the effective range of the sight by more than 30 percent without affecting its weight or energy consumption. It can detect targets in total darkness. Additional features include seamless switching between channels, built-in video recording and stills capturing with video output, and easy-to-operate controls and graphical user interface.

www.meprolight.com



BY

Michelle Benjamin, Project
Manager, IACP

Traffic Safety Initiatives Video Series

ACCORDING TO NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION (NHTSA) ESTIMATES, IN 2021, 31,720 LIVES WERE LOST ON U.S. ROADWAYS FROM JANUARY 1 TO SEPTEMBER 30, AN INCREASE OF APPROXIMATELY 12 PERCENT FROM THE 28,325 FATALITIES PROJECTED FOR THE FIRST NINE MONTHS OF 2020.

This startling number represents the highest number of fatalities during the first nine months of any year since 2006 and the highest percentage increase in the history of the Fatality Analysis Reporting System.

One of the responsibilities of law enforcement is to enforce traffic laws, like speed limits and seat belt mandates, to ensure the safety of community members, but the enforcement of these laws can sometimes lead to community mistrust instead of community engagement in road safety.

In January 2022, the International Association of Chiefs of Police (IACP) and NHTSA released a series of five videos aimed at demonstrating how law enforcement agencies can prioritize traffic safety and promote community engagement to help agencies across the globe improve the quality of life for all while out on the roadways. The Traffic Safety Videos Series highlights five police departments in the United States. The agencies spotlighted are located in Alexandria, Virginia; Donalsonville, Georgia; Harrisonville, Missouri; Hopkins, Minnesota; and Round Rock, Texas. Each department uses its own unique strategies that have proven to be effective and engaging in addressing traffic safety challenges and concerns in each jurisdiction.

These agencies' approaches to addressing traffic safety in their communities can be replicated in other departments, regardless of size.



ALEXANDRIA POLICE DEPARTMENT

Traffic safety is considered a critical component to the quality of life in Alexandria, Virginia. The city's dense population of 150,000 residents living in a small 15-square-mile area has caused congestion on its streets and safety concerns among residents and visitors. Street congestion worsens during morning and evening commutes, often resulting in serious crashes and fatalities. The City of Alexandria Police Department created the Traffic Safety Section, which works closely with other city departments and community groups to promote safe travel and to reduce the severity of the traffic issues in the city. One of the department's most unique creations is "traffic gardens," spaces that depict miniature neighborhoods made up of small but realistic-looking streets, intersections, and crosswalks. Officers use these traffic gardens to teach bike and pedestrian safety to children.

DONALSONVILLE POLICE DEPARTMENT

In the small, rural community of Donalsonville, Georgia, and their police department, traffic safety is a priority. The town comprises mainly residential neighborhoods close to the downtown business district, leading residents to share their concerns with police about incidents of speeding, running red lights and stop signs, and other traffic safety violations that increase the risk to children who play in the streets. Donalsonville police officers take pride in making themselves accessible to the residents, hoping to build trust and strong relationships with them. Each spring, the department hosts community events that actively involve citizens—including children of all ages—in fun, interactive learning activities that drive home lessons about the importance of following traffic safety laws and practices.

HARRISONVILLE POLICE DEPARTMENT

The five interstates that cross through Harrisonville, Missouri, have raised traffic safety concerns among residents and visitors for many years. But it was the tragic death of a high school student who was struck and killed while walking home after the fourth day of his freshman year that led the police chief to create the CARES coalition, a collaboration of city departments, schools, and public safety agencies working together to improve safety throughout the community. The students at Harrisonville High School were also motivated to act, forming the TRACTION Program—which is a traffic safety club that is

part of the CARES coalition. The club provides peer-to-peer safety messaging and promotes student involvement in traffic safety.

HOPKINS POLICE DEPARTMENT

Hopkins, Minnesota, is a small, but very diverse, community just outside of Minneapolis. The police department has focused on being transparent with their community members by educating them on what officers do in the community; why they do it; and local policies, procedures, and state laws. Throughout the year, the department has made community trust and engagement a top priority through public outreach and participation in relationship-building initiatives like Lights On!, a grant-funded program that provides vouchers for minor vehicle repairs in lieu of citations.

ROUND ROCK POLICE DEPARTMENT

In 2017, the fast-growing city of Round Rock, Texas, experienced a significant increase in traffic collisions. As a result, the police department and city government began looking for innovative ways to educate the public on traffic safety, so they turned to social media. The creation of *Tom's Traffic Tips* is a novel and fun approach that has resonated with the community. In response to specific safety issues reported by residents, the police department produces short videos narrated by Lieutenant Tom Sloan that address those concerns. With more than 30 episodes, *Tom's Traffic Tips* has generated a loyal following on the department's social media, including YouTube and Facebook.

Through the Traffic Safety Initiatives Video Series, law enforcement personnel can gain fresh ideas on how to redefine and address traffic safety challenges in their communities using a community policing lens. The main takeaway from this video series is the importance of collaboration and engagement with not only the public but also other government and public safety entities. Traffic safety and reducing the number of traffic fatalities is not only in the hands of law enforcement; this public safety and public health concern can be effectively addressed by working together with the community and other aligned partners.

As a profession, law enforcement can work together to improve safety on roadways and in communities to create a better quality of life for all. ♡

To learn more, visit the IACP's Traffic Safety Initiatives Videos Series webpage at www.theiacp.org/resources/video/traffic-safety-initiatives-video-series. For additional information and resources on the IACP's Traffic Safety Initiatives, go to theIACP.org/projects/iacp-traffic-safety-initiatives or reach out to the Traffic Safety team at trafficsafety@theIACP.org.



IACPnet is the top resource for effective practices, case studies, and other information to support police leaders as they navigate the ever-changing public safety landscape. Learn more and request a demo by visiting theIACP.org/IACPnet.

PAGE VIEWS

21,095



MEMBER AGENCIES

Police professionals from agencies of all sizes utilize IACPnet

to enhance programs and operations, to develop data-driven solutions, and for professional development.

1,536



TOP SEARCHED TERMS



- > AWARDS AND COMMENDATIONS
- > 10-HOUR SCHEDULE
- > SURVEY WELLNESS

TOP RESOURCES

- > **Firehouse Subs Public Safety Foundation Grants Funding to First Responders**
—Grant - Equipment & Education
- > **Articles on best practices, procedures, and research in law enforcement, corrections, and court security**
—Sheriff & Deputy, March/April issue
- > **“Burbank Police Raise Halloween Spirits with ‘Reverse Trick-or-Treat’ Event”**
—Resource Library article

RESOURCES ADDED & UPDATED

214

The Resource Library contains **policies, forms, and other publications**. Search results can be refined by criteria such as type, country, population, date, and more.

NEW DISCUSSION POSTS

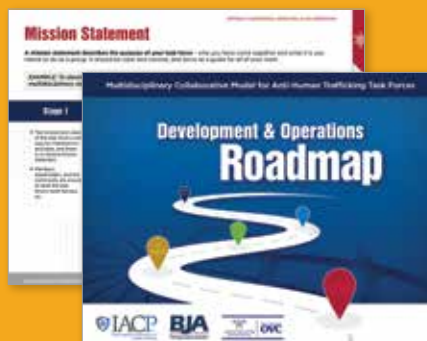
16

The IACPnet Discussion Board provides a **forum for users** to network, ask questions, and provide valuable expertise and guidance.

FEATURED RESOURCE

Multidisciplinary Collaborative Model for Anti-Human Trafficking Task Forces: Development & Operations Roadmap

The roadmap was developed to provide task forces with a tool to identify needs and gaps in processes, collaboration, growth, performance, and progress toward requirements of grant funding. It also aims to equip task forces with resources that support capacity building and sustainability.



Access these resources and more at theIACP.org/IACPnet. For more information, call the IACPnet team at 800.227.9640.



TOP IACP BLOG POST



A Dedication to Service: Chief Garone Celebrates 50 Years as Chief of Police

Fifty years on the police force is something to honor. Fifty years as one department's chief is an even greater feat. On June 1, 1972, the chief of police role within the Derry Police Department was filled by Chief Garone. He was only 29. Since his appointment, he has transformed the Derry Police Department into the agency it is today.



Read this and other blog posts at theIACP.org/blog.

POPULAR IACP RESOURCES



- » IDTS CONFERENCE
- » LAW ENFORCEMENT CODE OF ETHICS
- » 7 DRUG CATEGORIES



Find these and other important resources at theIACP.org.

TWEET



of the month



The IACP
@TheIACP

Last week, the IACP welcomed 12 Emirati police officials for week one of a two-week study tour w/ @moiuae. While at IACP headquarters, the delegates learned about leadership and local and federal policing through presentations, discussions, and site visits to federal facilities.



THIS MONTH'S QUOTE

“

The unique grievances of individual extremists, the wide array and cross-pollination of extremist ideologies in the current threat picture, and the influence of external actors is a highly combustible mixture that portends violence.

”

The Fractured Threat Landscape, 36-41

TOP POLICE CHIEF MAY BONUS ONLINE ARTICLE



Spiritual Wellness: A Vital Part of Officer Health and Wellness

By Bobby Kipper and Iva Rody, National Center for Prevention of Community Violence



View this and other online articles at policechiefmagazine.org.

FEATURED ITEM IN IACP MONTHLY MAY NEWSLETTER

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BY

Andrew Doerr, Major,
Law Enforcement
Policy Officer, Office of
the Provost Marshal
General, Headquarters
Department of the Army

Military-Civilian Partnerships to Enhance Crime Prevention

THE U.S. MILITARY RELIES UPON THE PARTNERSHIP AND COOPERATION OF OUR CIVILIAN LAW ENFORCEMENT COUNTERPARTS AS A SUPPORT NETWORK FOR LAW ENFORCEMENT ACTIVITIES, OFF-POST INVESTIGATIONS, AND SUPPORT FOR SAFE-GUARDING OUR SERVICE MEMBERS (SMS) AND FAMILIES.

The Secretary of the Army recently stated, “Whether it is defending the country at home or overseas, our nation counts on the United States Army to be the first line of defense.” This first line of defense on U.S. military installations are Army law enforcement—the military police and the Department of the Army Civilian Police who protect and serve the military community residing on and off U.S. Army installations. To be successful in the mission to “Assist, Protect, Defend,” military police (MP) rely upon the partnership and cooperation of the civilian law enforcement counterparts. Learning and sharing with civilian law enforcement partners are key to developing creative solutions to some of the Army’s pressing issues.

The U.S. Army is prioritizing its most valuable asset—people—by prioritizing issues and harmful behaviors that tear at the fabric of the force, including crimes of sexual assault, domestic violence, and extremist activities. Military police are developing strategies and implementing programs to support the secretary of the Army’s objective to reduce these harmful behaviors by placing an emphasis on crime prevention and promoting a proactive problem-solving approach to crime. This strategy includes working with civilian counterparts to encourage innovative solutions with the military and civilian community stakeholders to detect, deter, mitigate, and prevent threats and crimes before they occur. MPs are also working with the local community members and civilian

police counterparts to identify the underlying conditions contributing to crimes on and off post, which affect the readiness of the U.S. military force. The goal is to build equity in the community and enable military commanders to identify emerging trends and work with stakeholders to create holistic solutions to reduce crime conducive conditions and preserve readiness of the force.

One of the areas the U.S. Army is focusing its crime prevention efforts on is domestic violence. As more soldiers utilize privatized off-post housing, the ability of MPs to identify vulnerable persons and perpetrators is diminished, as they lose visibility of these incidents without a strong information sharing agreement between military and civilian police. Memorandums of understanding (MOUs) are essential to improve information sharing concerning investigations, calls for service, arrests, and prosecutions that involve military personnel.

Civilian and military protective orders (CPOs/MPOs) are effective tools for protecting victims of domestic violence. Upon issuance of an MPO, military law enforcement enters the MPO into an NCIC Protective Order File, providing an electronic means for military commanders to make information on the issuance of the MPO available to all civilian law enforcement agencies. Law enforcement officers (LEOs) who query an individual by name in NCIC will be able to identify if that person is the subject of an MPO or a protected person. This will assist military LEOs on military

installations and civilian LEOs off-post with determining the risk on scene of a domestic violence incident and assist in making an informed decision on protecting the victim. MOUs between civilian and military law enforcement should address local procedures for transmitting civilian court-issued CPOs involving active-duty service members from local civilian law enforcement to military law enforcement.

The U.S. Army requests that civilian LEOs who identify a subject who is in violation of an MPO contact the local installation director of emergency services or provost marshal for further instruction while the subject is detained temporarily. This short detention would allow the service member’s unit commander to provide additional guidance to civilian law enforcement, which may include transporting the service member from the scene, while ensuring the safety of the victim. These actions do not constitute an arrest—rather, they are a temporary detention in good faith to allow military authorities time to respond and ultimately protect the service member and the civilian victim from further harm.

The U.S. Army is committed to building partnerships with its civilian partners to enhance crime prevention efforts. MPs strive to improve information sharing with their civilian partners and increase liaison activities and open communication to develop creative solutions to reducing harmful behaviors and protecting U.S. military installations from myriad threats. To do this, MPs need cooperation and support from their civilian law enforcement partners. ♡

CALENDAR

Visit theIACP.org/all-events for a complete listing of upcoming IACP events, including conferences and training opportunities.

2022

JUL
24
—
27

State & Provincial Police Planning Officers Section (SPPPOS) and Academy Directors Section (SPPADS) Conference

The 2022 State & Provincial Police Planning Officers Section (SPPPOS) and Academy Directors Section (SPPADS) joint meeting encourages collaboration between sworn and civilian research and planning members as well as academy directors and instructors to exchange ideas, methods, practical experience, and to discuss critical issues.

theIACP.org/events/conference/2022-state-provincial-police-academy-directors-sppads-and-planning-officers

AUG
21
—
23

Impaired Driving and Traffic Safety Conference (IDTS)

The IACP Impaired Driving and Traffic Safety Conference (IDTS) is the largest training conference for drug recognition experts and traffic safety professionals. It provides attendees with a forum to share information, countermeasures, and best practices for reducing drug- and alcohol-impaired driving and improving road safety.

theIACP.org/IDTSconference

OCT
15
—
18

IACP 2022 Annual Conference and Exposition

The IACP Annual Conference and Exposition is *the* law enforcement event of the year—more than 16,000 public safety professionals come together to learn new techniques, advance their knowledge and careers, and equip their departments for ongoing success.

theIACPconference.org

2023

MAR
3
—
5

Officer Safety and Wellness Symposium

This symposium is for law enforcement professionals to learn from experts in the field about resources and best practices when developing comprehensive officer safety and wellness strategies. Participants will learn about building resilience, financial wellness, injury prevention, peer support programs, physical fitness, proper nutrition, sleep deprivation, stress, mindfulness, suicide prevention, and more.

theIACP.org/OSWSymposium

2023 (CONT'D.)

MAR
22
—
24

IACP Division Midyear

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's Midyear meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

theiacp.org/events/conference/2022-division-midyear



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Steven Davis
Chief of Police
Mountain View Police Department, CO

“Absolutely it is so useful to me. As a small town Chief, I do not have the luxury of commanders doing research for important issues such as hiring, internal affair questions/updates and general overall running of the department. I depend on IACP.org weekly for different reasons. I have used the data base for my officer evaluations (obtaining examples from like size departments), internal compliant processes and as of late, my hiring and promoting of officers. This is just a sampling of what I use IACPnet for but am accessing it often for various admin reasons. For a small town Chief, it's one of my best resources and a must to have.”

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Opportunities

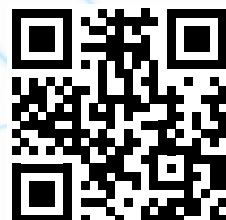
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