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Victims of crime and crime survivors come from all walks of life and all parts of the communities that law enforcement serves every day. Whether working with victims or families affected by violent crime, hate crimes, sexual assault, or a myriad of other offenses, it's key that law enforcement be prepared to offer or partner with those who offer victim support services. Likewise, law enforcement must be aware of segments of their community that might be fearful of reaching out for help—immigrants, victims of intimate partner violence, gang-affiliated individuals, and so forth—and take the initiative to build trust and relationships with them.

The Police Chief

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Protecting the Most Vulnerable in Our Communities

As police leaders, we are dedicated to protecting our communities from crime and violence. This duty encompasses a broad array of responsibilities, not the least of which is protecting vulnerable populations. Unfortunately, crimes committed against these populations, which often occur out of the public eye, often to victims who are unable or unwilling to report them, are not addressed as aggressively as other crimes.

This is why IACP leadership has made protecting vulnerable populations a priority for the association. In particular, IACP has directed recent focus on elder abuse, intimate partner violence, and child abuse.

Elder Abuse

In recent years, we have seen increased rates of elder abuse due to an aging global population coupled with public service efforts directed toward reporting cases of neglect, physical and sexual abuse, and financial exploitation.¹ To put things into perspective, the global population of people who are 60 years old and older will more than double from almost 1 billion today to 2 billion in the next 30 years.²

In the United States, approximately 1 in 10 seniors aged 60 and older will experience some form of elder abuse.³ Compounding an existing problem, the evolution of technology has exposed seniors to new subcategories of exploitation: identity theft, hacking, and scams. At-risk adults can easily become victims of unknown callers and convincing emails that request money or personal identifying information.

To address this issue, the IACP is working with the U.S. Department of Justice (DOJ), to help guide law enforcement agencies in combatting this problem.

The IACP, in conjunction with DOJ, is working to develop an array of resources, including roll-call training videos, to aid patrol officers in identifying signs of elder abuse and recognizing evidence that can protect victims of abuse. These videos and other resources will help officers effectively communicate with victims, service providers, and investigators working elder abuse cases. Additionally, these resources will assist public safety emergency dispatchers in identifying potential cases of elder abuse before officers arrive.

The IACP is also working on tools to aid detectives and investigators in distinguishing suspicious patterns in cases to help better identify the financial exploitation of elders.

Intimate Partner Violence

The crimes of intimate partner violence, including sexual assault, domestic violence, stalking, and strangulation, are drastically underreported. The decision by a victim to report this violence to law enforcement can be difficult and can be even more complex for individuals who, for example, identify as LGBTQ+, are documented or undocumented immigrants, are survivors of other victimization, or are sex workers. However, when these crimes are reported, the first responders and investigators set the tone of the agency's interactions with the victim. Clear agency policies, comprehensive training, and responsive supervision and accountability systems can have a significant impact on a victim's experience.

To strengthen response to these crimes, the IACP has developed resources and training events related to intimate partner violence. Current projects include the following:

- Police Response to Violence Against Women
- National Law Enforcement Leadership Initiative on Violence Against Women
- Trauma Informed Sexual Assault Investigation Training
- Identifying and Preventing Gender Bias in Law Enforcement Response to Sexual Assault and Domestic Violence



**Louis M. Dekmar, Chief of Police,
LaGrange, Georgia,
Police Department**

Child Abuse

In 2016, an estimated 676,000 children in the United States experienced some form of abuse. Whether these crimes take the form of neglect (74.8 percent), physical abuse (18.2 percent), or sexual abuse (8.5 percent), they are horrific, and police agencies must do all they can to address them.⁴

To assist agencies, the IACP has developed a number of resources over the years to aid agencies as they strive to protect children by preventing these crimes and by investigating and apprehending those who are responsible for such heinous acts. These resources, which are available on the IACP website (www.theIACP.org), include

- *Enhancing Police Responses to Children Exposed to Violence*;
- *Combatting Child Sex Trafficking: A Guide for Law Enforcement Leaders*;
- Toolkit: "Child Sex Trafficking: A Training Series for Frontline Officers"; and
- IACP's Youth Focused Policing Resource Center.

Additional resources for agencies seeking information about child abuse include

- FBI's Innocence Lost National Initiative;
- "Commercial Sexual Exploitation of Children: A Fact Sheet" by the National Center for Missing & Exploited Children; and
- Yale School of Medicine Child Study Center.

It is my hope that all police leaders will take advantage of these resources and do all they can to ensure that their agencies are well positioned to protect those who are, all too often, overlooked by society. ❖

Notes:

¹Kathleen Quinn and William Benson, "The States' Elder Abuse Victim Services: A System in Search of Support," *Generations* 36, no. 3 (Fall 2012): 66–72.

²World Health Organization, "Ageing and Health," fact sheet, September 2015, <http://www.who.int/media/centre/factsheets/fs404/en>.

³Mark S. Lachs and Karl A. Pillemer, "Elder Abuse," *New England Journal of Medicine* 373 (2015): 1947–56.

⁴U.S. Department of Health & Human Resources, *Child Maltreatment 2016* (Washington DC: Office on Child Abuse and Neglect, Children's Bureau, 2018), ii, <https://www.acf.hhs.gov/sites/default/files/cb/cm2016.pdf>.

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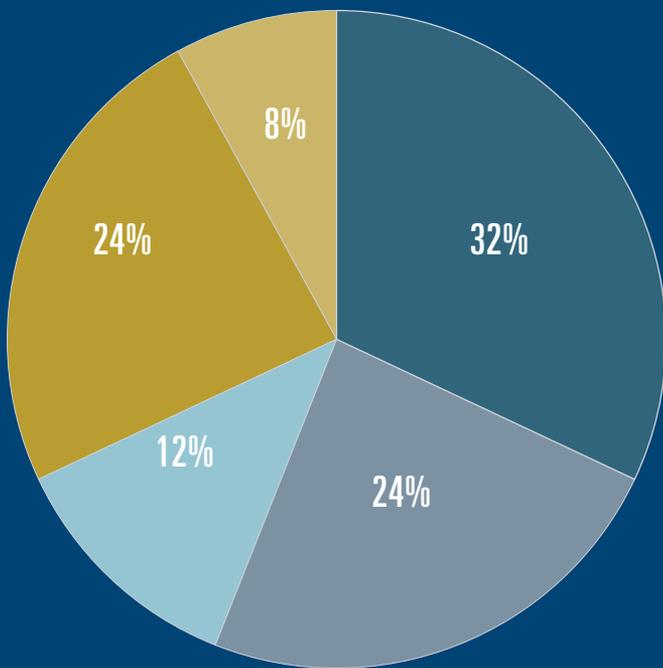


TRANSPORT MODE

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

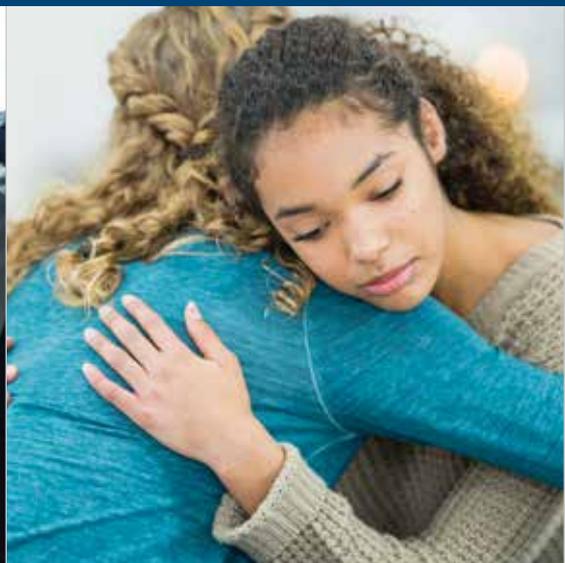
MEMBERS SPEAK OUT

In February, *Police Chief* asked our readers to identify what their agencies most need to increase their capacity to serve victims. Here's what you told us:



Agencies' Greatest Needs for Increasing Victim Services Capacity

- Stronger systems-based & community-based collaboration
- Formal standards for law enforcement-based victim services
- More victim-related training
- Increased funding
- Other



YOUR TURN



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IACP Meets with Senior White House Officials and U.S. Attorney General Jeff Sessions

By Sarah Guy, Senior Advisor, IACP

Throughout the year, the IACP Executive Board—the elected leadership of the IACP, representing the full spectrum of police executives from across the United States and around the globe—advocates a wide range of issues critical to public safety and the law enforcement profession.

On March 1, 2018, the IACP Executive Board met with senior officials from U.S. President Trump's administration, including Kellyanne Conway, counselor to the president; Jared Kushner, senior advisor to the president; Thomas Bossert, assistant to the president for homeland security and counterterrorism; James Carroll, acting director of ONDCP; and Jennifer Korn, deputy director for the Office of Public Liaison. Topics of discussion included, among others, the role police can play in addressing the opioid epidemic, gun violence, interactions with persons affected by mental illness, and the need for a national criminal justice commission.

That same day, the IACP Executive Board also met privately with U.S. Attorney General Jeff Sessions to discuss the challenges facing the policing community. While many issues were discussed, the participants spoke at length about the shortage of firearms examiners in the United States and the need for the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) National Firearms Examiner Academy (NFEA) to offer more classes or larger class sizes so that state and local agency labs have the resources and

staff they need to complete firearms testing in a timely fashion.

Additionally, IACP discussed the Department of Justice Office of Legal Counsel's decision to change the legal interpretation of "fugitive from justice" to pertain only to those wanted people who have crossed state lines and voiced IACP's concerns regarding that change. This change means that fugitives who were previously prohibited under federal law from purchasing firearms can now buy them within their same state, unless barred for other reasons.

Also, in March 2018, the IACP participated in a roundtable hosted by Attorney General Sessions regarding school safety. The discussion revolved around persons affected by mental illness and the need for these individuals to receive treatment instead of entering the criminal justice system. Strengthening the background check system for firearm purchases and offering federal funding assistance to help schools hire school resource officers were also discussed at the roundtable.

Speak Up: Oppose the Concealed Carry Reciprocity Act

The IACP urges you to reach out to your U.S. senator and express opposition to the Concealed Carry Reciprocity Act (S. 446). While the Concealed Carry Reciprocity Act (H.R. 38), has already passed in the U.S. House of Representatives, we must work together to prevent the

companion bill from passing in the U.S. Senate.

This legislation would undermine state laws that determine who is qualified to carry a concealed firearm—laws that take into account the distinctive circumstances and needs in each state—and would force states to allow individuals to carry guns who are not qualified to do so under the states' own laws.

By preempting local and state decisions on what is best for their communities, the legislation will force states to accept the potentially weaker concealed carry standards of other states and would eliminate the ability of every state to determine who may exercise the enormous responsibility of carrying a firearm, concealed or otherwise, within that state.

Training is a vitally important aspect of carrying a concealed firearm. Law enforcement officers are extensively trained to understand responsible firearm use, including being trained to make split-second decisions about when deadly force is appropriate; they also attend periodic in-service training and must regularly requalify with their service weapons. While a majority of U.S. states require a minimum number of hours of training for individuals to be eligible for civilian concealed firearm permits, several states do not require any training at all to carry a firearm in public. No state should be forced to accept a person carrying a concealed firearm who has not received gun safety training.

Additionally, during traffic stops and other interactions with the public, law enforcement officers would face the daunting task of verifying the validity of different carry permits from the states that issue them. This would require law enforcement officers to be familiar with 50 different states' laws on concealed carry permits. Given the split-second decisions officers frequently need to make, this legislation would make a law enforcement officer's job even more complex.

Please join the IACP's advocacy campaign efforts in opposition to the Concealed Carry Reciprocity Act (S. 446) so we can ensure this legislation doesn't pass in the U.S. Senate. You can reach out to your U.S. senator by visiting <http://cqcrcengage.com/theiacp/home?0>. ❖



IACP Executive Board meets with senior officials from U.S. President Trump's administration.

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Building Healthy and Resilient Law Enforcement Families in Bend, Oregon



By Cory Darling, Captain, Bend, Oregon, Police Department

How many times do officers decide against discussing their daily activities with their family for the sole purpose of wanting to protect them from all the negativity and toxicity a job in law enforcement exposes one to? How many families have had to wait an extra 20 minutes at a restaurant just so their law enforcement family member could have that corner table to keep his or her back against the wall? How often do law enforcement families get the pleasure of listening to the officer's ongoing dialogue about search warrants, arrests, or death investigations while driving through the community in which the officer serves (and, often, the family lives)? These are just a few of the many unusual situations imposed upon law enforcement families.

The demands upon the spouse of a law enforcement officer can be particularly exhausting. These wives or husbands are required

to hold many titles and wear many hats: ring master, chauffeur, social worker, partner, house manager, and parent. Being the spouse of an officer can be challenging and difficult—spouses are often left to cope with the worry of the officer's safety and the stress of inconsistent schedules that come with a law enforcement career. Sometimes, the chaos of these relationships can be overwhelming. Stress can bring couples together or it can drive them apart. However, despite the challenges that accompany the life of a law enforcement family, the experience can also be very rewarding. Families are very proud of their officers. They admire their courage and their dedication to the community. Moreover, families feel safe knowing their highly trained officers are there to protect them.

In response to some of these familial challenges, the Bend, Oregon, Police Department developed a spousal program designed to support and engage families, provide trainings, and familiarize family members with the career path of the law enforcement professional. The

program is facilitated by a board of directors and organized by the spouses of police officers.

The program is categorized into four basic areas: funding, training, family support, and family events.

Funding: Independent funding was identified early on as essential to making the spousal program flexible and better able to respond to the group's needs without seeking funds from the department or outside sources. The spousal group started a nonprofit that allowed the group to hold fundraising events as well as provide officers with the ability to make monthly payroll-deducted contributions. This nonprofit consists of an elected board of executives and a treasurer who manages the finances and fundraising efforts.

Training: Training is an important aspect of the support program. To truly understand the profession and support their officers, spouses need to have a good understanding of the job. The spousal support group has been able to "piggyback" on training already given by the department. Trainings, such as the Emotional Survival DVD

course by Dr. Kevin Gilmartin, and the Blue Wall Institute courses, have proven to be great sources of information.¹ The spousal group worked with instructors to offer information specific to spouses' needs. Additional training topics such as financial guidance and support, physical health, yoga, mindfulness, CPR—First Aid, drafting of wills, and firearms safety have all been beneficial to the participants in the support program.

Family Support: A Family Support Team member will be paired with a new officer's family once a final employment offer letter has been extended to the officer. Before the officer's first day of work, his or her spouse will have a direct line to everything the community has to offer. The sponsor family is encouraged to have welcoming dialogue with the new family, providing information about schools, places to live, local doctors' offices, and so forth. Families are also encouraged to join the agency's private Family Support Team Facebook page, which allows the family of the new officer to meet other spouses and families. New officers hired with the Bend Police Department attend a three-week in-house orientation academy, which includes a block of instruction by the spousal team. The spouses of newly hired officers are encouraged to attend and will be provided important information about insurance, investment and retirement, wills, social gatherings, and much more. The goal is to integrate the officer's family into the department's culture from the very start. The spouse and family will begin to develop a solid foundation as they enter the life of a law enforcement family.

Family Events: Another staple of the program includes fun social events for the families, such as barbecues, rafting, mountain biking, snowshoeing, hiking, spouses' night out, and painting classes, all of which provide opportunities for families to come together and create friendships. The community-building aspects of these events are vital to the health of the families and the support program.

Good and not-so-good work and life events can happen within any family. Whether a family is welcoming a new baby or a family member is diagnosed with an illness, injured, or involved in a shooting, these events create opportunities for families to pull together in support. Support can come in several forms—organizing meals for the family; providing childcare; or just offering a sympathetic ear and a shoulder to lean on. When families come together and rise to the challenges set before them, their resilience and mutual support proves that navigating the law enforcement profession *can* be successful.

The saying "it takes a village" is very relevant to the law enforcement profession. Having a group of friends to share the good times and the tough times with and who understand the law enforcement family lifestyle makes all the difference in the world for police families. Law enforcement is a challenging profession, and it can take a toll on one's homelife. However, a strong family support group can be a very effective countermeasure. The Bend Police Department truly values

this program and considers it a strong contributor to an officer's professional success. ❖

Note:

¹Kevin M. Gilmartin, *Emotional Survival for Law Enforcement: A Guide for Law Enforcement Officers and Their Families*, DVD course (Tucson, AZ: E-S Press); Blue Wall Institute, <https://www.bw-institute.com>.



Additional Resources

IACP's Institute for Community-Police Relations has compiled resources for families and companions of law enforcement officers to help support those who play an integral role in the health and wellness of law enforcement officers. Visit www.theIACP.org/ICPRIlawenforcementfamily to learn more and access these resources.



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

The ABCs of Unintentional Discharges

By John O'Neill, PhD, BCBA-D; Mark E. Hartman, MA, MS; Dawn A. O'Neill, PhD, BCBA; and William J. Lewinski, PhD, Force Science Institute, Ltd., Mankato, Minnesota



Prevention of the unintentional discharge (UD) of firearms is a goal that all law enforcement agencies strive toward. A UD is an “activation of the trigger mechanism that results in an unplanned discharge that is outside of the firearm’s prescribed use.”¹

An operational definition is paramount to an empirical analysis. This definition encompasses, without attribution of blame, events that result from the complacent handling of a firearm (often referred to as accidental or negligent discharges), those associated with involuntary muscle contractions, and discharges that result from compromised structural integrity of the firearm.² Often, one looks to the officer’s behavior or the firearm design to assign fault. However, it has been proposed that a wide variety of other contextual factors might influence the occurrence of UDs (e.g., stress, fatigue, training, drugs, attention, and firearm design).³ While appreciated as pioneering work in the understanding of UDs, there has been a reliance on theoretical generalizations and anecdotal evidence to support these claims. Information gleaned from an empirical analysis, one that can be verified through direct observation, can lead to a more complete and clear understanding of the issue.

In an attempt to further identify conditions under which UDs might occur, the authors developed a standardized method for categorizing the events. Reports were studied using techniques regularly employed by practitioners of applied behavior analysis. An antecedent-behavior-consequence (ABC) approach identified the specific conditions associated with each UD. An *antecedent* is an event, action, or context that precedes and sets the occasion for a behavior (e.g., cleaning a firearm); a *behavior* is an observable, measurable action (e.g., flexion of the finger muscles); and a *consequence* is an event that follows the behavior (e.g., activation of the trigger mechanism and firearm discharge). By using this approach, the factors commonly associated with UDs in practice can be identified.

Present Study

The primary purpose of the study was to validate the research team’s prior work on 137 reports and to strengthen the empirical literature with a novel sample. In the new study, a total of 171 pre-existing (1992–2016) official reports were analyzed using the procedures outlined in the previous research.⁴ Reports were obtained from three law enforcement agencies in the United States and from one non-U.S. agency. All agencies provided approval for the confidential analysis and publication of the data contained in the reports.

Results

In total, 46 models (e.g., semi-auto pistols, revolvers, rifles, and shotguns) from 16 different firearm manufacturers were reported, including a substantial sample (28 percent) of semi-auto pistols with double-action-only trigger mechanisms. Interestingly, the results from this study complement many of the findings reported previously. This finding provides additional support for the notion that UDs can and do occur across a wide variety of firearms, regardless of design, trigger mechanism, or trigger poundage. Routine tasks were again associated with the largest number of UDs, followed by muscle co-activations, unfamiliar tasks, and contact with objects, respectively. A noteworthy finding from the present study was that 4 percent of reports provided evidence of a startle response across multiple modalities (i.e., auditory, somatosensory, and visual stimuli). This is the first documented empirical evidence of startle-induced UDs since researcher Dr. Roger Enoka formally introduced the idea in 2003.⁵ In fact, the present study even found evidence of a double UD: the report involved a muscle co-activation on the part of one officer and a startle response of another. Partner officers were responding to a call, during which the first officer jumped over a ditch, lost his or her balance, fell, and unintentionally discharged his or her shotgun. Nearby, the officer’s partner was holding a rifle, was startled by the unexpected blast, and unintentionally discharged his or her rifle, as well. Miraculously, no one was injured.

However, injuries were more common in this study’s sample than in previous ones and occurred in 20 percent of reports. Individuals injured included the officer (75 percent), a fellow officer (13 percent), or a suspect (13 percent). Within the reports that resulted in injuries, officer behaviors included routine firearm tasks (48 percent); muscle co-activation (16 percent); contact with an object: inanimate, animate, or officer apparel (14 percent); not otherwise specified (11 percent); unfamiliar tasks such as transferring the firearm between hands (7 percent); and a startle response (5 percent). Deaths were also more common in the present sample and occurred in 8 percent of reports, including the death of suspects (85 percent) or fellow officers (15 percent). Within the cases that resulted in deaths, muscle co-activation was associated with the vast majority of reports (80 percent) with the remaining cases not otherwise specified. These findings suggest that injuries and deaths may be more prevalent than previously reported and might be more likely to result from involuntary muscle contractions, as compared to other officer behaviors.

Action Items and Recommendations

Regularly updated information will aid in the design of proactive firearms safety training, as well as retraining and re-qualification procedures to

prevent UDs. In addition, a centralized repository for confidential reports will greatly improve the field's understanding of the conditions under which UDs are likely to occur, thus guiding efforts to reduce these incidents and improve officer safety. ❖

For an in-depth analysis of the study's results, see John O'Neill, Mark E. Hartman, Dawn A. O'Neill, and William J. Lewinski, "Further Analysis of the Unintentional Discharge of Firearms in Law Enforcement," *Applied Ergonomics* 68 (2018): 267–272.

Notes:

¹John O'Neill, Dawn A. O'Neill, and William J. Lewinski, "A Behavior Analysis of Unintentional Discharges," *The Police Chief* 83, no. 11 (November 2016): 14–15, citing John O'Neill, Dawn A. O'Neill, and William J. Lewinski, "Toward a Taxonomy of the Unintentional Discharge of Firearms in Law Enforcement," *Applied Ergonomics* 59 (2017): 283–292.

²Roger M. Enoka, "Involuntary Muscle Contractions and the Unintentional Discharge of a Firearm," *Law Enforcement Executive Forum* 3, no. 2 (2003): 27–39.

³Hal W. Hendrick, Paul Paradis, and Richard J. Hornick, "Human Factors Causes of Unintentional Shootings," in *Human Factors Issues in Handgun Safety and Forensics* (Boca Raton, FL: Taylor & Francis Group, 2008), 15–30.

⁴O'Neill, O'Neill, and Lewinski, "A Behavior Analysis of Unintentional Discharges."

⁵Enoka, "Involuntary Muscle Contractions and the Unintentional Discharge of a Firearm."

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The Whole Is Greater than the Sum of Its Parts

By Mark Newbold, Deputy City Attorney – Police, Charlotte-Mecklenburg, North Carolina, Police Department

Recently, the U.S. Supreme Court, in *District of Columbia v. Wesby*, overturned a divided panel of the U.S. Court of Appeals for the District of Columbia and held that the officers had probable cause to arrest partygoers for unlawful entry. This case is of interest because the U.S. Supreme Court strongly admonishes the court of appeals for its overly “excessive technical dissection” of the factors relied upon by the officers in determining they had probable cause to arrest partygoers found in a vacant house. This case is a humble reminder to judges that police officers are allowed to make “common-sense conclusions about human behavior” that, if reasonable, should not be second-guessed, let alone replaced with innocent explanations proffered by the court.¹

In this case, officers responded to a late-night call to a residence on a complaint of loud music and illegal activity. The caller advised police that the house had been vacant for several months. Upon arrival, officers heard loud music coming from inside the residence. Officers knocked, and the door was opened by a partygoer whereupon officers observed that the residence was in disarray and looked like a vacant property. Beer bottles and cups of liquor were strewn throughout the residence, and the smell of marijuana permeated the air. There was no furniture other than some folding chairs, and the living room had been turned into a makeshift strip club, complete with exotic dancers providing lap dances to clients. The upstairs had been converted into what appeared to be a brothel with a bare mattress on the floor, along with condom wrappers.

The partygoers all claimed they were invited to the house, but they were unable to provide police with the name of the person extending the invitation. During interviews with the patrons, many of them advised the police that they were attending a bachelor's party. Curiously, they could not identify the bachelor, and, in fact, no bachelor was present. After much discussion, two working women came forward and volunteered that “Peaches” or “Tasty” had recently rented the house from a grandson who inherited the property. Although the women did not know Peaches' last name, one of the women called Peaches' cellphone. At first, Peaches stated that she was in fact the lawful tenant and had

given her permission to the partygoers to use her residence. However, when police asked her to return to the residence, she refused, stating she did not want to be arrested. Upon further questioning, Peaches became evasive when asked to provide the name of the grandson and hung up the phone. Police called her back, and Peaches screamed at the officer that she had permission to use the house and then abruptly hung up. Officers called back a third time, and, this time, she admitted she did not have permission from the owner to be in the house.

This case is a humble reminder to judges that police officers are allowed to make “common-sense conclusions about human behavior” that, if reasonable, should not be second-guessed, let alone replaced with innocent explanations proffered by the court.

Officers eventually reached the owner who advised that, in fact, he had been talking to Peaches about renting the property, but no lease or agreement had been signed, and he certainly did not give anyone permission to hold a party, let alone a bachelor party, at the residence. All 21 partygoers were arrested for unlawful entry. Charges were eventually dropped, and 16 of the partygoers sued the arresting officers for false arrest. The district court ruled that the officers lacked probable cause to arrest the partygoers for unlawful entry because there was insufficient evidence to establish that the partygoers knew or should have known their entry was against the will of the owner. A divided panel of the court of appeals affirmed the district court's ruling.

The U.S. Supreme Court, in overturning the court of appeals, noted that the constitutional threshold for a warrantless arrest is not “absolute certainty” that a crime has been committed.

Rather the threshold is probable cause.² Probable cause deals with probabilities and is not a “high bar.” Moreover, in reviewing whether officers had probable cause, a court must initially look to the “totality of the circumstances.”³ In this case, the court of appeals elected not to review the totality of the circumstances, but deliberately and immediately engaged in an “excessively technical dissection” of selective judicial “facts” in isolation.⁴ By separating each fact gathered by the officers and then positing an alternative judicial explanation for the behavior, the court of appeals violated two established principles of law.

First, the court of appeals failed to recognize that probable cause is like a mosaic. If one stands too close to the mosaic, the image is nothing more than blurred, colored geometric shapes. Each isolated piece in itself is meaningless, but when one stands back and observes all of the other shapes together, a “big picture” is perceived.⁵ As such, the lower court's analysis was flawed. For example, according to the lower court, the partygoers' flights from officers was insufficient *in itself* to establish probable cause. Likewise, the condition of the house, *by itself*, was insufficient to establish probable cause that partygoers knew or should have known that they did not have permission to enter the house.⁶ Instead, according to the U.S. Supreme Court, the lower court should have reviewed the partygoers' behavior and condition of the house in conjunction with all of the known facts. Had it done that, the lower court would have concluded that, based on the totality of the circumstances, officers had probable cause to arrest the partygoers for unlawful entry. The totality-of-the-circumstances test “precludes this sort of divide-and-conquer analysis.”⁷

Second, the U.S. Court of Appeals for the District of Columbia accepted as gospel any innocent explanation for the behavior that the officers found to be suspicious. For example, the court of appeals dismissed the despicable condition of the house because it was possible that Peaches had just moved in. By searching for innocent explanations, the court of appeals ignored the “degree of suspicion that attaches to particular types of noncriminal acts.” Instead, the U.S. Supreme Court reasoned that the U.S. Court of Appeals for the District of Columbia should have asked “whether a reasonable officer could conclude—considering all of the surrounding circumstances, including the plausibility of the explanation itself—that there was a ‘substantial chance of criminal activity.’”⁸

Conclusion

This case is a not-so-subtle reminder to both trial and appellate judges that they cannot later, from the comfort of a courtroom, substitute their subjective explanations of human behavior for an officer's reasonable inferences based on the totality of the circumstances confronting the officer. Likewise, it is a reminder to police that the standard of probable cause is not a mathematical formula where one simply adds or subtracts factors. Instead, it is a fluid threshold that must be viewed in the totality of the circumstances. ❖

Notes:

¹*District of Columbia v. Wesby*, 583 U.S. ___ (2018), 2018 U.S. LEXIS 760, quoting *Illinois v. Gates*, 462 U.S. 213, 231.

²The Fourth Amendment protects "[t]he right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures." Because arrests are "seizures" of "persons," they must be reasonable under the circumstances. See *Payton v. New York*, 445 U.S. 573 (1980). A warrantless arrest is reasonable if the officer has probable cause to believe that the suspect committed a crime in the officer's presence. *Atwater v. Lago Vista*, 532 U.S. 318 (2001); *District of Columbia v. Wesby*, 2018 U.S. LEXIS 760, *13.

³Because probable cause "deals with probabilities and depends on the totality of the circumstances," it is "a fluid concept" that is "not readily, or even usefully, reduced to a neat set of legal rules." *Maryland v. Pringle*, 540 U.S. ___ (2003). It "requires only a probability or substantial chance of criminal activity, not an actual showing of such activity." *Gates*, 462 U.S. at 244, n. 13. "Probable cause ... is not a high bar." *Kaley v. United States*, 571 U.S. ___ (2014).

⁴In concluding otherwise, the panel majority engaged in an "excessively technical dissection" of the factors supporting probable cause. *Gates*, 462 U.S. at 234. Indeed, the panel majority failed to follow two basic and well-established principles of law. *Wesby*, 2018 U.S. LEXIS 760, *18.

⁵The 'totality of the circumstances' requires courts to consider 'the whole picture.'" *United States v. Cortez*, 499 U.S. 411 (1981). Our precedents recognize that the whole is often greater than the sum of its parts—especially when the parts are viewed in isolation." *Wesby*, 2018 U.S. LEXIS 760, *19.

⁶Our precedents recognize that the whole is often greater than the sum of its parts—especially when the parts are viewed in isolation." See *United States v. Arvizu*, 534 U.S. 266 (2002). Instead of considering the facts as a whole, the panel majority took them one by one. For example, it dismissed the fact that the partygoers "scattered or hid when the police entered the house" because that fact was "not sufficient *standing alone* to create probable cause," (emphasis added). Similarly, it found "nothing in the record suggesting that the condition of the house, *on its own*, should have alerted the [partygoers] that they were unwelcome (emphasis added). The totality-of-the-circumstances test 'precludes this sort of divide-and-conquer analysis.'" *Wesby*, 2018 U.S. LEXIS 760, *19, quoting *Arvizu*, 534 U.S. at 274.

⁷*Wesby*, 2018 U.S. LEXIS 760, *19.

⁸*Wesby*, 2018 U.S. LEXIS 760, *20, quoting *Gates*, 462 U.S. at 244, n. 13.

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POLICE WEEK 2018

Each year during Police Week, communities across the United States hold memorial services in remembrance of police officers who have made the supreme sacrifice for their communities. Also during this week, police departments hold open houses, conduct tours of their facilities, and hold community activities to celebrate police officers and their duties. May 15 has been designated National Peace Officers Memorial Day.

NATIONAL SERVICES

Saturday, May 12	Police Unity Tour Arrival Ceremony and National Police Week 5K
Sunday, May 13	30th Annual Candlelight Vigil
Monday, May 14	National Police Survivors Conference and C.O.P.S. Kids/Teens
Tuesday, May 15	37th Annual National Peace Officers' Memorial Service
More Information	www.policeweek.org/schedule.html

POLICE WEEK: On October 1, 1962, U.S. President John F. Kennedy signed Public Law 87-726, a joint resolution of the 87th Congress:

Pursuant to 36 U.S.C. 136-137, the President designates May 15 of each year as "Peace Officers Memorial Day" and the week in which it falls as "Police Week."

FLAGS AT HALF-STAFF: In 1994, U.S. President William J. Clinton signed Public Law 1030322, a joint resolution of the 103rd Congress directing that the flag of the United States be flown at half-staff on all government buildings on May 15.

Most local communities incorporate a resolution into their municipal code designating days for Police Week and indicating that flags will be flown at half-staff on May 15. Once local governments have identified the appropriate days, businesses and others tend to follow suit. Police executives are encouraged to ensure that May 15 is observed in the local jurisdiction's ordinances. Law enforcement might consider conducting a local campaign to inform businesses of this observance.

To access the Police Week Model Proclamation, please visit www.policemagazine.org/police-week-2018.

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Ending Violence Against Women and the Abuse of Power

By Joe Biden, Former U.S. Vice President, and Honorary Co-Chair, Biden Foundation

I still remember the words of my father, a gentle man. He used to say “the greatest sin that can be committed is the abuse of power. And the cardinal sin of all sins is abuse against a woman or a child.” Like many of you in law enforcement, I have spent the better part of my life working to protect the world’s most vulnerable citizens.

We’ve made a difference. Since 1994, we have seen violent crime in the United States drop to its lowest levels in decades.¹ Domestic violence is down by 63 percent.² More than 2,000 rape crisis centers and domestic violence shelters have been built.³ States have passed hundreds of laws to better protect victims. We’ve saved the United States, by every serious study, an estimated 14 billion dollars in averted social costs, medical costs, and lost productivity for domestic violence alone.⁴ Every major city has a special victims’ unit with trained detectives and victim advocates. On paper, this looks like success. But, folks, we are far from it.

In many areas around the United States, domestic violence is still “a dirty little secret.” Each day, sexual assaults go unreported because victims are too embarrassed or too scared to call the police—or, worse yet, they don’t think they will be believed. How many sexual assaults could we have prevented—how many serial offenders could we have arrested—if we had just believed?

When I was vice president, I learned that there was one area where we had not made progress and that was among women ages 16–24. They were still at as great

a risk as when I wrote the Violence Against Women Act in 1994. We also found out that once a young woman has been raped or abused, the risks are more than twice as high that she will be victimized again.⁵ And we learned it happens to men, too. That’s why we launched the It’s on Us initiative in 2014. We wanted to make it clear that everyone—and I mean everyone—has a responsibility to speak up about sexual assault.

Sexual assault, domestic violence, teen dating violence, stalking—these can be some of the most challenging crimes for law enforcement to handle. I have personally witnessed extraordinary and selfless acts of courage and sensitivity by police officers who respond to these crimes. What is not always front and center—not published in the newspapers or featured on the nightly news—are the countless times *every day* that men and women in uniform really listen—and act—when a frightened adult or child needed them most.

It is imperative that we recognize that the United States’ culture has enabled crimes like domestic violence and sexual assault for a very long time. It’s time for that to end. The abuse of power that persists in all aspects of society—whether it’s Hollywood, professional sports, our schools, or our homes—is a stain on our collective conscience. We can’t rely on law enforcement alone to fix this problem. It’s our collective responsibility—community leaders, parents, teachers, and others—to speak up and speak out about sexual violence.

I’m frequently asked what will constitute victory—how will we know we’ve succeeded in this fight? We will know when no person—regardless of age, race, or gender—blames him or herself for the abuse. When no person believes that it’s their right to abuse their power, that will be success. ❖

Notes:

¹Nolan Feeney, “Violence Crime Drops to Lowest Level Since 1978,” *Time*, November 10, 2014, <http://time.com/3577026/crime-rates-drop-1970s>.

²Jennifer L. Truman and Rachel E. Morgan, *Nonfatal Domestic Violence, 2003–2012*, special report (Washington, DC: U.S. Department of Justice, Bureau of Justice Statistics, 2014), 3, <https://www.bjs.gov/content/pub/pdf/ndv0312.pdf>.

³U.S. Department of Health & Human Services, Family and Youth Services Bureau, “Getting Help with Domestic Violence,” 2014, <https://www.acf.hhs.gov/fysb/resource/help-fv>.

⁴Hugh Waters et al., *The Economic Dimensions of Interpersonal Violence* (Geneva, Switzerland: World Health Organization, Department of Injuries and Violence Prevention, 2004), xi, <http://apps.who.int/iris/bitstream/10665/42944/1/9241591609.pdf>.

⁵“Sexual Violence” in *World Report on Violence and Health*, Eds. Etienne G. Krug, et al. (Geneva, Switzerland: World Health Organization, 2002), 158, <http://apps.who.int/iris/bitstream/10665/42944/1/9241591609.pdf>.

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Healing the Wounds of

HATRED

By Mark Walerysiak, Deputy Chief, Meriden, Connecticut, Police Department; Jeffrey W. Cossette, Chief, Meriden Police Department; and Noel C. March, U.S. Marshal, District of Maine

It isn't often that a hate-driven incident creates an opportunity for positive community building and fosters unity and forgiveness between the suspect and victims. However, for the city of Meriden, Connecticut, that is exactly what happened after a shooting that took place on the early morning hours of November 14, 2015.

Ted Hakey is a Meriden resident and former member of the U.S. Marines who, on the evening of November 13, 2015, was drinking at a local bar after he learned about the multiple, coordinated Paris, France, terrorist attacks that killed about 130 people.¹ Shortly after returning to his home, which is next to the Baitul Aman Mosque, Hakey took out his .308 rifle and fired about 30 rounds in the direction of the mosque, which was a few hundred feet away. Four rounds hit the building of worship, with three of them penetrating exterior walls and hitting interior walls. Thankfully, because of the late hour, the mosque was unoccupied. Damage and holes caused by the gunfire were discovered the following morning by members who were meeting to pray, and they promptly notified the Meriden Police Department.

The incident quickly became a significant talking point within the community. In fact, the shooting gained attention across the United States, even prompting an invitation to Dr. Mohammad Quereshi, president

of the Baitul Aman Mosque, to attend U.S. President Barack Obama's final State of the Union Address. Incredibly, Dr. Quereshi even put some of the blame on himself when he was questioned about the shooting, saying, "I should have knocked on his [Hakey's] door and introduced myself. If he had known us, he wouldn't have had that hate. I should have tried to connect with him. Now we learned our lesson."²

The investigation uncovered a history of anti-Muslim social media posts that revealed Hakey's hatred toward followers of Islam. The November 2015 Paris attacks were the breaking point for Hakey, leading to the shooting at the mosque. The Meriden Police Department's response to the scene and the subsequent processing and investigation required a considerable balance of sensitivity and diligence. On the one hand, it was imperative that the investigation identified a suspect, especially in light of the community importance the case presented. On the other hand, officers and investigators needed to ensure that while they conducted their work at the mosque, they remained respectful to the customs and practices of the Ahmadiyya Islam practitioners. For example, whenever possible, investigators removed their shoes when they entered the mosque, in keeping with the religion's tradition. In instances where this simply could not be done for practical purposes, the mosque's leadership was extremely understanding, as they were already appreciative that such steps to conform to their rituals were being taken.

After the Meriden Police Department's initial investigation into the shooting, the case was eventually turned over to the Federal Bureau of Investigation. However, the two agencies worked in tandem to ensure that the investigation would result in a successful prosecution. Ted Hakey was eventually convicted in federal court to six months in prison after pleading guilty to one count

of intentional destruction of religious property. Members of the mosque asked the judge to spare Hakey any prison time, indicating that they believed he was remorseful and that he had learned from this experience. However, the judge presiding over the case felt differently, stating, "In this type of case, general deterrence does loom large. It has never been more essential to send that message than today."³

Building a Connection

During the investigation, the Meriden Police Department's connection with the mosque grew stronger. Investigators and community police officers worked diligently to demonstrate to the Muslim community that law enforcement was taking the case seriously and that hate crimes of any kind would not be tolerated in the city. In addition to Dr. Quereshi's growing friendship with the Meriden Police Department, other members of the mosque community, such as their spokesman, Imam Zahir Mannan, also reached out to build a strong relationship with the Meriden police officers.

Even after the final disposition of the case and the sentencing of the suspect, the relationship between the Meriden police and the members of Baitul Aman Mosque continued to progress. Imam Mannan started to appear at more public safety events like



National Night Out. A dedicated community police officer, already assigned to the area that included the mosque, began to develop an even closer relationship with the worshippers after the incident took place. Officer Fred Rivera was invited to mosque events that focused on inclusion. He also took a member of the mosque on a patrol ride-along, put on presentations for the membership that dealt with public safety and child bullying, and increased his connection with Baitul Aman in all aspects. Representatives of the mosque even donated tourniquets to every member of the police department to help with any life-threatening situations that may occur. This generous donation resulted in the Baitul Aman Mosque members being selected for the Spirit of Meriden award, which is presented to individuals or groups who have made positive contributions to the city.

The bond between Meriden Police Department and the Baitul Aman community reached a new high point in March 2017 when Dr. Quereshi learned of the police department's upcoming 150th anniversary celebration that would be taking place in September 2018. At about that time, Chief Jeffrey Cossette was in the process of searching for an organization that might be willing to sponsor the 150th anniversary commemorative badges that were going to be made exclusively for the special celebration and used for the year leading up to the police department's anniversary. It was during the Spirit of Meriden event that Dr. Quereshi learned of the chief's plan and graciously offered to sponsor and fund the cost of the badges.

The badges were made in two different styles—one for patrol officers and one for supervisors. They were presented in a stunning velvet display box and flanked by two anniversary challenge coins. Every sworn member of the department was issued one of the anniversary badges, and the badges were worn with pride. Some officers were so impressed with the craftsmanship that they even bought additional ones.

Shortly after Dr. Quereshi's generous offer, he asked Chief Cossette if he could conduct a short presentation to Meriden officers on the Muslim faith and the uptick in hate and bias crimes. The lecture, entitled True Islam, drew a crowd of sworn and non-sworn personnel, filling the roll call room in which it was held. Dr. Quereshi explained the beliefs of his mosque's teachings and took questions from those in attendance. The lecture was a prime example of building community relationships between two diverse groups.

As if the Baitul Aman-Meriden Police Department relationship was not strong enough at that point, Imam Zahir Mannan (the mosque spokesman) learned that the Meriden Police Department was in the process of searching for a department chaplain.

The department had operated for many years without a dedicated chaplain, and, when a second deputy chief was added to the department in early 2017, one of his first goals was to renew the chaplain program so that police officers would have a support conduit to rely on in instances of hardship or distress. Mannan showed great interest in the position, and he was immediately added to the chaplain ranks. He would join a Christian pastor and a Catholic priest to make up a total of three police chaplains who now support and work with those who protect and serve the city of Meriden.

Forgiveness and Redemption in the Face of Fear

Notwithstanding the close bond formed between the mosque and the police department, the ultimate example of forgiveness and redemption was displayed when members of Baitul Aman welcomed into their mosque the shooter himself. On April 2, 2016, Ted Hakey visited the mosque that he fired upon just six months earlier. But this time, his intent was much different. Hakey visited the mosque to apologize for the fear and pain he brought to the members.⁴

While addressing the members, he confessed this,

As a neighbor, I did have fears, but fear is always when you don't know something. The unknown is what you are always afraid



*of. I wish I had come [and] knocked on your door, and if I spent five minutes with you, it would have made all the difference in the world. And I didn't do that.*⁵

But Hakey's apology was only half the challenge. Would the mosque membership accept his apology? Without hesitation, the congregation forgave Hakey with open arms, treating him as a brother and welcoming him into their family. According to Dr. Quereshi,

*We all had tears, and words cannot express that. We will be better neighbors and what was said that day made a huge difference to us. We greeted, and we hugged just like a Muslim neighbor. We know why he did what he did—because he never heard our message. We now see it in his heart, and we see it in his eyes.*⁶

Recommendations for Police Agencies Looking to Build Relationships with Multicultural Segments of the Community

- » Provide frequent diversity and multicultural training to staff.
- » Implement community police officers in areas of the city that contain special populations that adhere to unique traditions.
- » Respect the practices of religions and customs when visiting places that value such traditions.
- » Keep the lines of communication open. Regular meetings and information updates can be very helpful to individuals who are not familiar with the criminal justice system.
- » Invite special segments of the community to participate in police ride-along programs in order to experience firsthand the duties and responsibilities of a police officer.
- » Encourage members of minority segments of the community to consider the possibility of joining the police department.
- » Encourage and assist officers in educating themselves about the specific traditions and observances of the cultures in their community.





Conclusion

The Meriden Police Department and the Baitul Aman Mosque and its membership will continue to have a close relationship and be forever linked together as a result of an act of hatred and ignorance. The members of both organizations understand what it is like to be unfairly judged and stereotyped based on the negative actions of a few within their respective groups. This shared common

thread strengthens the bond between the two and fosters mutual respect and understanding. In a time when cultural differences and diversity are such hot-button and complex issues, the Meriden Police Department and the Baitul Aman Mosque are outstanding examples of how communities can work together to transform acts of hate into new-found friendship and goodwill. ❖

Notes:

¹“Paris Attacks Death Toll Rises to 130,” Raidió Teilifís Éireann, November 20, 2015, <https://www.rte.ie/news/2015/1120/747897-paris>.

²Colby Itkowitz, “Forgiving Muslim Doctor Whose Mosque Was Shot At Is Attending State of the Union,” *Washington Post*, January 12, 2016, https://www.washingtonpost.com/news/inspired-life/wp/2016/01/12/muslim-american-attending-the-state-of-the-union-forgave-man-who-shot-his-mosque/?utm_term=.7327cc13bfff6.

³Dave Altimari, “Mosque Shooter Gets 6 Months in Federal Prison; Judge Says Deterrence Needed,” *Hartford Courant*, June 17, 2016, <http://www.courant.com/news/connecticut/hc-meriden-mosque-shooter-sentenced-20160617-story.html>.

⁴Peter Marteka, “Meriden Mosque Shooter Seeks Forgiveness from Muslim Community,”

Hartford Courant, April 2, 2016, <http://www.courant.com/community/meriden/c-meriden-mosque-shooter-apology-0403-20160402-story.html>.

⁵Marteka, “Meriden Mosque Shooter Seeks Forgiveness from Muslim Community.”

⁶Marteka, “Meriden Mosque Shooter Seeks Forgiveness from Muslim Community.”

The International Association of Chiefs of Police (IACP) has always taken a stand against hate crimes in any form. Through projects, committee work, advocacy efforts, and other initiatives, the IACP continues to work to support law enforcement’s efforts to prevent, combat, and investigate hate crimes in communities around the world.

Find a list of resources, including our Model Policy on Hate Crimes, by visiting the IACP Blog: <https://theiacpblog.org/2017/08/14/resources-for-law-enforcement-on-hate-crimes>.

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Informing and Supporting Original Victims of Crime

DURING POST-CONVICTION EXONERATIONS

By Jennifer Thompson, Founder and President, Healing Justice, and Michael Gauldin, Police Chief (Ret.), Burlington, North Carolina, Police Department

When a violent crime occurs, the crime survivor or victim's family is forever altered. Broken pieces of former lives have scattered and disappeared and attempting to put things back together the way they were before the crime is an exercise in futility. Imagine the compounded disintegration and pain upon learning years or even decades later that the person you thought committed the crime was innocent, that the wrong person had been convicted and imprisoned while the true perpetrator went free. Not only are the crime survivors and victims' families re-traumatized by this revelation, the original law enforcement officials involved are personally affected and burdened with knowledge that the justice system failed everyone.

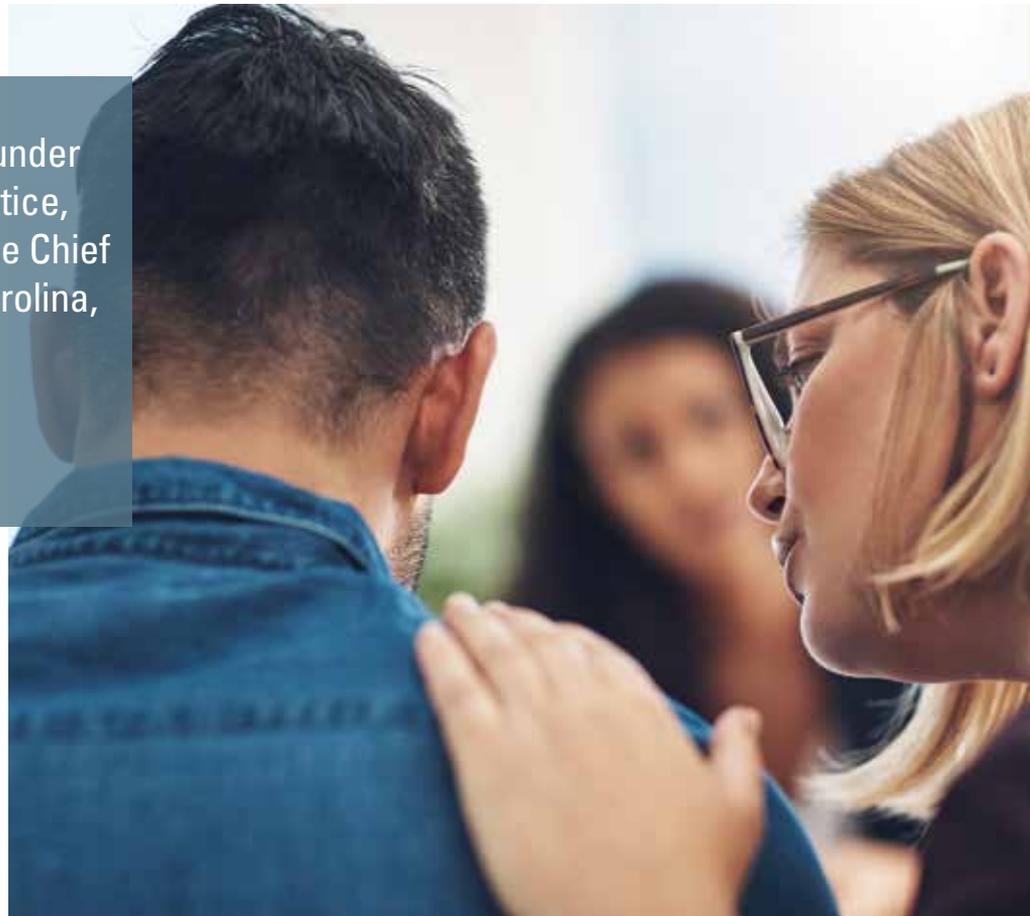
As a college student in North Carolina in July 1984, Jennifer Thompson survived a brutal attack in her home. At the time, DNA testing was not prevalent, and the police investigation, which included an identification by Thompson, led to the arrest and conviction of a local man named Ronald Cotton. Cotton consistently declared his innocence, and, in 1994, when post-conviction DNA testing became available, Cotton sought testing. The results ultimately revealed that the actual perpetrator was a serial rapist named Bobby Poole. Cotton's

became the first post-conviction DNA exoneration in North Carolina and the 99th in the United States.¹

Revelations of this type are devastating to the survivors and victims of the original crime ("original victims"), and the investigative and legal processes that surround post-conviction claims of innocence can leave them feeling re-victimized and deserted. Thompson first learned that Cotton was seeking post-conviction DNA testing in the spring of 1995. She received a phone call from Michael Gauldin, then a captain at the Burlington, North Carolina, Police Department. He explained that he and Assistant District Attorney Robert Johnson needed to meet with her about an important matter in her case. Sitting in Jennifer's den, they explained that Cotton had filed a motion

in court requesting DNA testing. They explained that, while she did not have to agree to the test, her original blood sample had disintegrated after 11 years, and, thus, she would be required to submit a new sample if the court permitted testing to go forward. Confident in the outcome of the original investigation and trial, Jennifer's answer was clear: Let's go to the lab and get blood drawn; let's run the test.

Three months later, Gauldin called again. Standing in Jennifer's kitchen, he and Johnson delivered the news that Cotton's conviction had been erroneous: the post-conviction DNA testing had proved his innocence, and Bobby Poole had committed the crime. Jennifer's reaction reveals the confusion and internal conflict these post-conviction exonerations can cause for victims.



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The world then went blank. I struggled to make sense of it all. How had this happened? What was I supposed to do now? I had tried so hard that fateful night. "Pay attention, Jennifer. Remember his voice. Is he giving you a clue as to who he is? How did he get in? Burn everything into your memory." How was I supposed to reconcile that the wrong person was convicted, that Ronald had gone to prison as an innocent man, and that the person who had destroyed my life had gone free? It was beyond devastating and in many ways worse than the original investigation and trial.²

Indeed, post-conviction exonerations, such as the one that happened in Thompson's case, cause deep, complex trauma to original victims. They are devastated by the discovery that the person who actually committed the crime was not apprehended. They are forced to relive the trauma and pain of the crime committed against them or their loved one and are often blamed publicly for having played a role in the wrongful conviction. Making matters worse, many survivors learn of the pending or actual exoneration only through the media, without prior notification. In far too many cases, the true perpetrator is never caught or even sought. Most original victims do not understand what happened in their or their loved one's case and feel they have no place to turn to get their questions answered or needs addressed. They often suffer in silence, overlooked by the very system they depended on to give them justice, safety, and a sense of finality. Even in cases that do not ultimately result in an exoneration, original victims need information and support to understand the legal process surrounding a post-conviction claim of innocence, and they deserve protection from further trauma.

Law Enforcement's Role in Improving Victim Experience During Post-Conviction Proceedings

What role does law enforcement play in improving the experiences of these victims and meeting their specific needs? Gaudin explains that police investigators learn early in their careers of the importance of having and expressing compassion and empathy to victims of crime. By demonstrating genuine care and concern, investigators are better able to connect with total strangers with whom the officers must quickly develop and maintain the meaningful rapport and friendly relationship that is crucial to the successful outcome of the investigation and what may follow. As a result, there is a bond that naturally occurs between the investigator and victim—one of trust, respect, support, and cooperation—which is essential as the investigation proceeds, particularly if it leads to a prosecution.

This special and necessary relationship does not (and should not) end at the conclusion of a prosecution, especially if there is any official action that may follow. In a case where, for instance, a post-conviction DNA test needs to be performed, an investigator might feel a responsibility to follow through even if he or she has have moved on from the case or advanced in his or her career. That same, original investigator may be the best possible person to take this case, as that particular investigator has a history with the victim and might be invested in the case's outcome.

As Gaudin describes,

The same is truer as it relates to sharing test results in cases of actual innocence, because of the special bond original investigators and victims share. It can make the detective the best person, maybe even the only person, who is prepared through their history with the victim to deal with the situation as it should be dealt with. It should be the hope of every detective to build a bond with victims who have undergone such turmoil. It is owed to the victims that the original investigator be involved during such post-conviction proceedings, provided that he or she has proven to be compassionate and caring toward the victim. If not, then this should be a requirement for whoever may be called upon in this role.³

This follow-up to convictions is unquestionably an increasingly important function of policing. In the United States alone, DNA evidence has led to more than 350 post-conviction exonerations in cases involving violent crimes.⁴ Hundreds, if not thousands, more

post-conviction exonerations have occurred based on other, non-DNA evidence.⁵ While most post-conviction exonerations have been secured by private attorneys, a growing number are the result of special units in prosecutor offices, typically known as conviction review units. The continually increasing number of these exonerations demonstrates that the criminal justice system does indeed sometimes make mistakes by sending the wrong person to prison, denying justice and closure to the original victims, and leaving the true perpetrators free to commit additional crimes.

KEY U.S. POST-CONVICTION EXONERATION FIGURES

2,155
reported post-conviction
exonerations nationwide



353 post-conviction
exonerations in just the
past two years

152 true
perpetrators identified



150 additional violent
crimes committed by true
perpetrators, including

80 sexual assaults,
35 murders, and
35 other violent crimes

Note:

These figures were taken from the National Registry of Exonerations and the Innocence Project on January 16, 2018.

Victim's Experiences with Post-Conviction Exonerations

In October 2016, the National Institute of Justice (NIJ) published notes from a daylong listening session for original victims that was held in February of that same year. Six original victims attended the session, and all described the deep trauma they suffered after learning that the wrong person had been convicted and imprisoned while the true perpetrator remained free. They also described widespread neglect by the criminal justice system during the exoneration process and enduring hardship for many years following the exoneration. All those present spoke of the need to dramatically improve information, services, and support for the original victims and survivors.⁶ One survivor from North Carolina was sexually assaulted in 1987 at the age of 12. Twenty years later, in 2007, she



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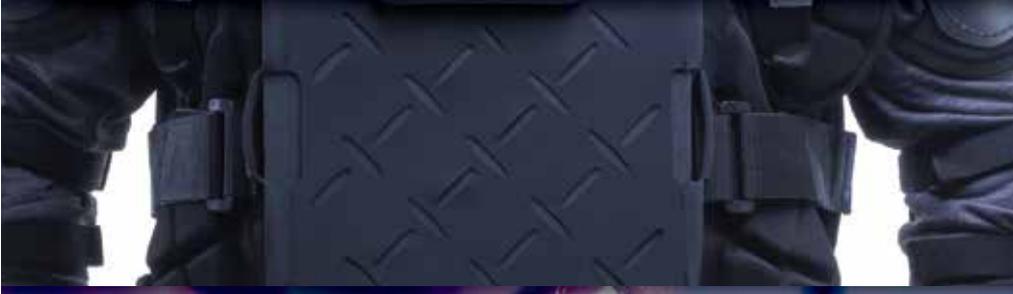
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was suddenly “paged at work and asked to report to the office.” According to the NIJ notes,

It was alarming to see police officers with guns and badges, and it was scary to be asked to step outside. The police would not explain what was happening at first; the victim didn't want to go outside with the police. The information they provided was hard to comprehend.⁷

The original victim regressed to feeling like the 12-year-old girl she had been when victimized:

[She] had been sure the right person was in jail... When they took the swab, it was upsetting and led to a panic attack and tears. She just wanted to stay in hiding again and was up at night shaking.⁸

A sexual assault survivor whose crime occurred in 1982, “first found out about the possibility of the exoneration on the TV news.”⁹ At the listening session, she described her feelings:

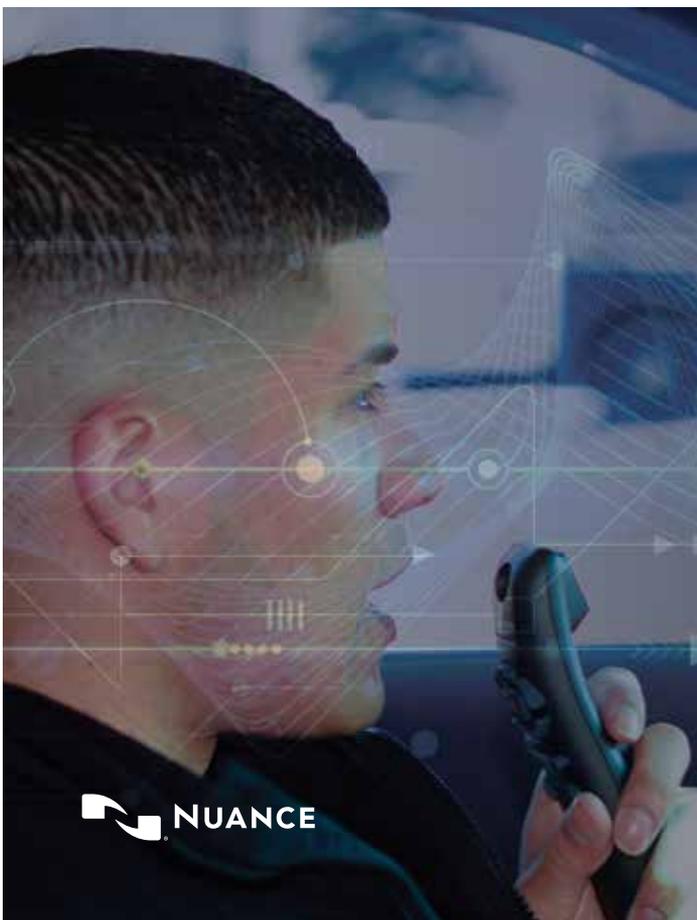
It was hard to believe that the person who had changed [my] life forever and served 14 years in prison was innocent. It took a long time to believe it. There was more pain than when the crime originally took place.¹⁰

Similarly, in a separate case, a murder victim's family member from Oklahoma described how the family

found out through the paper that DNA from the cousin's case was being tested. The family members didn't know what to think. The story then broke [in the media] that those who were found guilty would be exonerated... No one told the family when there was a [later] DNA match for another person.¹¹

When there is an exoneration, the victim or survivor starts the recovery process all over again.¹²

A previous study by NIJ reflected many similar experiences by original victims. In that study, 11 original victims described the harm caused to them by an exoneration in their or their loved one's case. The report documented that “the impact of wrongful convictions [are] comparable to, or worse than, their original victimization.” The report also documented that in 9 out of 11 cases, the identity of



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the actual perpetrator was revealed through DNA, which “helped [the victims] to accept the wrongful conviction.” Still, the original victims who endorsed the exonerations also felt abandoned by the legal system and left to fend for themselves in trying to reconcile this experience.¹³

Efforts to Close the Gap in Victim Services

Beyond these direct experiences of original victims, many law enforcement organizations also acknowledge the existence of an unmet need in the delivery of services in these cases. In the 2013 report, *National Summit on Wrongful Convictions: Building a Systemic Approach to Preventing Wrongful Convictions*, the International Association of Chiefs of Police (IACP) recommended that federal agencies “partner to enhance research efforts and support victim notification and advocacy efforts where cases are reopened.”¹⁴ More recently, in April 2016, the Quattrone Center for the Fair Administration of Justice released a report, *Conviction Review Units: A National Perspective*, which offers recommendations for prosecutors undertaking the investigation and litigation of cases involving a claim of innocence. The report advises prosecutors to “[e]ngage a victim’s advocate to liaise with victims or their families during the CRU [conviction review unit’s] investigation phase, once the CRU determines that there is a reasonable possibility that the underlying conviction was inaccurate.”¹⁵

While these recommendations are encouraging, there is still much to be done. Many victims still receive little or no information or assistance during a post-conviction DNA evaluation or exoneration. In addition, misperceptions by the media, public, and others vilify or cast blame on original victims for having played a role in the wrongful convictions, causing these victims to feel unsafe and to not seek help. Based on the research and experience to date, only a handful of the innumerable original victims have been helped in any way to deal with their loss, anguish, and abandonment. As such, a critical gap in the criminal justice system’s delivery of services to these victims continues to exist—a gap that not only prevents original victims from healing, but also causes them additional harm. As exonerations continue, the need for victim-centered services in these cases will expand.

In an effort to address this gap, Healing Justice, a national nonprofit organization serving original victims, recently partnered with the Office for Victims of Crime (OVC), National Center for Victims of Crime, and Video/Action (an award-winning documentary production company) to create resources to assist law enforcement and others in improving and expanding the delivery of post-conviction information, services, and support to original victims. The project, which will be guided by an advisory committee of experts, including original victims and police investigators, will engage and convene key stakeholders and experts; review existing practices and evidence-based models; develop new evidence-informed resources; and disseminate these new resources across the United States. In addition to providing resources to law enforcement, the project aims to increase the number of original victims identified, reached, and served.¹⁶ Healing Justice has also partnered with OVC’s Training and Technical Assistance Center (TTAC) to bring direct training and technical assistance to law enforcement and others.

Conclusion

Law enforcement personnel have consistently expressed support for doing more to support original victims in these cases. Their feedback has included comments such as, “This was a wake-up call about a topic I had not heard anything about. Realized all law enforcement need education and awareness in this area,” and “Many focus on the exonerated defendant and that seems to take up the headlines. We cannot forget our victims!”

The IACP and its members stand in an ideal position to lead the charge and ensure that all victims and survivors of crime are treated with compassion, sensitivity, and respect regardless of the

course and outcome of post-conviction proceedings and especially when the legal process system has failed to deliver these victims with accuracy and closure. ❖

Jennifer Thompson is a crime survivor, the founder and president of Healing Justice, and a member of the North Carolina Innocence Inquiry Commission.

Michael Gaudin is a retired police chief of the Burlington Police Department, past president of the North Carolina Internal Affairs Investigators Association, and former member of the North Carolina Actual Innocence Commission. He also serves as an advisor to Healing Justice.

Both authors are professional criminal justice consultants.

Notes:

¹Phoebe Judge, “Jennifer Thompson,” *After Innocence: Exoneration in America*, WUNC, June 13, 2013, <http://www.thestory.org/stories/2013-06/jennifer-thompson>.

²Jennifer Thompson, personal communication, January 2018.

³Michael Gaudin, personal communication, January 2018.

⁴National Registry of Exonerations, www.law.umich.edu/special/exoneration/Pages/About.aspx.

⁵National Institute of Justice (NIJ), *Exonerees and Original Victims of Wrongful Conviction: Listening Sessions to Inform Programs and Research* (Washington, DC: February 22–24, 2016); <https://www.ncjrs.gov/pdffiles1/nij/249931.pdf>. Partners on this event included the Office for Victims of Crime, Office of Faith-Based and Neighborhood Partnerships, and Healing Justice Project.

⁶NIJ, *Exonerees and Original Victims of Wrongful Conviction*, 4.

⁷NIJ, *Exonerees and Original Victims of Wrongful Conviction*, 4.

⁸NIJ, *Exonerees and Original Victims of Wrongful Conviction*, 4.

⁹NIJ, *Exonerees and Original Victims of Wrongful Conviction*, 4.

¹⁰NIJ, *Exonerees and Original Victims of Wrongful Conviction*, 4.

¹¹NIJ, *Exonerees and Original Victims of Wrongful Conviction*, 2.

¹²NIJ, *Exonerees and Original Victims of Wrongful Conviction*, 13.

¹³Sera Irazola et al., *Study of Victim Experiences of Wrongful Conviction* (Fairfax, VA: ICF International, 2013), iv, 42, 49–51.

¹⁴International Association of Chiefs of Police, U.S. Department of Justice, Office of Justice Programs, *National Summit on Wrongful Convictions: Building a Systemic Approach to Prevent Wrongful Convictions* (Alexandria, VA: IACP, 2013), 20, http://www.theiacp.org/portals/0/documents/pdfs/Wrongful_Convictions_Summit_Report_WEB.pdf.

¹⁵John Holloway, *Conviction Review Units: A National Perspective* (Philadelphia, PA: Quattrone Center for Fair Administration of Justice, University of Pennsylvania Law School, 2016), 4.

¹⁶Currently, public awareness about these cases is focused on the harm caused to those who were wrongly convicted and imprisoned. In the United States, not only are the stories of the exonerated catalogued in a national registry, but they also are the subject of extensive local and national media attention. The original victims, on the other hand, continue to live in the shadows, in part because they have not been offered information and support and in part because they are often blamed for being involved in the investigation and prosecution that led to the original conviction. Increasing awareness and changing the public narrative in these cases to highlight the experiences and needs of the original victims are paramount to enabling more victims to be served.

Overcoming Fear and Building Trust with Immigrant Communities and Crime Victims

By Stacey Ivie, Detective, Alexandria, Virginia, Police Department; Michael LaRiviere, Investigator, Salem, Massachusetts, Police Department; Antonio Flores, Sergeant Inspector, San Francisco, California, Police Department; Leslye E. Orloff, Director, NIWAP, American University Washington College of Law; and Nawal H. Ammar, Dean, College of Humanities and Social Sciences, Rowan University

One of the most intimidating tools abusers and traffickers of undocumented immigrants use is the threat of deportation. Abusers and other criminals use it to maintain control over their victims and to prevent them from reporting crimes to the police.¹ However, to combat this problem, the U.S. Congress created two powerful tools designed to help law enforcement agencies detect, investigate, and prosecute crimes committed against immigrant crime victims: the U and T Visas. These visas were included in the Violence Against Women Act (VAWA) and the Trafficking Victims Protection Act (TVPA). The two acts are “important bipartisan pieces of legislation that together advance the cause of justice for crime victims and truly offer the prospect of improving public safety.”²

The U and T visas offer protection against deportation and a path to legal immigration status for undocumented immigrant crime victims who have assisted or are assisting law enforcement officials in the detection, investigation, or prosecution of certain criminal activities. The U and T visas cover victims of violent crimes, particularly of crimes with high recidivism rates. Domestic violence, sexual assault, incest, child sexual abuse, and human trafficking make up 76 percent of the U visas cases filed in the United States.³ Severing perpetrator’s control over victims is a central goal of the U and T visa statutes. Members of the U.S. Congress had “heard horrific stories of violence in cases where the threat of deportation was used against spouses and children—‘If you leave me, I’ll report you to the immigration authorities, and you’ll never see the children again.’”⁴

Chief Pete Helein (retired) of the Appleton, Wisconsin, Police Department, in a 2011 U.S. Congressional Briefing described the U visa as

an invaluable vehicle to work closely with victims to prevent crime, save lives, and hold violent offenders accountable—strategies consistent with the philosophy of community policing.

The U visa should be considered a “crime-fighting tool” because it improves law enforcement’s ability to detect, investigate, and prosecute criminal offenders. The strategy acts as a catalyst to reduce crime. Reduced crime rates are met with reduced costs to police departments and to communities. More importantly, U visas help save lives by empowering crime victims to identify violent criminals. Among the lives saved are the lives of the men and women of law enforcement who are in harm’s way when they repeatedly respond to violent crimes committed by the same offender.⁵

In times of increased immigration enforcement in the United States, perpetrators’ threats to report their victims’ immigration statuses to authorities are effective tools that stop victims from providing information to and cooperating with law enforcement officials. The U and T visas can be used to help U.S. law enforcement agencies build trust and fortify relationships with limited English proficient (LEP) and undocumented immigrant communities. U and

T visa certification can be effectively employed to lessen immigrant victims’ fear of law enforcement by demonstrating the law enforcement agencies’ commitment to serving and protecting victims of crimes in immigrant communities. By implementing practices and policies promoting U and T visa certification and providing meaningful language access to LEP individuals, law enforcement agencies can turn fragile relationships with immigrant communities into resilient ones.

The U and T Visa Programs

Immigrant populations are more vulnerable to criminal activities such as domestic violence, sexual assault, and human trafficking. However, many victims are hesitant to approach or cooperate with law enforcement because of factors such as language barriers and fears of deportation. The U.S. Congress created the U and T visas to encourage the cooperation of immigrant victims of crime with law enforcement agencies. U and T visas ensure that law enforcement can effectively investigate and assist immigrant victims of serious crimes, especially those who do not have legal status in the United States, without the risk that these immigrant victims would face deportation. According to the U.S. Department of Homeland Security (DHS), in establishing these visas,

Congress sought not only to prosecute perpetrators of crimes committed against immigrants, but to also strengthen relations between law enforcement and immigrant communities.⁶

The U visa is a form of immigration relief available to direct or indirect victims of certain qualifying criminal activities who

- have information about the criminal activity;
- were helpful, are currently helpful, or are likely to be helpful in the detection, investigation, prosecution, conviction, or sentencing of criminal activity; and
- have suffered substantial physical or mental abuse as a result of the criminal activity.

The U visa covers 26 types of criminal activities including domestic violence, sexual assault, human trafficking, felonious assault, and kidnapping.

The T visa is a form of immigration relief available to victims of severe forms of human trafficking (including sex or labor trafficking) who

- are currently in the United States, or at a port of entry due to the trafficking;
- have complied with reasonable requests from law enforcement for assistance in the investigation of the trafficking; and
- would suffer extreme hardship and unusual and severe harm if removed from the United States.

A victim applying for the U or T visa has an ongoing responsibility to cooperate with law enforcement when it is reasonable to do so.

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The first step in applying for a U visa requires the immigrant victim to obtain a signed U visa certification form (I-918b) from a certifying official. Among the primary agencies able to certify U visa applications are law enforcement organizations. By signing a U visa certification, the official is simply stating that the

- applicant was a victim of a qualifying criminal activity;
- criminal activity occurred in the United States; and
- applicant has been helpful, is being helpful, or is likely to be helpful in the detection, investigation, prosecution, conviction, or sentencing of the criminal activity.

This certification does not confer immigration status or provide benefits to the victim. Only DHS can make determinations of U visa eligibility.

2017 Survey Results

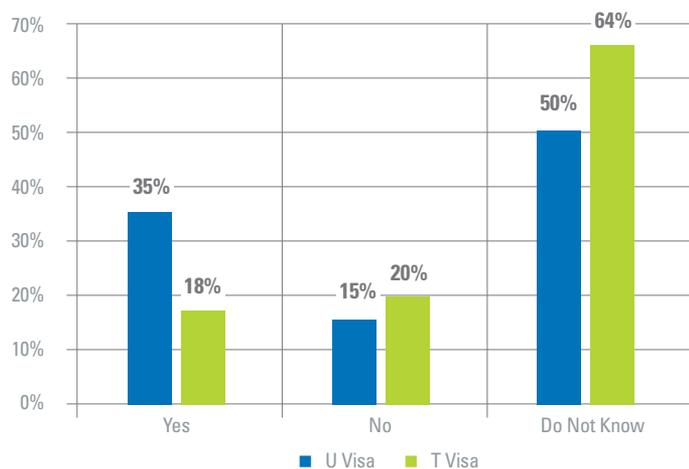
The National Immigrant Women’s Advocacy Project (NIWAP), American University, Washington College of Law conducted a survey of 232 law enforcement officials in 24 states during November and December 2017. The survey’s aim was to explore whether law enforcement officials are seeing changes in immigrant victim cooperation and willingness to report crimes or any a change in law enforcement’s ability to investigate crimes involving immigrant victims in 2017 compared to 2016. Most police officials (86 percent), regardless of rank, unit assignment, or community population size, reported that they encounter LEP victims who require services of an interpreter living in their jurisdictions. Law enforcement officials participating in the survey routinely worked with LEP victims who spoke a wide variety of languages including, most prominently and in order of most to least spoken, Spanish, Korean, Arabic, Vietnamese, Chinese, and Urdu.⁷

Officials were asked whether their agency was signing U and T visa certifications. Their responses are documented in Figure 1.

When asked to compare immigrant victims’ willingness to cooperate in 2017 relative to 2016, police officials reported some decline in immigrant and LEP victims’ willingness to cooperate with law enforcement. As shown in Figure 2, officers reporting reductions in 2017 identified the following areas where immigrant and LEP victims were less willing to seek assistance or cooperate with the justice system: making police reports, cooperating with crime scene and post-crime scene investigations, and working with prosecutors.

The survey sought more detailed information about the reasons immigrant and LEP victims provide to law enforcement officials for their noncooperation. As shown in Figure 3, a variety of concerns were given most often as explanations for noncooperation, including fear of retaliation against the victim or the family and fear of being reported to immigration officials or deported.

Figure 1: Signing Certifications in Percentages



Additionally, the survey showed that police officers are facing increased challenges in investigating crimes involving immigrant and LEP victims in 2017 relative to 2016. A significant percentage (42 percent) of U.S. law enforcement officials felt federal immigration enforcement practices were affecting community-police relationships with immigrant and LEP communities. A large proportion of law enforcement officials taking the survey reported that some crimes involving immigrant and LEP victims were becoming harder to investigate in 2017 compared to 2016, including domestic violence, human trafficking, sexual assault, child abuse, extortion or blackmail, elder abuse, and felonious assaults, as shown in Figure 4.

Importantly, almost 52 percent of law enforcement officials participating in the survey reported that barriers facing LEP and immigrant victims resulted in greater numbers of perpetrators at large in their communities. Survey participants provided more detail on the impact of this when asked whether the barriers affecting immigrant and LEP victims had adverse effects. A significant number of those participating in the survey reported an adverse impact on their abilities to hold perpetrators accountable, protect crime victims, and maintain community and officer safety (see Figure 5).

Importance of the Findings for Law Enforcement Agencies

These survey results showed that approximately 20 percent of survey participant officers were seeing a reduction in immigrant and LEP crime victims’ willingness to provide information to officers at the crime scenes, to make police reports, or to participate in post-crime scene investigative interviews. Greater numbers of law enforcement officials reported that crimes involving immigrant crime victims were becoming harder to investigate and prosecute in 2017 compared with 2016. Officers participating in the survey report that victims’ fears of deportation, perpetrators’ deportation threats, and fears that police will turn in undocumented victims for immigration enforcement play a key role in victims’ reticence to cooperate with law enforcement. These survey results confirm what law enforcement U visa trainers across the United States are observing in the field. These impacts appear to be lessened in communities where law enforcement has dedicated efforts to establish trust with immigrant communities.

When community members, regardless of status, choose silence over cooperation, there is a reduction in reports of criminal offenses. The chain reaction caused by this reticence can be explosive. Without reporting of criminal activity, there will be a decrease in detection and prevention of crimes in communities. When immigrant and LEP victims are able to report crimes without fear of deportation, law enforcement is able to obtain the necessary information to identify, track, and hold more violent offenders accountable. The underreporting

Figure 2: Areas of Immigrant & LEP Victims’ Reduced Willingness to Seek Assistance From Law Enforcement

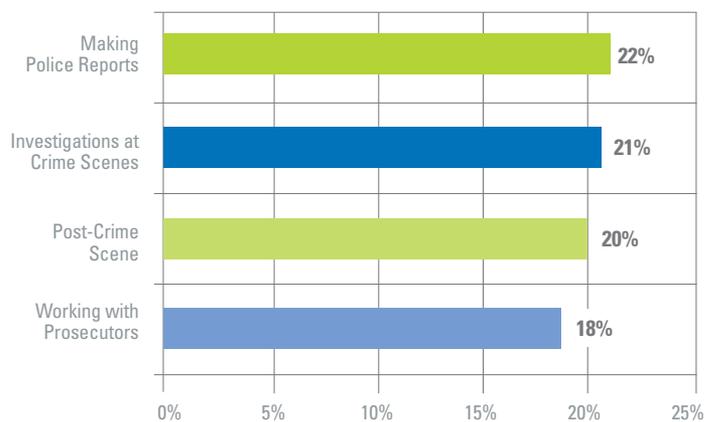
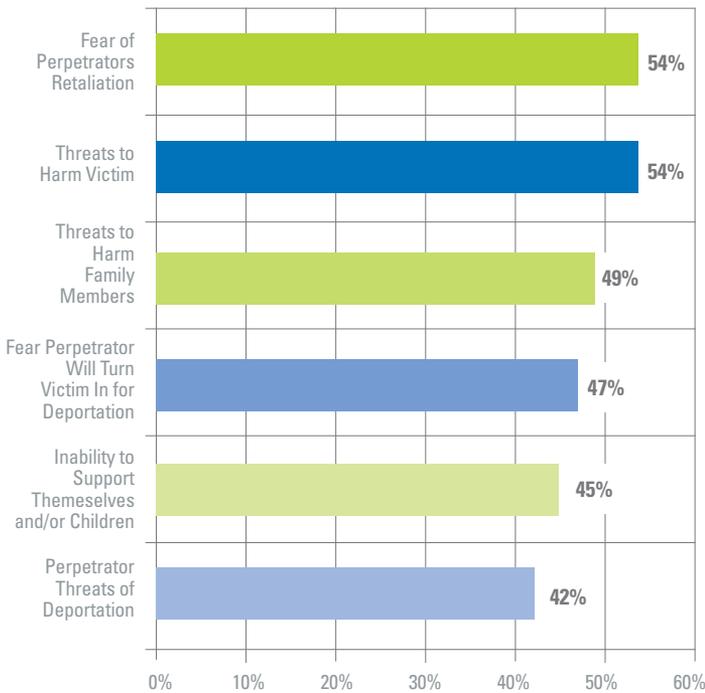


Figure 3: Immigrant and LEP Victims' Reasons for Noncooperation



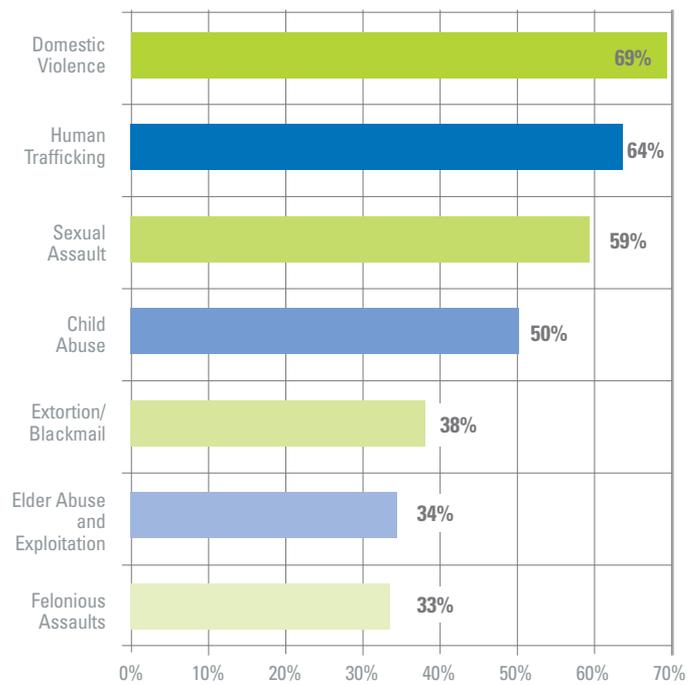
of crimes results in increased risks both to victims and law enforcement personnel. It also impacts the accuracy of law enforcement data, which, in turn, impacts planning, training, and resource allocation needed to effectively combat crime.⁸ Without crucial intelligence produced by community collaboration with all sectors of the community, including immigrants and LEP victims, criminal acts will continue and will likely increase against all community members. The victimization of one person affects the community as a whole.

The implementation of U and T visa certification programs is a necessary component of an effective community policing strategy that builds trust and develops strong working relationships with immigrant and LEP crime victims and immigrant communities. Building trust, breaking the barriers, and initiating basic criminal investigations can reveal other crimes and identify dangerous offenders in the community.⁹

Since the time U and T visa programs were fully implemented by DHS over a decade ago, law enforcement agencies across the United States have found U and T visa certifications to be effective tools for fighting crime while also building trust with immigrant crime victims and immigrant communities by removing the fear of deportation as an obstacle to cooperation. NIWAP's research found that that, of the participating law enforcement agencies, 35 percent had active U visa certification practices and 17 percent had active T visa certification practices. However, significant percentages of law enforcement survey participants did not know whether their agency was signing certifications in either U visa (50 percent) or T visa (64 percent) cases.

Knowledge about the U and T visa programs helps officers fulfill their oath to protect and serve their communities while simultaneously protecting officer safety. By implementing U and T visa certification practices and adopting protocols for these certifications, law enforcement agencies demonstrate to the community that they are receptive to and interested in protecting and serving immigrant and LEP community members. Building relationships of trust with immigrant and LEP communities brings with it the ability to hold perpetrators in those communities accountable and simultaneously enhances the ability of law enforcement agencies to preserve officer safety.

Figure 4: Top Crimes Harder to Investigation Due to Noncooperation with Law Enforcement

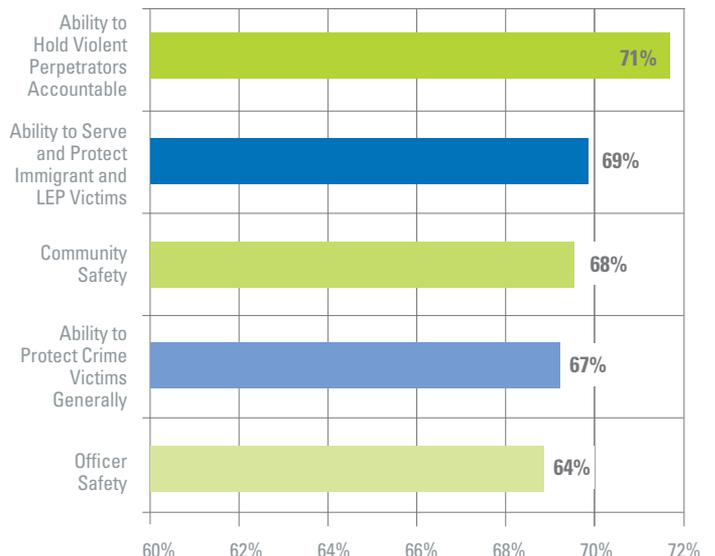


The value of the U and T visa programs as effective community oriented policing strategies has been well established.

FBI Law Enforcement Bulletin (2009) described the benefits of the U visa for both victims and officers to law enforcement units:

Law enforcement personnel strive for strong connections with all citizens. In pursuit of this goal, striking an appropriate balance—one that punishes wrongdoers while protecting victims—can present a challenge. One way that officers not only can foster better relationships with immigrant communities but also increase offender accountability, promote public safety, and help ensure that crimes translate

Figure 5: Adverse Impact of Noncooperation of Immigrant and LEP Victims with Law Enforcement



“Crime should be considered a community issue, requiring a community response based on mutual trust. People solve crimes when they share information with law enforcement. However, to share information you must be able to trust law enforcement officers. People trust law enforcement officers when they feel safe and are treated with dignity and respect, fundamental principles of Community Policing.

The fear of deportation can no longer be used to control the lives of immigrant women and children. Law enforcement officers must exercise due diligence and work hard to forge relationships based on trust. Increased crime reporting rates leads to increased arrest and prosecution rates thus resulting in an improved quality of life for everyone.

I consider meeting the cap of 10,000 U-visas as confirmation that 10,000 violent criminal offenders, living in neighborhoods throughout our country, were identified by courageous immigrant crime victims. I strongly urge you and other policymakers to recognize U-visas as crime fighting tools.”

—Chief Pete Helein,
Appleton, Wisconsin, Police Department

“Statement in Support of U-Visas,
T-Visas, and VAWA, Self-Petitions”

November 9, 2011



into convictions is to promote awareness of the U visa, which provides important immigration benefits to cooperating crime victims.¹⁰

Department of Justice, COPS Office (2011) promoted the U visa as an important tool for community policing, explaining that the U visa “has been developed to help police build a bridge to the neighborhoods they serve and solve crimes.”¹¹ A 2011 article on the topic highlights the Bureau of Justice Assistance–funded training curriculum and U Visa Toolkit for Law Enforcement Agencies and Prosecutors that were developed in collaboration with 13 law enforcement agencies.¹²

The Police Executive Research Forum (2017) conducted research and issued an article, “U Visas and the Role of Local Police in Preventing and Investigating Crimes Against Immigrants,” that identifies promising practices employed by law enforcement agencies across the United States and highlighting the successes, lessons learned, and benefits for law enforcement and the community of the San Francisco, California, Police Department’s decade-long U visa certification program.¹³

Recommendations for Best Practices

U and T visa certification programs that include training and supportive agency policies are important crime-fighting tools that build trust and legitimacy with immigrant and LEP communities, reduce crime, and promote officer wellness and safety. The following four steps are recommended for successfully implementing a U and T visa certification program:

1. Initiate U and T visa certification practices.

Law enforcement agencies can begin issuing U visa and T visa certifications signed by the chief executive or by agency staff designated by the chief executive. According to DHS, designation can be accomplished through the chief executive signing a letter listing the law enforcement agency officials whom he or she designates to be certifiers for the agency. These officials are required by DHS regulations to have supervisory responsibility.¹⁴

SUCCESS STORY

U and T Visa Certifications Reduce Crime and Protect Victims

By implementing U and T visa policies and meaningful language access procedures, lives can be saved and dangerous violent offenders can be identified and held accountable. A case from Salem, Massachusetts, provides a good example of how an otherwise unknown dangerous domestic violence offender was identified and subsequently convicted of his crimes, which were reported to the police department by an undocumented victim.

The victim, who was pregnant at the time of the initial report, and her children endured years of abuse at the hands of the offender. He took possession of the victim and her children’s documents and repeatedly threatened to have her deported if any of them reported the abuse to the police. The victim suffered from severe domestic violence including strangulation and sexual assault, and the minor children were physically abused.

On the night of the initial report to the police department, the victim was very reluctant to speak with officers due to her fear of being deported and separated from her children. The responding officers recognized her fear and made it clear

to the victim that her status was of no concern to them. This enabled them to investigate the crimes against her and her children that had occurred that evening. A subsequent follow-up interview by the department’s victim services officer with the assistance of a qualified interpreter revealed numerous other felonies committed by the offender.

A U visa certification was signed by the department’s certifying official while the case was progressing through the courts. The victim continued to assist in the investigation and prosecution of the case, reporting a protection order violation that occurred well after the initial response and subsequent investigation. The crimes reported the evening of the victim’s first call to police resulted in the offender being convicted of domestic assault and battery on a pregnant person and domestic assault and battery on a minor child. In addition, the victim’s ongoing cooperation with the victim services officer led to convictions for strangulation, violation of an abuse prevention order, and three counts of intimidation of a witness. The offender was sentenced to 24 months in prison, and the court order imposed numerous conditions that become effective upon his release.

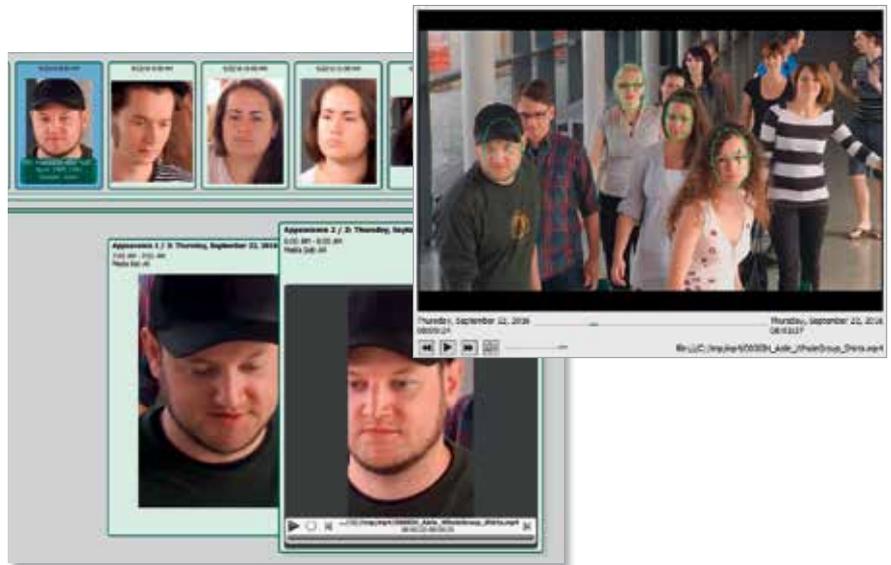


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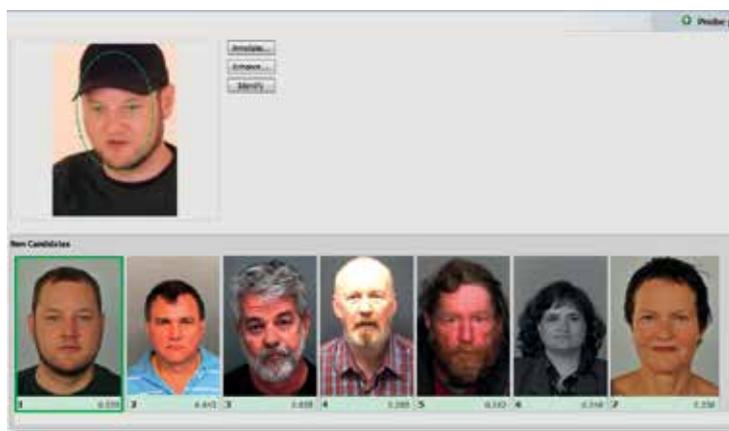
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U and T Visas Enhance Officer Safety

During a U visa law enforcement training conducted on the outskirts of a major metropolitan area, an officer shared an experience he had with an undocumented victim of crime. The officer and his partner, who worked in his agency's gang task force unit had infiltrated one of the most violent gangs in the area. At the same time, the agency's domestic violence unit was working with an undocumented domestic violence victim who happened to be the girlfriend of one of the leaders of the gang the officers were investigating. The domestic violence unit had signed a U visa certification for the victim, and the victim had a pending U visa application. The trust built between the victim and the domestic violence investigators in this case led to a call from the victim informing police when she overheard that the gang had identified that law enforcement officers had infiltrated the gang and were planning to kill the two gang unit officers. The immigrant victim called the domestic violence investigators she had been working with and reported what she had heard. The agency's attention to immigrant crime victims and their knowledge of the U visa process saved the lives of the two gang unit undercover officers.

2. Adopt a U and T visa certification policy and language access plan.

Policies play an important role in raising awareness among law enforcement agency officials about the U and T visa programs, as well as promoting certification practices that follow DHS regulations and guidance on U and T visa certification and consistency in certifications issued. Policies also serve as an important tool for developing relationships with the immigrant community and programs serving immigrant crime victims.¹⁵

3. Train law enforcement agency staff on U and T visa certification.

Training for all ranks of law enforcement officials is critical for ensuring proper response to immigrant crime victims. Frontline officers need awareness and understanding to allow for proper identification and investigation; mid-level supervisors and specialized investigators, including certifying officials, need knowledge of the procedures and requirements to ensure proper response to requests for assistance from undocumented victims of crime; and law enforcement leaders can use the knowledge to ensure proper agency policies, procedures, and response.¹⁶

4. Receive technical assistance from law enforcement and national experts.

Numerous training opportunities exist, including free and low-cost training on best practices and model policies for U visa certification provided by a law enforcement team of U visa experts. Peer-to-peer technical assistance for law enforcement is offered through law enforcement and prosecutor roundtables and through assistance with issues that arise in individual cases involving immigrant and LEP crime victims.¹⁷

Conclusion

NIWAP's survey and research reveal that increased immigration enforcement and crime victims' fears of deportation are making crimes committed against immigrant and LEP victims more difficult

to detect and investigate. Developing and implementing U and T visa certification programs helps law enforcement agencies build and maintain the trust needed to promote the safety of crime victims, communities, and officers. Additionally, law enforcement agencies have a responsibility to provide meaningful access to LEP individuals. This access, implemented through language access policies, both meets Title VI requirements and increases law enforcements' ability to take accurate statements, increasing officer safety, community safety, and offender accountability. ❖

Notes:

¹Violence Against Women Reauthorization Act of 2005 Pub. L. No. 109-233. 119 Stat. 2960 (2005).

²Victims of Trafficking and Violence Protection Act of 2000, H.R. Rep. No. 106-939, pt. 15 (2000) (Conf. Rep.) (statement of Rep. Hyde).

³Leslye Orloff and Paige Feldman, "National Survey on Types of Criminal Activities Experienced By U-Visa Recipients," National Immigrant Women's Advocacy Project (NIWAP), 2011, <http://niwap.library.wcl.american.edu/pubs/u-visa-criminal-activities-survey>.

⁴151 Cong. Rec. S6231-2 (daily ed, June 8, 2005) (statement of Sen. Kennedy).

⁵Pete Helein, "Statement in Support of U-Visas, T-Visas, and VAWA Self-Petitions," 2011, <http://library.niwap.org/wp-content/uploads/2015/IMM-Qref-HeleinUTVisa.VAWAStatement.pdf>.

⁶U.S. Department of Homeland Security (DHS), *U and T Visa Law Enforcement Resource Guide* (Washington, DC: DHS, 2015): 4, https://www.dhs.gov/sites/default/files/publications/U-and-T-Visa-Law-Enforcement-Resource%20Guide_1.4.16.pdf.

⁷Article forthcoming, 2018.

⁸Rick Oltman, "Underreporting of Crime," *Social Contract Journal* 21, no. 4 (Summer 2011).

⁹NIWAP, *Report: The Importance of the U-visa as a Crime-Fighting Tool for Law Enforcement Officials—Views from Around the Country*, 2012, <http://niwaplibrary.wcl.american.edu/pubs/uvisa-crime-fighting-tool>.

¹⁰Stacey Ivie and Natalie Nanasi, "The U Visa: An Effective Resource for Law Enforcement," *FBI Law Enforcement Bulletin* 78 (2009): 10.

¹¹Tony Flores and Rodolfo Estrada, "The U-Visa: An Important Tool for Community Policing," *Community Policing Dispatch* 4, no. 1 (January 2011).

¹²Tony Flores and Rodolfo Estrada, "The U-Visa"; Leslye Orloff et al., *U Visa Toolkit for Law Enforcement Agencies and Prosecutors* (Washington, DC: NIWAP, 2017), <http://niwaplibrary.wcl.american.edu/pubs/uvisa-toolkit-police-prosecutors>.

¹³Police Executive Research Forum, "U Visas and the Role of Local Police in Preventing and Investigating Crimes Against Immigrants," *Subject to Debate* 31, no. 2 (June–August 2017), 1–15.

¹⁴DHS, Interim Rule, New Classifications for Victims of Criminal Activity; Eligibility for "U" Nonimmigrant Status, 179 Fed. Reg. 53023 (September 2007).

¹⁵DHS, *U and T Visa Law Enforcement Resource Guide*. See the National Model U and T Visa Certification Policies Polices developed in collaboration with law enforcement agencies with significant certification experience: NIWAP, *Model Policy for Interactions with Immigrant Victims of Crime and Human Trafficking & Signing of U Visa Certifications and T Visa Declarations*, 2016, <http://niwaplibrary.wcl.american.edu/pubs/proposed-model-u-visa-policy>; NIWAP, *Discussion Paper for Model Policy for Working with Immigrant Victims of Crime and Human Trafficking & Signing of U Visa Certification and T Visa Declarations*, 2016, <http://niwaplibrary.wcl.american.edu/pubs/discussion-paper-model-policy-u-visa-certification-may-2016>.

¹⁶NIWAP, "We Can Offer Training and Technical Assistance in Your Jurisdiction," 2017, <http://niwaplibrary.wcl.american.edu/pubs/u-visa-flyer-law-enforcement>.

¹⁷NIWAP, "We Can Offer Training and Technical Assistance in Your Jurisdiction."



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PROTECTING VICTIMS OF INTIMATE PARTNER VIOLENCE: Arizona's Emerging Risk Assessment Model

By Neil Websdale, Director, Family Violence Institute (FVI), Northern Arizona University (NAU); Jerald Monahan, Chief, Yavapai College, Arizona; and Greg Giangobbe, Law Enforcement Training Coordinator, FVI, NAU

The diligent patrol officer reported the episode thoughtfully. He had administered the pilot risk assessment carefully, using the new departmental protocol; his training; and his talent for listening, observing, and perceiving potential danger. He reported that the alleged female victim of intimate partner violence (IPV) answered all seven of the “key” risk questions negatively. According to her, the alleged offender had never tried to kill her, strangle or choke her, beat her when she was pregnant, use a weapon or object to threaten or hurt her, increase the frequency or severity of his physical violence, or exhibit violent and constant jealousy, and she did not consider him capable of killing her. So, what, then? No problem? Just another slap or shove during a Friday night argument steeped in booze? Or an episode of disorderly conduct that prompted the neighbors to call the police?

The officer didn't readily accept either of those explanations. He had sensed signs of fear or terror in the victim. Indeed, he reported that the woman had consistently interjected “no” before he had finished asking each risk assessment question. Her seemingly anxious and hasty answers concerned him. Statistically speaking, her “no” responses suggested she was not at “elevated” or “high” risk of severe re-assault within the next seven months. However, the officer's training, intuition, and experience told him the initial assessment might be what risk assessors call “a false negative.” He therefore used his professional judgment to flag the case for further attention. The officer's goals were to protect and serve, to prevent severe re-assault or worse, and to hold offenders accountable.

The Arizona CIRA Trifecta: Statutory Innovation, Criminal Procedure Rule Change, and AZPOST Leadership

The officer in the preceding scenario was piloting an innovative community informed risk assessment (CIRA) tool developed in Yavapai County, Arizona.¹ It was designed to help officers protect and serve victims, refer victims to support services, and educate victims about the possible dangers they face. It later became the template for the development of a statewide uniform risk assessment tool known as the Arizona Intimate Partner Risk Assessment Instrument System (APRAIS). Prior to the final development of the APRAIS tool in 2017, a 2015 statutory amendment required Arizona judicial officers to consider the results of a risk or lethality assessment when setting bail in domestic violence cases.²

In December 2017, the Arizona Supreme Court changed the rules of criminal procedure, recommending the reporting of risk in IPV cases through the APRAIS form, thereby

moving toward standardizing the risk addendum to the law enforcement release questionnaire (charging sheet) presented to the court at the initial arraignment. The legislative changes concerning release on bail in cases involving domestic violence charges were a game changer. The law states the judicial officer “shall take into account ... [t]he results of a risk assessment or lethality assessment in a domestic violence charge presented to the court.”³ The statutory change served as a catalyst for the creation of a statewide uniform risk assessment tool. The idea of such a tool was to create a shared language of risk and to encourage police departments to conduct risk assessments.⁴ The fast-evolving Yavapai tool and protocols, developed through pilot projects at the Prescott and Prescott Valley Police Departments, informed the creation of what eventually became known as the APRAIS tool and protocols. These legislative developments and changes in the rules of criminal procedure significantly impacted law enforcement’s response to IPV in Arizona. The Arizona Peace Officer Standards and Training Board (AZPOST) supported these innovations, and AZPOST and the Family Violence Institute (FVI) at Northern Arizona University (NAU) agreed to work together to provide consistent, uniform training to Arizona police officers in the use of the APRAIS.

The Community and Institutional Origins of APRAIS

Over a period of three years (2014–2017), the pilot project team from the FVI at NAU worked with the Prescott and Prescott Valley Police Departments and other Yavapai County community stakeholders to fashion a CIRA tool and accompanying law enforcement and advocacy protocols. To gain further insights into the complexities of assessing risk, the FVI team analyzed police reports, rode with officers, and talked with numerous community stakeholders. The developmental process was not always harmonious. Particularly in the early stages, individual officer’s attitudes ran the gamut from antagonistic, skeptical, and resigned, to favorably disposed, enthusiastic, and energetic. A few of the negative reactions included statements like, “Why should we spend more time at these scenes? It just increases danger to officers”; “We don’t have time for this”; “The assessment is just one more form to fill out”; “What difference does it make? Prosecutors won’t prosecute anyway because she won’t cooperate, she’ll recant, or even testify on her abuser’s behalf”; and, rather important, “It doesn’t matter because the risk assessment won’t get before the judge to influence bail setting, let alone any trial.”

Despite some officers’ misgivings, the local police chiefs and the county attorney backed the pilot project. Over time, patrol officers incorporated the assessment into

their handling of IPV calls. The 83-member coordinated community response (CCR) team in Yavapai County was consistently positive about developing the risk tool. The CCR, convened largely to confront domestic violence, was diverse, with members including personnel from numerous agencies, community stakeholders, and concerned citizens. Command staff serving on the CCR offered a wealth of insights concerning officer perceptions of danger, time available to conduct risk assessments, and the frustrations officers felt about not knowing the outcome of the IPV cases they worked. A concerned psychologist contributed information about offenders from his perspective as a facilitator of a batterer intervention program. A pastor talked about IPV among faith communities. A couple whose daughter was murdered by her partner offered nuanced insights from yet another angle.

Yavapai County Presiding Judge David Mackey told the FVI team he would not participate in the process of building a CIRA initiative without wide-ranging community input. Of pivotal importance was Judge Mackey’s insistence to involve both defense counsel and prosecution. Judge Mackey’s concerns included adhering to the principles of due process, maintaining the impartiality

of the judiciary, gathering more information to inform the decision-making of the courts in IPV cases, and ultimately reinforcing the rule of law and enhancing the credibility and legitimacy of the criminal justice system. Judge Mackey especially wanted more information about IPV cases to help judicial officers set bail. Making opening remarks at a risk assessment training at Yavapai College in Prescott in July 2017, he mentioned a case he had previously worked where an abuser murdered his female partner. Powerfully, Judge Mackey simply stated the community needed to do more in these complex IPV cases. If it did not, he stressed, people would continue to die.⁵

At one meeting of judges and magistrates, some suggested that IPV risk assessments bordered on being unconstitutional, potentially denying the accused bail because he or she had been deemed a “high risk” on the basis of an imprecise predictive science. Others welcomed the idea of reviewing more risk information in a uniform and systematic manner. Some meeting attendees acknowledged their frustration with the complexity of IPV cases and the seemingly counterintuitive behavior of victims. The mélange of perspectives among the Yavapai County judiciary mirrored the range of viewpoints

APRAIS AT A GLANCE: KEY FACTS

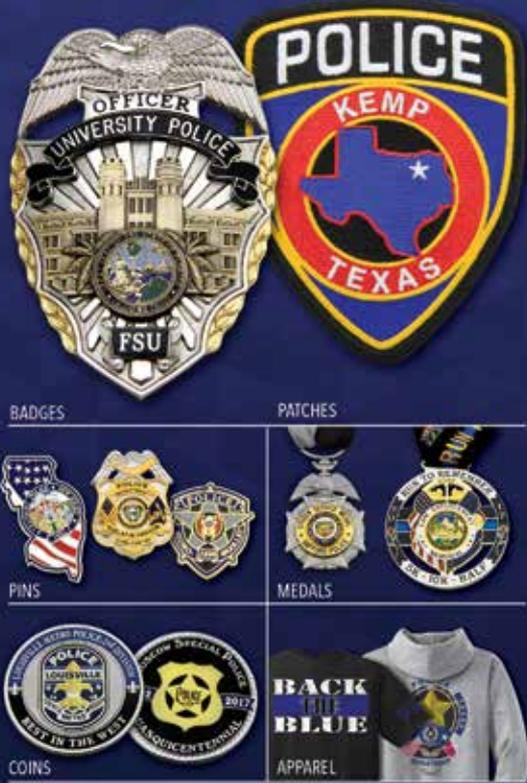
- ✓ The APRAIS community-informed tool and protocol was developed in Yavapai County, Arizona, over a two- to three-year period using extensive feedback from law enforcement, victim advocates, survivors, and other community agencies and stakeholders.
- ✓ The APRAIS philosophy carefully balances respect for victim autonomy, dignity, and informed consent rights, with the constitutional rights of the accused. The APRAIS protocol recommends law enforcement officers inform victims that their participation is voluntary and that anything they share in the assessment is discoverable.
- ✓ The APRAIS tool has 7 Tier 1 mandatory, validated risk questions and 9 optional Tier 2 “contextual” questions. Responses to both provide a nuanced understanding of the case and encourage more detailed police report writing and follow-up.
- ✓ The APRAIS protocol stresses the importance of building rapport with victims, listening to their stories, and respecting their courage. In so doing, APRAIS enhances community policing.
- ✓ Initial outcomes suggest APRAIS educates victims about their potential danger and their options for support services.



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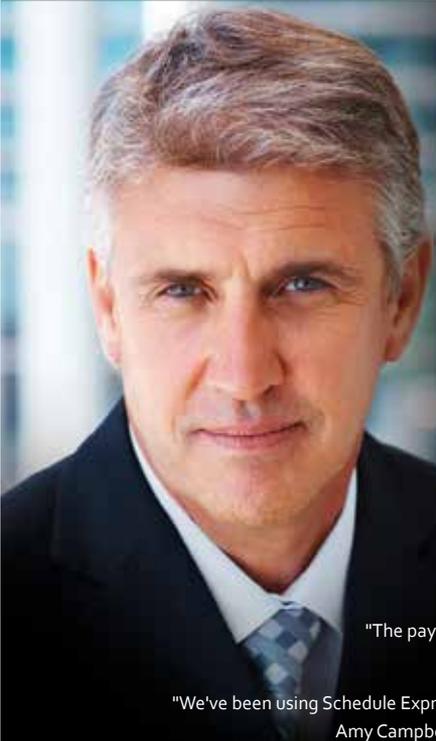
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among other local agencies and stakeholders, and these competing concerns would resurface later at the state level, as various interested parties gathered to try to create a uniform statewide risk assessment tool.

The discussions with community stakeholders, which took place across almost two years, resulted in the building of a risk tool with seven mandatory Tier One (T1) questions and nine optional Tier Two (T2) ones.⁶ The community settled on seven questions as the "ideal" number—not too many to make the process burdensome, but sufficient to provide enough discerning information to perhaps identify an intimate partner offender who is more likely to kill or maim the victim. Once victims agreed to participate in the risk assessment, patrol officers were required to ask the T1 (more predictive) questions. T2 questions were to be asked at the officer's discretion, although over time, officers usually posed those as well, rolling them into their conversations with victims. Dr. Jill Messing, a leading authority on risk assessment in IPV cases, validated the seven T1 questions, confirming them as the seven most predictive behaviors of future severe re-assault within the ensuing seven months.⁷ T2 contained other important questions that, although of lesser predictive value, were nevertheless deemed important by CCR members because they provided valuable contextual information.

Aware of the possible statewide deployment of the tool, CCR members and the FVI team recognized that other Arizona counties interested in the Yavapai risk model might want to fashion their own T2 questions, emphasizing risks peculiar to their locales. As an example, the Yavapai CCR included the question, "Does he or she use illegal drugs or misuse prescription drugs?" Members thought this was important because of the large number of drug treatment facilities in the Prescott community and the significance of addiction to opioids among some victims of IPV. Officers had encountered what they saw as particularly dangerous IPV cases in which abusers supplied victims with heroin or fentanyl and reported that victims would endure heinous violence and abuse just to get their fix.

Then, on December 13, 2017, the Arizona Supreme Court approved the petition and amended Rule 41 of the Arizona Rules of Criminal Procedure.⁸ The court approved the APRAIS tool as the recommended addendum to the law enforcement release questionnaire. The rule change, effective April 2, 2018, permits but does not mandate law enforcement agencies report IPV risk information to the courts through the uniform APRAIS addendum. The APRAIS addendum does not contribute information to the trial or sentencing phase. In other words, the risk data inform judges, commissioners, and magistrates about the potential risks posed



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by the accused to the victim, thus adding information for bail setting purposes. It also provides victims, the police, and victim advocates with more information.

The intricate debates about the criminal justice uses of risk assessments and predictive analytics are of relatively recent origin and of great importance.⁹ Among this discourse are issues directly relevant to the APRAIS tool and law enforcement executives, including the science of the APRAIS; respecting victim choices; building rapport in communities; and initial outcomes and lessons learned.

The Science of APRAIS

The APRAIS tool draws upon at least 40 years of case studies and descriptive statistical research into intimate partner homicide (IPH), 20 years of work by domestic violence fatality review teams, and a number of cross-sectional (one point in time) and prospective (tracking cases over time) risk studies.¹⁰ It makes no claim to predict with any degree of certainty future severe re-assault, near-death incidents, or IPH. Rather, the APRAIS is as much a reconnaissance and referral intervention tool as it is a risk assessment tool. As such, it provides important details about intimate relationships, primarily helping responders distinguish between lower-level, less severe IPV, sometimes referred to as situational couple violence, and intimate terrorism, a course of controlling conduct, domination, degradation, abuse, and violence characterized by more severe offenses such as beating during pregnancy, strangulation, weapons use, chronic violence linked to jealousy, and previous efforts to commit IPH.¹¹ Put simply, the APRAIS seeks to identify cases where the harm to victims, their children, and the community might be greatest.

The APRAIS risk classification includes three levels: (1) risk, (2) elevated risk, and (3) high risk. If the respondent answers “yes” to zero or one of the T1 questions, the case remains in the “risk” category; two to three “yes” responses signify an “elevated risk”; and four or more “yes” answers qualify the situation as a “high-risk” case. Elevated and high-risk cases trigger referrals to victim advocacy services and law enforcement follow-up. Respondents in the elevated risk category have a six-fold greater risk of severe re-assault when compared to those with fewer than two “yes” responses. Those in the high-risk category experience a more than ten-fold greater risk. On the surface, these statements of relative risk (i.e., those in the “elevated” and “high” risk groups compared with the “risk” group) look compelling. However, the APRAIS statisticians were also keen to present a balanced picture by pointing out the “absolute” as well as the “relative” risks.¹² In terms of absolute risk or the true positive rate, among those victims who answer four or more APRAIS questions “yes,” approximately 15 percent of them will

actually experience severe re-assault within the next seven months.¹³

Respecting Victim Choices

The APRAIS is not designed to be part of a criminal investigation or to establish probable cause. The risk assessment is administered only after the on-scene investigation is complete. Obviously, some risk information may be shared during the investigation, and it is important that officers reconfirm the presence of previously stated risk factors when they begin the assessment. Participation in the APRAIS is voluntary, and it is important that officers inform victims

of their right to choose whether to answer APRAIS questions.¹⁴ Some risk assessments note whether victims “refused” to answer risk assessment questions. The use of the word “refuse” in IPV cases might have negative implications for victims, making them more likely to be seen as uncooperative; therefore, the APRAIS method uses the language of “declination,” not refusal, to avoid this potential problem.

In recognition of the relatively low true positive rate, officers tell victims the APRAIS assesses potential danger. They also notify victims in everyday language that the risk information they share is discoverable. Focus

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groups with survivors in Yavapai County confirmed that upward of 80 percent of victims prefer to be told that their abusers can find out how they answered the risk questions.¹⁵ Importantly, many risk assessment tools do not notify victims of discoverability. According to legal scholar, Professor Margaret Johnson, this failure is an affront to the autonomy and dignity rights of victims that can be easily rectified by obtaining informed consent prior to the assessment.¹⁶

Patrol officers' knowledge of the neighborhoods and communities they work in is an essential element of effective community policing.

It is also important for officers to notify victims about available community services such as victim advocacy. Unless proven otherwise, such notification ought not expressly state or imply that receiving those community advocacy services renders victims safer than not receiving such services. However, explaining that advocacy services may offer emergency shelter, counseling, transitional housing, and legal assistance may be helpful to the victim. The idea is to communicate with victims clearly, while at the same time advising them that they can choose how to proceed. It is also important for officers to acknowledge the predictive limitations of the APRAIS tool. Telling victims in a non-alarmist but honest, clear, and direct way they scored in the high-risk category takes skill and care. The APRAIS approach stresses the importance of building rapport, making appropriate eye contact, showing interest in the victim's responses, and expressing concern rather than checking off items.

Building Rapport in Communities

Patrol officers' knowledge of the neighborhoods and communities they work in is an essential element of effective community policing. Doing good, thorough, professional risk assessments in IPV cases not only provides greater knowledge about victims, it also is one more way of protecting and serving the community and improving community-police relations.

Administering risk assessment tools reminds officers what to look for in abusive relationships. But, in addition to improving officer understanding of victims, other advantages appear likely. Researchers' initial evaluation of one risk assessment tool found that the administration of the tool was associated with an increase in victims taking protective actions and a decrease in the frequency and severity of future violence.¹⁷ An

officer who learns more about the dynamics of IPV is more likely to understand the seemingly counterintuitive behavior of victims. Trauma has a lot to do with victim behavior. Officers who engage with victims in a non-judgmental manner recognize the courage it took for the victims to come forward, listen attentively as they gather risk and other information, and are more likely to improve community-police relations.

Initial Outcomes & Lessons Learned

It will take 5–10 years to evaluate the impact of the APRAIS on IPV recidivism, repeat police calls for service, officer injuries in IPV cases, victim and perpetrator use of support services, and other such effects. Nevertheless, existing lessons learned warrant mention.

Early feedback from law enforcement and victims is encouraging. During the pilot project, one officer suggested that the assessment tool had improved domestic violence reports overall. Officers and victim advocates at the Prescott and Prescott Valley Police Departments report that administering the tool tends to increase officers' understanding of IPV cases and increase victims' perceptions that the officers care. One victim reported,

After taking the questionnaire for a second time, the officer advised me I was at high risk for danger. His concern for me concerned me. I was able to get out of the relationship before it got out of hand.¹⁸

Significantly, victim declination rates appear low. In Prescott, only 10 percent of the victims offered the APRAIS declined to participate. The declination rate in Prescott Valley is around 30 percent. The APRAIS team suspects the relatively low declination rate stems from the strong emphasis on rapport building; the relative simplicity of the form; and the notification of discoverability and its accompanying philosophy of respecting the autonomy, dignity, and informed consent rights of victims.

A significant number of IPV calls resulted in patrol officers deciding not to offer the APRAIS. This may be due to a range of reasons, including situations in which the officers perceived that victims were distraught and unable or unwilling to participate; officers sensed that the victim was intoxicated or otherwise impaired due to substance use; officers were unable to contact the victim at the time of the report; the call involved a third party (e.g., neighbor) and the parties on scene denied any IPV; officers determined that the call was a verbal dispute and that no crime had occurred; and officers were simply unwilling to offer the tool.

IPV is first and foremost a community problem. Law enforcement approaches embedded in the community have considerable potential to effectively confront it. The Arizona (APRAIS) CIRA is one such approach, developed, as noted, through the trifecta of statutory innovation, creative rule change, and law enforcement leadership. ❖

Notes:

¹The project was funded from January 2015 to December 2017 by the Arizona Governor's Office for Youth, Faith and Family using U.S. Department of Justice, Office of Violence Against Women STOP TA monies.

²AZ Rev. Stat. § 13-3967 (2015).

³AZ Rev. Stat. § 13-3967 (B)(5) (2017).

⁴The proposed legislative change came from the Pima County, Tucson area of Arizona.

⁵David Mackey, Opening Remarks (speech, Law Enforcement and Advocacy Training on Intimate Partner Violence Risk Assessments, Prescott, AZ, July 25, 2017).

⁶The questions derive from the work of Dr. Jacqueline Campbell. See for example, Jacqueline Campbell et al., "Risk Factors for Femicide in Abusive Relationships: Results from a Multisite Case Control Study," *American Journal of Public Health* 93, no. 7 (2003): 1089–1097.

⁷Dr. Jill Messing validated the T1 questions by statistically analyzing data generated from the Oklahoma Lethality Assessment Study

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Jerald Monahan is the law enforcement liaison for the nonprofit organization, End Violence Against Women International and the police chief at Yavapai College in Prescott, Arizona. Chief Monahan has 40 years of public safety service in Arizona and works across the United States to promote the development of domestic violence fatality review teams.

Greg Giangobbe is a law enforcement training coordinator for the Family Violence Institute at Northern Arizona University. He has more than 28 years of public safety experience, serving as a Phoenix police officer in assignments in patrol, neighborhood enforcement, and community action. Greg also served at the Arizona Law Enforcement Academy as the senior lead recruit training officer and senior lead defensive tactics instructor, as well as the chief of college security for a community college in Arizona.

funded by the National Institute of Justice. See Jill T. Messing et al., "The Oklahoma Lethality Assessment Study: A Quasi-Experimental Evaluation of the Lethality Assessment Program," *Social Service Review* 89, no. 3 (2015): 499–530. Additional empirical support for the APRAIS tool came from Campbell et al., "Risk Factors for Femicide in Abusive Relationships" and Carolyn Snider, et al., "Intimate Partner Violence: Development of a Brief Risk Assessment for the Emergency Department," *Academic Emergency Medicine*, no. 16 (2009): 1208–1216.

⁸Arizona Supreme Court No. R-16-0046, filed December 13, 2017, order amending rule 41 to add Form 4(C) to Appendix, Arizona Rules of Criminal Procedure.

⁹See, for example, Liberty Aldrich, "The Use of Risk Assessments in Judicial Decision-Making," *Domestic Violence Report* 21, no. 5 (June/July 2016): 71.; Jamie Balson, "Using Danger Assessment in the Prosecution of Domestic Violence Cases," *Domestic Violence Report* 21, no. 5 (June/July 2016): 75–77; Richard A. Berk, Susan B. Sorenson, and Geoffrey Barnes, "Forecasting Domestic Violence: A Machine Learning Approach to Help Inform Arraignment Decisions," *Journal of Empirical Legal Studies* 13, no. 1 (March 2016): 94–115; Margaret Johnson, "Balancing Liberty, Dignity, and Safety: The Impact of Domestic Violence Lethality Screening," *Cardozo Law Review* 32, no. 2 (2010): 519–580; Julie Saffren, "Using Judicial Knowledge of Lethality Factors in Civil Domestic Violence Matters," *Domestic Violence Report* 21, no. 5 (June/July 2016): 73–75.

¹⁰For an overview, see R. Emerson Dobash and Russell P. Dobash, *When Men Murder Women* (New York, NY: Oxford University Press, 2015); Neil Websdale, *Understanding Domestic Homicide* (Boston, MA: Northeastern University Press, 1999); and Martin Daily and Margo I. Wilson, *Homicide: Foundations of Human Behavior* (New York, NY: Aldine de Gruyter, 1988); See Neil Websdale, Adrienne Celaya, and Stephanie Mayer, "United States," in *Domestic Homicides and Death Reviews: An International Perspective*, ed. Myrna Dawson (London, UK: Palgrave-MacMillan, 2017): 27–57; Campbell et al., "Risk Factors for Femicide in Abusive Relationships"; Messing et al., "The Oklahoma Lethality Assessment Study"; Snider et al., "Intimate Partner Violence."

¹¹Michael Johnson, *A Typology of Domestic Violence* (Boston, MA: Northeastern University Press, 2008).

¹²Dr. Jill Messing, Arizona State University, and Dr. Steven Barger, NAU, serve as the APRAIS statisticians.

¹³The presentation of the APRAIS true positive rate derives from the work of Dr. Jill Messing in the Oklahoma Lethality Assessment Study (2015) and subsequent discussions of the APRAIS research team including Drs. Steven Barger, Kathleen Ferraro, Jill Messing, and Neil Websdale.

¹⁴Specifically, Johnson argues, "there should be full transparency to women subjected to abuse and legal system actors about the benefits and disadvantages of danger assessments... [A]ll administrators of lethality assessments should ensure that they obtain women's informed consent prior to conducting the screening." See Johnson, "Balancing Liberty, Dignity, and Safety," 580.

¹⁵Space precludes addressing the important issue of body cameras and the notification of the discoverability of risk assessment information gleaned after the investigation phase. The batterer that learns from a checked box on a risk assessment that his partner

claims he has tried to kill her in the past may react differently than if he learns this information from a video recording.

¹⁶Johnson, "Balancing Liberty, Dignity, and Safety."

¹⁷Messing et al., "The Oklahoma Lethality Assessment Study."

¹⁸Survey item response from an anonymous victim reported as part of the follow-up on a Victims of Crime Act–funded training grant concerning IPV risk assessment (2017).



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Collaborations in Witness Protection

Denver's Replicable Model

By Steve Siegel, Director, Special Programs Unit, Denver, Colorado, District Attorney's Office; Barbara Archer, Commander, Major Crimes Division, Denver Police Department; and Scott M. Snow, Director, Crisis Services Division, Denver Police Department

The cooperation of victims and witnesses is crucial to achieving successful investigations and prosecutions of criminal offenders. However, victims and witnesses are often reluctant to give information and evidence because of perceived or actual intimidation, threats, or retaliation against them or members of their families regarding their involvement with law enforcement or prosecution. To address the critical concern of victim and witness protection, the Denver, Colorado, District Attorney's Office created the Denver District Attorney's Office Witness Protection Program in 2008. This program, operating in partnership with the Denver Police Department, strives to create best-practice procedures that protect and

assist persons whose cooperation with the criminal justice system in an investigation or prosecution puts them—or persons closely associated with them—at risk of serious physical or emotional harm. The program embraces a holistic approach that includes tactical protection strategies, victim and witness assistance services, and lifestyle transformations, all existing within the collaborative philosophy on which the program is based.

Created in 2008, the Denver District Attorney's Witness Protection Program has grown to include a staff of two and a half investigators who are specifically dedicated to these cases. The development of threat assessments, operational protocols,

and interagency collaborations, and a commitment to building investigator skills have contributed to the program's growth. During its 10 years of operation, the Witness Protection Program has developed specialized knowledge in conducting lethality assessments and in implementing effective strategies to protect victims and witnesses. The program has honed its expertise providing protection for victims and witnesses of gang-related crimes, as well as domestic violence victims, while enhancing its ability to provide protection in new types of cases, such as human trafficking, domestic terrorism, and threats to deputy district attorneys. To date, the Witness Protection Program has opened a total of 351 cases and served more

than 500 victims and witnesses. There have been zero successful attacks against victims and witnesses involved with the program.

History of the Denver Witness Protection Program

The prevalence of witness intimidation is difficult to quantify. There is no comprehensive empirical research on the scope or specific characteristics of community-wide or individual intimidation. However, the correlation between witness intimidation and certain crime types is widely known. The Witness Security Program, the initial and primary response of the U.S. federal government to witness intimidation, was developed in 1970 and amended in 1984 to address serious witness tampering that focused on cases involving organized crime.¹ In more recent decades, state and local courts have become aware of and begun responding to the pervasive witness intimidation common in violent and gang-related crime. Gang-related witness intimidation, specifically, is widespread and a large part of normal gang behavior dynamics, and police and prosecutors frequently identify witness intimidation as a significant problem in successful prosecution of gang-related violence. The organized, marketed, and glamorized “Stop Snitching” movement that began in Boston, Massachusetts, in 1999 not only represents a continuing challenge to successful law enforcement investigations and prosecutions, but has also created a social subculture that represents legitimate dangers to witnesses who are willing to cooperate.² While initially popularized within gang-related cases and social circles, this movement has been identified as a significant barrier in all types of criminal investigations and prosecutions.

The pervasiveness of gang-related crime in the Denver metropolitan area was the impetus for the creation of the Denver Witness Protection Program. In July 2005, the gang-related murder of a witness and his fiancée triggered the state of Colorado to take action. Javad Marshall-Fields and Vivian Wolfe were brutally gunned down in Aurora, Colorado, just days before Marshall-Fields was set to testify in a murder case.³ As a response to this incident and other similar murders, the Colorado State Legislature created the Javad Marshall-Fields and Vivian Wolfe Witness Protection Program in May 2006. The act included the creation of a Witness Protection Board to develop model instruments for use in witness protection and provided funding for witnesses and victims threatened by defendants. The state legislature stated that the act was needed “for the immediate preservation of the public peace, health and safety.”⁴

Although the murders of Marshall-Fields and Wolfe were not in the Denver District Attorney’s Office’s jurisdiction, the office nonetheless recognized that a state statute

and the creation of model instruments would not be enough to prevent such threats and attacks. Realizing the critical need for providing assistance and protection measures to victims and witnesses who can aid in the investigation and prosecution of crimes, former Denver District Attorney Mitch Morrissey authorized and funded the creation of a specialized unit of investigators within the Special Programs Unit of the office in 2008.⁵ The Witness Protection Unit was developed to tackle the multifaceted issues that must be addressed in order to successfully protect victims and witnesses who come under threat. This unit is at the center of the Denver District Attorney’s Witness Protection Program and works in conjunction with the Denver Police Department to facilitate protective measures for victims and witnesses involved in the investigation and prosecution of criminal cases. A seamless working relationship with the Denver Police Department has been an essential part of the program from its inception.

Witness Protection Program Components

The Denver District Attorney’s Office Witness Protection Program implements strategies based on lessons learned during its 10 years of operation, as well as strategies obtained from initial consultation with the U.S. Marshal’s Witness Security Program. Although there is a dearth of research on evidence-based protection strategies, the Denver program employs any known best practices. A cornerstone of this program is the collaborative method immediately employed by the Denver District Attorney’s Office and Denver Police Department once a victim or witness is identified. Each case is managed by a team approach, with staff from both offices working closely to share information.

The vast majority of efforts that identify threats take place pre-indictment, necessitating a strong link between the first response and the ongoing investigation. There is a statutory requirement that all witness protection work goes through the District Attorney’s Office, and detectives from the Denver Police Department contact the investigators at this office before taking action. These detectives are most often the first to identify the need for protection of the victim or witness for a case. The detectives or staff from the Victims Assistance Unit then contact investigators from the Witness Protection team to discuss the status of the threat and the related investigation. This streamlined communication strategy ensures that there is never a delay in the process. Threat assessment and early identification are priorities for detectives within the Denver Police Department. The intelligence they gather is passed directly to the Witness Protection Program. When assessing the threat

The Denver District Attorney’s Office Witness Protection Program includes

- Tactical Protection Strategies
- Victim and Witness Assistance Services
- Lifestyle Transformations

in a potential victim or witness protection case, the witness protection team carefully assess the following factors:

- Is the threat credible?
- How imminent is the threat?
- How dangerous is the source of the threat?
- What is the availability or potential for the source to acquire resources to carry out the threat?
- Is the threat geographical? Will moving the threatened individual solve protection issues?
- Is the threat opportunistic? Will the person intimidating only carry out the threat if they come into contact with this person?

Establishing this threat assessment information to determine the lethality of the perpetrator and threat requires a number of steps for investigators to be completed both individually and in partnership with the Denver Police Department, such as reviewing the case and the perpetrator’s history, including previous incarceration information or military service; surveilling the perpetrator and researching his or her associations and use of social networks; and determining any threats to court staff associated with the case (e.g., judges, attorneys, etc.). In addition, domestic violence perpetrators are assumed to be a serious threat, regardless of the other factors.

If it is determined that the victims or witnesses are in need of protection, the team then works on a safety plan for each person, using the following questions to assess each individual’s safety concerns and immediate needs:

- Who are the players involved in intimidating the individual?
- How can the individual be shielded from contact with these players, as well as others who might carry out their message?
- Is the individual currently in a safe place (e.g., police department, secured hotel room, trusted family member’s home)?



- Have the individual's basic needs, such as food, shelter, clothing, and medical needs, been met?
- Is there a secure way of communicating with the individual?

The team also examines the long-term needs of each individual in the protection case, assessing elements such as the individual's history of criminal involvement; probation or parole status (if applicable); and costs associated with relocation or changing their day-to-day patterns (e.g., changes in schools, employment, and so forth).

Individuals then must be briefed on ways to maintain their safety, such as

- being constantly vigilant and aware of their surroundings;
- being wary of any new friends and understanding how making new friends could potentially be threatening;
- being aware of commuting habits and daily routines and how to change this multiple times to avoid being followed;
- taking information off or shutting down their social networking sites such as Facebook, Instagram, Snapchat, Twitter, and LinkedIn; and
- ensuring that case information and new habits established are only communicated to necessary individuals.

The threat assessment and related steps described form the foundation for the three major components of the program, all of which employ evidence-based strategies to protect victims and witnesses in high-risk cases: (1) tactical victim and witness protection strategies; (2) victim and witness assistance services; and (3) lifestyle transformations.

Tactical Victim and Witness Protection Strategies

Tactical protection strategies are the cornerstone of the witness protection program, and these measures include threat intelligence gathering and analysis; security assessments; housing and transportation; interstate relocation; and jail and corrections housing strategies. Additionally, the

team utilizes proactive law enforcement strategies such as knock-and-talks, investigations of any new charges against the subject, use of search warrants, and proactive interviewing techniques. These strategies require constant communication within the team while also demanding continuous collaboration with outside partners such as law enforcement agencies, human services agencies, and housing and transportation providers. Ongoing training is sought regularly from the U.S. Marshals on tactical strategies.

Program staff communicate constantly to discuss and analyze intelligence, assess threat levels, and identify high-risk victims or witnesses eligible for protection services. The assessment of threat levels and security for victims and witnesses is an ongoing evaluation and can continue for years, depending on the case dynamics. Threat assessment continues throughout the life of the case, and ongoing intelligence information is sought from joint crime task forces, departments of corrections, federal law enforcement sources, and street-level information providers. In addition, the team maintains daily contact with local, state, and federal law enforcement agencies to coordinate the protection of victims and witnesses. The program implements tactical protection strategies in each of its cases and has maintained a 100 percent success rate in neutralizing threats towards individuals in compliance with the program.

Victim and Witness Assistance Services

Collaboration with system-based and community-based advocacy agencies is central to combating the physical, economic, social, spiritual, and emotional impacts of a violent crime on individuals and their families. For victims and witnesses in high-risk cases, the initial impact of the crime is exacerbated by fear created through threats and intimidation. Victims and witnesses in the program have a complex set of needs due to the risk, fear, and trauma involved. This means that the team must often play various roles in providing safety to these individuals, from investigator to security advisor to overall case manager. Therefore, ongoing

collaboration with service agencies is essential to ensure that victims and witnesses are adequately supported throughout the protection process.

Additionally, coordination with service agencies is crucial to guaranteeing the safety of victims, witnesses, and service providers by confirming that services are provided under the strictest of precautions. Due to the high-risk nature of victim and witness protection cases, all clients in the program require victim assistance services; therefore, every client that goes through the program should be assessed for his or her access to

- counseling or therapy
- support groups
- safe and therapeutic shelter options
- legal assistance and advocacy
- assistance with physical health needs and potential rehabilitation services

The program works internally with victim advocates to assist in seamless communication with witnesses regarding criminal case updates and the overall coordination of human services. The program also coordinates with countless community-based agencies in Denver through the Victim Services Network, a Denver-based collaborative of victim service providers, and throughout Colorado, to provide safe housing, basic resources, and counseling and therapy services. To meet the wide-ranging needs of victims and witness under protection, human services agencies engaged by the witness protection program include those in areas such as domestic violence; sexual assault; child abuse; legal aid; private therapy; housing, job, and transportation assistance; and welfare assistance.

Lifestyle Transformations

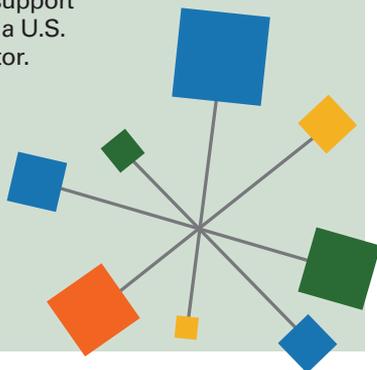
By their nature, all protection cases involve some form of lifestyle changes that can include physical relocation, change of employment or normal routines, and limited communication with loved ones. However, cases where victims and witnesses are involved in high-risk lifestyles, such as gang involvement, drug addiction, or the commercial sex industry, often demand intensive lifestyle transformations. Such a transformation is critical to the short- and long-term safety of the individual, as it removes him or her from environments and persons that may be closely linked to the defendant. Colorado is distinct in that its law includes the statutory protection of records from discovery, which ensures that the court will only receive summary information not inclusive of specific victim or witness details. Given that one of the biggest precursors of gang-related witness intimidation is the known location and accessibility of the witness, this is a critical element of the witness protection program's effectiveness.

The Denver program has taken on intensive lifestyle transformations for victims and

Witness Protection Program Case Examples

Multiagency Collaboration: The importance of multi-agency collaboration was clearly demonstrated by a murder case in which the multiple defendants were all gang affiliated, and the key witnesses were prior felons (serving in community, federal, or state corrections facilities). The victim in the case was not involved in a gang or crime. The successful prosecution required protection for those involved throughout the courthouse building and during transport, in addition to the protection of key witnesses and protection for the victim's family upon their arrival in Colorado for the trials. The Denver Police Department and Denver District Attorney's Office took on leadership roles, executing the protection program in conjunction with more than 10 additional agencies. The U.S. Marshals were key components of the team, providing expertise and important equipment. The Denver Emergency Preparedness Center was utilized as a center of operations over the course of the lengthy trials. All parties were successfully protected, and all defendants were convicted and sentenced to extensive periods of incarceration.

Interstate Service Collaboration: A specific example of interstate service collaboration involved the complete identity change of a client who was endangered from domestic violence by a drug cartel offender. This case resulted in a successful transformation of the victim's identity and lifestyle. In addition to the core teams from the Denver Police Department and Denver District Attorney's Office, the effort included community-based service providers in two states; cooperation from a university, the department of motor vehicles, and the Social Security Administration; and support from a U.S. senator.



witnesses involved in cases of human trafficking and gang-related violence, as well as cases where witnesses were involved in criminal activities prior to admittance to the program. In order to achieve a successful lifestyle transformation, it is important for the team to act immediately to evaluate the potential for the transformation and the services needed to complete it. The services provided to victims and witnesses as part of this strategy include an aggressive action plan for transformative steps, frequent contact and monitoring of the victim or witness, and provision of diverse support services.

Often, victims and witnesses who require intensive lifestyle transformations do not have the capacity or self-esteem to fully engage in this change and in supporting themselves. This results in one of the most exhausting and emotionally draining aspects of the team's work, as it requires a significant amount of support and can be dangerous for team members. For example, these cases require a significant time commitment and dedication not only to these individuals' safety from external harm, but also to their safety from themselves. This can result in a loss of boundaries and perspective in these cases that can compromise officer safety. Therefore, it is essential to engage community-based agencies to provide services such as substance abuse counseling, continuing education, career counseling, and life coaching for those undergoing lifestyle transformations.

Because all clients experience some form of lifestyle transformation, whether small or significant, all clients receive lifestyle transformation service strategies through their involvement in the program.

Over the years, the Witness Protection Team has also learned valuable strategies for addressing the difficult task of protecting someone while still allowing that individual to continue with his or her life. Some of these strategies include the following:

- Identifying hotels outside of the individual's immediate area and setting up a direct billing account. This will lessen the chances that the protected individual will run into people that he or she knows.
- Providing disposable phones instead of cellphones in the protected individual's name.
- Providing grocery cards and encouraging individuals to order groceries online and have them delivered. Limiting the protected persons' movement, especially to places where they could be recognized, is key.

Conclusion

The successful investigation and prosecution of violent crimes depends largely on the information and testimony of victims

and witnesses. By implementing the three main program components and adhering to the program philosophy described herein, the Denver District Attorney's Witness Protection Program has seen excellent results. The operation of this program requires constant collaboration with city, state, and federal law enforcement agencies, as well as community-based human services agencies. Coordination between the program and myriad government agencies and nonprofit organizations is essential to providing victims and witnesses with safe and supportive services throughout the protection process. These ongoing relationships are central to victim and witness protection coordination and offer the opportunity to debrief on current cases, create individually tailored safety plans for each case, and work within previously established protocols to take action on new cases. Each agency intersects with victims and witnesses in different contexts and at different points in the justice system, and the relationships between these agencies are not only key to the program's success, they also have created a culture of mutual accountability that helps guide the program. ♦

Much of this article's content is drawn from the *Denver Witness Protection Implementation Guide*, which can be found online at <http://www.apainc.org/wp-content/uploads/Denver-Witness-Protection-Implementation-Guide-Final-1.pdf>.

Notes:

¹U.S. Marshals Service, "Witness Security Program," <https://www.usmarshals.gov/witsec/index.html>.

²Robert Phansalkar, "Stop Snitchin' Won't Stop Crime," *The Badger Herald*, May 1, 2007, <https://badgerherald.com/opinion/2007/05/01/stop-snitchin-wont-s>.

³David Olinger, "Witnesses Killed Statewide," *Denver Post*, September 28, 2007, <https://www.denverpost.com/2007/09/28/witnesses-killed-statewide>.

⁴An Act Concerning a Requirement for Training to Implement Witness Protection Programs, Col. Rev. Stat. §24-33.5-106 (May 30, 2006).

⁵Denver District Attorney's Office, *Denver Witness Protection Program Guide*, <http://www.apainc.org/wp-content/uploads/Denver-Witness-Protection-Implementation-Guide-Final-1.pdf>.

PRODUCT FEATURE:

SOCIAL MEDIA: FINDING WHAT WORKS FOR YOU

By Scott Harris, Freelance Writer

Social media is frequently seen by the law enforcement community as a tool for investigation or straightforward information sharing. While it certainly has clear value in those regards, social platforms are always evolving, as are the purposes they can serve.

They might not always provide instant gratification, but social media channels can help strengthen community relationships in any number of ways, establish a new dimension to a police department's presence in the lives of local citizens, and ultimately help solve more crimes.

According to data from the IACP, more than 90 percent of law enforcement agencies use some form of social media. A 2016 report from IACP and the Urban Institute found that 91 percent of police departments use it to notify the public of safety concerns, 89

percent use the technology for community outreach and citizen engagement, and 86 percent use it for public relations and reputation management.¹

"It's hard sometimes to get people involved, come to meetings, but with social media you can maintain your normal lifestyle and still be involved," said Lieutenant Christopher Cook, public information officer for the Arlington Police Department (APD) in Texas and general chair for the IACP Public Information Officers Section. "We don't want to just push information out. We want to engage, have people help us solve crimes and come to events."²

Social media can mean different things, but, generally speaking, the term can apply to any form of electronic communication through which users share information or other content. Lieutenant Cook and APD

are leaders in adopting and leveraging social media, dating back to their first Facebook account in 2011.

The department is consistently recognized as one of the most social media-savvy police agencies in the United States. Among its accolades, the department was recognized for three consecutive years (2012–2014) for the Most Innovative Use of Social Media by the Texas Center for Digital Government.³

When it comes to social media planning, one size does not fit all. Whether for one social channel or several, effective strategies are based on location, demographics, staff knowledge and bandwidth, and an agency's objectives for creating a presence on a given platform. Each social media channel has its own distinctive attributes.

"We try to take the news and bring it to where people are at," Lieutenant Cook said. "It's easier to put public safety information out through a tweet than through typing up a news release and hoping people will cover it. Law enforcement is slow to adapt to change sometimes, but you can see more departments starting to embrace this."⁴

f Facebook

When APD created its first Facebook account, it was strictly as a tool to recruit new officers, but, over time, it morphed into something bigger.

According to Lieutenant Cook, the department's Facebook account now boasts more than 103,000 fans.⁵

The agency's Facebook account is frequently thought of as an investigative tool, but also provides extensive tools for communicating with fans—those who have "liked" the profile page—in the community and beyond. With the opportunities for users to post entire photo collections and large swaths of text—not to mention the 2 billion monthly users that make it the planet's top social media destination—Facebook provides the easiest and most versatile path for social communication.⁶ The recently expanded Facebook Live tool also allows users to upload streaming video.





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Twitter

Facebook may have the most versatility, but that does not necessarily make it the best tool for every agency.

According to Marc Marty, a police sergeant and social media educator blogging on LawEnforcement.social, Twitter is nothing less than “the best tool for Emergency Management on the internet.”⁷

Unlike Facebook or other platforms, Twitter is designed to inform and interact with other users on a minute-to-minute basis, with tweets easily shareable beyond the group that previously self-selected an interest by following the account. The site’s recent decision to double its character limit from 140 to 280 also expands the capacity for text.

On Twitter, comments and conversations can arise more readily than in other channels. That can be a double-edged sword, and one for which social media managers should be prepared.

On one hand, it can be relatively easy to attract an audience with a good tweet or ongoing idea. For example, in 2011, APD coined the term “tweetalong,” used to describe a virtual ride-along experience conducted through Twitter. The idea had staying power and still occurs today.⁸

On the other hand, citizens can and do seek out local police Twitter accounts with both positive and negative feedback. Although there is nothing inherently wrong with this discourse, Lieutenant Cook advises that those who monitor the accounts be prepared to respond constructively and diplomatically to any public input.

“If people message us, we try to acknowledge them,” said Lieutenant Cook of APD’s Twitter account, which now has about 116,000 followers. “Somebody tweeted us last to say they saw an officer talking on his phone. We explained that that is not illegal, although texting is. That person may not have liked law enforcement very much, but it showed we were still willing to speak with him.”⁹



LinkedIn

According to the IACP and Urban Institute survey, 58 percent of agencies that use social media do so for recruitment and applicant vetting purposes.¹⁰

If recruiting and networking are the goals of a social media strategy, then LinkedIn should be a key element. The world’s largest social networking site for professionals now has about 500 million users and an average of 10 million job postings at any given time.¹¹

Although the site is not overly robust beyond the professional networking functions, it does have a virtual stranglehold on the recruitment and hiring segment of the social market. With user-friendly connecting and messaging forums, the site is easy to use. According to a 2016 survey created

by recruiting software firm SocialTalent and recruiter Alexander Mann Solutions, 97 percent of recruiting professionals use LinkedIn to seek out and acquire talent.¹²



Instagram

Instagram is the most popular social channel for uploading and sharing images, making it a common choice for agencies looking to distribute pictures from department events and community activities.

However, it can be easy for an organization’s photos to fall into monotony. Experts recommend avoiding the “grip and grin” trap. “We look for innovative approaches that will resonate with followers,” Lieutenant Cook said. “If you put up one photo a week of a smiling officer, that doesn’t engage people.”¹³

Instead, focus on “shareable” content that centers around a theme or directive, like a post associated with the popular “Back the Blue” social campaign or simply asking followers to thank an officer for his or her work. “We include contests or things where we are asking for their input,” Lieutenant Cook said. “We find people are more likely to comment or share if there’s some kind of call to action.”¹⁴



YouTube

Just as Instagram is the most popular destination for images, YouTube is the one-stop-shop for video.

The Google-owned site now offers content options that go well beyond the user-generated material that was once its bread and butter, but any individual or group can still create a YouTube account and begin uploading video.

APD regularly produces a YouTube program titled “Inside APD,” each installment of which ranges in run time from one to three minutes and focuses on different aspects of police work and APD units and activities.

Like text or still images, video can deliver just about any message or tone. APD uses its YouTube account, Lieutenant Cook says, to help convey police stories that do not always find their way to the public through traditional channels. “We like to look for positive stories,” Lieutenant Cook said. “There’s only so much room for positive stories on any regular newscast. But cops are doing great things out here.”¹⁵



Snapchat

Perhaps the newest major social media sensation, Snapchat is frequently associated, in a law enforcement context, with its status as an unintentional (but effective) haven for child predators and other criminals.¹⁶ That view is mainly because of the app’s unique feature, which causes content to be automatically and permanently deleted shortly after it is shared.

Still, Snapchat is the most popular social media choice for teenagers. According to a 2017 survey from RBC Capital Markets, more teens (79 percent) said they had a Snapchat account than any other type of social media. (Instagram was second with 73 percent, while Facebook was well behind at 57 percent.)¹⁷

Relatively few law enforcement agencies use new social platforms such as Snapchat, but Lieutenant Cook said departments should be open to experimentation as a way of reaching new—and younger—eyes and ears in their communities.

“Teenagers have really evolved,” he said. “They are on Snapchat and Instagram now. To reach these types of audiences, we have to adapt as well. Nine times out of ten, when I see a youth at one of our mentoring events or another one of our events, when I ask them how they found out about it, they say they saw it on social media.”¹⁸ ♦

Notes:

¹KiDeuk Kim, Ashlin Oglesby-Neal, and Edward Mohr, *2016 Law Enforcement Use of Social Media Survey: A Joint Publication By the International Association of Chiefs of Police and the Urban Institute* (Washington, DC: Urban Institute, 2017), <http://www.theiacp.org/Portals/0/documents/pdfs/2016-law-enforcement-use-of-social-media-survey.pdf>.

²Christopher Cook (public information officer, Arlington Police Department), telephone interview, February 12, 2018.

³Arlington Police Department (APD), Media Office, <http://www.arlington-tx.gov/police/media-office>.

⁴Cook, interview.

⁵Cook, interview.

⁶Josh Constine, “Facebook Now Has 2 Billion Monthly Users...and Responsibility,” TechCrunch, June 27, 2017, <https://techcrunch.com/2017/06/27/facebook-2-billion-users>.

⁷Marc Marty, Law Enforcement Social, “Twitter’s 280 Characters and Emergency Management,” November 26, 2017, <https://lawenforcement.social/blog/twitter-s-280-characters-emergency-management>.

⁸APD, Media Office.

⁹Cook, interview.

¹⁰Kim, Oglesby-Neal, and Mohr, *2016 Law Enforcement Use of Social Media Survey*.

¹¹Ingrid Lunden, “LinkedIn Hits 500M Member Milestone for its Social Network for the Working World,” TechCrunch, April 24, 2017, <https://techcrunch.com/2017/04/24/linkedin-hits-500m-member-milestone-for-its-social-network-for-the-working-world>.

¹²Social Talent, Alexander Mann Solutions, *2016 Global Recruiting Survey*, 2016, <http://185.38.105.30/docs/default-source/default-document-library/global-recruiting-survey-2016.pdf?sfvrsn=2>.

¹³Cook, interview.

¹⁴Cook, interview.

¹⁵Cook, interview.

¹⁶Jeremy Hobson, "Snapchat 'Has Become a Haven' for Child Predators, Criminal Justice Scholar Says," National Public Radio, WBUR, January 22, 2018, <http://www.wbur.org/hereandnow/2018/01/22/snapchat-child-predators>.

¹⁷RBC Capital Markets, LLC, *Internet Social Butterflies: Highlights from Our Third Social Media Survey*, December 8, 2017, <https://research.rbccm.com/sellside/EmailDocViewer?encrypt=fe696ecc-4007-4584-aaf8-89710eb48b1c&mime=pdf&co=rbcnew&id=dan@splatf.com&source=mail>.

¹⁸Cook, interview.



Law enforcement agencies aren't the only organizations using social media to connect with people in their community and worldwide. IACP has produced Awareness Briefs on violent extremists' use of various social media platforms, including Facebook, Twitter, and YouTube, as recruiting tools. Access these and other resources via the IACP Resource Download Station (www.theIACP.org/annual-conference-resources/#section-18).

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2018 BUYERS' GUIDE

Up-to-date listings of the latest products and services available to law enforcement

The annual *Police Chief* Buyers' Guide is the most important tool available to law enforcement executives putting together their equipment budgets, and the only buyers' guide supported by more than a century of IACP services and experience. A year-round desk reference, the Buyers' Guide offers the most up-to-date listings of the latest products and services available to law enforcement. Product listings have been classified according to function and sorted into the following 13 sections.

Administration
(see page 71)

Communications
(see page 71)

Computers
(see page 71)

Emergency Response
(see page 73)

Human Resources
(see page 73)

Investigation
(see page 73)

Security
(see page 73)

Tactical & Protective Equipment
(see page 74)

Traffic Enforcement
(see page 74)

Training
(see page 74)

Transportation
(see page 75)

Uniforms & Gear
(see page 75)

Weapons
(see page 75)



2018 BUYERS' GUIDE

CATEGORY LISTING

Administration

Agency standards
Alcohol/drug education products
Architects/designers
Assessment centers
Associations
Awards/medals/plaques
Community programs
Conferences, educational
Consultants
Detention/jail equipment
Filing/storage systems
Lockers
Medallion holders
Office equipment/supplies
Parade equipment
Policy/procedure materials
Public education materials
Robots/public service
Safes/vaults/locks
Security franchising
Translation services

Communications

Amplifiers/bridges/filters/multiplex systems
Antennas
Batteries
Battery charges/analyzers
Dispatch systems, E911/CAD
Headsets
Interoperability
Mobile communications/MDTs
Mounting equipment/hardware
Radio accessories
Recorders, audio
Repeaters
Scanners
Surveillance
Tape/storage equipment
Telephone

Computers

911/E911
AFIS
Alarm billing and collections
Arrest/booking
Artificial intelligence
Automatic vehicle locators
Case management
Communications management
Community policing
Computer-aided dispatch
Crime analysis
Crime scene analysis
Custom software
Data destruction
Data mining
Data recovery
Domestic violence tracking
Emergency management
Facial recognition

False alarm reduction
Fleet management
Forensics
Gang tracking
Geographic information
GPS
Gunshot location
Image search and analysis
Incident-based reporting system
Information sharing/NCIC
Intelligence-led policing
Internet services
Investigative
License plate recognition
Mapping
Mobile devices
Narcotics investigation
Networks
Online services
Peripherals
Personnel management/scheduling
Photo identification
Portable/in-car
Predictive policing
Property/evidence management
Records management
Report writing
Terrorism
Touch screen computers, kiosks
Towing management
Traffic crash investigation
Traffic/parking violation management
Training
Uniform crime reports
Video analysis & enhancement
Warrant records
Weapon tracking

Emergency Response

Alarms/evacuation
Ambulances/accessories
First aid products
Flares/guns/cases
Flashers
Gas detectors
Hazardous materials equipment
Hospital equipment
Lights, emergency
Rescue/disaster equipment

Human Resources

Departmental promotions
Identification, personnel
Personnel screening/testing
Personnel/recruitment

Investigation

Biometrics equipment
Cameras, digital
Cameras, surveillance
Cameras, video

Countermeasure devices
Crime scene clean up
Crime scene processing equipment
DNA test kits
DNA testing services
Evidence collection
Evidence, currency processing
Evidence storage/security
Explosive detection systems
Fingerprint kits
Forensic test equipment/kits
Gunshot residue test kits
Laboratory equipment/supplies
Lights, special purpose
Marine/diving equipment
Surveillance equipment
Thermal imaging systems
Tracking devices
Voice analysis

Security

Access control devices/systems
Alarm systems/intrusion detection systems
Bullet-resistant glass/plastic
Cameras, CCTV/security
Communications security systems
Deterrent systems
ID systems/badges
Metal/weapon detectors
Security devices/systems

Tactical and Protective Equipment

Armored shields
Ballistic materials
Barricades
Body armor
Bomb detection
Bomb disposal
Cameras, body-worn
Cases, protective
Chemical munitions
Entry devices
Eyewear
Gas masks/accessories
Goggles, safety
Gun retention devices
Helmets
Lights, special purpose
Personal protective devices
Restraint/defense devices
Robots, tactical

Traffic Enforcement

Alcohol/drug detection devices
Collision reporting services
E-Citation
Measuring devices
Parking enforcement equipment
Pedestrian safety equipment
Red light cameras

2018 BUYERS' GUIDE CATEGORY LISTING

Signs
Speed cameras
Speed detection equipment
Tire deflation devices
Traffic control systems
Traffic markers/cones/flashers

Training

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Courses/schools/seminars
Crime prevention
Defensive tactics training
Devices/aids, training
Distance learning
DNA
Driver training
Emergency medical devices training
Equipment, training
Films/slides/videos
Firearms training
Forensics
Graduate and undergraduate degrees
Homeland security
Interrogation/investigation training
Law enforcement schools
Legal training
Management training
Polygraph training
Rescue training
Tactical training

Transportation

Aircraft/accessories/parts
Auto parts
Bicycles
Command centers, mobile
Helicopters
Lights, mounted
Motorcycles/accessories
Mounting hardware
Partitions/screens/shields
Push bumpers
Recording systems, in-car
Sirens
Theft prevention devices
Trunk organizers
Vehicle accessories
Vehicle modification/custom design
Vehicles, patrol
Vehicles, prisoner transport
Vehicles, special purpose
Vehicles, SWAT
Vehicle tracking systems

Uniform & Gear

Badges/shields/cases
Duty equipment, accessories
Emblems/insignia/nameplates
Flashlights
Footwear
Gloves

Name badges
Special apparel
Uniform accessories

Weapons

Batons/baton carriers
Holsters
Knives
Scopes/sights

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Weapon accessories
Weapon cleaning equipment
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Weapons, grips
Weapons, less-lethal
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Weapons, storage/security

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To make the most efficient use of the Buyers' Guide, use the classified listings of products and services, beginning on page 71, to identify those companies that manufacture or supply the products and services in which you are interested.

Advertisers in this issue are identified in turquoise. Page number references are provided along with the alphabetical listings in the Directory; please refer to the advertisements in this issue for further information about these companies' products and services.

To locate a given company's complete mailing address, as well as available phone, email, and Internet addresses, go to the Directory section, which begins on the next page.

To determine the nature of each company listed, the following codes have been provided throughout the Buyers' Guide:

Dealer	D	Online	OL
Distributor	DS	Publisher	P
Government	G	School	S
Manufacturer	M	Service/Consultant	SC
Nonprofit	NP		

Please mention the *Police Chief* Buyers' Guide when you make an inquiry or place an order.

The manufacturers, suppliers, and service organizations listed in the 2018 edition of the *Police Chief* Buyers' Guide have contributed the information contained within. The listings are not intended to be all-inclusive. If your company is not represented in these pages, please contact [Danielle Gudakunst](mailto:danielle.gudakunst@theiacp.org) at 703-647-7321 or dgudakunst@theiacp.org with a request for information regarding the 2019 edition. Those who request this information, along with those listed in this edition, will be provided with 2019 submission information well in advance of the closing date for that issue.

Every effort has been made to ensure the accuracy of these listings. However, as the Buyers' Guide is produced as a courtesy listing, we cannot be responsible for errors or omissions. IACP endorsement or approval of the companies and products listed is in no way implied.



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Website: www.cmcgov.com
- Code 3, Inc M**
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Phone: (314) 426-2700
Email: C3-CS@code3esg.com
Website: www.code3esg.com
- Cognitec Systems M**
200 Ledgewood W, Ste 100
Rockland MA 2370 USA
Phone: (781) 616-0600
Email: info@cognitec.com
Website: www.cognitec.com
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- Coins For Anything, Inc M**
10430 Courthouse Rd
Spotsylvania VA 22553 USA
Phone: (540) 376-7000
Email: chris@coinsforanything.com
Website: https://coinsforanything.com
- Communications-Applied Technology M**
11250-14 Roger Bacon Dr
Reston VA 20190 USA
Phone: (703) 481-0068
Email: info@c-at.com
Website: www.c-at.com
- Computer Information Systems, Inc D-M-DS-OL-P-SC**
7840 Lincoln Ave, Ste 201
Skokie IL 60077 USA
Phone: (877) 673-7800
Email: lberk@cis.com
Website: www.cis.com
- CorBon Inc M**
1311 Industry Rd,
Sturgis SD 57785 USA
Phone: (605) 347-4544
Email: info@corbon.com
Website: www.corbon.com
- Corona Solutions SC**
4610 S Ulster St, Ste 150
Denver CO 80237 USA
Phone: (720) 685-9550
Email: sales@coronasolutions.com
Website: www.coronasolutions.com
- Crime Scene Supply, Inc M-DS**
2346 Hidden Valley Rd
Hiawasse GA 30546 USA
Phone: (706) 896-9742
Email: rjk.css@brmemc.net
Website: www.crimescene-supply.com
- CrimeCenter Software DS-SC**
One Gateway Center, Ste 2310
Newark NJ 7102 USA
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Email: info@crimecenter.com
Website: https://crimecenter.com
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- CrimeSoft, Inc M**
133 N Lightburne St
Liberty MO 64068 USA
Phone: (816) 781-9305
Email: sales@crimesoft.com
Website: www.crimesoft.com
- Crimestar Corporation M-DS**
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Santa Barbara CA 93160 USA
Phone: (877) 767-4267
Email: info@crimestar.com
Website: www.crimestar.com
- Crisis Response Journal P-SC**
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Dorking Surrey RH4 3EB UK
Phone: (020) 348-8265
Email: info@crisis-response.com
Website: www.crisis-response.com
- Crossmatch M**
3950 RCA Blvd, Ste 5001
Palm Beach Gardens FL 33410 USA
Phone: (561) 622-1650
Email: cm@crossmatch.com
Website: www.crossmatch.com
- Cummins Allison M-DS**
852 Feehanville Dr
Mount Prospect IL 60056 USA
Phone: (847) 759-5816
Email: wallacek@cumminsallison.com
Website: www.cumminsallison.com/law
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Scotts Valley CA 95066 USA
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Email: lallyn@cyrun.com
Website: www.cyrun.com
- Dace IT LLC d/b/a Sense Traffic Pulse D-SC**
3960 Howard Hughes Pkwy, Ste 500
Las Vegas NV 89169 USA
Phone: (702) 518-6335
Email: ldace@dace-it.us
Website: https://dace-it.us
- Dan Burns Associates, Inc D-DS-SC**
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High Point NC 27262 USA
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Email: bluffton1@aol.com
Website: www.erieffwatches.com
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Phone: (519) 342-3177
Email: sales@deeptrekker.com
Website: www.deeptrekker.com
- Dehner Co, Inc D-M-DS**
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Omaha NE 68105 USA
Phone: (402) 342-7788
Email: info@dehner.com
Website: www.dehner.com
- Dektor Corporation D-M-DS**
400 E. Station Ave, 225
Coopersburg PA 18036 USA
Phone: (215) 631-1448
Email: admin@dektorpse.com
Website: www.dektorpse.com
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13760 Noel Rd, Ste 327
Dallas TX 75240 USA
Phone: (800) 747-3557
Email: info@digitalboundary.net
Website: www.digitalboundary.net

Disguised Antennas D-M-DS
848 N Rainbow Blvd, 619
Las Vegas NV 89107 USA
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Email: sales@disguisedantennas.com
Website: www.disguisedantennas.com

Dispatch & Tracking Solutions OL-SC
2121 Sage Rd, Ste 380
Houston TX 77056 USA
Phone: (678) 230-2796
Email: jhaliburton@dtdispatch.com
Website: www.dtdispatch.com

DME Forensics SC
17301 W Colfax Ave, Ste 400
Golden CO 80401 USA
Phone: (800) 413-0363
Email: contact@dmefforensics.com
Website: www.dmefforensics.com

DNA InternationalSC
260 SW Natura Ave
Deerfield Beach FL 33441 USA
Phone: (954) 426-5163
Email: info@dnalabs
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Email: lawenforcement@
chrysler.com
Website: www.fcausfleet.com
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Indianapolis IN 46268 USA
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Email: info@dqeready.com
Website: www.dqeready.com

Dragon Lazer M
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Royal Palm Beach FL 33421 USA
Phone: (561) 432-9100
Email: dbteambill@gmail.com
Website: www.dragonlazer.net

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Barcode Systems**M-SC
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Kirkland WA 98052 USA
Phone: (425) 216-1204
Email: robf@dsisales.com
Website: http://dynamic-systemsinc
.com/software/law-enforcement

ECAMSECURE D-M-DS-SC
3400 E. Airport Way
Long Beach CA 90806 USA
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Email: marketing@ecamsecure.com
Website: www.ecamsecure.com/
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**Eden K9 Consulting &
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Chestermere AB T1X 1T7 Canada
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Email: rseden@policek9.com
Website: www.katsplatinum.com
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Eimpound.com OL
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Las Vegas NV 89123 USA
Phone: (678) 230-2796
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Website: www.eimpound.com

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575 W 3200 S
Logan UT 84321 USA
Phone: (435) 753-8448
Email: cort@ekusa.com
Website: https://ekusa.com/

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Safety Degrees**OL-S-NP
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Richmond KY 40475 USA
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Email: christopher.adkins@eku.edu
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Boca Raton FL 33487 USA
Phone: (561) 244-8337
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Website: http://elmridge
protection.com

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67 S. Higley Rd, 103-143
Gilbert AZ 85296 USA
Phone: (480) 296-6447
Email: info@endxsystems.com
Website: www.endxsystems.com



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Phone: (812) 330-7101
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Website: www.equature.com
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Website: https://estesaws.com

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Victoria BC V8R 2T4 Canada
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Website: www.geoo.com/pages/
public_safety

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Email: info@gharmorsystems.com
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Website: www.guardpd.com

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Anderson IN 46018 USA
Phone: (765) 621-8424
Email: info@guardiantracking.com
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GunBusters SC
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Chesterfield MO 63005 USA
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2320 Fortune Dr, Ste 120
Lexington KY 40509 USA
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Email: service-hna@haix.com
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Hawk Analytics SC
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HD BarcodeM-P
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Website: www.hdbarcode.com

HeartMath Institute NP
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Phone: (831) 338-8759
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Website: www.heartmath.org/
responders

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Website: www.holmans.com
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912 Bethel Cir
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Phone: (608) 849-6313
Email: schultz1@chorus.net
Website: www.humanerestraint.com



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Saint Paul MN 55125 USA
Phone: (800) 227-9640
Email: iacpnet@theiacp.org
Website: www.iacpnet.com
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IDEMIA.....M-SC

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Phone: (978) 215-2400
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Website: www.idemia.com

Information Builders.....SC

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Phone: (212) 736-4433
Email: kathleen_moran@ibi.com
Website: www.informationbuilders.com

Institute of Police Technology & Management (IPTM).....S

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Jacksonville FL 32224 USA
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Website: https://iptm.unf.edu

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International Armored Group.....M

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Saint Augustine FL 32086 USA
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Email: info@interarmored.com
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44 Canal Center Plaza, Ste 200
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Email: info@theiacp.org
Website: www.theIACP.org

International Police Mountain Bike Association (IPMBA).....NP

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Baltimore MD 21228 USA
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Email: info@ipmba.org
Website: www.ipmba.org

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Website: www.ekentech.com

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Lenexa KS 66219 USA
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LanguageLine Solutions.....OL-P-SC-S

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Email: lauri@lawscomm.net
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Email: lking@ldvusa.com
Website: www.ldvusa.com

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Plano TX 75024 USA
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Website: www.leadsOL.com

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Louisville KY 40202 USA
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Email: dsimmons@learninghouse.com
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5858 Enterprise Dr
Lansing MI 48911 USA
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Email: info@lectronixinc.com
Website: www.lectronixinc.com

LEDLights.....M

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Rockledge FL 32955 USA
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Email: christina@ledlights.com
Website: http://ledlights.com

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Email: info@lenspen.com
Website: www.lenspen.com

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Email: elsagalpr@solutions@leonardocompany-us.com
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Lexipol.....SC

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Frisco TX 75034 USA
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Email: G@liberty.edu
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Santa Cruz CA 95062 USA
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Website: www.lifesafetysys.com

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Citrus Heights CA 95610 USA
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Website: www.logictreet.com

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Website: www.louroe.com

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Fort Collins CO 80528 USA
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Email: lumen@numerica.us
Website: www.numerica.us/lumen

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Northbrook IL 60062 USA
Phone: (847) 459-1460
Email: sales@lund-industries.com
Website: www.lund-industries.com

Lynn Peavey Company M-DS-OL

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Lenexa KS 66215 USA
Phone: (800) 255-6499
Email: lpy@peaveycorp.com
Website: www.lynnpeavey.com

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Ontario CA 91761 USA
Phone: (909) 947-1006
Email: rkarst@magmail.com
Website: www.maglite.com

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Knoxville TN 37930 USA
Phone: (865) 322-9715
Email: sales@magneticmic.com
Website: www.magneticmic.com

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New York City NY 10016 USA
Phone: (212) 651-9154
Email: info@mark43.com
Website: www.mark43.com

Markl Supply Company, Inc..... D

904 Perry Hwy
Pittsburgh PA 15229 USA
Phone: (412) 358-9660
Email: info@marksupply.com
Website: www.marksupply.com

Martel Electronics..... M

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Yorba Linda CA 92887 USA
Phone: (800) 553-5536
Email: law@marteldigital.com
Website: www.marteldigital.com

**McClaren, Wilson & Lawrie, Inc
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Laurel MD 20708 USA
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Website: www.mountainuniforms.com

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Website: www.mphindustries.com

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NEC Corporation of America

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 Lexipol.....SC
 Martel Electronics.....M
 McLaren, Wilson, & Lawrie Inc
 (Architects).....SC
 MdE, Inc.....M-OL-SC
 Military Media, Inc.....OL-P-SC
 MT2 Firing Range Services.....SC
Redstone Architects Inc.....SC
Schedule Express.....M-OL-SC

Detention/jail equipment

Genlantis.....D
 Louroe Electronics.....M
 NarCase/Tac Life Systems LLC.....M-DS-OL
 Quarton USA Inc/Beamshot.....M-DS

Filing/storage systems

C&A Associates.....M
Envisage Technologies.....OL
 Face Forensics Inc.....M
 QueTel Corporation.....M-OL-SC

Lockers

EdgecoAmerica.....M-DS
 Estes AWS.....M
 Salsbury Industries – Lockers.com.....M-DS-OL

Medallion holders

Awards & More.....M-DS
 Coins for Anything, Inc.....M

Office equipment/supplies

EdgecoAmerica.....M-DS
 Louroe Electronics.....M

Parade equipment

Liberty Art Works, Inc.....M-DS-OL
 Trikke Electric Patrol Vehicle.....M-DS

Policy/procedure materials

Envisage Technologies.....OL
 IACP Law Enforcement Policy Center.....NP
IACP Net.....OL
 MdE, Inc.....SC

Public education materials

Policestickers.com.....M
 Robotronics Inc.....M

Robots/public service

Deep Trekker Inc.....M-SC
HOLMANS USA.....D
 RoboteX, Inc.....M
 Robotronics Inc.....M
 Sarcos Robotics.....M

Safes/vaults/locks

Blac-Rac – Weapons Retention Systems.....M
 EdgecoAmerica.....M-DS
 Estes AWS.....M
 Key Tracer Systems.....D
 Tuffy Security Products.....M

Security franchising

KENTECH Consulting Inc.....SC

Translation services

LanguageLine Solutions.....OL-P-SC-S
 Net Transcripts Inc.....OL-SC

Communications

Amplifiers/bridges/filters/multiplex systems

Anchor Audio.....M
 Code 3, Inc.....M
 Telewave, Inc.....M

Antennas

Disguised Antennas.....D-M-DS
 Kirmuss & Associates/Anderson-
 iNELLI-smartbattery.....M-DS
 Telewave, Inc.....M

Batteries

Kirmuss & Associates/Anderson-
 iNELLI-smartbattery.....M-DS

Battery charges/analyzers

Kirmuss & Associates/Anderson-
 iNELLI-smartbattery.....M-DS

Dispatch systems, E911/CAD

Computer Information
 Systems, Inc.....D-M-DS-OL-P-SC
 Crimestar Corporation.....M-DS
 Dispatch & Tracking Solutions.....OL-SC
Equature.....M
 GeoSafe.....M-DS
 MdE, Inc.....M-OL-SC
 MobileTec International, Inc.....D-DS-M-SC
 Spillman Technologies.....D
 Superion.....M

Headsets

Disguised Antennas.....D-M-DS
 Pryme Radio.....M-OL
 Twitco Distributing.....DS

Interoperability

Communications-Applied Technology.....M
 Disguised Antennas.....D-M-DS
 Futurecom Systems Group, ULC.....M
 GeoSafe.....M-DS
 Iridium Communications Inc.....M-SC
 Radio IP Software Inc.....D-DS-SC
 Vidsys.....M-DS

Mobile communications/MDTs

Computer Information
 Systems, Inc.....D-M-DS-OL-P-SC
 elmpound.com.....OL
 Getac Video Solutions.....M-OL-SC
 Iridium Communications Inc.....M-SC
 LETS Corporation.....M-SC
 LogicTree IT Solutions, Inc.....SC
 Radio IP Software Inc.....D-DS-SC
 SureCall.....M
 TriTech.....M-DS-OL
 Visual Labs.....M

Mounting equipment/hardware

Disguised Antennas.....D-M-DS
 Magnetic Mic.....M
 Telewave, Inc.....M

Radio accessories

Iridium Communications Inc.....M-SC
 Kirmuss & Associates/Anderson-
 iNELLI-smartbattery.....M-DS
Leonardo/ELSAG ALPR Systems.....M
 Magnetic Mic.....M
 Pryme Radio.....M-OL
 Twitco Distributing.....DS

Recorders, audio

Blueline Sensors LLC.....M
Equature.....M
 EXACOM, Inc.....M-SC
 Louroe Electronics.....M
 NICE.....M
 Visual Labs.....M

Repeaters

Communications-Applied Technology.....M
 Futurecom Systems Group, ULC.....M
 SureCall.....M

Scanners

E-Seek Incorporated.....M-DS

Surveillance

10-8 Video.....M-OL
 Berkeley Nucleonics Corp.....DS
 Blueline Sensors LLC.....M
 Dace IT LLC d/b/a Sense Traffic Pulse.....D-SC
 LETS Corporation.....M-SC
 Life Safety Systems, Inc.....DS
 Louroe Electronics.....M
NDI Recognition Systems.....M-DS
 Passport Systems, Inc.....M
 Point Blank Enterprises.....M
 Pryme Radio.....M-OL
 QuiqLite, Inc.....M
 Sarcos Robotics.....M
Sirchie.....M
Total Recall Corp.....D
 Twitco Distributing.....DS
 Ubibird Inc.....OL-SC
 Vidsys.....M-DS
 Wanco Inc.....M
 The Will-Burt Company.....M

Tape/storage equipment

Salsbury Industries - Lockers.com.....M-DS-OL

Telephone

Iridium Communications Inc.....M-SC
 SureCall.....M

Computers

911/E911

Cyrun Corporation.....M-OL-DS
 EXACOM, Inc.....M-SC
 MobileTec International, Inc.....D-DS-M-SC
 TriTech.....M-DS-OL

AFIS

IDEMIA.....M-SC
NEC Corporation of America.....M

Alarm billing and collections

MobileTec International, Inc.....D-DS-M-SC
 Public Safety Corporation (CryWolf).....M-SC

Arrest/booking

Computer Information
 Systems, Inc.....D-M-DS-OL-P-SC
 Cyrun Corporation.....M-OL-DS
 IDEMIA.....M-SC
 Optimum Technology, Inc.....M

Artificial intelligence

Dace IT LLC d/b/a Sense Traffic Pulse.....D-SC
 ROMI Analytics.....SC
 Umbo Computer Vision.....M-SC
 Veritone Government.....SC
 Visionations/CrimePad.....M-OL

Automatic vehicle locators

Visual Labs.....M

Case management

CrimeCenter Software	DS-SC
Cyrun Corporation.....	M-OL-DS
DME Forensics.....	SC
Mark43.....	M
MobileTec International, Inc.....	D-DS-M-SC
Optimum Technology, Inc.....	M
Vidsys.....	M-DS

Communications management

Awareity.....	OL-SC
Digital Boundary Group.....	SC
InTime.....	OL

Community policing

3SI Security Systems	M
Corona Solutions.....	SC
Cyrun Corporation.....	M-DS
GeoOrbital.....	M
Public Safety Software Group.....	OL
Spillman Technologies.....	D

Computer-aided dispatch

Computer Information Systems, Inc.....	D-M-DS-OL-P-SC
Crimestar Corporation.....	M-DS
Cyrun Corporation.....	M-OL-SC
Dispatch & Tracking Solutions.....	OL-SC
Mark43.....	M
MobileTec International, Inc.....	D-DS-M-SC
Spillman Technologies.....	D
Superion.....	M
TriTech.....	M-DS-OL

Crime analysis

CMC Government Supply.....	DS
Hawk Analytics.....	SC
Information Builders.....	SC
LeadsOnline.....	SC
Lumen – Numerica Corp.....	D-M-SC
Mark43.....	M
NDI Recognition Systems	M-DS
Optimum Technology, Inc.....	M
Superion.....	M
TriTech.....	M-DS-OL
Visionations/CrimePad.....	M-OL

Crime scene analysis

Civerex Systems Inc.....	M-OL-P-SC
HOLMANS USA	D
NEC Corporation of America	M
Visionations/CrimePad.....	M-OL

Custom software

Aladtec, Inc.....	OL-SC
Awareity.....	OL-SC
C&A Associates.....	M
Dace IT LLC d/b/a Sense Traffic Pulse.....	D-SC
Detail Kommander.....	M-P-SC
Dynamic Systems - CheckMate	
Barcode Systems.....	M-SC
Eden K9 Consulting & Training Corp	M-SC
elmpound.com.....	OL
Envisage Technologies	OL
EXACOM, Inc.....	M-SC
GeoSafe.....	M-DS
HD Barcode.....	M-P
InTime.....	OL
Kustom Signals, Inc.....	M-DS
LeadsOnline.....	SC
Lexipol.....	SC
LogicTree IT Solutions Inc.....	SC
MdE, Inc.....	SC
NDI Recognition Systems	M-DS
Optimum Technology, Inc.....	M
QueTel Corporation.....	M-OL-SC
Radio IP Software Inc.....	D-DS-SC
ROMI Analytics.....	SC
Sierra-Pacific Software, LLC.....	M-SC
Thomson Reuters.....	OL-P-SC
Tyler Technologies	SC
Visionations/CrimePad.....	M-OL
Visual Labs.....	M

Data destruction

Renova Security Repairs.....	SC
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Data mining

Accident Support Services International Ltd.....	SC
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Corona Solutions.....	SC
Information Builders.....	SC
Lumen – Numerica Corp.....	D-M-SC
NDI Recognition Systems	M-DS

Data recovery

Dace IT LLC d/b/a Sense Traffic Pulse.....	D-SC
DME Forensics.....	SC

Domestic violence tracking

QueTel Corporation.....	M-OL-SC
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Emergency management

Passport Systems, Inc.....	M
Saber Security Solutions.....	SC
VidsysM.....	DS

Facial recognition

Arteco.....	M
Cognitec Systems	M
Dace IT LLC d/b/a Sense Traffic Pulse.....	D-SC
Equature	M
Face Forensics Inc	M
IDEMIA.....	M-SC
Lumen – Numerica Corp.....	D-M-SC
NEC Corporation of America	M
Total Recall Corp	D
Veritone Government.....	SC
Vidsys.....	M-DS
Vigilant Solutions.....	M

False alarm reduction

Public Safety Corporation (CryWolf).....	M-SC
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Fleet management

MdE, Inc.....	SC
Optimum Technology, Inc.....	M
Track Star International, Inc	M

Forensics

Civerex Systems Inc.....	M-OL-P-SC
Face Forensics Inc.....	M
Hawk Analytics.....	SC
HEMCO Corporation.....	M
HOLMANS USA	D
IDEMIA.....	M-SC
NEC Corporation of America	M
Sirchie	M

Gang tracking

Lumen – Numerica Corp.....	D-M-SC
NDI Recognition Systems	M-DS

Geographic information

C&A Associates.....	M
HOLMANS USA	D
Equature	M
Lumen – Numerica Corp.....	D-M-SC
ROMI Analytics.....	SC
Spillman Technologies.....	D

GPS

3SI Security Systems	M
Equature	M
GeoSafe.....	M-DS
HOLMANS USA	D
PRO-VISION Video Systems.....	M
Spillman Technologies.....	D
Track Star International, Inc	M
Visual Labs.....	M

Gunshot location

Equature	M
HOLMANS USA	D
Total Recall Corp	D
Louroe Electronics.....	M

Image search and analysis

Face Forensics Inc.....	M
NDI Recognition Systems	M-DS
Renova Security Repairs.....	SC

Incident-based reporting systems

Awareity.....	OL-SC
Civerex Systems Inc.....	M-OL-P-SC
Corona Solutions.....	SC
CrimeCenter Software	DS-SC
Crimestar Corporation.....	M-DS
LexisNexis Risk Solutions.....	DS-OL-SC
TriTech Software Systems.....	M
Visionations/CrimePad.....	M-OL

Information sharing/NCIC

Civerex Systems Inc.....	M-OL-P-SC
GeoSafe.....	M-DS

Intelligence-led policing

Accident Support Services International Ltd.....	SC
Corona Solutions.....	SC
CrimeCenter Software	DS-SC
Information Builders.....	SC
Ubibird Inc.....	OL-SC

Internet services

elmpound.com.....	OL
Iridium Communications Inc.....	M-SC
Ubibird Inc.....	OL-SC

Investigative

CrimeSoft, Inc.....	M
Dektor Corporation.....	D-M-DS
DME Forensics.....	SC
Hawk Analytics.....	SC
LeadsOnline.....	SC
LETS Corporation.....	M-SC
NDI Recognition Systems	M-DS
Net Transcripts, Inc.....	OL-SC
NICE.....	M
Saber Security Solutions.....	SC
Sas R & D Services Inc.....	M
Thomson Reuters.....	OL-P-SC
Verint.....	M
Vigilant Solutions.....	M

License plate recognition

American Traffic Solutions.....	SC
Arteco.....	M
JENOPTIK Traffic Solutions.....	M
Leonardo/ELSAG ALPR Systems	M
NDI Recognition Systems	M-DS
Passport Systems, Inc.....	M
PIPS Technology.....	M
POLIFORCE.....	M-DS
Thomson Reuters.....	OL-P-SC
Total Recall Corp	D
Veritone Government.....	SC
Vigilant Solutions.....	M

Mapping

Chesapeake Technology, Inc.....	M
Computer Information Systems, Inc.....	D-M-DS
Equature	M
Hawk Analytics.....	SC
HOLMANS USA	D
NDI Recognition Systems	M-DS

Mobile devices

Dynamic Systems - CheckMate	
Barcode Systems.....	M-SC
Getac Video Solutions.....	M-OL-SC
HOLMANS USA	D
LogicTree IT Solutions Inc.....	SC
Magnetic Mic.....	M
SureCall.....	M
Xplore Technologies.....	M

Narcotics investigation

Cummins Allison.....	M-DS
Laser Labs Inc	M
LETS Corporation.....	M-SC
NDI Recognition Systems	M-DS
Sas R & D Services Inc.....	M
Sirchie	M

Networks

C&A Associates.....	M
QueTel Corporation.....	M-OL-SC
SyferLock Technology Corporation.....	M

Online services

Aladtec, Inc.....	OL-SC
Eden K9 Consulting & Training Corp	M-SC
Envisage Technologies	OL
IACP Net	OL
InTime.....	OL
LeadsOnline.....	SC
Lexipol.....	SC
LexisNexis Risk Solutions.....	DS-OL-SC
Net Transcripts, Inc.....	OL-SC
Schedule Express	M-OL-SC
Thomson Reuters.....	OL-P-SC
Ubibird Inc.....	OL-SC

Peripherals

E-Seek Incorporated.....	M-DS
POSH Mtg Ltd.....	M-DS

Personnel management/scheduling

Aladtec, Inc.....	OL-SC
Detail Kommander.....	M-P-SC
JAMAR Technologies, Inc	M
LexisNexis Risk Solutions.....	DS-OL-SC
Public Safety Software Group.....	OL
Schedule Express	M-OL-SC
Tyler Technologies	SC

Photo identification

E-Seek Incorporated.....	M-DS
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Portable/in-car

Getac Video Solutions.....	M-OL-SC
Kustom Signals, Inc.....	M-DS
Lectronix Inc.....	M
Lund Industries.....	M-DS
SureCall.....	M
Xplore Technologies.....	M

Predictive policing

Equature	M
Information Builders.....	SC
NDI Recognition Systems	M-DS
ROMI Analytics.....	SC

Property/evidence management

CrimeCenter Software	DS-SC
CrimeSoft, Inc.....	M
Crimestar Corporation.....	M-DS
Dynamic Systems – CheckMate	
Barcode Systems.....	M-SC
Mark43.....	M
Narc Gone/GFMD.....	M-DS
NICE.....	M
PRO-VISION Video Systems.....	M
QueTel Corporation.....	M-OL-SC
Superion.....	M
Veritone Government.....	SC
Versaterm.....	M

Records management

Aladtec, Inc.....	OL-SC
CrimeCenter Software	DS-SC
CrimeSoft, Inc.....	M
Crimestar Corporation.....	M-DS
Eden K9 Consulting & Training Corp	M-SC
Envisage Technologies	OL
Information Builders.....	SC
Kustom Signals, Inc.....	M-DS
LeadsOnline.....	SC
Mark43.....	M
Net Transcripts, Inc.....	OL-SC
Sierra-Pacific Software, LLC.....	M-SC
Superion.....	M
Tyler Technologies	SC
Versaterm.....	M

Report writing

CrimeSoft, Inc.....	M
Kustom Signals, Inc.....	M-DS
Versaterm.....	M
ROMI Analytics.....	SC

Terrorism

Berkeley Nucleonics Corp.....	DS
Laser Labs Inc	M
NDI Recognition Systems	M-DS
PAE, National Security Solutions.....	M-DS-SC
Passport Systems, Inc.....	M
Sas R & D Services Inc.....	M

Touch screen computers, kiosks

Dynamic Systems – CheckMate	
Barcode Systems.....	M-SC
Lectronix Inc.....	M
Xplore Technologies.....	M

Towing management

Dispatch & Tracking Solutions.....	OL-SC
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Traffic crash investigation

4N6XPRT Systems.....	DS-P
Accident Support Services International Ltd.....	SC
HOLMANS USA	D
Laser Labs Inc	M

Traffic/parking violation management	
American Traffic Solutions.....	SC
Dispatch & Tracking Solutions.....	OL-SC
JENOPTIK Traffic Solutions.....	M
Laser Labs Inc.....	M
NDI Recognition Systems.....	M-DS

Training	
Awareity.....	OL-SC
Crisis Response Journal.....	P-SC
Digital Boundary Group, Inc.....	SC
Envisage Technologies.....	OL
InTime.....	OL
Laser Labs, Inc.....	M
LexisNexis Risk Solutions.....	DS-OL-SC
PAE, National Security Solutions.....	M-DS-SC
Public Safety Software Group.....	OL
Schedule Express.....	M-OL-SC

Uniform crime reports	
Versatern.....	M

Video analysis & enhancement	
Arteco.....	M
Cognitac Systems.....	M
DME Forensics.....	SC
NEC Corporation of America.....	M
PRO-VISION Video Systems.....	M
Verint.....	M
Veritone Government.....	SC

Warrant records	
CrimeSoft, Inc.....	M

Weapon tracking	
InTime.....	OL

Emergency Response

Alarms/evacuation	
Elmridge Protection, LLC.....	M
Code 3, Inc.....	M
Berkeley Nucleonics Corp.....	DS

Ambulances/accessories	
Code 3, Inc.....	M
International Armored Group.....	M
Whelen Engineering Company Inc.....	M
Genlantis.....	DS

First aid products	
NarCase/Tac Life Systems LLC.....	M-D-OL
Tactical Medical Solutions, Inc.....	M-DS
HD Barcode.....	M-P

Flares/guns/cases	
Blac-Rac – Weapon Retention Systems.....	M

Flashers	
Code 3, Inc.....	M
Whelen Engineering Company Inc.....	M
PowerFlare (PF Distribution Center).....	M-DS-OL
QuiqLite, Inc.....	M

Gas detectors	
Sirchie.....	M
908 Devices.....	M
Sofradir-EC Inc.....	M-DS-SC

Hazardous materials equipment	
908 Devices.....	M
Genlantis.....	DS
Elmridge Protection, LLC.....	M
Berkeley Nucleonics Corp.....	DS
DQE.....	M-DS-OL
Blauer.....	M-OL
Passport Systems, Inc.....	M
Sarcos Corporation.....	M

Hospital equipment	
EdgecoAmerica.....	M-DS
Humane Restraint Co, Inc.....	M-DS

Lights, emergency	
ACRO Lights.....	M-DS-OL
AE Light.....	DS-OL
CMC Government Supply.....	DS
Code 3, Inc.....	M
Fenix Lighting USA.....	M-DS-OL
LEDLights.....	M

POLIFORCE.....	M-DS
PowerFlare (PF Distribution Center).....	M-DS-OL
Putco.....	M
QuiqLite, Inc.....	M
SoundOff Signal.....	M
Streamlight Inc.....	M
TOMAR Electronics.....	M
Whelen Engineering Company Inc.....	M
Will-Burt Company, The.....	M

Rescue/disaster equipment	
Anchor Audio.....	M
Berkeley Nucleonics Corporation.....	M-DS-OL
Deep Trekker Inc.....	M-SC
DQE.....	M-DS-OL
FLYMOTION Unmanned Systems.....	M-DS-SC
GeoOrbital.....	M
International Armored Group.....	M
Life Safety Systems Inc.....	DS
Sarcos Corporation.....	M
Tactical Medical Solutions, Inc.....	M-DS
Terradyne Armored Vehicles.....	M
Visiontron Corp.....	M-DS

Human Resources

Departmental promotions	
Clancy and Associates, LLC –Public	
Safety Exams.....	SC
Guardian Tracking.....	SC
International Association of Chiefs of Police (IACP).....	SC-NP

Identification, personnel	
Awards & More.....	M-DS
Clancy and Associates, LLC – Public	
Safety Exams.....	SC
Envisage Technologies.....	OL
HD Barcode.....	M-P
InTime.....	OL
POSH Mfg Ltd.....	M-DS
Reeves Company, Inc.....	M

Personnel screening/testing	
Clancy and Associates, LLC - Public	
Safety Exams.....	SC
Dektor Corporation.....	D-M-DS
Envisage Technologies.....	OL
International Association of Chiefs of Police (IACP).....	SC-NP
KENTECH Consulting Inc.....	SC
LanguageLine Solutions.....	D-M-DS-OL-P-SC

Personnel/recruitment	
Envisage Technologies.....	OL
Guardian Tracking.....	SC
International Association of Chiefs of Police (IACP).....	SC-NP
LexisNexis Risk Solutions.....	DS-OL-SC
Military Media Inc.....	OL-P-SC

Investigation

Biometrics equipment	
Crime Scene Supply, Inc.....	M-DS
Crossmatch.....	M
NEC Corporation of America.....	M
POSH Mfg Ltd.....	M-DS
Sirchie.....	M

Cameras, digital	
Adorama Inc.....	D-DS
Equature.....	M
LensPen.....	M-P
Ocular Data Systems.....	M
PIPS Technology.....	M
Total Recall Corp.....	D

Cameras, surveillance	
10-8 Video.....	M-OL
American Traffic Solutions.....	SC
Blue Line Innovations.....	D-DS
Cognitac Systems.....	M
Equature.....	M
EXACOM, Inc.....	M-SC
NDI Recognition Systems.....	M-DS
PIPS Technology.....	M
Sirchie.....	M
Sofradir-EC Inc.....	M-DS-SC

Total Recall Corp.....	D
Twitco Distributing.....	DS
Ubidiir Inc.....	OL-SC
Umbo Computer Vision.....	M-SC
Wanco Inc.....	M
Zistos Corporation.....	M

Cameras, video	
Adorama Inc.....	D-DS
Blue Line Innovations.....	D-DS
Cognitac Systems.....	M
Equature.....	M
EXACOM, Inc.....	M-SC
Getac Video Solutions.....	M-OL-SC
LensPen.....	M
NDI Recognition Systems.....	M-DS
Ocular Data Systems.....	M
PIPS Technology.....	M
Umbo Computer Vision.....	M-SC
Viridian Weapon Technologies.....	M-OL
Zistos Corporation.....	M

Countermeasure devices	
Passport Systems, Inc.....	M

Crime scene clean up	
Bio-One Inc.....	SC
CMC Government Supply.....	DS
DQE.....	M-DS-OL
Narc Gone/GFMD.....	M-DS
Sirchie.....	M

Crime scene processing equipment	
CMC Government Supply.....	DS
Crime Scene Supply, Inc.....	M-DS
DME Forensics.....	SC
Lynn Peavey Company.....	M-DS-OL
NEC Corporation of America.....	M
Sirchie.....	M

DNA Test kits	
Crime Scene Supply, Inc.....	M-DS
DNA International.....	SC
Sirchie.....	M

DNA testing services	
DNA International.....	SC
Parabon NanoLabs.....	SC

Evidence collection	
Adorama Inc.....	D-DS
Alcohol Countermeasure Systems.....	M
Blue Line Innovations.....	D-DS
Civerex Systems Inc.....	M-OL-P-SC
CMC Government Supply.....	DS
Crime Scene Supply, Inc.....	M-DS
Equature.....	M
HOLMANS USA.....	D
LETS Corporation.....	M-SC
Lynn Peavey Company.....	M-DS-OL
NICE.....	M
PAE, National Security Solutions.....	M-DS-SC
Sirchie.....	M

Evidence, currency processing	
Crime Scene Supply Inc.....	M-DS
Cummins Allison.....	M-DS

Evidence storage/security	
Blue Line Innovations.....	D-DS
Equature.....	M
Getac Video Solutions.....	M-OL-SC
GunBusters.....	SC
HD Barcode.....	M-P
HEMCO Corporation.....	M
Lynn Peavey Company.....	M-DS-OL
Narc Gone/GFMD.....	M-DS
NICE.....	M
Salsbury Industries – Lockers.com.....	M-DS-OL

Explosive detection systems	
908 Devices.....	M
RedXDefense.....	M
Sas R & D Services Inc.....	M

Fingerprint kits	
Lynn Peavey Company.....	M-DS-OL
RedXDefense.....	M
Sirchie.....	M

Forensic test equipment/kits	
DNA International.....	SC
MMC International BV.....	M-DS
RedXDefense.....	M
Sirchie.....	M

Gunshot residue test kits	
RedXDefense.....	M
Sirchie.....	M

Laboratory equipment/supplies	
908 Devices.....	M
DME Forensics.....	SC
EdgecoAmerica.....	M-DS
HEMCO Corporation.....	M
Lynn Peavey Company.....	M-DS-OL
Sirchie.....	M

Lights, special purpose	
ACRO Lights.....	M-DS-OL
AE Light.....	DS-OL
Fenix Lighting USA.....	M-DS-OL
PowerFlare (PF Distribution Center).....	D-M-DS-OL
Streamlight Inc.....	M

Marine/diving equipment	
Chesapeake Technology Inc.....	M
Deep Trekker Inc.....	M-SC

Surveillance equipment	
10-8 Video.....	M-OL
Adorama Inc.....	D-DS
Blue Line Innovations.....	D-DS
Blueline Sensors LLC.....	M
FLYMOTION Unmanned Systems.....	D-M-DS-SC
NDI Recognition Systems.....	M-DS
PIPS Technology.....	M
Pryme Radio.....	M-OL
Sarcos Corporation.....	M
Sirchie.....	M
Twitco Distributing.....	DS
Wanco Inc.....	M

Thermal imaging systems	
FLYMOTION Unmanned Systems.....	D-M-DS-SC
HOLMANS USA.....	D
Sirchie.....	M
Sofradir-EC Inc.....	M-DS-SC
Zistos Corporation.....	M

Tracking devices	
3SI Security Systems.....	M
Hawk Analytics.....	SC

Voice analysis	
Dektor Corporation.....	D-M-DS

Security

Access control devices/systems	
Axis Communications, Inc.....	M
E-Seek Incorporated.....	M-DS
ECAMSECURE.....	D-M-DS-SC
Estes AWS.....	M
NDI Recognition Systems.....	M-DS
POSH Mfg. Ltd.....	M-DS
Vicon.....	M

Alarm systems/intrusion detection systems	
ECAMSECURE.....	D-M-DS-SC
Umbo Computer Vision.....	M-SC

Bullet-resistant glass/plastic	
Terradyne Armored Vehicles.....	M
Warrior Trail Consulting LLC.....	D-M-DS-SC

Cameras, CCTV/security	
ACRO Lights.....	M-DS-OL
Axis Communications, Inc.....	M
Deep Trekker Inc.....	M-SC
DME Forensics.....	SC
ECAMSECURE.....	D-M-DS-SC
Umbo Computer Vision.....	M-SC
PRO-VISION Video Systems.....	M
Renova Security Repairs.....	SC
ShotSpotter.....	SC
Total Recall Corp.....	D
Verint.....	M
Vicon.....	M

Wanco Inc.....M
Will-Burt Company, The.....M

Communications security systems
Axis Communications, Inc.....M
Digital Boundary Group, Inc.....SC
Radio IP Software Inc.....D-DS-SC
SyferLock Technology Corporation.....M

Deterrent systems
3SI Security Systems.....M
Axis Communications, Inc.....M
ECAMSECURE.....D-M-DS-SC
Narc Gone/GFMD.....M-DS
Passport Systems, Inc.....M

ID systems/badges
E-Seek Incorporated.....M-DS
EK USA.....M
Team NiSCA.....DS

Metal/weapon detectors
Berkeley Nucleonics Corporation.....M-DS-OL
Torfino Enterprises, Inc.....M

Security devices/systems
3SI Security Systems.....M
Artego.....M
Axis Communications, Inc.....M
ECAMSECURE.....D-M-DS-SC
Digital Boundary Group, Inc.....SC
Estes AWS.....M
Key Tracer Systems.....D
LogicTree IT Solutions Inc.....SC
Passport Systems, Inc.....M
Pivot3.....M
Radio IP Software Inc.....D-DS-SC
Renova Security Repairs.....SC
Verint.....M

Tactical and Protective Equipment

Armored shields
ATS Armor, LLC.....M
GH Armor Systems Inc.....M
Point Blank Enterprises.....M
Survival Armor Inc.....M
Teijin Aramid USA, Inc.....M

Ballistic materials
ATS Armor, LLC.....M
Point Blank Enterprises.....M
Survival Armor Inc.....M
Teijin Aramid USA, Inc.....M
Warrior Trail Consulting LLC.....D-M-DS-OL

Barricades
Point Blank Enterprises.....M
Visiontron Corp.....D-M-DS

Body armor
AmChar Wholesale, Inc.....DS
ATS Armor, LLC.....M
GH Armor Systems Inc.....M
Markl Supply Company, Inc.....D
Point Blank Enterprises.....M
ProWearGear Soft Body Armor.....M
Sirchie.....M
Survival Armor, Inc.....M
Tactical Medical Solutions, Inc.....M-DS
Teijin Aramid USA, Inc.....M
Warrior Trail Consulting LLC.....D-M-DS-OL

Bomb detection
908 Devices.....M
Sarcos Corporation.....M
Sas R & D Services Inc.....M

Bomb disposal
Life Safety Systems, Inc.....DS
PAE, National Security Solutions.....M-DS-SC
POLIFORCE.....M-DS
RoboteX, Inc.....M

Cameras, body-worn
10-8 Video.....M-OL
Axon.....M-SC
Equature.....M
LensPen.....M

POLIFORCE.....M-DS
PRO-VISION Video Systems.....M
Super Seer Corporation.....M
Zistos Corporation.....M

Cases, protective
Blueline Sensors LLC.....DS
Tuffy Security Products.....M

Chemical munitions
Guardian Protective Devices Inc.....M
Markl Supply Company, Inc.....D

Entry devices
Broco, Inc.....M

Eyewear
EK USA.....M
Qualification Targets Inc.....M
SafeVision, LLC.....DS

Gas masks/accessories
SafeVision, LLC.....DS
Sirchie.....M

Goggles, safety
EK USA.....M
SafeVision, LLC.....DS

Gun retention devices
Blac-Rac – Weapon Retention Systems.....M
Lund Industries.....M-DS

Helmets
ATS Armor, LLC.....M
GH Armor Systems Inc.....M
Sirchie.....M
Super Seer Corporation.....M
Survival Armor, Inc.....M
Team Wendy.....M-OL
Teijin Aramid USA, Inc.....M

Lights, special purpose
Blac-Rac – Weapon Retention Systems.....M
GH Armor Systems Inc.....M
Lund Industries.....M-DS
Sirchie.....M
Super Seer Corporation.....M
Survival Armor, Inc.....M
Team Wendy.....M-OL
Teijin Aramid USA, Inc.....M

Personal protective devices
ATS Armor, LLC.....M
Blac-Rac – Weapon Retention Systems.....M
Broco, Inc.....M
GH Armor Systems Inc.....M
Lund Industries.....M-DS
Markl Supply Company, Inc.....D
Qualification Targets Inc.....M
SafeVision, LLC.....DS
Sirchie.....M
Super Seer Corporation.....M
Team Wendy.....M-OL
Teijin Aramid USA, Inc.....M

Restraint/defense devices
Broco, Inc.....M
EK USA.....M
Lund Industries.....M-DS

Robots, tactical
Broco, Inc.....M
EK USA.....M
HOLMANS USA.....D

Traffic Enforcement

Alcohol/drug detection devices
Alcohol Countermeasure Systems.....M
MMC International BV.....M-DS
Ocular Data Systems.....M
Omiga, Inc.....M
RedXDefense.....M

Collision reporting services
Accident Support Services
International Ltd.....SC
Dispatch & Tracking Solutions.....OL-SC
elmpound.com.....OL
LexisNexis Risk Solutions.....DS-OL-SC

E-Citation
E-Seek Incorporated.....M-DS
LexisNexis Risk Solutions.....DS-OL-SC
Redflex.....M-SC

Measuring devices
Laser Labs, Inc.....M

Parking enforcement equipment
NDI Recognition System.....M-DS
Roeda, Inc.....M
Trikke Electric Patrol Vehicle.....M-DS

Pedestrian safety equipment
American Traffic Solutions.....SC
Laser Labs, Inc.....M
MDI Traffic Control Products.....M
Redflex.....M-SC
RU2 Systems, Inc.....M
Seirus Innovation.....M
Visiontron Corp.....D-M-DS

Red light cameras
American Traffic Solutions.....SC
JENOPTIK Traffic Solutions.....M
Redflex.....M-SC

Signs
MDI Traffic Control Products.....M
Roeda, Inc.....M
RU2 Systems, Inc.....M

Speed cameras
JENOPTIK Traffic Solutions.....M
Redflex.....M-SC
RU2 Systems.....M

Speed detection equipment
JAMAR Technologies, Inc.....M
JENOPTIK Traffic Solutions.....M
Leonardo/ELSAG ALPR Systems.....M
MPH Industries, Inc.....M
NDI Recognition Systems.....M-DS
Redflex.....M-SC
RU2 Systems, Inc.....M

Tire deflation devices
End-X Systems.....M
PacSci EMC.....M-DS
Phoenix International.....DS

Traffic control systems
JAMAR Technologies, Inc.....M
Laser Labs, Inc.....M
MDI Traffic Control Products.....M
RU2 Systems, Inc.....M
Visiontron Corp.....D-M-DS
Wanco Inc.....M

Traffic markers/cones/flashers
MDI Traffic Control Products.....M
POLIFORCE.....M-DS
PowerFlare (PF Distribution
Center).....D-M-DS-OL
Visiontron Corp.....D-M-DS

Training

Books/manuals/periodicals
ASIS International.....P-NP
Institute of Police Technology &
Management (IPTM).....S
International Association of Chiefs
of Police (IACP).....SC-NP
International Police Mountain Bike
Association (IPMBA).....NP
POLICE Magazine.....P
QuickSeries Publishing Inc.....P
Reliapon Police Products.....D-M-DS-OL-P-SC
Thomson Reuters.....OL-P-SC

Courses/schools/seminars
Alliant International.....OL-S
AMTEC Less-Lethal Systems, Inc.....M
ASIS International.....P-NP
Awareity.....OL-SC-S
Crisis Response Journal.....P-SC
Eden K9 Consulting & Training Corp.....M-SC
EKU Online Justice and Safety
Degrees.....OL-S-NP

Envisage Technologies.....OL
HeartMath Institute.....NP
IACP First-Line Leadership.....SC-NP
**IACP Leadership in Police
Organizations.....SC-NP**
IACP Women's Leadership Institute.....SC-NP
Institute of Police Technology &
Management (IPTM).....S
International Police Mountain Bike
Association (IPMBA).....NP
LanguageLine Solutions.....D-M-DS-OL-P-SC
Learning House, Inc, The.....S
Sirchie.....M
Skidcar System Inc.....DS
Southern Police Institute.....S
VirTra, Inc.....M

Crime prevention
Envisage Technologies.....OL
QuickSeries Publishing Inc.....P
Robotronics Inc.....M
Southern Police Institute.....S

Defensive tactics training
AMTEC Less-Lethal Systems, Inc.....M
Envisage Technologies.....OL
Guardian Protective Devices Inc.....M
QuickSeries Publishing.....P

Devices/aids, training
Ammo-UP.....M
AMTEC Less-Lethal Systems, Inc.....M
CAPS Inc.....M
Envisage Technologies.....OL
Guardian Protective Devices Inc.....M
Patriot Stencils.....M
Robotronics Inc.....M
Warrior Trail Consulting LLC.....D-M-DS-SC

Distance learning
Alliant International University.....OL-S
EKU Online Justice and Safety
Degrees.....OL-S-NP
HeartMath Institute.....NP
Institute of Police Technology &
Management (IPTM).....S

DNA
Southern Police Institute.....S

Driver training
FAAC Incorporated.....M-SC
Skidcar System Inc.....DS

Emergency medical devices training
Skidcar System Inc.....DS

Equipment, training
Axon.....M-SC
Broco, Inc.....M
CAPS Inc.....M
Envisage Technologies.....OL
HOLMANS USA.....D
Laser Labs Inc.....M
PAE, National Security Solutions.....M-DS-SC
Patriot Stencils.....M
Saber Security Solutions.....SC
Skidcar System Inc.....DS
Viridian Weapon Technologies.....M-OL
VirTra, Inc.....M
Warrior Trail Consulting LLC.....D-M-DS-OL

Films/slides/videos
Envisage Technologies.....OL

Firearms training
CAPS Inc.....M
FAAC Incorporated.....M-SC
Laser Ammo USA Inc.....M-DS
MT2 Firing Range Services.....SC
Patriot Stencils.....M
Qualification Targets Inc.....M
VirTra, Inc.....M

Forensics
Institute of Police Technology &
Management (IPTM).....S
Sirchie.....M
Southern Police Institute.....S

Graduate and undergraduate degrees
 Alliant International University OL-S
 EKU Online Justice and Safety
 Degrees.....OL-S-NP
Liberty Art Works, Inc.....M-DS-OL
Southern Police Institute.....S

Homeland security
Equature.....M
 PAE, National Security Solutions M-DS-SC
 Saber Security Solutions..... SC

Interrogation/investigation training
 Dektor Corporation.....D-M-DS
Envisage Technologies.....OL
 Polygraph Institute, The.....S
Southern Police Institute.....S
 Wicklander-Zulawski & Associates, Inc..... SC

Law enforcement schools
 EKU Online Justice and Safety
 DegreesOL-S-NP
Liberty Art Works, Inc.....M-DS-OL
Ocular Data Systems.....M
Southern Police Institute.....S
 Wicklander-Zulawski & Associates, Inc..... SC

Legal training
 Lexipol SC
Southern Police Institute.....S

Management training
Crisis Response Journal.....P-SC
Envisage Technologies.....OL
IACP First-Line Leadership.....SC-NP
**IACP Leadership in Police
 Organizations.....SC-NP**
IACP Women's Leadership Institute.....SC-NP
 Institute of Police Technology &
 Management (IPTM).....S
Southern Police Institute.....S

Polygraph training
 Polygraph Institute, The.....S
 Wicklander-Zulawski & Associates, Inc..... SC

Rescue training
 Tactical Medical Solutions, Inc M-DS

Tactical training
 AMTEC Less-Lethal Systems, Inc.....M
 ASP, Inc.....M
 CAPS Inc.....M
Envisage Technologies.....OL
 Guardian Protective Devices.....M
 Laser Ammo USA Inc.....M-DS
 Patriot Stencils.....M
 Qualification Targets Inc.....M
 VirTra, Inc.....M
 Wicklander-Zulawski & Associates, Inc..... SC

Transportation

Aircraft/accessories/parts
 Uniflight Global..... SC
Whelen Engineering Company inc.....M

Auto parts
 Magnetic Mic.....M

Bicycles
 GeoOrbital.....M
 Trikke Electric Patrol Vehicle.....M-DS

Command centers, mobile
 FLYMOTION Unmanned Systems.....D-M-DS-SC
 LDV, Inc.....M
 Mobile Concepts by Scotty Inc.....M
 OPS Public Safety.....M

Helicopters
 Uniflight Global..... SC

Lights, mounted
 ACRO Lights.....M-DS-OL
 AE Light.....DS-OL
 Kaldor Emergency Lights, LLC.....D-DS
 LEDLights.....M
 Putco.....M
 SoundOff Signal.....M
 Tomar Electronics.....M
Whelen Engineering Company Inc.....M

Motorcycles/accessories
 BMW Motorrad USA.....M-DS
 SoundOff Signal.....M
 Super Seer Corporation.....M
 Tomar Electronics.....M
 Trikke Electric Patrol Vehicle.....M-DS
Whelen Engineering Company, Inc.....M

Mounting hardware
 Magnetic Mic.....M

Partitions/screens/shields
 Kaldor Emergency Lights, LLC.....D-DS

Push bumpers
 Kaldor Emergency Lights, LLC.....D-DS

Recording systems, in-car
 10-8 Video.....M-OL
 Martel Electronics.....M

Sirens
 Kaldor Emergency Lights, LLC.....D-DS
 SoundOff Signal.....M
 Tomar Electronics.....M
Whelen Engineering Company Inc.....M

Theft prevention devices
 Estes AWS.....M
 InterMotive Vehicle Controls.....M
 Tuffy Security Products.....M

Trunk organizers
 Rockland Custom Products.....M
 Tuffy Security Products.....M

Vehicle accessories
 End-X Systems.....M
 InterMotive Vehicle Controls.....M
 LDV, Inc.....M
 Magnetic Mic.....M
 OPS Public Safety.....M
 Rockland Custom Products.....M
 SoundOff Signal.....M
 SureCall.....M
 Tomar Electronics.....M
Whelen Engineering Company Inc.....M

Vehicle modification/custom design
 InterMotive Vehicle Controls.....M
 International Armored Group.....M
 LDV, Inc.....M
 Mobile Concepts by Scotty Inc.....M
Sirchie.....M

Vehicles, patrol
Dodge Law Enforcement.....M
 End-X Systems.....M
 GeoOrbital.....M
 Trikke Electric Patrol Vehicle.....M-DS

Vehicles, prisoner transport
Dodge Law Enforcement.....M
 Kaldor Emergency Lights, LLC.....D-DS
 Mobile Concepts by Scotty Inc.....M
 Terradyne Armored Vehicles.....M

Vehicles, special purpose
Dodge Law Enforcement.....M
 GeoOrbital.....M
 International Armored Group.....M
 LDV, Inc.....M
 Life Safety Systems, Inc.....DS
 Mobile Concepts by Scotty Inc.....M
Sirchie.....M
 Terradyne Armored Vehicles.....M

Vehicles, SWAT
 International Armored Group.....M
 LDV, Inc.....M
 Mobile Concepts by Scotty Inc.....M
Sirchie.....M
 Terradyne Armored Vehicles.....M

Vehicle tracking systems
3SI Security Systems.....M

Uniform & Gear

Badges/shields/cases
 Aker International, Inc.....M
 Coins For Anything, Inc.....M

Dehner Co, Inc.....D-M-DS
 Eiseman-Ludmar Co, Inc.....M-OL
 HD Barcode.....M-P
Liberty Art Works, Inc.....M-DS-OL
Policestickers.com.....M
 Strong Leather Co.....M
 Sun Badge Company.....M
SymbolArts.....M

Duty equipment, accessories
 Aker International, Inc.....M
 Blauer.....M-OL
 BPS Tactical, Inc.....M-DS
 Dehner Co, Inc.....D-M-DS
 HALTZGLOVES LLC.....M-DS-OL
 Markl Supply Company, Inc.....D
 Pryme Radio.....M-OL
 QuiqLite, Inc.....M
 Reliapon Police Products.....D-M-DS-OL-P-SC
 Safariland.....M
 Seirus Innovation.....M
 Strong Leather Co.....M
SymbolArts.....M

Emblems/insignia/nameplates
 Awards & More.....M-DS
 BPS Tactical, Inc.....M
 Dan Burns Associates, Inc.....D-DS-SC
 Dragon Lazer.....M
 Eiseman-Ludmar Co, Inc.....M-OL
 Mountain Uniforms.....M-OL
Reeves Company, Inc.....M
 Roeda, Inc.....M
 Sun Badge Company.....M
SymbolArts.....M

Flashlights
 Aker International, Inc.....M
 Awards & More.....M-DS
 Blauer.....M-OL
 BPS Tactical, Inc.....M
 Dan Burns Associates, Inc.....D-DS-SC
 Dehner Co, Inc.....D-M-DS
 Dragon Lazer.....M
 Eiseman-Ludmar Co, Inc.....M-OL
 Mountain Uniforms.....M-OL
Reeves Company, Inc.....M
 Roeda, Inc.....M
 Sun Badge Company.....M
SymbolArts.....M

Footwear
 Aker International Inc.....M
 Blauer.....M-OL

Gloves
 Aker International Inc.....M
 BPS Tactical, Inc.....M
 Dan Burns & Associates, Inc.....D-DS-SC
 Dehner Co, Inc.....D-M-DS
 HALTZGLOVES LLC.....M-DS-OL

Name badges
 Dan Burns & Associates, Inc.....D-DS-SC
 Dehner Co, Inc.....D-M-DS
 Dragon Lazer.....M
 Eiseman-Ludmar Co, Inc.....M-OL
 Mountain Uniforms.....M-OL
Reeves Company, Inc.....M

Special apparel
 Blauer.....M-OL
 BPS Tactical, Inc.....M
 HALTZGLOVES LLC.....M-DS-OL
 Mountain Uniforms.....M-OL
 Passaic Leather.....D-M-SC
 ProWearGear Soft Body Armor.....M
 SafeVision, LLC.....DS
SymbolArts.....M

Uniform accessories
 Dragon Lazer.....M-OL
 Eiseman-Ludmar Co, Inc.....M-OL
 Mountain Uniforms.....M-OL

Weapons

Batons/baton carriers
 AmChar Wholesale, Inc.....DS
 ASP, Inc.....M
Liberty Art Works, Inc.....M-DS-OL

Holsters
 AmChar Wholesale, Inc.....DS
 Safariland.....M
 Strong Leather Co.....M
 Viridian Weapon Technologies.....M-OL

Knives
 AmChar Wholesale, Inc.....DS
 GunBusters.....SC

Scopes/sights
 Adorama Inc.....D-DS
 AmChar Wholesale, Inc.....DS
 LensPen.....M
 Markl Supply Company.....D
 PoliceTrades.....SC
 Quarton USA Inc/Beamshot.....M-DS
 Viridian Weapon Technologies.....M-OL

Shooting ranges/equipment
 Ammo-UP.....M
 CAPS Inc.....M-DS
 Laser Ammo USA Inc.....M-DS
 MT2 Firing Range Services.....SC
 Patriot Stencils.....M
 Qualification Targets, Inc.....M
 VirTra, Inc.....M

Weapon accessories
 CorBon Inc.....M
 Fenix Lighting USA.....M-DS-OL
 GunBusters.....SC
 Laser Ammo USA Inc.....M-DS
 PoliceTrades.....SC
 Quarton USA Inc/Beamshot.....M-DS
 Rock River Arms, Inc.....M
 Streamlight Inc.....M
 Viridian Weapon Technologies.....M-OL

Weapon cleaning equipment
 Ammo-UP.....M
 LensPen.....M
 Rock River Arms.....M

Weapons, firearms
 CorBon Inc.....M
 GunBusters.....SC
 PoliceTrades.....SC
 Rock River Arms.....M

Weapons, grips
 Rock River Arms.....M

Weapons, less-lethal
 AMTEC Less-Lethal Systems Inc.....M
 ASP, Inc.....M
Axon.....M-SC
 Guardian Protective Devices Inc.....M
 PoliceTrades.....SC
 Quarton USA Inc/Beamshot.....M-DS
 Reliapon Police Products.....D-M-DS-OL-P-SC

Weapons, personal impact
 CorBon Inc.....M

Weapons, storage/security
 Estes AWS.....M
 Gunbusters.....SC
 Rock River Arms.....M
 Rockland Custom Products.....M
 Tuffy Security Products.....M



IACP
THROUGH
THE YEARS

1916

Youth Violence in America: Recommendations from the IACP Summit

In celebration of IACP's 125th anniversary, each 2018 issue of Police Chief includes a republished article from the magazine's history, which dates back to 1934. The following article is from the December 1996 Police Chief.

Reinforcing its commitment to foster effective responses to violent crime, the IACP assembled over 80 practitioners and scholars on April 24–26, 1996, in Arlington, Virginia, to address a growing facet of contemporary violence in our society: youth violence. The highly interactive summit was called for and chaired by IACP Immediate Past President David G. Walchak.

The participants included leaders in the fields of law enforcement, juvenile justice, criminal justice, community programs, health and social services. Participants worked in small groups to examine youth violence from six perspectives: law enforcement, juvenile justice, community, family, school and health. Each group identified or developed strategies believed or expected to reduce youth violence.

The report, *Youth Violence in America: Recommendations from the IACP Summit*, distills participants' discussion, debate and recommendations. Some of the key recommendations follow.

Strengthen the Family

Promote the family as the true "home" for positive direction, support, formation of values and advice to children. The role of the family in directing the lives of emerging youth is weakening. Troubled youth often take their cues from peers, the media or even gangs. The substance of this recommendation is to "take back the family" as we have tried to "take back the streets."

Increase services for troubled families and children. Troubled families do tremendous damage to children. Statistics show that abused children are twice as likely to commit crimes. Additional services, delivered in a timely fashion, can do

much to avoid long-term damage to both youth and adult members of problem families.

Create a network of child advocacy centers where victims of child abuse and neglect can go for support and services. When abuse occurs, youths need a place to go to get advice and support on a variety of issues. Child advocacy centers in every community can fill this need.

Provide enhanced support for parents who lack basic parenting and family management skills. The assumption that solid parenting and management skills are in place in all families is a false one. Community-based programs should focus on this issue and provide training as needed.

Increase intervention in domestic violence situations by all relevant agencies. Children who repeatedly witness domestic violence incidents are traumatized and often permanently damaged by the experience. Faster and more aggressive intervention in these situations can save children from further damage.

Encourage and support programs, including sex education and parenting classes, to prevent teen pregnancy. No parent is less skilled than a teenage parent. The goal of this recommendation is to reduce the number of new teenage parents through comprehensive education and to train those who become parents prematurely.

Mobilize the Community

Involve youth more actively in examining youth violence issues and developing solutions. There is no excuse for excluding children from policy discussions that affect them directly. It is important to find innovative ways to bring youth into direct contact with policy makers, through round tables, symposia and informal gatherings.

Establish local delinquency councils to foster community prevention action. Much like corporate advisory committees, delinquency prevention councils promote the sharing of information, ideas and solutions. A primary goal of such councils is to foster community involvement in prevention and a zero-tolerance approach to violence.

Build community action teams that include churches, schools, community-based organizations and law enforcement, among others, to fight violence in a coordinated manner. As an outgrowth of delinquency prevention councils, community action teams must emerge to fight youth violence. The creation of teams brings about expanded volunteerism and "ownership" of the violence problem.

Expand community policing universally, to promote/increase interaction between community-based youth programs and the police. Community policing brings out the best in both the police and community residents. More COP programs can only increase the quality of life in neighborhoods and expand the opportunities for police to work with youth in a positive setting.

Create adult mentor programs in neighborhood centers, school and juvenile detention and correctional centers. Children should have access to adult mentors in all settings in the community, including school, after-school programs, community centers, detention centers and juvenile correctional facilities.

Reposition Law Enforcement

Augment or reprioritize police resources to increase the number of youth service, school resource, DARE and GREAT programs. It is becoming clear that nontraditional police services in schools are a key to reducing violence. More police are needed in schools to conduct training in anger reduction, dispute resolution and drug/alcohol/gang avoidance.

Increase federal support to police agencies for youth violence reduction programs and technology. Smaller police agencies in particular suffer from technology deprivation and lack the resources to mount targeted youth violence reduction programs. Yet they face many of the same violence situations as larger agencies. Providing them with more hardware and software is essential to increase information-sharing and enhance problem-solving capacities.

Increase the number of trained and equipped community policing officers. The demonstrated value of community policing argues clearly for an increase in the number of COP officers and a concentration of those officers on youth violence reduction activities.

Expand the role of school resource officers to enhance the level and range of nontraditional in-school services. Many schools continue to view police officers as the last resort for intervention in violence, rather than as

teammates in violence prevention. School leaders should intensify use of officers in nontraditional roles and regard them as a positive police presence in schools.

Promote aggressive investigation of all violent crimes and arrest and detention of violent youthful offenders. While arrest is typically a "late" action on the continuum of a youthful offender's career, careers must be interrupted as decisively as possible. Police agencies must continue to emphasize enforcement.

Recognize and reward nontraditional police performance to balance officer perceptions of the importance of youth violence prevention and enforcement activities. Police officers intrinsically understand what types of performance rate the notice of superiors. Commending youth officers who concentrate on treatment referrals, school stop-ins and volunteer for sport leagues is essential to increase the value and perception of these activities.

Expand and update training for school resource and youth officers to reflect current issues, current needs and to teach anger/violence reduction techniques. Placing officers in nontraditional roles in schools is valuable only if officers know what to offer the students. Officers need academy and in-service training on violence reduction approaches.

Retrain police officers to approach potentially violent confrontations with youth more effectively. Although police are well trained on the use-of-force continuum, expertise in confrontation avoidance is less prevalent. Training in de-escalation approaches, dispute resolution, mediation and other anger-reduction strategies is advisable.

Create resource manuals that reference community and government youth programs to support community policing officers. As first responders to many problems of youth and families, police need substantial information to function effectively, for themselves and their clientele. Resource manuals (locally designed) provide police with needed information on government, private and philanthropic agencies that can help solve problems.

Augment police technology, including PCs, laptops, crime analysis software and gun tracing centers, to enable police to anticipate and interdict youth violence. Design of effective youth crime reduction strategies relies on the presence of comprehensive information and insightful analysis. Technology brings control of information, which leads to rational policy development and effective programming.

Conduct research to continue to identify and evaluate police programs for youth that are effective. Actions often move ahead of evaluation. Federal and private support first must continue to be available to evaluate established and emerging violence reduction programs, like truancy enforcement, assessment centers, parental contracts, DARE and GREAT.

Recapture the Schools

Create a zero-tolerance atmosphere for juvenile crime of all types on school campuses, with swift punishment and effective alternative interventions and sanctions in place. While nontraditional efforts are applauded, traditional—and swift—reaction to violence is often required. Students must believe that



inappropriate behavior will be met with immediate punishment and alternative sanctions.

Establish standards to promote a safe, disciplined learning environment—uniforms, dress codes and zero tolerance for drugs, alcohol and weapons, for example. School administrators must take the offensive and create safe environments for all students. Stop-gap or intermediate measures are not sufficient. Considering any approach that contributes to a zero-tolerance environment is recommended.

Keep troubled and trouble-making students out of classrooms and in alternative programs. Reducing misbehavior in classrooms is essential to set a tone of zero tolerance for violence and disruption. Suspension and expulsion do little to solve the long-term behavioral problem. Alternative classroom programs for troubled youth are required to intervene in—and solve—behavioral problems.

Increase investment in alternative education programs for high-risk children with emotional/behavioral problems. Continuing to expel, suspend or “push out” troublesome students does not solve problems, but simply transfers that behavior to the community and the police. There is a strong need for more innovative alternative learning opportunities for children with emotional or behavioral problems.

Utilize school facilities as centers for community activity after school, during evening hours and throughout the summer months. Schools should be used for more than standard educational purposes. Communities with violence problems should use school facilities for adult/child activities that foster responsibility and growth.

Keep as many schools as possible open after hours as safe havens for students, with expanded, extracurricular activities. To reduce crime and violence, many urban schools restrict access and send students and teachers home at 3 p.m. This approach is not conducive to problem solving. Schools can be safe havens at all times and should expand extracurricular programming.

Feature law enforcement officers in schools in leadership roles, using a police-teacher team approach. Students respond well to consistency—teachers and law enforcement officers cooperating, co-teaching and presenting information that is relevant to their concerns.

Integrate violence reduction strategies and training into appropriate school courses. Violence reduction presentations are most often treated as special events, in special sessions. While valuable, presentations should be incorporated more routinely. Strategies address everyday events and should be presented in an equally “everyday” manner—in homerooms, classrooms and school counseling centers.

Redesign teacher education curricula to respond to youth conflict and violence. Teachers must be fully prepared to identify youth violence issues and to respond effectively. They must also be fully prepared to recognize and respond to behavioral problems, violence, gang activity, guns, drugs and alcohol abuse.

Promote equitable distribution of financial/programmatic commitment and resources to public schools in all communities. Where family structure is problematic, schools are the first and best line of defense in stabilizing troubled youth and reducing future violence. Lack of equitable resources to

all schools is unacceptable and should be remedied.

Intensify programs to reduce truancy. Truancy is one of the more difficult problems confronting school administrators. Truants miss critical learning opportunities and are more likely to become involved in criminal behavior. Day curfew—giving police the authority to stop and question school-age children during school hours—is an example of an effective approach.

Treat Youth Violence as an Epidemic

Conduct a national awareness campaign to recognize youth violence as a public health crisis/disease. A decade or more ago, no one thought that the United States could intervene successfully in epidemics like smoking or sexually transmitted diseases. Data suggest that major campaigns against both have been successful. A similar campaign is envisioned to confront youth violence, featuring continuous public-service announcements through a variety of media.

Conduct mandatory public health programs in schools that treat youth violence as an epidemic. A change in perceptions by youth can be a principal factor in reducing levels of violence. An epidemiological approach by school officials is urged.

Ensure that emergency room personnel provide services beyond immediate medical care to youths evidencing injuries from weapons or other violent confrontations. Returning patched-up youthful victims of violent crimes to the community without intervention is not sufficient. Hospital emergency rooms need to develop programs that provide, at a minimum, notification to police and social service follow up for each youth assessed as a victim of a violent crime.

Strengthen the Delivery of Justice

Employ a swift and sure justice model for all criminal acts that includes graduated local and community-based sanctions. More and more anecdotal information from youthful offenders indicates that they have no fear of, or respect for, the justice system—and often see it as inconsequential or easy to handle. Relatively swift and sure justice for each offender can alter this perception. A graduated-sanctions model, along a correctional continuum, is suggested, with deterrents built in for first time offenders, intermediate sanctions (like bootcamps) for repeat offenders and secure incarceration for violent offenders.

Design a new system to assign juvenile vs. criminal court jurisdiction, based on principles of individualized justice. Current laws governing mandatory and discretionary transfer of juveniles to adult courts are inconsistent and vary from state to state. Age-related laws are outdated and should be re-examined. A new system based on the principles of



individualized justice is recommended. Each punishment should fit the crime.

Expand the use of juvenile assessment centers that employ teams of professionals to assess a child's needs and make recommendations before and after adjudication. In many cases, decisions about juvenile offenders are made at the point of arrest—through “station adjustments” or other informal adjudications—with limited information. At the other end of the spectrum, courts may intervene too aggressively after the fact. Assessment centers permit essential analysis of behavior and a better opportunity to make rational recommendations for change, which can be adopted by families, informally, and by the courts, formally.

Employ deterrent programs for first-time offenders that include incarceration, restitution to victims and use of community courts and peer panels. Youths need to see, and atone for, the consequences of their actions. Facing victims, peers and parents to own up to their crimes is essential.

Administer a consistent, continuous approach (progressive interventions and sanctions) to violent youths, with incarceration for the most violent offenders. Alternative programs and intermediate sanctions are not sufficient when the community is threatened. Incarceration must be a readily available option for assaultive youth.

Administer an omnibus juvenile justice correctional program that ensures both secure removal from society and educational/rehabilitation opportunity. A continuum of options and sanctions must be developed. Deterrent programs should be enhanced for first-time offenders. A focus on restorative justice for victims and community is strongly urged. Teen courts and peer panels should be explored to the fullest as early intervention techniques. The most violent youths who end up in secure detention or incarceration must have access to counseling and rehabilitation opportunities that can carry over to post-release settings.

Enact laws that give juvenile courts limited jurisdiction over parents, and hold them liable for criminal acts of children, when appropriate. Parental responsibility ties directly into the summit theme of restoring the family. Actions of youthful offenders should be linked directly to their families, in the form of fines and actions against parents, and to the community, in the form of victim restitution. Forcing parental involvement can strengthen family discipline of delinquent youths.

Train local agencies to employ better criteria and methods to identify habitual offenders and to make more effective use of the SHOCAP model. Because of limitations on juvenile offender career history information (juvenile CHRI), many offenders escape the full focus of a multi-system response. Information programs like SHOCAP

create an “informed environment” where law enforcement, courts and community programs can intervene effectively with repeat offenders.

Take strong countermeasures to deglamorize gang lifestyle, using RICO statutes and safe-street task forces to indict gang members and reduce gang activity. Through exhaustive research in cities like Chicago and Los Angeles, much is known about gang culture, structure and behavior. This knowledge must be used to break down gang structures and reduce the number of youths seeking—or coerced into—gang membership.

Youths need to see, and atone for, the consequences of their actions. Facing victims, peers and parents to own up to their crimes is essential.

Expand victim/offender interaction in the juvenile justice system to promote healing of victims and fuller accountability for offenders. Restorative justice for offenders and victims is an essential feature of programs to rebuild individuals, families and communities. Programs to bring offenders and victims together in collaborative settings to bring about restitution, accountability and long-term healing are recommended.

Strengthen Multi-Agency Partnerships

Create programs to coordinate and share criminal, juvenile and family court information. Family problems typically appear in and cross over separate court systems, yet these systems have no way to relate episodes to prevent future violence or solve systemic problems. A relational data base model is proposed, where all three courts share data for problem solving.

Expand alliances among social service, education, mental health, public health, child welfare, juvenile justice and law enforcement agencies. Collaboration is the key to successful intervention. However, consortia of agencies often fail to communicate effectively or define roles clearly, and subsequently fail in their mission.

Increase the collaboration and cooperation among federal agencies, including the departments of Justice, Education, Health and Human Services, and Housing and Urban Development. These four agencies provide services and programs to a cross-over

clientele. Uncoordinated, redundant or ineffective intervention must be avoided. Better coordinated effort to maximize the strengths of each agency is recommended.

Intensify Public Education

Encourage local and national media to balance coverage of youth issues by highlighting positive youth behavior and accomplishments and successful programs. The media tend to exploit “bad news” for ratings value. Positive efforts, particularly involving youth, remain unknown to the public. The media must recognize their responsibility for balanced news coverage.

Demand that the electronic media—including network/cable TV, the movie industry and the music industry—be more accountable for deglamorizing violence and promoting nonviolent alternatives. Violence—visual, verbal and implied—is rampant in the media. Leaders in each of the primary industries—TV, movies and music—must recognize and accept responsibility for helping to maintain and even promote a violent culture.

Use total cost data to dramatize the true economic consequences of youth violence, with emphasis on lost lives. Most citizens do not recognize the true cost impact of crime. Total figures for police, court, prosecution and defense costs; medical, psychological and dental costs; time lost to victims and employees; and other taxpayer impact are critical information for policy decisions about offenders and victims.

Refute, through education of citizens, perceived expectations of “safety” from owning and carrying guns for self-protection. Studies by various organizations point to the frequency of victimization of someone other than an offender (family member, neighbor, innocent stranger) from misuse of privately owned weapons. Also, gun owners are often disarmed by offenders and killed with their own weapon.

Replicate Programs That Work

Disseminate information about successful programs to local officials to enable them to replicate these programs. There are any number of professional publications that identify model programs proven to be highly effective. Unfortunately, decision makers at the local level may not know how to obtain these reports or even know of their existence.

Provide more technical assistance to local agencies on successful youth violence programs through the Office of Justice Programs, particularly the Office of Juvenile Justice and Delinquency Prevention. OJJDP has proven its value in developing concise and comprehensive reports on youth violence trends—its *Comprehensive Strategy for Serious, Violent and Chronic Juvenile Offenders*, in particular. However, the information and recommendations in this document must now be converted

to application at the local level that can only happen through expanded outreach and technical assistance.

Increase funding for proven programs, like those of the Boys and Girls Clubs and Police Athletic Leagues, and innovative new programs that hold promise. Justice, educational and philanthropic organizations should provide additional support to proven programs. Pilot and model initiatives should be supported for newer/innovative efforts like peer counseling and teen courts.

Encourage implementation of locally driven youth violence prevention strategies that include goal setting, reinforcement of positive

lifestyles and extensive mentoring opportunities. Positive role modeling/adult mentoring is one of the more effective ways to influence youth positively. More programs with these components must be established nationwide.

Guarantee the commitment of federal, state and local resources to replicate and expand solid grassroots violence reduction efforts. Federal agencies must, within their legislated frameworks, make monies available in a fast and relatively uncomplicated manner to local agencies for promising programs.

Retool and revamp ineffective responses to better fit community/youth needs. Many

programs are derived from perceived need and receive accolades for responsiveness to that need, but are never evaluated for real impact. Evaluations must be in place nationwide, and programs must be revised dramatically where gaps occur between goals and achieved success.

Create more summer jobs for youths through public/private partnerships. Cities are encouraged to build teams of key agencies, such as law enforcement, parks and recreation, and private businesses, to provide decent-paying, constructive summer employment for as many youths as feasible.

Improve Information Sharing

Establish systems to share information among police, justice, education, social services and community-based youth service agencies. Informed decision-making about youthful offenders can occur only when vital information is shared among stakeholders. Effective interventions can occur only when all aspects of a youth's behavior are examined fully.

Eliminate as many barriers as possible that inhibit information sharing among police, justice, education, social services and community-based youth service agencies. Current laws and other policies that restrict sharing of juvenile information are archaic and based on a simplistic protectionist approach to the juvenile. The community must also be protected, and that can happen only when critical information is available to all key parties. The introduction of omnibus federal legislation is most likely required here.

Introduce legislation, where necessary, to mandate the sharing of information on juvenile offenders by police, justice, education, social services and community-based youth service agencies. Just as police depend on criminal history record information (CHRI) systems (rap sheets) for adult offenders, a similar system is called for with regard to violent career youthful offenders. Courts will make different decisions when they understand that a "first offense" of an adult offender is really one in a continuous career spanning the years prior to legal adulthood. ❖



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Information on membership categories, benefits, and eligibility can be found on the IACP web site www.theiacp.org/membership

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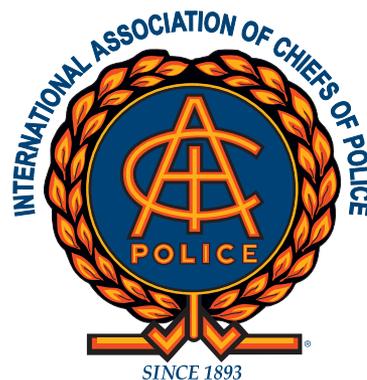
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All other listings are active members.



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*Wase, Stacy, IT Manager, Clay Co Sheriff's Office

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Teter, Brice, Lieutenant Patrol, Indiana Univ Police Dept

Edinburgh

Mann, David H, Chief of Police, Edinburgh Police Dept

Fort Wayne

Reed, Stephen, Chief of Police, Fort Wayne Police Dept

Noblesville

Busalacchi, Robert, Lieutenant, Noblesville Police Dept

Iowa

Adel

Infante, Adam, Chief Deputy, Dallas Co Sheriff's Office

Cedar Rapids

Hansel, Gerald, Major, Linn Co Sheriff's Office

Nevada

*Brandes, Christopher R, Detective, Nevada Public Safety Dept

*Cizmadia, Joshua J, Sergeant, Nevada Public Safety Dept

West Des Moines

Giampolo, Anthony, Lieutenant, West Des Moines Police Dept

Jansen, Daniel, Lieutenant, West Des Moines Police Dept

Kock, Brent, Lieutenant, West Des Moines Police Dept

Kansas

Prairie Village

Washington, Ivan, Division Commander, Prairie Village Police Dept

Pratt

Hesket, Daniel, Asst Division Director of Law Enforcement, Kansas Wildlife Parks and Tourism

Topeka

Kellerman, Josh, Major, Kansas Hwy Patrol

Kentucky

Bowling Green

*Eisert, Pamela, Industry Operations Investigator, ATF/Justice

Dayton

Halfhill, David W, Chief of Police, Dayton Police Dept

Lexington

Scott, Eric, Lieutenant, Univ of Kentucky Police Dept

Madisonville

Taylor, Chris, Major, Madisonville Police Dept

Owensboro

Powell, David, Lieutenant, Owensboro Police Dept

Louisiana

Harvey

Decker, Kevin, Lieutenant, Jefferson Parish Sheriff's Office

Ruston

Colvin, James A, Lieutenant/Training Officer, Lincoln Parish Sheriff's Office

Maine

Lewiston

St Pierre, David, Lieutenant, Lewiston Police Dept

Skowhegan

Bucknam, David, Chief of Police, Skowhegan Police Dept

Maryland

Baltimore

Combs, Kenneth R, Lieutenant, Maryland Transit Administration Police
Jenkins, Marcus E, Shift Commander/Lieutenant, Maryland Transit Administration Police

Cambridge

Hinson, Ronald S, Lieutenant, Cambridge Police Dept

Elkton

Brownhill, Stephen, Captain, Cecil Co Sheriff's Office

Hampstead

Gossage, Stephen, Chief of Police, Hampstead Police Dept

Hancock

Miller, Richard L, Chief of Police, Hancock Police Dept

Hyattsville

Lawless, Stephen, Assistant Chief of Police, Maryland-National Capital Park Police

Odenton

Long, Daniel, Lieutenant, Anne Arundel Co Police Dept

Pikesville

Chappell, Rosemary, Lieutenant, Maryland State Police

Takoma Park

Bowers, Richard A, Captain, Takoma Park Police Dept
Frishkorn, Daniel, Captain, Takoma Park Police Dept

Massachusetts

Boston

Hussey, James, Captain, Boston College Police Dept

Cambridge

Lowe, Rob, Deputy Superintendent, Cambridge Police Dept

Newton

Daly, John M, Executive Officer/Lieutenant, Newton Police Dept

Sharon

Williams, Donald D, Operations Lieutenant, Sharon Police Dept

Michigan

Detroit

Davis, Walter E, Lieutenant, Great Lakes Water Authority
Ha, Grant J, Second Deputy Chief, Detroit Police Dept
Saunders, Patrick, Captain, Wayne State Univ Police Dept
*St Amour, Mark H, Lieutenant, Training & Investigations, Great Lakes Water Authority

Grand Rapids

Schnurstein, David, Lieutenant, Grand Rapids Police Dept

Kalamazoo

Coakley, Vernon, Assistant Chief, Kalamazoo Dept of Public Safety

Midland

Sokol, Michael, Lieutenant, Midland Police Dept

Rochester

Kiley, Kenneth, Support Services Director, Oakland Univ Police Dept

Roscommon

Stern, Edward F, Sheriff, Roscommon Co Sheriff's Office

Southfield

*Kuzila, Michael, Accreditation Manager, City of Southfield

Warren

Ahrens, Robert J, Captain, Warren Police Dept

Minnesota

Fergus Falls

Fitzgibbons, Barry, Chief Deputy, Otter Tail Co Sheriff's Office

Minneapolis

Arradondo, Medaria, Chief of Police, Minneapolis Police Dept

Prior Lake

Stanger, John, Lieutenant, Prior Lake Police Dept

Rochester

*Ewing, Sandra, Professional Standards Manager, Rochester Police Dept

St. Paul

Mueller, Scott, Special Agent in Charge, Minnesota Bureau of Criminal Apprehension

St. Louis Park

Parker, Jon E, Lieutenant, St Louis Park Police Dept

Mississippi

Batesville

*Tindall, Charlie, Sergeant, Batesville Police Dept

Gulfport

Cooper, Adam A, Deputy Commander, Gulfport Police Dept

Hattiesburg

*Cooley, Dustin, Student, Univ of Southern Mississippi
Keyes, Rusty, Assistant Chief of Police, Univ of Southern Mississippi Police Dept
Sealy, Peggy J, Assistant Chief of Police, Hattiesburg Police Dept

Horn Lake

Cobb, James, Captain, Horn Lake Police Dept

Vicksburg

Moore, Milton A, Chief of Police, Vicksburg Police Dept
Paymon, Eric L, Deputy Chief of Police, Vicksburg Police Dept

Missouri

Bridgeton

Adkins, Alfred, Director Public Safety & Emergency Mgmt, St Louis Community College

Fort Leonard Wood

Sallee, Robert, Master Sergeant, US Marine Corps

Kansas City

Harper, Jarad, Supervisory Special Agent, Drug Enforcement Administration
Stutheit, David L, Special Agent in Charge, US Secret Service

O'Fallon

*Hilke, Brian, Detective Sergeant, O'Fallon Police Dept

St. Charles

Grove, George, Lieutenant, St Charles Police Dept

St. Louis

*Jones, Justin, Sergeant, Terminal Railroad Assn of St Louis Police

Warrenton

Ellard, Larry, Chief of Police, Warrenton Police Dept

Waynesville

Rosbach, Todd J, Captain, US Army

Montana

Crow Agency

Bracken, Terrill, Chief of Police, Crow Tribe of Indians Police Dept

Helena

Gremaux, Bradley, Bureau Chief, Montana Dept of Justice

Nevada

Carson City

*Primka, Jim, Sergeant, Carson City Sheriff's Office

Elko

Jackson, Tamrah, Lieutenant, Nevada Dept of Public Safety

Las Vegas

*Burns, Tommy, Faculty, Univ of Phoenix

New Hampshire

Dover

Breault, William, Captain, Dover Police Dept

New Jersey

Avalon

Roscoe, John, Captain, Avalon Police Dept

Belmar

Huisman, Andrew, Chief of Police, Belmar Police Dept

East Brunswick

Soke, Chris, Captain, East Brunswick Police Dept

East Rutherford

Rivelli, Dennis M, Chief of Police, East Rutherford Police Dept

Freehold

Wilbert, Jeffrey, Captain of Detectives, Monmouth Co Prosecutor's Office

Manchester

*Collins, Brian, Patrolman, Manchester Twp Police Dept
Manco, Vincent, Lieutenant, Manchester Twp Police Dept

Mount Holly

*Riley, Tracy, Attorney, Law Offices of Riley and Riley

New Brunswick

Payne, Matt, Chief of Police, New Jersey SPCA Police

Paterson

Olivo, Steven, Detective Captain, Paterson Police Dept

Ramsey

Stitz, David, Captain, Ramsey Police Dept

Rockaway

Crawford, Jeffrey T, Lieutenant, Rockaway Borough Police Dept

Union Beach

Woodrow, Michael J, Chief of Police, Union Beach Police Dept

West Deptford

Disimone, Samuel, Chief of Police, West Deptford Twp Police Dept

West Trenton

Finnegan, Mark, Lieutenant, New Jersey State Police

Williamstown

*Jacobus, Derrick, Detective, Monroe Twp Police Dept

Wood-Ridge

*Ju, Sungbae, President, Garden State Opera Inc

New Mexico

Albuquerque

Weber, Greg, Lieutenant, Albuquerque Police Dept

Artesia

Roberts, Kirk, Chief of Police, Artesia Police Dept

Bloomfield

Matthews, Randon, Lieutenant, Bloomfield Police Dept

New York

Albany

Tromblee, Michael, Trooper, New York State Police

Amherst

Meyer, Chris, Captain, Amherst Town Police Dept

Belmont

Monroe, Kevin, Undersheriff, Allegany Co Sheriff's Office

Brooklyn

Cilento, Ralph, Lieutenant, New York City Police Dept

Hopewell Junction

Navarro, Reva, Lieutenant, New York State Police

Latham

Donnelly, Rob, Lieutenant, Colonie Town Police Dept

Mineola

Meyers, Gregory, Lieutenant, Nassau Co Police Dept

New City

McCullagh, Raymond F, Chief of Police, Clarkstown Police Dept

New York

Dequatro, Dennis, Deputy Chief, New York City Police Dept

Miller, Lucas, Lieutenant, New York City Police Dept
Ruzzi, Mike, Lieutenant, New York City Police Dept

Newburgh

*Nadolny, Matthew, Sergeant, Newburgh Town Police Dept

Rochester

Baxter, Todd K, Sheriff, Monroe Co Sheriff's Office
*Kaestle, Chad, Special Agent, FBI

Rome

Beach, Kevin, Chief of Police, Rome Police Dept
Simons, Kevin, Deputy Chief of Police, Rome Police Dept

Syracuse

Delfavero, Lynette, Deputy Chief of Police, Syracuse Police Dept
Shoff, Richard F, Deputy Chief of Police, Syracuse Police Dept

Utica

*Asamoah, Kwabena, Student, Utica College

Yaphank

Cooney, Colleen, Sergeant, Suffolk Co Police Dept
Degnan, Kevin, Deputy Inspector, Suffolk Co Police Dept

North Carolina

Burlington

*Harris, Kenyon, Police Technology Manager, Burlington Police Dept

Cary

Quinlan, Kenneth S, Assistant Chief of Police, Cary Police Dept

Fayetteville

Sparatorico, Robert, Captain, Fayetteville Police Dept

Goldsboro

Carmon, Anthony D, Investigative Services Bureau Commander, Goldsboro Police Dept
Dean, Dwayne E, Major, Goldsboro Police Dept

Havelock

Williams, Marvin A, Chief of Police, Havelock Police Dept

Monroe

Manus, Bobby, Lieutenant, Monroe Police Dept

New Bern

Fuller, Daren T, Lieutenant, New Bern Police Dept

Raleigh

Moore, William P, Lieutenant, North Carolina State Hwy Patrol

Warrenton

Lane, Goble E, Chief of Police, Warrenton Police Dept

Wilmington

Yanacek, David, Captain, Wilmington Police Dept

Winston-Salem

Fish, Christopher, Lieutenant, Winston-Salem Police Dept

North Dakota

Minot

Klug, John, Captain, Minot Police Dept

West Fargo

Janke, Heith R, Chief of Police, West Fargo Police Dept

Williston

Gutknecht, Steve, Supervisory Special Agent, North Dakota Bureau of Criminal Investigation

Ohio

Brunswick

Ohlin, Brian J, Chief of Police, Brunswick Division of Police

Canton

Oliver, John, Chief Deputy, Stark Co Sheriff's Office

Cheviot

Stone, Emmett E, Chief of Police, Cheviot Police Dept

Cleveland

*Roetzel, Tony, Sergeant, Cleveland Clinic Police Dept

Columbus

Lang, Mark, Commander, Columbus Division of Police

Fairlawn

Duman, Donald, Chief of Police, Fairlawn Police Dept

Hiram

Gregory, Brian D, Chief of Police, Hiram Police Dept

Kettering

Kavanaugh, Kevin, Lieutenant, Kettering Police Dept

London

*Burke, James, Director of Advanced Training, Ohio Attorney General's Office

Marietta

Rhodes, Brian P, Captain, Washington Co Sheriff's Office

Oberlin

Warfield, C Ryan, Chief of Police, Oberlin Police Dept

Parma

Manning, Joseph L, Deputy Chief of Police, Parma Police Dept

Springfield

Graf, Lee E, Chief of Police, Springfield Police Division

Wooster

Waddell, Jason, Senior Agent, Medway Drug Enforcement Agency

Oklahoma

Ardmore

Henry, Allen, Captain, Oklahoma Hwy Patrol

Broken Arrow

Marks, Kevin, Major, Broken Arrow Police Dept

Muskogee

Crawford, Michael, Captain, Muskogee Police Dept

North Enid

Miller, Jon D, Chief of Police, North Enid Police Dept

Oregon

Bend

*Lewellen, Tara, Business Manager, Bend Police Dept

Condon

Terland, Jon, Lieutenant, Gilliam Co Sheriff's Office

Gresham

Smith, Bill, Lieutenant, Gresham Police Dept

Portland

Resch, Jami, Captain, Portland Police Bureau

Pennsylvania

Bensalem

Donnelly, James T, Lieutenant, Bensalem Twp Police Dept

Highspire

McHale, John, Chief of Police, Highspire Borough Police Dept

Lancaster

Melhorn, Charles M, Lieutenant, Manheim Twp Police Dept

Lewistown

Clemens, David, Chief of Police, Lewistown Police Dept

Media

Sanders, Jerry L, Sheriff, Delaware Co Sheriff's Office

Philadelphia

Scollon, Michael, Supervisory Special Agent, CSX Transportation Police Dept
Stanford, John, Captain, Philadelphia Police Dept

Thorndale

Rock, Mitchell, Deputy Chief of Police, Caln Twp Police Dept

Upper St. Clair

Wharton, Jonathan E, Lieutenant, Upper St Clair Police Dept

Rhode Island

Middletown

Karoly, Ferenc, Deputy Chief of Police, Middletown Police Dept

South Carolina

Lancaster

Faile, Barry, Sheriff, Lancaster Co Sheriff's Office

Lexington

Taylor, Hampton, Captain, Lexington Co Sheriff's Dept

North Charleston

Perry, Scott, Captain, North Charleston Police Dept

Sullivan's Island

Griffin, Christopher, Chief of Police, Sullivan's Island Police Dept

York

*Mouzon, Heather L, General Counsel, York Co Sheriff's Office

South Dakota

Sioux Falls

*Byron, Dan, Special Agent, South Dakota Div of Criminal Investigation

Tennessee

Jefferson City

Hodges, James R, Deputy Director Public Safety, Carson-Newman Univ

Johnson City

*O'Hare, Brian, Special Agent, FBI

Kingsport

Hammonds, Steven, Lieutenant, Kingsport Police Dept

Knoxville

*Bobich, Rebecca, Senior Special Agent, ATF/Justice

Martin

Fuqua, Phillip W, Assistant Chief of Police, Martin Police Dept

Maryville

Cooke, Gregory, Deputy Chief of Police, Maryville Police Dept

Memphis

Henson, Wes, Lieutenant, Shelby Co Sheriff's Office
Kula, Martin, Major, Memphis Police Dept

Murfreesboro

Fitzhugh, Michael S, Sheriff, Rutherford Co Sheriff's Office
Grajek, Brian, Lieutenant, US Dept of Veterans Affairs Police

Pigeon Forge

Catlett, Richard L, Chief of Police, Pigeon Forge Police Dept

Sewanee

Ferguson, Elsie, Chief of Police, The Univ of the South

Texas

Addison

*Stringer, Nathan, Director of Operations, LAW Publications

Vincent, Mike, Captain, Addison Police Dept

Austin

*Fleming, Rhonda, Inspector General, Texas Dept of Public Safety OIG
Mendoza, Mirtha, Lieutenant, Travis Co Sheriff's Office

Dallas

Ashford, Herbert, Assistant Chief of Police, Dallas Co Community College District Police

Denton

Flanagan, Steven, Captain, Denton Co Sheriff's Office

Double Oak

Rivas, Ruben, Lieutenant, Double Oak Police Dept

El Paso

Vargas, Marco A, Commander, El Paso Co Sheriff's Office

Fort Worth

Clouse, Laurie, Chief of Police, Univ of North Texas Health Science Center
Driskill, Craig, Chief Deputy, Tarrant Co Sheriff's Office

Garland

Bryan, Jeffrey, Assistant Chief of Police, Garland Police Dept

Georgetown

Deaton, Stephen, Commander, Williamson Co Sheriff's Office
Ryle, Timothy, Chief Deputy, Williamson Co Sheriff's Office
Smith, Hoby, Commander, Williamson Co Sheriff's Office

Travis, Russell, Lieutenant, Williamson Co Sheriff's Office

Houston

Aupperlee, William, Special Agent in Charge, Federal Air Marshal Service
Fernandez, Frank, Lieutenant Special Ops, Houston Police Dept
Verastegni, David, Captain, Texas Dept of Public Safety

Irving

Greene, Russell, Chief of Police, Univ of Dallas
*Srader, Chad, National Director, Learning For Life Law Enforcement Exploring

Jacksonville

Franklin, Daniel, Captain, Jacksonville Police Dept

Leon Valley

Saucedo, Ruben M, Captain/Assistant Director, Leon Valley Police Dept

North Richland Hills

*Mathews, Jillian, Management Assistant Planning & Research, North Richland Hills Police Dept

San Antonio

Zuniga, Adolph, Captain, San Antonio Police Dept

Socorro

*Rey, Christopher, Sergeant, Socorro Police Dept

Texarkana

Veal, Bart, Chief of Police, Liberty Eylau ISD Police Dept

Victoria

Moya, Eline, Lieutenant, Victoria Police Dept

PLANNING, DESIGNING, AND CONSTRUCTING POLICE FACILITIES COURSE

Looking to design a new facility or update your current building?
THIS COURSE IS FOR YOU.



Discuss planning considerations for facility construction.



Plan and budget for a new or redesigned police facility.



Plan special design features such as security, jails, and communications.



Understand the implications of sustainable (green) design principles.



Develop effective client-architect relationships.



Identify life span and maintenance considerations for a facility.

UPCOMING COURSES

DALLAS, TEXAS
April 11-13, 2018



Training@theIACP.org
theIACP.org/Planning-Designing-and-Constructing-Police-Facilities

Watauga

Hartman, Keith, Assistant Chief of Police, Watauga Police Dept

Webster

Bacon, Pete T, Assistant Chief of Police, Webster Police Dept
Graham, Raymond, Lieutenant, Webster Police Dept

Utah

Hurricane

Redfearn, Jared, Lieutenant, Washington Co Sheriff's Office

Vermont

Montpelier

Romei, Matthew, Chief of Police, Vermont Capitol Police

Shelburne

*Flore, Joshua, Police Officer, Shelburne Police Dept

Virginia

Alexandria

*Lennon, Patrick, A/Sergeant, Alexandria Police Dept

Arlington

Butler, Brett M, Captain, Arlington Co Police Dept

Christiansburg

Wright, Brian, Captain Support Services, Montgomery Co Sheriff's Office

Fairfax

Reed, Gervais, Major, Fairfax Co Police Dept

Falls Church

*Chuy, Cynthia, Area Supervisor, ATF / Justice

Franklin

*Lyons, Todd, Sergeant, Franklin Police Dept

Leesburg

Miller, Robert, Captain, Loudoun Co Sheriff's Office

North Chesterfield

Miller, Lehew W, Major, Virginia State Police

Petersburg

Miller, Kenneth A, Chief of Police, Petersburg Bureau of Police

Portsmouth

Hoyle, Kelly, Assistant Special Agent In Charge, US Coast Guard Investigative Service

Richmond

*Pudasaini, Diwakar, Student, Virginia Commonwealth Univ

Virginia Beach

Vargas, Kathy, Captain, Virginia Beach Sheriff's Office

Washington

Bellevue

Kleinknecht, Carl, Major, Bellevue Police Dept

Bellingham

Gum, Jason, Chief Deputy, Whatcom Co Sheriff's Office

Enumclaw

Huebler, Bob, Captain, Enumclaw Police Dept



Line of Duty Deaths

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

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

Police Officer Chase Maddox

Locust Grove Police Department, Georgia
Date of Death: February 9, 2018
Length of Service: 5 years

K9 Officer Eric Joering

Westerville Division of Police, Ohio
Date of Death: February 10, 2018
Length of Service: 17 years

Police Officer Anthony Morelli

Westerville Division of Police, Ohio
Date of Death: February 10, 2018
Length of Service: 29 years

Commander Paul R. Bauer

Chicago Police Department, Illinois
Date of Death: February 13, 2018
Length of Service: 31 years

Police Officer Darren Weathers

Detroit Police Department, Michigan
Date of Death: February 13, 2018
Length of Service: 2 years

Deputy Sheriff Kevin Stanton

Brevard County Sheriff's Office, Florida
Date of Death: February 17, 2018
Length of Service: 10 years, 5 months

Police Officer Justin Billa

Mobile Police Department, Alabama
Date of Death: February 20, 2018
Length of Service: 2 years, 1 month

Corporal Mujahid Ramziddin

Prince George's County Police Department, Maryland
Date of Death: February 21, 2018
Length of Service: 14 years

Sergeant Mark J. Baserman

Pennsylvania Department of Corrections
Date of Death: February 26, 2018
Length of Service: 11 years

Deputy Sheriff Alexis Thunder Eagle Locklear

Scotland County Sheriff's Office, North Carolina
Date of Death: March 1, 2018
Length of Service: 9 months

Police Officer Rodney Smith

Hickman Police Department, Kentucky
Date of Death: March 2, 2018
Length of Service: Not available

Deputy Sheriff Jacob Pickett

Boone County Sheriff's Office, Indiana
Date of Death: March 4, 2018
Length of Service: 8 years

Police Officer Christopher Ryan Morton

Clinton Police Department, Missouri
Date of Death: March 6, 2018
Length of Service: 3 years

Issaquah

*Eckhardt, Jared, Executive Assistant, Prothman

Seattle

Diaz, Adrian, Chief's Aide, Seattle Police Dept

*Skager, Cherie, President/CEO, Seattle Police Foundation

Spokane

Ellis, Dave, Undersheriff, Spokane Co Sheriff's Office

Vancouver

Horch, John, Commander, Clark Co Sheriff's Office

West Virginia

Martinsburg

*Raposa, Christine, Analyst, ATF / Justice

Wellsburg

Palmer, Larry C, Sheriff, Brooke Co Sheriff's Office

Wisconsin

Brooklyn

Engelhart, Wade R, Chief of Police, Brooklyn Police Dept

Madison

Price, Jennifer E, Director Special Operations, Wisconsin Dept of Justice

Shogren, Ryan T, Director Field Operations, Wisconsin Dept of Justice

Steffen, Joe, Interim Chief of Public Safety, Madison Area Technical College

Wormet, Jody R, Director Field Operations, Wisconsin Dept of Justice

Manitowoc

Hartwig, Dan, Lieutenant, Manitowoc Co Sheriff's Office

Sheboygan

Teurissen, Doug, Lieutenant, Sheboygan Police Dept

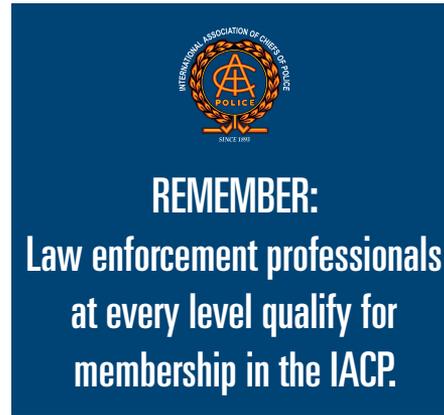
Wyoming

Glenrock

Felton, Colter R, Sergeant, Glenrock Police Dept

Sheridan

Koltiska, Travis, Lieutenant, Sheridan Police Dept



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

David Algeri, Lieutenant, Egg Harbor Township, New Jersey

Wayne E. Bennett, Public Safety Commissioner, Schnectady, New York

Christ J. Bouras, Chief of Police (ret.), Danvers Massachusetts (life member)

Eric R. Hyatt, Chief of Police, Gibson City, Illinois

Joseph M. McCarthy, Chief of Police (ret.), Middletown Township, New Jersey; Port Monmouth, New Jersey (life member)

Byron C. Nelson, Chief of Police (ret.), Azusa, California; Sequim, Washington

Michael G. Thornley, Investigator, Cook County Department of Revenue, River Forest, Illinois

IACP TECHNOLOGY CONFERENCE
LEIM 2018 | May 21-23
 PROVIDENCE, RI
theIACP.org

TECHNOLOGY • TRANSPARENCY • TRANSFORMATION

This year's theme focuses on how law enforcement is utilizing technology to enhance services and communication.

IACP Tech brings together the most cutting edge solutions and knowledgeable experts to address the latest technology topics.



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Register now for the must-attend law enforcement technology event of the year.

www.theIACP.org/Tech-Conference

2018 *Police Chief* Calendar

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to *Police Chief*? Look below to see some of the topics we are covering this year!

January	Leadership <i>Special Feature: IACP 2017 Leadership Awards</i>
February	Forensics
March	Drugs: Current Issues
April	Victim Services <i>Special Feature: 2018 Buyers' Guide</i>
May	Officer Safety and Wellness
June	Cybercrime & Computer-enabled Crime
July	Transnational Crime and Terrorism
August	Community-Police Engagement <i>Special Feature: IACP 2018: Insiders' Guide</i>
September	Personnel <i>Special Feature: IACP 2018: Orlando, FL</i>
October	Evolution of Policing <i>Special Feature: IACP 125th Anniversary</i>
November	Education and Training <i>Special Feature: IACP 40 Under 40</i>
December	Critical Incidents <i>Special Feature: IACP 2018 Recap</i>

Do you have innovative solutions or experiences that you want to share with the policing community? Take a look at our manuscript guidelines on www.policechiefmagazine.org/article-guidelines. Articles can be submitted online at www.policechiefmagazine.org/submit-an-article.

Product update

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



Crime lab enclosures

EnviroMax enclosures are engineered and built to your size requirement to isolate forensics instruments and processes such as evidence sampling, weighing, liquid handling, high throughput screening, and integrated lab automation equipment. They can be constructed to provide HEPA-filtered air into the work chamber for a class clean environment or they can be designed to vent hazardous fumes to the outside. Enclosures can feature clear sides and access from any or all sides. Work surfaces, cabinets, tables, and a wide selection of accessories can be installed to meet specific user requirements.

For more information, visit www.hemcocorp.com/enviro.html.



Mobile digital recorder

Brigade Electronics has launched its latest mobile digital recorder for commercial vehicles—the MDR-500 Series. Featuring exclusive new software, a high-definition picture feed, and superior 4G mobile network connectivity and Wi-Fi, the MDR-500 Series has been designed to help tackle the disturbing rise in crash-for-cash scams and false claims. Manufactured from robust aluminum casing, its new features and benefits include a built-in audible buzzer to alert drivers to various alarms, such as video loss, and 10 diagnostic LEDs to show the status of the system at a glance. Mirror and flip-view capabilities also mean images can be viewed from multiple angles.

For more information, visit www.brigade-electronics.com/en-us.

Tactical gloves

Vertx announces the launch of a new cutting-edge tactical glove line. This new line of gloves consists of four innovative styles including the VaporCore Shooter, Rapid LT, FR Assaulter, and FR Breacher. All four gloves share similar features including articulated pre-curved fingers that provide the exceptional fit and dexterity necessary for comfort and functionality. Strong hook and loop wrist closures ensure a secure fit, and double needle topstitch reinforcement in all key areas maximizes the gloves' lifespan. The gloves mimic human skin through the use of natural goatskin suede, enabling a better sense of touch. The middle finger and thumb also include conductive touchpoints for use with smartphones and other touch-screen technology.

For more information, visit www.vertx.com.



Video management system

Hanwha Techwin America announces Wisenet WAVE, a new video management system designed to support the advanced features and onboard video analytics that are unique to Hanwha cameras. It is a highly customizable IP video management platform, giving users the ability to create tailored network video solutions for any type of project, on any device. With an intuitive interface requiring little to no training, WAVE empowers new and existing Hanwha IP camera users to make the most of their cameras' advanced features and onboard analytics such as intelligent video analytics (appear, disappear, loitering); market intelligence statistics (queue management); and sound classification (explosion, glass breakage, gunshot, and scream detection). WAVE is ONVIF compliant which allows it to support many other ONVIF-compliant devices.

For more information, visit www.hanwhasecurity.com

Live fire training system

Range Systems, an industry leader in ballistic rubber commercial range systems, has partnered with Ti Outdoors to co-release a live fire video action shooting system for gun ranges. The new system, called the V23 Live Fire Video Action Shooting System, projects targets, training exercises, and games and was designed specifically for live fire. These videos are projected on a white background in the shooting lane itself. It allows users to shoot targets in a virtual environment that they can't shoot at traditional ranges. The system requires zero range customization and is compact enough to fit beneath the shelf of a shooter's booth. The simple plug-and-play system works in any range with 110VAC and is easy to calibrate.

For more information, visit www.range-systems.com or <http://tioutdoors.com>.

Update to handheld analyzer

908 Devices, a pioneer of analytical devices for chemical and biomolecule analysis announces a new software update for MX908, which includes the introduction of a new mission mode—Drug Hunter. This mode unlocks additional resolving power from the device's existing hardware to dramatically upgrade selectivity, which provides first responders with optimal detection and identification capabilities for a subset of the target list, including a broad range of fentanyl, opioids, and amphetamines. In addition to this new mode, the software update includes two additional new modes: Chemical Warfare Hunter and the Explosive Hunter, which provide enhanced performance for those missions.

For more information, visit <https://908devices.com/fentanyl>.

Digital video recorder

The ICOP PRO HD offers the ability to utilize up to four analog high-definition (AHD) cameras with recording resolutions up to 1080p. It also allows additional support for a high-definition IP camera, ideal for delivering sharp images at 1080p in the most crucial areas where more clarity is needed. Vehicle license plates, road signs, and subject's faces are all recorded in great detail, enhancing critical evidence. The recorder features seamless integration with SafetyVision's upcoming fully loaded body-worn camera, the Prima Elite. Users can now capture incidents from multiple points-of-view to form a single visual narrative. Two systems work together as one for high-quality evidentiary video.

For more information, visit www.safetyvision.com/products/icop-pro-hd.

Pistol grip

Mission First Tactical, LLC offers the ENGAGE AR15/M16 Pistol Grip (EPG27). This full-sized AR pistol grip offers positive support and control for one-handed operations. The finger swell and grove back straps provide a positive grip surface with wet or gloved hands. The new pistol grip increases operator comfort and performance while allowing the operator to gain more control during reloading and firing. The tab covers the receiver gaps that can cause discomfort during sustained usage and can be easily removed if desired. Designed for M16/M4/AR15/HK4s, the ENGAGE Pistol Grip is available in black, grey, scorched dark earth, and foliage green.

For more information, visit www.missionfirsttactical.com.



Bulletproof vest carrier

Focus Tactical Design offers the Focus Tactical Design bulletproof vest carrier, designed to be worn outside a uniform, allowing law enforcement officers to take some of the weight off their belts to reduce hip and back pain and decrease the likelihood of chronic injuries. The carrier comes with a front panel for everyday work that can be quickly removed and replaced by another for high-risk situations. It has two large pockets that can hold notebooks and pens, cellphones, or extra rifle magazines and two interior pockets to carry such items as radios, batons, flashlights, and other equipment.

For more information, visit www.focustacticaldesign.com.



Eight Tips for Designing and Using Smart ID Cards for Police Officers

New Thompson P.D.
Know Your Officer's ID Card

All New Thompson Police Officers Carry ID cards at all times.

Smart Chip
Every Genuine ID has a smart chip. No smart chip means it's a fake.

Badge Number
Badge number on card should correspond to the officer's badge.

Department Seal
Look for the department seal on the left, and the seal watermark on the right.

Signature of Police Chief
Frank Cantor
Chief of Police

Ghosted Image
Look for the officer's photo in the bottom-right corner of the card.

Richard STEPHENS
Sergeant
New Thompson P.D.
114 Emporium St.
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By David Allen, Head of User Experience, and David Finkelstein, President, InstantCard

In an era of skilled fraudsters and hackers, police executives everywhere face growing security challenges. One of the most basic challenges is ensuring that officers' photo ID cards cannot be forged or falsified. Swindlers today have access to advanced computer and printer technology, so it's crucial to include security

features that make ID card falsification virtually impossible. The public should have complete confidence that when an officer—especially a plainclothes or off-duty officer—shows an ID card, it can be readily verified as genuine.

Police departments also need to strictly control who can access departmental computers,

mobile data terminals (MDTs), and facilities. In addition, departments need to store emergency medical information in a place easily accessible to an EMT who's assisting an injured officer.

The following eight tips for secure and useful ID cards can ensure that officers' cards meet all of these needs.

Make the ID cards "smart."

A smart card is a secure ID card that has a tiny, embedded chip. The card connects to a card reader either by direct physical contact or through a short-range wireless connection, typically radio-frequency identification (RFID).

Smart card technology is designed to offer the highest security and more functionality. Smart cards are extremely secure and are useable for a myriad of applications, such as opening locked doors and signing on to electronic systems.

A smart police ID card must

- be virtually impossible to forge or falsify;
- instill confidence in anyone to whom it is presented; and
- control access to sensitive areas or computer data.

For high-level security, a smart card allows a department to use two-factor authentication to identify officers and personnel. It's called "two-factor" because there's typically a private key stored in each card and a public key that is available to anyone. These keys are unique to each ID card. When an officer presents a smart ID card as proof of identity, the mathematics of private and public passwords can confirm that the card is indeed the original. The card is not falsifiable because there's no way for anyone to counterfeit or know the card's private key.

This high-level identity verification may be used for the department's access control. For instance, police ID cards can be used to grant computer or MDT access and access to secure areas within the department. This creates a record of each login or entry that can be reviewed if there's ever a question about who has accessed sensitive areas.

Smart cards also provide digital signatures with every exchange, which are far more secure than passwords.

Many facilities, computers, and networks are already set up to accept smart cards to control user access. However, police departments require particularly secure programs to implement smart card technology. Qualified systems

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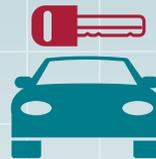
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integrators can install the appropriate software to securely enable these advanced functionalities.

Put the chief's signature on the card.

A signature is not easily forged. The agency executive's signature on the card adds greater credibility to the ID card program.

Add a "ghosted" image.

For even greater security, add a second faint photo of the officer on the ID card. It's "ghosted" because it's the same as the main photo of the officer—just smaller and fainter. A ghosted image prevents someone from simply pasting their photo onto a genuine ID.

Alert the community about the ID program via posters, the web, social media, and other publicity avenues.

People should know when they are or aren't seeing an authentic ID. Officers' ID cards should immediately instill confidence when officers are verifying their identities to civilians. Making sure that people in the jurisdiction know exactly what to expect when an officer's ID is displayed provides a basis for this confidence.

A poster highlighting security features is a good start to familiarize the community with the ID security measures. The content from the poster can be used on the agency's website and reposted on Facebook and Twitter. Agencies can also send a press release and graphics to the local newspaper and other local media about the secure ID card program.

Prevent tampering by overlapping variable data.

"Variable data" are data found on the ID card that change from card to card. One variable field can be overlapped with another, such as a photo. This increases security for several reasons. If one of the overlapping fields is altered, the other must be too. This prevents someone pasting a different photo over the ghosted image, for instance.

The chief's signature and departmental seal are not variable, but the badge number and the officer's photo *are* variable. Having a large badge number on the card makes it easier for those checking the card to match up the number on the card with the badge on the officer. The officer's signature and the ghosted image are two more variables to overlap for greater security.

Include a 24/7 phone number.

The ID card should include a phone number that can be called 24/7 to verify the officer's identity. This should be the same number listed on the "know your officer's ID card" posters.

An address not only reminds people that the police are just around the corner, but also aids in the return of lost IDs. It's recommended to put the address and phone on the front of the card—anyone requesting to see an officer's ID should be able to immediately see the department's phone number.

Put supplemental information on the back of the card.

The back of an officer's ID card is a great place for additional information that doesn't need to be seen immediately or doesn't fit on the front of the card. Additional information gives further proof of an officer's identity, especially in unusual situations. Identifying information can include sex, age, hair color, height, and weight. Optionally, the card can list the officer's blood type, which could be lifesaving information in an emergency.

Agencies may wish to add a quick response (QR) code to the back of their cards. A QR code on the card can be scanned by a phone and linked to a database of the officers' personal emergency medical information. Besides the blood type, the EMT could view items like allergies, name of the officer's physician, and information about the police agency.

Include the agency's seal.

It may seem obvious to include the agency's seal, but there are a lot of police departments that have only text identifying the department. It should be absolutely clear that the ID is associated with a specific police agency. If there isn't a seal, it may be too easy for someone to use a generic police ID card to impersonate an officer. For further security, also add a watermark of the seal.

While the front of the card should be in color, it's fine to use black and white for the back of the card. Color isn't really necessary here and adds cost.

While smart cards are virtually unfalsifiable, it's still important to remember that officers' ID cards must instill confidence in the community. Besides boosting security and functionality, these eight best practices make it very easy for civilians to know if they are looking at a genuine ID.

Police leaders running agencies of all types and sizes are increasingly choosing to add smart technology to their officers' ID cards. The gain in security and functionality is well worth the modest additional cost. ❖

David Allen is head of user experience at InstantCard. Mr. Allen has an MS in mathematics and is an expert on the technical aspects of ID cards, including smart card technology. He can be reached at dallen@instantcard.net.

An expert on photo ID cards and smart cards, **David Finkelstein** is president of InstantCard (www.instantcard.net), a leading online provider of photo ID cards and credentialing services based in Rockville, Maryland. He can be contacted at 301-216-3846 or dfinkelstein@instantcard.net.

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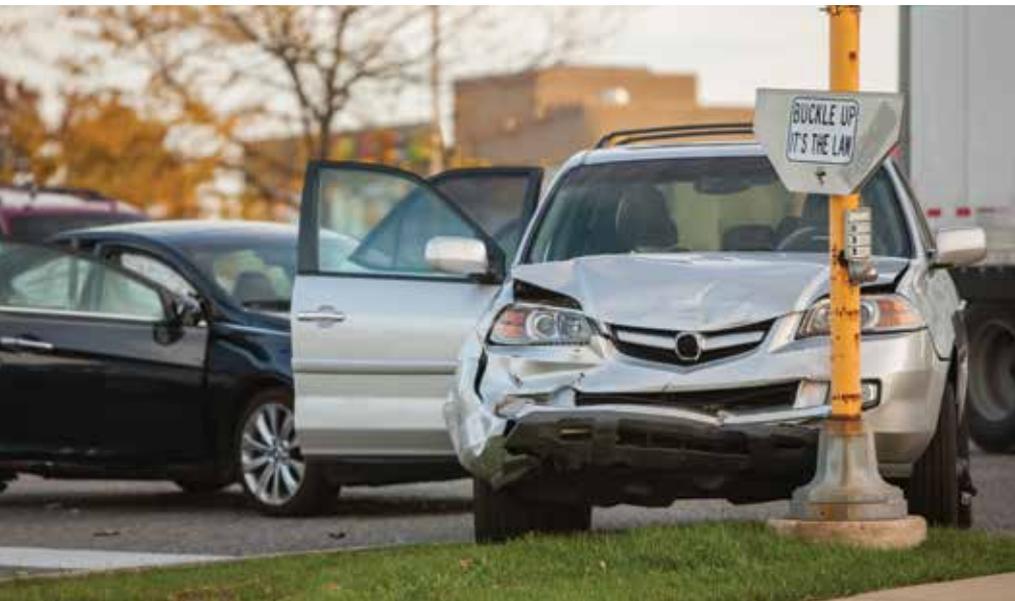
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Using Data to Drive Resource Allocation



By Jana R. Simpler, Director, Delaware Office of Highway Safety, and Chair, Governors Highway Safety Association

Law enforcement agencies are challenged every day with questions of how to best use their existing resources in a climate that is continually evolving. In the realm of traffic safety, support agencies such as the Office of Highway Safety can provide police agencies and law enforcement leaders with timely data to assist them in their decision-making and resource allocation.

Resource allocation requires finesse. With no time, effort, or energy to waste, many law enforcement agencies are finding success in targeting limited resources by using crash data to drive decision-making.

One of the most powerful resources law enforcement leaders can have at their fingertips is crash data, especially data specific to their jurisdiction. Country-wide crash data can be valuable in identifying trends and for making comparisons to support threat assessments about crashes and their causation at the macro level, but these wider data sets tend not to be as current or specific as state or local data and, therefore, not as valuable for making resource allocation decisions at the local level.

Law enforcement leaders might find their local or state crash data sets of greater value for making resource allocation decisions. Ultimately, all crashes are local, so the local data

can provide greater clarity in the department's analysis of traffic safety issues. Because the relative sample population is far smaller, local data often provide greater insight regarding crash or injury causation, such as primary contributing factors, demographic details about the motorists involved, vehicle specifics, occupant protection use, problem intersections or locations, and levels and types of driver impairment. Armed with specifics about the types and locations of crashes, a chief, a sheriff, or another operations officer can make informed decisions about how to allocate limited resources to address them.

A law enforcement agency's greatest asset is its human resources—especially its officers on patrol. Using the crash data to allocate resources allows an agency to more efficiently and effectively deploy these assets to improve traffic safety in their community. Officers can be directed to specific locations at specific times of days during the week and even to look for specific violations. For example, directing safety restraint enforcement activities to an area where crashes are occurring in which drivers or passengers are unbelted typically leads to better compliance by motorists. Directed high-visibility enforcement strategies have proven extremely effective at addressing a number of traffic safety issues, including safety restraint use, phone use and texting while driving, and impaired driving. Moreover, staffing strategies based upon crash data analyses are effective for determining general staffing; overtime traffic enforcement; and special details, such as saturation patrols.

Another related resource that law enforcement agencies manage is funding. With limited funds for traffic enforcement, crash data analysis can help identify an agency's traffic safety priorities and ensure that the allocation of these limited funds aligns with those priorities. This information can facilitate decision-making about where, when, and for what target violations agencies deploy their officers. The analysis and subsequent targeted deployment can aid in driving the development of budgets related to the use of straight time and overtime funds.

Finally, there is a tremendous amount of evidence and commentary on the use of crime data to drive the use of staffing and allocate financial resources to address a certain problem in a jurisdiction or community. The same mentality for the use of crime data can easily be applied to the use of crash data to address crashes, serious injuries, and fatalities due to motor vehicle crashes. Targeting limited resources in a specific area and focusing on a specific violation as identified by careful crash analysis can reap dividends in the protection of the public and prevention of devastating crashes.

One model for employing crash data to determine resource allocation and focused enforcement is Data-Driven Approaches to Crime and Traffic Safety (DDACTS). Unlike many other enforcement projects, DDACTS is not a short-term, time-constrained approach—it is meant to be used continuously. Data related to criminal incidents, traffic crashes, or other incidents serve to direct operational deployment, and the use of such data is one key component of DDACTS, which is intended to “integrate location-based crime and traffic crash data to establish effective and efficient methods for deploying law enforcement and other resources.”¹

Law enforcement leaders are always looking to work smarter, not harder. By using data to develop resource allocation models, leaders can pinpoint known traffic hot spots and provide more effective traffic safety for the community. ❖

Note:

¹National Highway Traffic Safety Administration (NHTSA), *Data-Driven Approaches to Crime and Traffic Safety: Operational Guidelines* (Washington, D.C.: DOT HS 811 185, 2009), 1, quoted in Howard Hall, “Data-Driven Approaches to Crime and Traffic Safety—Its Application to Public Safety and Accreditation,” *CALEA Update Magazine* 103.

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Professional Services to Advance Law Enforcement

By Carl Maupin, Assistant Director, Education, IACP

It is not enough for law enforcement organizations to maintain service delivery—they must continually adapt to the needs of the community and evolve to incorporate the most promising practices available. Few agencies have sufficient means to accomplish this using only internal resources, and those that can still have a need to connect with stakeholders in the law enforcement profession to validate their practices. To help agencies meet this challenge, the IACP offers a host of professional services.

The IACP is committed to advancing the law enforcement profession. Professional services are among the key resources utilized to accomplish this mission. These services include management studies, promotional testing, executive searches, and research. Each of these draws on our membership and extensive network of law enforcement professionals. The IACP's ability to pull from the experience of practitioners, academics, and associated professionals ensures that professional services are reflective of most promising practices and proportionate with each recipient's needs.

Management Studies

Instituting progressive change within organizations requires leaders to have vision and commitment. A map to prioritize and guide these changes supports leaders' efforts and significantly influences the degree to which they will succeed. An IACP management study is an independent assessment of key management and operational aspects of a law enforcement agency. Components can be grouped for a limited or comprehensive assessment based on the needs of the agency. These include, but are not limited to, factors such as staffing allocation, technology utilization, beat alignment, evidence and property management, facilities and space utilization, and review of performance indicators.

Recent management study report recipients include Little Rock, Arkansas, Police Department; Alexandria, Virginia, Police Department; and Cobb County, Georgia, Police Department.

Promotional Testing

A sound methodology to assess qualified candidates for promotion within law enforcement organizations is vital to ensuring the integrity of the process and informing promotional decisions. The IACP provides promotional examinations and assessment centers to support law enforcement organizations with this process. These services are augmented with customized study guides, candidate orientation and feedback, and administration of the testing process.

Promotional exams utilize a job analysis survey to select questions from an IACP question bank that are appropriate for the specific rank and organization. This is a cost-effective process regardless of the size of candidate pools. Specific questions can be created to complement existing questions or to create an entirely custom exam. Recent promotional exam users include Aventura, Florida, Police Department; Toms River, New Jersey, Police Department; and St. Mary's County, Maryland, Sheriff's Office.

Assessment centers incorporate simulated challenges of the target position. The IACP completes an on-site job analysis to develop exercises for individual and group simulations to evaluate overall performance potential. Assessors are trained in objective evaluation and scoring. The IACP administers the assessment center and provides a report summarizing its development and the performance of each candidate. Recent assessment center users include Sugar Land, Texas, Police Department; Rutgers University, New Jersey, Police Department; and Charles County, Maryland, Sheriff's Office.

Executive Searches

The role of law enforcement executives requires those in these positions to have a balance of technical skills and an understanding of the needs of the community. The IACP executive search utilizes a comprehensive candidate profile and job analysis; extensive recruitment advertising; and an applicant screening, evaluation, and selection process to ensure candidates are both qualified and representative of the target community's values. A collaborative model integrating the desired qualifications will define education and experience requirements as well as management and leadership styles. A community profile will accompany the resulting vacancy announcement and be distributed across the IACP network of members and law enforcement practitioners.

Recent executive search users include St. Louis, Missouri, Police Department; Alexandria, Virginia, Police Department; and Massachusetts Bay Transportation Authority.

Research

Rigorous academic research validates theories and informs policy. The IACP Research Advisory Committee (RAC) and the IACP/UC Center for Police Research and Policy ensure that the policies and practices associated with our professional services are anchored in research. They facilitate partnerships between academic researchers and law enforcement organizations and complete research on emerging law enforcement topics.

Recent research topics include gang violence reduction strategies, implicit bias training, use of force, de-escalation training, violence against the police, and pre-arrest diversion programs.

Contributing to Your Success

IACP professional services are well suited to assess, validate, and improve law enforcement operations as well as to identify, prepare, and engage rising leaders within the profession. We stand ready to meet your needs with management studies, promotional testing, executive searches, and research. Equally, we are committed to continually expanding our base of practitioners and subject matter experts. Participation in these services is an outstanding way to contribute to the law enforcement profession, and participants develop a richer understanding of proven practices by adapting them to similar applications.

For more information about IACP professional services or to express your interest in contributing to these services, please contact Carl Maupin, Assistant Director, Education, at professionalservices@theIACP.org. ❖





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