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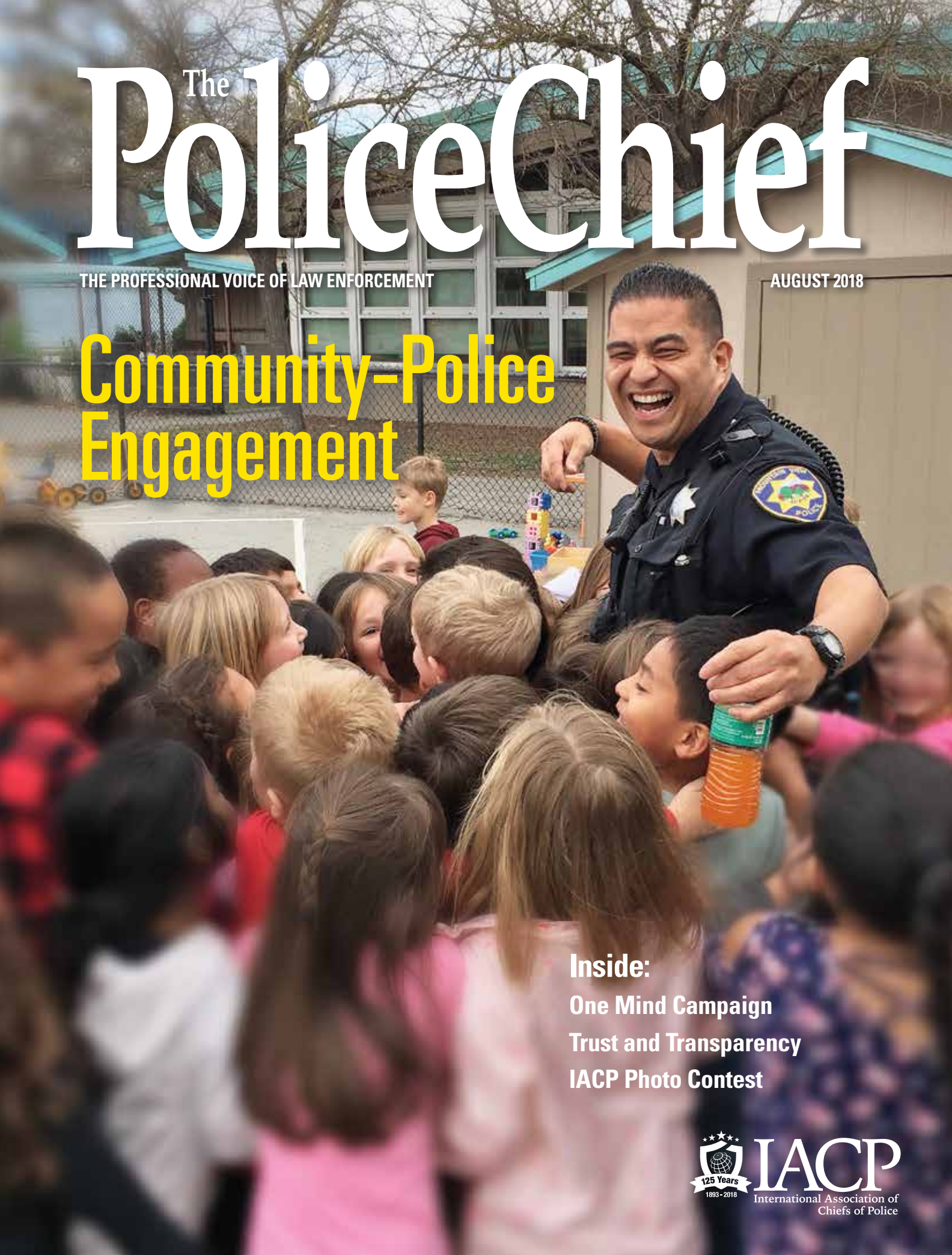

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Community-police relationships are the subject of discourse around the globe as law enforcement agencies strive to build or rebuild trust and legitimacy within their communities, engage community members and groups, and create the mutually beneficial relationships that lead to safer, healthier communities. To achieve these goals, law enforcement leaders need to stay abreast of ideas and research about community policing, crisis intervention training, mental health, and related issues.

Cover photo courtesy of Mountain View Police Department.

The PoliceChief

AUGUST 2018
VOLUME LXXXV, NUMBER 8

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

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

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

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

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

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 Manuscripts must be original work, previously unpublished and not simultaneously submitted to another publisher.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

Printed in the USA.

BPA business publication membership granted September 1991

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The Cornerstone of Policing: Public Trust

Public trust is the cornerstone of policing, the thread that is woven into every aspect of policing—from combating terrorism, cybercrime, human trafficking, domestic violence, and drug abuse, to the use of technology and traditional policing issues.

When we look behind a specific crime or issue, what we are dealing with are people in the community. There is nothing more important than public trust. Without trust from our communities, law enforcement cannot effectively interact with individuals, carry out investigations, or prevent crimes.

Throughout my career in law enforcement, I have always strived to build strong, trusting community-police relations, as I know you have, too. As a profession, we have worked hard to build and solidify our relationship with the communities we serve. As strong as our relationships may be with our communities, current incidents of use of force, officer-involved shootings, or other interactions that might not have occurred in our communities, but gained global attention, can call into question the profession as a whole and the rapport we have worked so hard to build and maintain. It's a continual cycle of give and take and constant evolution when it comes to building strong and lasting relationships with the various people who make up our communities.

That is why, as the president of the IACP, I made it one of my priorities to examine the issue of public trust. As I moved up in the ranks of IACP leadership, I knew this was an important issue, so I took a deep look at my community and my department's relationship with every segment of our community. Overall, I believed my agency had a good relationship with its citizens—we were proactive in our community-policing efforts, held regular neighborhood and community meetings, and generally seemed to get good feedback. However, one day, I learned of two elderly black women who were whispering in the halls of the police department as they pointed to an old photograph on our police department's wall. Their whispered words: "They killed our people."

Until that moment, I, and all those who were currently officers with the LaGrange Police Department, were unaware of a tragic event that occurred generations before. A terrible thing happened in my city 78 years ago—a black teenager named Austin Callaway was arrested and charged with trying to assault a white woman. A band of masked white men arrived at the jail that night with at least one gun, compelled the jailer to open the cell, and forced Mr. Callaway into a car. He was driven to a spot eight miles away and lynched.

While that unjust act was unknown to the current officers of the LaGrange Police Department, the memory still burned bright within the minds of our black community. Austin's story had been passed down from generation to generation, accompanied by the sentiment toward a police department that, nearly eight decades ago, let an incident like that occur. Once I learned of this, I apologized to Austin Callaway's family and the community for the role the police department played in the tragedy, through both our action and inaction.

It's generally known that laws enacted by the government have, in the past, required the police to perform many unpalatable tasks to enforce the unjust system of racial segregation. While this is no longer the case, this dark side of our shared history has created a multigenerational—almost inherited—mistrust between many communities of color and their law enforcement agencies.

This inherent mistrust existed in my own community. In how many other communities across the globe do these same generational sentiments exist? How long will this historical mistrust persist?

For law enforcement to truly build trust and move forward, we need to understand how past injustices influence the present. As Winston Churchill so eloquently said, "Those that fail to learn from history, are doomed to repeat it."

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

While an acknowledgement is not a quick fix, it is a step forward. These discussions in our communities and the efforts that accompany them are not easy. They can result in sharp criticism and harsh judgments regarding the law enforcement agency and what they represent. But as a black pastor involved in our Racial Trust Building effort so persuasively stated, "If you are going to be a bridge, don't be surprised if you are walked on." I challenge my colleagues across the globe to be that bridge and move their communities and agencies forward.

To continue to bolster trust between the police and the communities we serve, I have embarked upon a series of listening tours to hear directly from members of communities about their relationships with their police departments, what is being done right, what areas need improvement, and their overall sentiment toward law enforcement. To date, we have held listening sessions in Albany, New York, and Ferguson, Missouri, with sessions coming up in Sacramento, California, and Fort Morgan, Colorado.

So far, the common themes from these listening sessions have been transparency, youth engagement, hiring, training, increasing community involvement and input, and creating a deeper understanding of our shared history through civil rights training to enhance current interactions.

Once we complete the remaining listening sessions, the IACP will begin to assemble a series of resources for the profession based on the common themes and feedback heard in these sessions. Additionally, we will be offering tailored assistance to each of the communities that graciously hosted our listening sessions through some of IACP's services like CRI-TAC, Collective Healing, and the Institute for Community-Police Relations.

While we hope these resources will prove valuable, we know that this work cannot fall on the shoulders of the police alone. Work will be required by all members of the community, with the realization that individual trust does not translate into broader trust. Just because your community trusts you as a chief, this doesn't automatically translate into trust of your entire agency or, even more broadly, trust in the profession. Building that trust is like any other relationship; it needs constant attention and daily work, or it will erode.

I look forward to releasing the report from the listening sessions and working to strengthen the much-needed partnerships that ensure the police are effective and our communities and officers are safe. ❖

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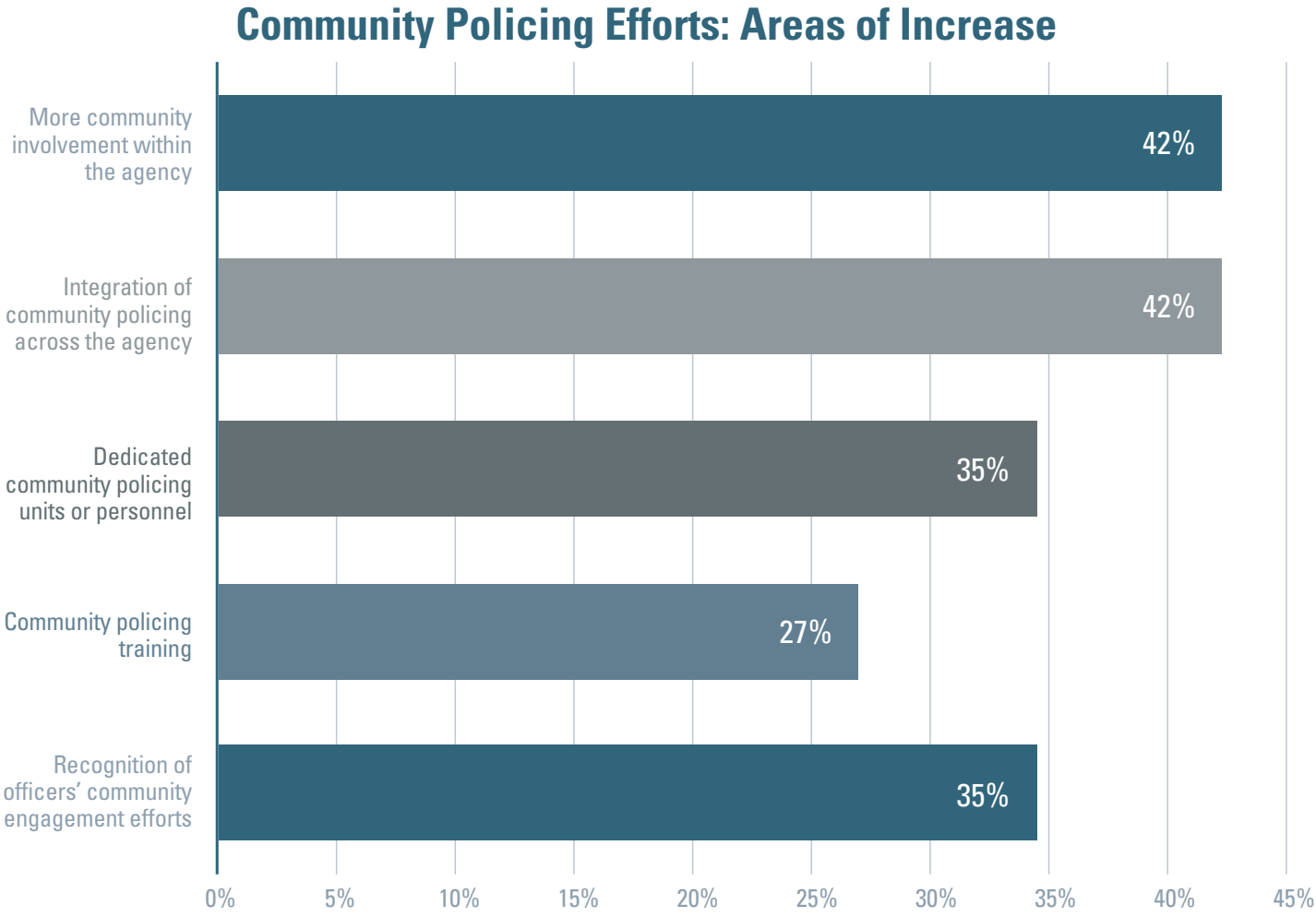
MEMBERS SPEAK OUT

In June, *Police Chief* asked readers how their agencies are increasing their community policing efforts. Here's what you told us:



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DOJ Releases Critical Edward Byrne Justice Assistance Grant Funds After Stay of Nationwide Injunction

By Madeline McPherson, Project Coordinator, IACP

In June 2018, the U.S. Department of Justice (DOJ) received temporary relief from a nationwide injunction that had been delaying the release of Edward Byrne Justice Assistance Grant (Byrne JAG) funds for fiscal year (FY) 2017.

The court battle began in early 2017 when cities and states pushed back against Executive Order (E.O. 13,768), signed by U.S. President Donald Trump, which directed the DOJ to withhold Byrne JAG funds from jurisdictions that fail to cooperate with federal immigration enforcement. U.S. Attorney General Jeff Sessions directed state and local law enforcement to notify federal authorities 48 hours before an undocumented immigrant is released from custody and to give federal authorities access to undocumented immigrants who are incarcerated, including access to correctional facilities. If a city or state refused to comply with these directions, then that jurisdiction would lose out on its share of Byrne JAG dollars.

As a result, multiple cities have brought lawsuits against DOJ, arguing that Attorney General Sessions' "notice" and "access" requirements were unconstitutional and placed a burden on state and local authorities to allocate limited resources for the furtherance of federal government interests.

The City of Chicago is one such jurisdiction that challenged the orders in court and was granted a preliminary injunction by the U.S. District Court for the Northern District of Illinois, Eastern Division, which effectively blocked the policy from being implemented. The case eventually progressed to the U.S. Court of Appeals for the Seventh Circuit, and, in April 2018, a panel of three federal judges issued an injunction against the DOJ, stating that only the U.S. Congress has the power to impose conditions for receipt of federal funds. The court-ordered injunction was broadly applied nationwide rather than to Chicago alone.

Attorney General Sessions appealed this ruling, arguing that the resulting decision should apply only to the City of Chicago, as it is the only plaintiff in the case. The Seventh Circuit Court of Appeals responded in late June by issuing a temporary stay of the nationwide injunction pending further consideration, and DOJ was able to release the Byrne JAG funds to other jurisdictions.

Whether the court's temporary stay will become permanent will become clear after oral arguments are made in front of the full Seventh Circuit Court of Appeals in the early fall.

Appropriations Progress in the Senate

The U.S. Senate Committee on Appropriations has made impressive progress in completing 12 appropriations bills for fiscal year (FY) 2019. It has not been uncommon in recent years for fall to arrive before both Appropriations Committees have completed their respective appropriations bills. This year, however, Senate Appropriations completed all 12 bills before the end of June.

Congress has stated that they will forgo a typical August recess this year in favor of finishing a spending bill that can be provided to the president by the annual September 30 deadline.

Once appropriations bills leave the Senate Appropriations Committee, they are reviewed by the rest of the Senate, while a similar process occurs in the U.S. House with the House Appropriations bills. The goal is for both chambers to agree on one final version, which will go to a vote in each chamber and ultimately reach the president's desk.

For IACP members, the appropriations for the DOJ is the bill most likely to affect state, local, and federal law enforcement. For FY 2019, the Senate Appropriations Committee has laid out a $1.14 billion spending plan for justice. The bill includes $2.87 billion for state and local law enforcement and crime prevention grant programs. Notable funding includes the following allocations:

- $445 million for Byrne JAG
- $235 million for the Office of Community Oriented Policing Services
- $497 million for Violence Against Women Act programs
- $214.5 million for initiatives to address sexual assault kit and other DNA evidence backlogs
- $360 million for Comprehensive Addiction and Recovery Act (CARA) programs, including $102.5 million in support for Drug Courts and Veterans Treatment Courts to further combat the opioid and heroin epidemic
- $90 million for Second Chance Act grants to reduce recidivism for adults released from jail by offering substance abuse treatment, employment assistance, and other rehabilitation services
- $32 million for COPS Office Anti-Heroin Task Forces grants and $8 million for COPS Office Anti-Methamphetamine Task Forces grants
- $50 million for Project Safe Neighborhoods

Additionally, funding for the Department of Homeland Security (DHS) includes support for state and local first responders and emergency management personnel, providing a total of $3.27 billion for several grant and training programs, of note:

- $512 million for State Homeland Security grants
- $605 million for Urban Area Security Initiative grants
- $100 million each for Port and Transit Security grants. ❖

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Officer Performance Optimization: An Integrated and Culturally Relevant Approach to Officer Wellness, Health, and Performance

By Brandi Burque, PhD, Psychologist, San Antonio, Texas, Police Department; Deloria R. Wilson, PhD, Operational Psychologist, Air Force Security Forces; and Cliff Burns, Subject Matter Expert, Patrol Officer, CNA

The President's Task Force on 21st Century Policing's recommendations focused on concerns for officer safety and wellness.[1] Concurrently, the scrutiny of use-of-force policies and training has increased the need for law enforcement agencies to seek assistance in developing evidence-based training. Initially, these two areas of interest—officer wellness and use-of-force training—might seem to be an unlikely pairing, and most organizations focus and expend resources separately on officer wellness and performance. However, health and wellness are the foundation for effective responses in a multitude of situations. Innovative strategies of implementing training that is integrated and culturally tailored to the mission and needs of law enforcement officers are definitely needed.

Officers as Tactical Athletes

Viewing law enforcement officers as tactical athletes is one way of building an integrated and multilayered approach.[2] Athletes focus on nutrition, physical fitness, mind-set and purpose, stress response regulation, social support, and tactical or technical skills. Human performance optimization (HPO) encompasses these aspects but also considers factors like equipment and training and their impact on performance. Sport and performance science has identified methodologies and techniques that have been appropriately implemented in the field for both athletes and military personnel. These same techniques and processes can be modified and utilized for law enforcement in an easily accessible manner.

One example of how these methodologies can apply to law enforcement is officer response in use-of-force situations. The individual must be physically and mentally prepared for this type of scenario. The physical preparation requires a strong nutritional and fitness foundation, including proper sleep. Beyond physical readiness and effective technical skills, officers must have a winning mind-set to guide their actions as they serve according to their purpose. This sense of purpose is important to help officers prepare for potential situations when force will be necessary and for recovery and reintegration after a use-of-force incident. Additionally, the ability of officers to manage their stress response systems (SRS) is key. High levels of stress response activation can impact memory and deteriorate cognitive function and decision-making.[3] Stress can also lead to long-term problems; for example, cardiovascular disease, a serious and often fatal disease highly associated with law enforcement, has been documented to be linked with the stressors of the job.[4] These physical health and tactical preparation components can be tied together.

Compare two officers equally trained in appropriate use of force. One has had only 5 hours of sleep, finished his high-fat dinner 30 minutes prior, and has focused only on gaining muscle mass with limited cardio training. He has become complacent in his mind-set, and his mind is cluttered with things back home. He is comfortable with his weapon and confidently meets yearly qualifications, but does nothing more. In addition, he frequently gets upset over small things, so he often feels stressed.

The second officer consistently gets at least seven to eight hours of sleep and ate a balanced dinner that day. Most times, he packs snacks and makes sure to hydrate throughout his shift. This officer goes to the gym and works on his strength and flexibility, but he includes cardio in his fitness routine. This officer balances daily stressors, takes time when he can to practice different scenarios, and attends the range more than the minimum required.

It is easy to determine which officer may handle a use-of-force situation more appropriately. Individual officers, like athletes, should take responsibility for being prepared for these situations. Further, statistics tend to indicate that the first officer is at higher risk for cardiovascular disease. However, when performance and wellness is left only to the individual officer and not supported through organizational practices such as training and supervision, the lack of physical and mental preparation portrayed in the first officer can be a common occurrence.

Organizational practices, in many ways, can outweigh an individual officer's ability to prepare for life-or-death situations. If training is not consistent, diverse, or realistic, the consequences can be significant for all involved. Training should not just be on the required technical skills, but it also should allow for physical and mental toughness training. Often, mental training involves what to do *after* an event, with the (valuable) aim of preventing suicide or post-traumatic stress disorder. However, taking a proactive approach to training can assist officers in the natural recovery from events. Training and supervision can also help the agency identify when officers' reactions might require intervention, as any athlete would need a cast for a broken leg. Supervisors and leaders can create a culture that will serve as a buffer against challenges. The officer's job is difficult enough, but it's often the administration and a lack of its support that accentuate the role's natural difficulties. Science-based policy can provide the officer and agency the confidence that they are operating within acceptable parameters.

Performance Optimization Training

Performance and Recovery Optimization (PRO) is a civilian law enforcement approach similar to Air Force Security Forces Defender's Edge (DEFED) performance optimization effort.[5] Both programs seek to enhance performance and wellness and use the following primary training components, among others:

- Managing the stress response system for efficiency in training, work, and home
- Maximizing sleep, nutrition, and psychological recharging
- Mind tactics to improve performance, including performance self-talk, mental practice and anticipation mind-set, and managing and understanding attention
- Mind-set and stoic operating system
- Critical incident stress and recovery

There are some key differences that set the PRO and DEFED apart from other wellness initiatives. First, officers and psychologists work together to develop the training modules and implement the training in many ways throughout the agency. Lesson plans for the academy and in-service training include instructors discussing how stress impacts an officer's performance and how to mitigate the reactions in order to enhance optimal performance. This way, officers and cadets are learning about this not only from a psychologist, but also from officers, who lend validity and support the program, which will increase the likelihood that individuals will utilize the skills taught.

Second, the PRO mind-set module, developed by a patrol officer, is customized for law enforcement officers. The modern connotation of the term "stoic" conjures images of a person who is cold, emotionless, and perhaps fatalistic—not desirable traits for police officers. Interestingly, the original philosophy of Stoicism was not about burying emotions or being flippant toward the suffering of others; instead, it focused on self-mastery and empathy—desirable traits for police officers. One of the cornerstone concepts of Stoicism is that emotions are driven by people's individual opinions about events. The ramification of that being, if one can reach down and modify his or her own opinions about events, then this can shift the way the person emotionally reacts to the events. For officers, learning to curb impulses and emotionally process traumatic events is unbelievably important, but how many law enforcement officers are receiving training in this skill set? Finally, training is also focused on teaching officers the difference between what is in their control (e.g., response to events) and what is out of their control. When they can focus on what is within their control, officers can stay present, be mindful, and focus on doing the right thing every time.

Seeing the entire stress response system as holistically designed and understanding how it impacts thought processes and health makes it easier for an agency to design a training and wellness program that not only addresses every problem area an officer may have, but also focuses on helping an officer maximize his or her performance. Agencies can easily design a program that even addresses family needs and retirement issues. The opportunities of innovation are endless if the core concepts are addressed and tailored to the specific organization. ❖

ACKNOWLEDGEMENTS

The following officers and service members have been crucial to the development of PRO and DEFED. Without them, these programs would not be what they are today.

- Officer Jesse Noriega
- Detective Carl Kerawalla
- Officer William Kasberg
- Officer Shannon Purkiss
- Officer Joel Pope
- Officer Steve Abbott
- Officer Art Castellanos
- Officer Annie Salinas
- Officer Rene Salas
- Officer Juan Mandujano
- Officer Daniel Loudermilk
- Officer Richard Odoms
- Officer George Bonilla
- Officer Nathan Becerra
- Officer Michael Medina
- Officer Jesse Trevino
- Master Sergeant (Ret.) Colby B. Benjamin
- Technical Sergeant Glenndon E. Blue

Notes:

[1]Office of Community Oriented Policing Services, *The President's Task Force on 21st Century Policing Implementation Guide: Moving from Recommendations to Action* (Washington, DC: Office of Community Oriented Policing Services, 2015).

[2]The term "tactical athletes" has been used previously for law enforcement officers. See for example, Tactical Athlete, "Tactical Athlete History," 2016, https://tacticalathlete.com/tactical-athlete-history.

[3]Audrey Honig and William J. Lewinski, "A Survey of the Research on Human Factors Related to Lethal Force Encounters: Implications for Law Enforcement Training, Tactics, and Testimony," *Law Enforcement Executive Forum* 8, no. 4 (2008): 129–152.

[4]John M. Violanti et al., "Posttraumatic Stress Symptoms and Subclinical Cardiovascular Disease in Police Officers," *International Journal of Stress Management* 13, no. 4 (2006): 541–554.

[5]Brandi Burque, "Performance, Health and Recovery: An Integrated Wellness Program for Law Enforcement," *Officer Safety* (blog), October 19, 2017; Elizabeth Simpson, "Performance & Recovery Optimization (PRO) in the San Antonio Police Department," *COPS Dispatch* 10, no. 12 (December 2017); International Association of Chiefs of Police, Center for Officer Safety and Wellness, *The Signs Within: Suicide Prevention Education and Awareness* (Washington, DC: Office of Community Oriented Policing Services, 2018); Brandi Burque, "Performance and Recovery Optimization (PRO) Program," *The Beat* (podcast), June 2018.

Striking a Balance
Research, Science, and Policing

By Gary Cordner and Geoffrey Alpert, Chief Research Advisors, LEADS Agencies Program, National Institute of Justice

Expectations that policing will be evidence-based and scientific have increased significantly in recent years.[1] The logic behind this trend is undeniable—no government agency should use practices that are ineffective, and law enforcement agencies, in particular, should adopt strategies, tactics, and policies that achieve the most good and cause the least harm.

The National Institute of Justice (NIJ) established its Law Enforcement Advancing Data and Science (LEADS) Agencies program to help law enforcement agencies meet these growing expectations.[2] The program's objective is to help agencies become more effective through better use of data, analysis, research, and evidence. However, science does not have all the answers. Police leaders have to balance research and data with experience and professional judgment.[3]

Overcoming Bad Habits

Basing police practices on a solid foundation of research makes sense for many reasons, especially if one considers the alternative. If policing is done a certain way because "we've always done it that way," it is likely that changing times have rendered the approach ineffective, even if it was working well at one time. If practices are based on someone's opinion about what works, there is a good chance that selective perception, limited personal experience, and bias (conscious or unconscious) are contaminating decisions that should promote the public good. If a law enforcement agency is satisfied with doing things just because others do it, the agency is probably settling for mediocrity.

Limits of Science

While they are of undeniable value, research and science do have their limits, some technical and others more philosophical. For example, a randomized controlled trial (RCT), often considered the gold standard of research design, maximizes internal validity, which is confidence that the findings did not occur by chance. By its very nature, though, the extent to which the findings of any one RCT are generalizable to other settings (external validity) is unknown, which helps explain why arresting offenders for misdemeanor domestic assault was the most effective of three options for reducing subsequent assaults in Minneapolis, but not in other jurisdictions.[4]

It is also important to remember that science never "proves" anything. Rather, it tests theories (formal explanations about how something works) by tentatively confirming or disconfirming hypotheses—a fancy way of saying that all scientific knowledge is subject to change. Even principles and facts that are relatively well-established are periodically subjected to further testing and often debunked. Research on eyewitness identification, for example, led to revised practices and model policies for conducting in-person and photo lineups.[5] Double-blind procedures are now the industry standard, and sequential presentation seems to have advantages over simultaneous, but further studies are sure to challenge whatever becomes the new status quo.

A more philosophical issue arises because policing is a function of a government that is "of the people," not "of science." When someone is accused of a crime, guilt or innocence is decided by a judge or jury, not a computer algorithm. Sometime in the near future, scientists might develop a brain-scanning technology that can accurately detect deception, but whether and how police are allowed to use that technology will be determined by public opinion, politics, and judicial interpretation of constitutional or legal rights, not by research.

Applying Science and Research

Several considerations are essential for the proper application of science and research in law enforcement administration. One is a constant appreciation for the multidimensional "bottom line" of policing.[6] A study may determine that one strategy is more effective than another at reducing crime, but law enforcement must also consider its effects on fear of crime, public trust, efficient use of resources, and equitable use of force and authority, not to mention such key values as legality, transparency, and accountability. Researchers have the luxury of focusing their studies on one isolated outcome, but law enforcement executives have to juggle multiple outcomes, all of which matter.

A mistake that law enforcement leaders should avoid is over-interpreting a study's results. For example, a widely accepted conclusion from 1980s response time studies was that rapid response did not matter. More accurately, however, the studies found that an immediate response to cold crimes had little benefit, whereas a quick reaction to crimes in progress was actually quite productive.[7]

Two other factors that law enforcement policy makers should weigh when considering the implications of research are context and purpose. Several studies have found foot patrol to be effective, but its applicability for the Wyoming Highway Patrol or even the typical suburban department might be limited.[8] Hot spots patrol is regarded as an evidence-based crime reduction practice, but if an agency is trying to reduce identity theft or acquaintance rape, some other approach is probably needed.[9]

Striking a Balance

Not surprisingly, law enforcement needs to follow the middle way. Building and testing a scientific knowledge base for policing is a high priority that will pay huge dividends in increased effectiveness and better public service. At the same time, all concerned need to recognize that police policies and practices are inevitably influenced by law, values, politics, and public opinion. One of the responsibilities of law enforcement leaders is drawing on wisdom and experience to make their agencies as rational and scientific as possible, given the multitude of challenges and considerations that inevitably constrain real-world decision-making. ❖

Findings and conclusions in this article are those of the authors and do not necessarily reflect the official position of the U.S. Department of Justice.

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Geoffrey Alpert is a professor of criminology at the University of South Carolina. As chief research advisors, Geoffrey Alpert and Gary Cordner help administrate the LEADS Agencies program.

Notes:

[1]Cynthia Lum and Christopher S. Koper, *Evidence-Based Policing: Translating Research Into Practice* (Oxford, UK: Oxford University Press, 2017).

[2]National Institute of Justice, "The Law Enforcement Advancing Data and Science Agencies Program," May 2017, https://www.nij.gov/topics/law-enforcement/Pages/leads-agencies.aspx.

[3]Jenny Fleming and Rod Rhodes, "Experience Is Not a Dirty Word," *Policy & Politics Journal Blog* (blog), June 20, 2017, https://policyandpoliticsblog.com/2017/06/20/experience-is-not-a-dirty-word.

[4]Christopher D. Maxwell, Joel H. Garner, and Jeffrey A. Fagan, "The Effects of Arrest on Intimate Partner Violence: New Evidence From the Spouse Assault Replication Program," *National Institute of Justice: Research in Brief* (July 2001), https://www.ncjrs.gov/pdffiles1/nij/188199.pdf.

[5]National Institute of Justice, "Eye Witness Identification," March 2009, https://www.nij.gov/topics/law-enforcement/investigations/eyewitness-identification/Pages/welcome.aspx.

[6]Mark H. Moore and Anthony Braga, *The "Bottom Line" of Policing: What Citizens Should Value (and Measure!) in Police Performance* (Washington, DC: Police Executive Research Forum, 2003), http://www.policeforum.org/assets/docs/Free_Online_Documents/Police_Evaluation/the%20bottom%20line%20of%20policing%202003.pdf.

[7]William Spelman and Dale K. Brown, *Calling the Police: Citizen Reporting of Serious Crime* (Washington, DC: Police Executive Research Forum, 1983).

[8]Jerry Ratcliffe, "What We Have Learned from Philadelphia Foot Patrols," *Jerry Ratcliffe: Policing, Criminal Intelligence, and Crime Science* (blog), April 24, 2014, http://www.jratcliffe.net/blog/tag/foot-patrol.

[9]Center for Evidence-Based Crime Policy in the Department of Criminology, Law, and Society, "Hot Spots Policing," http://cebcp.org/evidence-based-policing/what-works-in-policing/research-evidence-review/hot-spots-policing.

Action Items

- Stay abreast of CrimeSolutions.gov, the Campbell Collaboration, the What Works Centre for Crime Reduction, and other sources of evidence-based police practices.*
- Carefully assess relevant studies to determine their applicability to your jurisdiction.
- Beware of confirmation bias, which is the tendency to value studies that confirm what you already believe and reject studies that challenge your beliefs.
- When necessary, conduct studies in your own agency to answer key questions about what works best in your context.†
- Don't be afraid of tinkering and trial and error. Measuring performance, trying something a little different, and then measuring again is the path to continuous improvement. Most programs and practices don't work perfectly right away, and, even if they do, they will likely need tweaking over time as conditions change.‡
- Always remember the multi-dimensional bottom line of policing—a practice that achieves one outcome but has negative effects on others is a practice ripe for improvement.

Notes:

*National Institute of Justice, CrimeSolutions.gov, 2018, https://www.crimesolutions.gov; Campbell Collaboration, "Crime and Justice," 2018; also see College of Policing, "What Works: Crime Reduction," http://whatworks.college.police.uk/Pages/default.aspx.

†Ian Hesketh and Les Graham, "Theory or Not Theory? That Is the Question," *Australian Policing: A Journal of Professional Practice and Research* 9, no.1 (2017): 10–12.

‡Nick Tilley and Gloria Laycock, "Engineering a Safer Society," *Public Safety Leadership* 4, no. 2 (2016).

The opinions expressed in this article are those of the author(s) and do not necessarily represent the views of the IACP. The presence of this content in Police Chief *does not indicate endorsement by the IACP.*

Fourth Amendment Protection for "Curtilage" of a Home Trumps Automobile Exception

By Holly Magdziarz, Associate County Counselor, St. Charles County, Missouri

On May 29, 2018, the U.S. Supreme Court held in *Collins v. Virginia* that the automobile exception to the warrant requirement of the Fourth Amendment does not permit warrantless entry of a home or its curtilage in order to search a vehicle.[1]

Facts

After the driver of an orange motorcycle twice eluded officers attempting to stop him, officers from the Albermarle County Police Department in Virginia learned that the motorcycle was likely stolen and in the possession of Ryan Collins. Officers saw photos on Collins's Facebook profile of an orange and black motorcycle parked in the driveway of a house, which was later determined to be the house of Collins's girlfriend. An officer identified the house, drove there, and parked on the street. He could see what appeared to be a motorcycle under a white tarp, and it appeared to be in the same position and parked at the same angle as the motorcycle in the Facebook photo. He took a photo of the tarped motorcycle from the sidewalk, walked onto the property, removed the tarp, and revealed what appeared to be the same orange and black motorcycle. The officer ran the license plate and vehicle identification numbers to confirm the motorcycle was stolen, took a picture of the uncovered motorcycle, then replaced the tarp and returned to his car to wait for Collins.

When Collins returned, the officer spoke to Collins at the front door. Collins admitted the motorcycle was his and was purchased without title. The officer then arrested Collins, who was indicted for receiving stolen property. The U.S. Supreme Court reversed the Virginia courts' denial of Collins' motion to suppress the evidence from the warrantless search of the motorcycle.

Analysis

The longstanding "automobile exception" to the Fourth Amendment permits a warrantless search of an automobile when there is probable cause that it contains evidence of a crime. The exception is based on two justifications: (1) a vehicle can be quickly moved, and (2) vehicles capable of traveling on public highways are already subject to pervasive regulation.

"Curtilage," or "the area immediately surrounding and associated with the home," on the other hand, is considered part of the home for Fourth Amendment protection, and is therefore subject to the most heightened privacy expectations.[2] Because "the home is first among equals," intrusion onto a home's curtilage is presumptively unreasonable, absent a search warrant.[3]

In deciding how to reconcile these two competing interests, the U.S. Supreme Court first determined that the location where the motorcycle was parked—at the end of the driveway inside a covered area that was enclosed on two sides by a brick wall and on a third side by the house—was certainly part of the home's curtilage, just like the front porch, side garden, or area outside the front window. Therefore, the court held, the officer invaded Collins's Fourth Amendment interest in the curtilage of his home and also violated his Fourth Amendment interest in the motorcycle itself unless the automobile exception justified the invasion.

The court held that the automobile exception does not apply here because the exception applies only to the automobile itself. Imagine, instructed Justice Sonia Sotomayor, writing for a nearly unanimous court, that an officer standing on a sidewalk looks through an open window of a house and sees a motorcycle inside. Even if that officer has probable cause to believe that the motorcycle was involved in a traffic violation, the officer cannot enter the house without a warrant to search the motorcycle. Neither, the court explains, could an officer enter a home without a warrant to seize illegal drugs simply because those drugs were in plain view through a window; nor could an officer enter a home without an arrest warrant to make an arrest based on probable cause absent some other exception such as exigent circumstances.

> *Just as an officer must have a lawful right of access to any contraband he discovers in plain view in order to seize it without a warrant, and just as an officer must have a lawful right of access in order to arrest a person in his home, so, too, an officer must have a lawful right of access to a vehicle in order to search it pursuant to the automobile exception.*[4]

The U.S. Supreme Court declined Virginia's suggestion that the curtilage protections might apply to an automobile in an enclosed garage, but not to a vehicle in a driveway or carport. This was at least in part because the court did not want to provide those with greater economic means more constitutional rights than those without: "the most frail cottage in the kingdom is absolutely entitled to the same guarantees of privacy as the most majestic mansion," the court explained.[5]

The court's decision in *Collins* arguably changed the law in the Fourth, Sixth, Seventh, Eighth, and Ninth Circuits, as well as in Alabama and Virginia, as courts in those jurisdictions had previously permitted warrantless searches of automobiles parked in private driveways.

Because "the home is first among equals," intrusion onto a home's curtilage is presumptively unreasonable, absent a search warrant.

Though the automobile exception to the warrant requirement did not apply to the search of the motorcycle, the U.S. Supreme Court remanded the case to the Supreme Court of Virginia to consider whether some other justification, such as the exigent circumstances exception to the warrant requirement, might apply and justify the warrantless search. ❖

Notes:

[1] *Collins v. Virginia*, 584 U.S. ___ (2018).

[2] *Collins* at *5.

[3] *Florida v. Jardines*, 569 U.S. ___ (2013).

[4] *Collins* at *9.

[5] *United States v. Ross*, 456 U.S. 798, 822 (1982).

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COPS Office: Changing the Narrative

It is a great honor for me to serve as the sixth director of the Office of Community Oriented Policing Services (COPS Office). Next to my family, the greatest commitment of my life has been to law enforcement, especially state, local, and tribal law enforcement. The privilege of serving in this role provides me with an opportunity to guide the COPS Office as we move to change the narrative of policing to support the heroic daily work of officers and deputies and continue to ensure that federal resources are aligned with public safety. Changing the narrative to more accurately reflect the work of our law enforcement professionals will take a concerted effort by the various stakeholders who understand the vital role law enforcement plays in a free society. The COPS Office's initiatives help local law enforcement agencies build and strengthen their ranks, reduce violent crime, hold offenders accountable, develop strategies to address the opioid epidemic, improve school safety, and promote the wellness and safety of the men and women who serve and protect our communities. To quote U.S. Attorney General Jeff Sessions, "By strengthening our longstanding and productive relationships with our law enforcement partners, we will improve public safety for all Americans."[1]

The **COPS Hiring Program (CHP)**, the COPS Office's flagship program, is one of the most important ways the federal government can help local departments in the United States. Since 1994, we've funded the addition of more than 130,000 officers to more than 13,000 state, local, and tribal agencies, and we're grateful for the continuing support of the field for this program. CHP allows us to support frontline officers with the resources and expertise needed to enhance community policing strategies and tactics, depending on local needs—which local departments are in the best position to identify.

Our **Anti-Heroin Task Force (AHTF)** and **COPS Anti-Methamphetamine Program (CAMP)** grants allow U.S. state law enforcement agencies to investigate and control the illegal manufacture, distribution, and trafficking of methamphetamine and of heroin and other opioids. We strongly encourage and will require these state agencies to include local chiefs and sheriffs in their work because we believe such cross-agency coordination is vital to success. State police can help coordinate between different jurisdictions, but local agencies must be included in the planning of all actions any time there's a chance that representatives of different agencies will be involved in the execution. For example, keeping local chiefs involved can dramatically reduce the possibility that an undercover officer is mistakenly arrested—or worse.

The recently reorganized **Collaborative Reform Initiative for Technical Assistance Center (CRI-TAC)** offers critical and tailored resources to any agency that seeks help from leading experts in public safety, crime reduction, and community policing. The center comprises experts from the International Association of Chiefs of Police and a host of other member organizations—FBI National Academies Associates, Fraternal Order of Police, International Association of Campus Law Enforcement Administrators, International Association of Directors of Law Enforcement Standards and Training, Major Cities Chiefs Association, National Association of Women Law Enforcement Executives, National Organization of Black Law Enforcement Executives, and National Tactical Officers Association—who provide customized by-the-field, for-the-field assistance with federal funds supplied by the COPS Office at no cost to the requesting agency.

The COPS Office also participates in the **Coordinated Tribal Assistance Solicitation (CTAS)** under purpose area #1, Public Safety and Community Policing, through the **Tribal Resources Grant Program (TRGP)**. These grants, which can be used for hiring or for equipment and technology, provide resources and training and technical assistance (TTA) that not only is specifically geared toward tribes but also applies generally across broad criminal justice topic areas like drugs, gangs, and youth safety.

Phil Keith, Director, Office of Community Oriented Policing Services, U.S. Department of Justice

Of course, a critical area of our focus is on school safety and the welfare of youth. Our kids are usually safe in schools, as evidenced by the thousands upon thousands of children who enjoy and benefit very rewarding educational experiences; however, we must be vigilant in our efforts to protect our kids from unexpected and senseless attacks when they occur. Actual shootings are low frequency but very high consequence events in our schools, requiring all communities to assess and prepare just as we do for other catastrophic events. Losing a single child is too much and scars our communities for a lifetime, so we have the brightest and most experienced minds working in concert to create the safety net we need to protect children. At the COPS Office, we are committed to listening to the field to gain insight and to understand how we can best serve state, local, and tribal law enforcement agencies in these efforts. While it is critical to address shootings and incidents of mass violence, the daily threats of bullying, gangs, illegal drugs, and predatory behavior in schools must also be seriously addressed. The COPS Office **School Violence Prevention Program (SVPP)** is designed to provide funding to schools to coordinate with local law enforcement agencies for training in prevention, deterrent measures, new and better application of technology and policing practices, and expedited notification of law enforcement when emergencies do occur—as well as other measures that may significantly improve school security and safety.

Many of these programs, as well as other emerging demands, will require us to face **recruitment and retention** challenges. Agencies are in steep competition with other employment sectors, and with our ever-increasing hiring standards, hiring and retention will continue to be difficult. Competition for college graduates and veterans makes for a difficult employment market, which is why the COPS Office wants to hear from state, local, and tribal law enforcement so that we can match resources to meet their needs. In some smaller departments, there have been vacancies as high as 15 percent for more than a year. We need to work together to find ways to make and keep this profession attractive to as diverse a group of recruits as possible, which will go a long way to both replenishing our ranks and closing the perceived distance between our officers and the communities they serve.

One of the most important factors in recruitment and retention is **officer safety and wellness**. This is a demanding and dangerous job, and all the hiring programs and signing incentives in the world aren't enough to stave off burnout, combat PTSD, prevent traffic accidents, or save officers from being injured or killed in ambushes or face-to-face melees and firefights. We need to work as a team—from the federal government to local agencies to civilians in the community—to make sure that each and every individual in law enforcement gets home safely after every shift. The COPS Office and the Bureau of Justice Assistance have convened the Officer Safety and Wellness (OSW) Group quarterly since 2011 to discuss agency needs and develop resources that encourage a culture valuing safety and wellness—important work that will continue under my directorship.

The COPS Office staff is just as committed to your wellness and safety as they are to their own, and they join me in working to be sure we direct the resources at our disposal to where they are needed most: to your agencies and specifically to areas that you identify. Nobody knows what a local police department or sheriff's office needs better than someone on the ground in that agency working in the community. On behalf of everyone here at the COPS Office, we look forward to helping you carry out your mission to serve and protect your communities. ❖

Note:

[1]Attorney General Jefferson B. Sessions to Heads of Department Components and United States Attorneys, memorandum, March 31, 2017, https://www.justice.gov/opa/press-release/file/954916/download.

To learn more about the CRI-TAC, see this month's IACP Working for You on pages 102–103.

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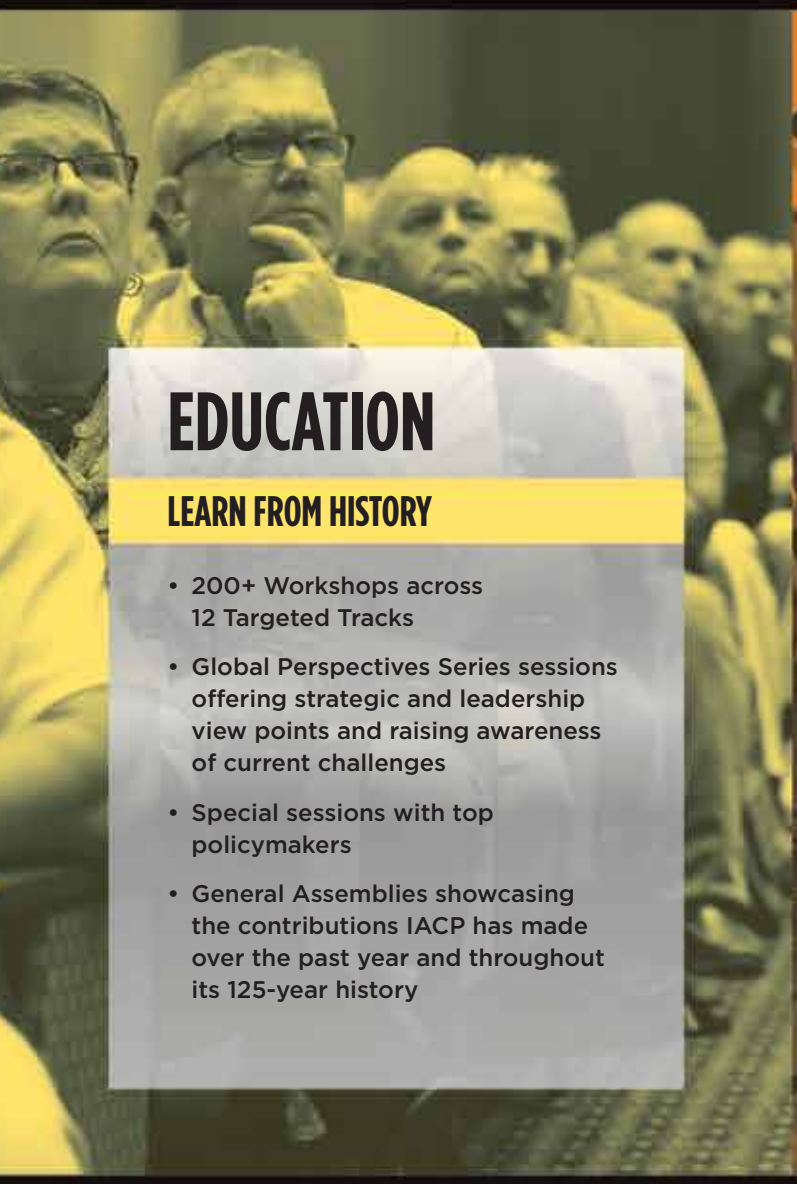

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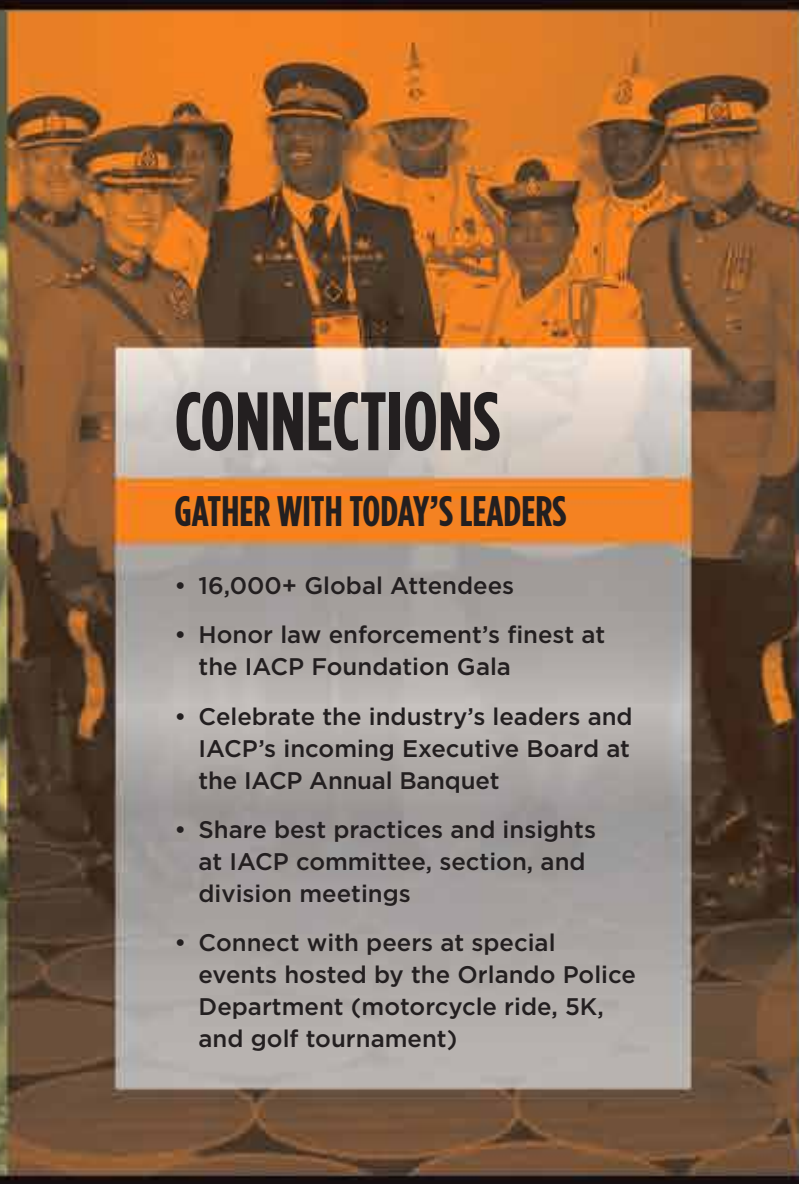

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Embracing CIT and the One Mind Campaign to MAKE A DIFFERENCE

By Troy Siewert, Sergeant, Orland Park, Illinois, Police Department; Michael Mecozzi, PsyD, Director, Behavioral Health Services, Trinity Services; and Bonnie Hassan, Director, Outpatient Mental Health Services, Trinity Services

Over the last decade, there has been a growing issue for law enforcement—an increase in the number of contacts between individuals experiencing a mental health crisis and police officers with insufficient training and resources to properly respond to this type of situation.

In 2016, approximately one in six U.S. adults (ages 18 and older) had some form of mental illness and approximately one in twenty-five U.S. adults had a serious mental illness.[1] Adults, however, are not the only ones affected by mental health issues. In 2015, suicide was the second leading cause of death for ages 15–24 and the third leading cause of death for ages 10–14 in the United States.[2]

Despite the pervasiveness of mental illness in society and the ability for many with mental illnesses to improve their mental health with proper treatment, funding for mental health services has been repeatedly cut. The state of Illinois, for example, cut funding for mental health by $113.7 million between FY2009 and FY2012.[3] This decrease in funding, paired with a state budget impasse that lasted two years, forced many mental health service providers to reduce staff and programs, while others had to shut their doors. As a result, this left law enforcement to be the safety net for a failed mental health care system. The Village of Orland Park, Illinois, was not immune.

The Village of Orland Park is 22 square miles in size, has approximately 60,000 residents, and is located 25 miles southwest of downtown Chicago.

Crisis Intervention Team Program

In early 2014, after the closing of the Tinley Park Mental Health Center, Orland Park Police Chief Timothy J. McCarthy noticed an alarming trend in the number of calls for service and petitions for involuntary commitals during contacts between police and someone experiencing a mental health crisis. Between 2011 and 2014, the number of petitions completed increased from 2 (in 2011) to 162 (in 2014). The Orland Park Police Department (OPPD) had become the safety net for 162 people in a single year because of a failed mental health care system. Chief McCarthy recognized an opportunity to better serve the people in need and introduced the Crisis Intervention Team (CIT) program at his agency.

The OPPD CIT program officially began in February 2015 after the initial officers were trained, information on resources was compiled, and a policy was established. The OPPD policy on interacting with those experiencing mental illness was based upon the model policy proposed by the International Association of Chiefs of Police (IACP).[4]

The OPPD CIT program has four goals. By achieving the first two goals, the hope is that the third and fourth goals will also be met.

1. Properly de-escalate crisis situations.
2. Connect subjects in crisis with the help that they need.
3. Provide some relief to the family of the subject in crisis.
4. Reduce police department calls for service.


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1. PROPERLY DE-ESCALATE CRISIS SITUATIONS.
2. CONNECT SUBJECTS IN CRISIS WITH THE HELP THAT THEY NEED.
3. PROVIDE SOME RELIEF TO THE FAMILY OF THE SUBJECT IN CRISIS.
4. REDUCE POLICE DEPARTMENT CALLS FOR SERVICE.

As of March 2018, the OPPD had 29 CIT-trained officers. Being on the CIT is voluntary, and it is an ancillary duty. These officers work in either patrol or investigations as their primary job function. The officers respond to all calls that are mental health related and use their training to de-escalate crisis situations. CIT officers take their time on these calls, speaking to both the subject in crisis as well as any family or friends who can provide information, history, and suggestions on how to best resolve the situation in the short and long term.

OPPD CIT officers are empowered to work with subjects in crisis, family members, and any appropriate resources—and then make a decision on how best to proceed. Outcomes can range from simply providing resources or referrals to completing a petition for involuntary committal and having the subject transported to the hospital. Officers are encouraged to divert those in crisis from criminal prosecution to treatment, when appropriate.

OPPD CIT officers also are assigned, when appropriate, to follow up with subjects who have been involved in a police call for service that was related to mental health. This usually occurs within a week after the original call for service and is an opportunity for the CIT officer to find out if the information and resources provided were sufficient or if more are needed. It simultaneously reinforces the message that the police department cares about how the individual is doing. This goes a long way in establishing good relationships within the community and with those subjects with whom the department may again have contact.

In many cases, OPPD CIT officers have only one contact with an individual experiencing a mental health crisis. There are individuals, however, for whom there are repeat calls for police service due to mental health–related issues. When this occurs, a CIT officer is assigned to be the case officer for that individual. It then becomes the responsibility of the CIT case officer to engage in ongoing discussions with the individual, the individual's family, and as many stakeholders as necessary to achieve the aforementioned four goals of OPPD CIT. This approach has had great success. In many cases, both the individuals with mental illness, as well as their family members, have sought out the CIT case officer for assistance prior to a crisis occurring and to work with the officer in finding appropriate treatment options.

Community Partnerships

Staying true to the CIT model, the OPPD has developed a large network of community stakeholders that includes hospitals, fire departments, state's attorney's offices, public defenders offices, public guardian's offices, mental health service providers, advocacy organizations, schools, churches, community organizations, and people with mental illness. By interacting with these stakeholders, the OPPD CIT is better able to connect individuals in crisis to the services and support systems that they need.

To help facilitate relationships and communication, the OPPD has organized and hosted two mental health symposiums in 2017 for all stakeholders. One of the benefits of establishing relationships with so many stakeholders is that the OPPD has been able to bring in expert speakers on a variety of mental health topics and to provide free training for all CIT officers. Providing such training on an annual basis ensures that CIT officers are as well-equipped as possible to handle mental health–related calls for service.

Another pillar of the OPPD CIT is its partnership with Trinity Services, a fully accredited nonprofit human service agency providing behavioral health and developmental disabilities services to more than 3,500 children and adults. Trinity's mission is to help persons with disabilities and mental illness flourish and live full and abundant lives. Trinity offers a wide array of mental health services, including psychosocial rehabilitation programs, evidence-based psychotherapy, and residential programs (group homes and apartments).

Despite mental health service providers like Trinity, it is alarming that services for persons with mental illness are in decline.[5] As a result, persons with mental illnesses are increasingly coming into contact with law enforcement for nonviolent criminal offenses, essentially requiring jails to become the new mental health hospitals. Recognizing this need, in December 2016, Trinity and OPPD entered into a partnership to promote diversion from arrest into treatment. When an OPPD officer encounters a subject with mental health symptoms, the officer can immediately refer the subject to Trinity Services for treatment. A Trinity intake coordinator then calls the person within 24 hours of the referral, and, upon contact with the person, the intake coordinator schedules an initial therapy session within 48 hours. Trinity will attempt to contact the person three times within 10 days of the initial referral. If unsuccessful, Trinity will then mail a letter to the person referred, describing the services offered. As part of the agreement between Trinity and OPPD, Trinity offers six individual therapy sessions at no charge to a person referred by OPPD. The goal is to eliminate as many barriers as possible to ensure that a person is able to get the support they need. Rather than passively waiting for a person to seek treatment, this partnership proactively delivers the services when they are needed.

The partnership between OPPD and Trinity Services has been a rewarding one, and it has demonstrated that partnerships between police departments and mental health providers are mutually beneficial. The police department has access to necessary mental health supports, and the mental health provider is able to intervene before criminal charges are filed. Most important, individuals are able to access the support they need to improve their mental health and reduce recidivism. The partnership with a mental health provider allows officers to spend more time patrolling the streets, allows mental health clinicians more opportunities to intervene in moments of crisis, and ultimately results in persons with mental illness spending less time in prison and court. It is a win for all parties involved.

One Mind Campaign

In December 2016, the OPPD was one of the first 52 police departments in the United States to take the IACP One Mind Campaign pledge. The One Mind Campaign is an IACP initiative that "seeks to ensure successful interactions between police officers and persons affected by mental illness" and asks agencies to commit to implementing four specific practices within 12 to 36 months of taking the pledge.[6]

The OPPD was the first police department to complete the One Mind Campaign pledge by successfully implementing all four practices and was selected by IACP as a Best Practice Team for the Best Practice Implementation Academy in Washington, DC, in June 2017.[7]

In completing the One Mind Campaign pledge, the OPPD trained 100 percent of its sworn officers and dispatchers in Mental Health First Aid. The department also has

LESSONS LEARNED

Since implementing the CIT program, the OPPD has learned several important lessons that may help other agencies build a successful CIT program in their own communities.

- **Have a passionate leader for the program.** A significant amount of time will need to be dedicated to getting this program off the ground and networking with other agencies to create an effective network of stakeholders.
- **Gain the support of elected officials.** Support can be gained, initially, by educating officials about the efficacy of the CIT program and potential long-term cost savings. As time goes on, continue to inform the elected officials of the team's successes.
- **Build community support.** Take advantage of all opportunities to promote the CIT program in the media and at local events.
- **Reduce costs of initial 40-hour CIT training.** Host the CIT classes in exchange for receiving several seats in each class free of charge.
- **Partner with a mental health service provider.** Develop a relationship that provides officers with an agency to which they can refer individuals for long-term outpatient treatment.
- **Develop a network of stakeholders that works well together.** This will ensure better interagency communication and provide more available resources for those in crisis.
- **Reduce the cost of supplemental training by reaching out to the network of stakeholders.** Work with professionals from within the community who will volunteer their time to provide extra training to CIT officers.
- **Train all non-CIT police officers in Mental Health First Aid for Law Enforcement free of charge by working with a social service agency operating under a grant.** Mental Health First Aid for Law Enforcement will help non-CIT officers gain a basic understanding of mental illness, as well as some of the signs and symptoms, and prepare them for responding to a mental health crisis when a CIT officer is not available.

plans to train its detention aids in Mental Health First Aid this year.

Rather than simply responding to a mental health crisis, the OPPD CIT has been proactive in reaching out to the community in an attempt to reach individuals who may need assistance before a crisis ever occurs. Members of the CIT have given presentations to churches, community organizations, and citizen police academies. They have also had information booths at numerous public events. These events provide opportunities for the CIT officers to provide information on available mental health resources and how to plan and implement strategies that will help police respond if a crisis does occur.

All of these efforts have had an impact. There is an increased level of awareness within the community about the OPPD CIT. More and more people are now requesting a CIT officer when they call the police department for assistance, and they are providing vital information to dispatchers that helps the officers better respond to a person in crisis. As a result, many mental health–related calls for service are handled in such a manner that the individuals or their family members write letters to the police department thanking the officers for a job well done.

An interesting thing has happened since the implementation of the CIT in Orland Park. While the total number of transports to a hospital for a psychiatric evaluation has remained relatively unchanged (165 in 2014 down to 164 in 2017), the number of petitions for involuntary committal decreased from 162 to 91, a 44 percent decrease. At the same time, the number of people who voluntarily went to the hospital for a psychiatric evaluation increased dramatically from 3 (in 2014) to 73 (in 2017). As a result of CIT officers responding to the scene of mental health–related calls, more people went to the hospital voluntarily. This is important for several reasons. Voluntary transport means increased safety for both the officer and the person with mental illness, as well as decreased exposure to liability for the police department and a better chance of successful treatment for the person being transported (since it's voluntary). This also positions the officer in a positive role as he or she is viewed as wanting to help rather than mandating treatment.

More than ever before, police officers are encountering people with mental illness who are in crisis. Police cannot resolve this issue alone; however, a properly implemented CIT can make a big difference. A CIT is a *team* in which the police department partners with a mental health service provider and works with a large network of stakeholders to more efficiently connect individuals in crisis with the treatment that they need. Through this process, more individuals and their families will avert a future crisis and the number of calls for police service should decrease, thus benefiting the entire community. ❖

Notes:

[1]National Institute of Mental Health, "Mental Illness," Prevalence of Serious Mental Illness (SMI), November 2017, https://www.nimh.nih.gov/health/statistics/mental-illness.shtml#part_154785.

[2]National Institute of Mental Health, "Suicide," May 2018, https://www.nimh.nih.gov/health/statistics/suicide.shtml.

[3]NAMMI Chicago, *Making the Case for Funding and Supporting Comprehensive, Evidence-Based Mental Health Services in Illinois*, May 2015, 2.

[4]IACP Law Enforcement Policy Center, "Responding to Persons Affected by Mental Illness or in Crisis," model policy, http://www.theiacp.org/model-policy/model_policy/mental-illness.

[5]John Meszaros, "Falling Through the Cracks: The Decline of Mental Health Care and Firearm Violence," *Journal of Mental Health* 26, no. 4 (2017): 359–365.

[6]IACP, "One Mind: Improving Police Response to Persons Affected by Mental Illness," http://www.theiacp.org/onemindcampaign.

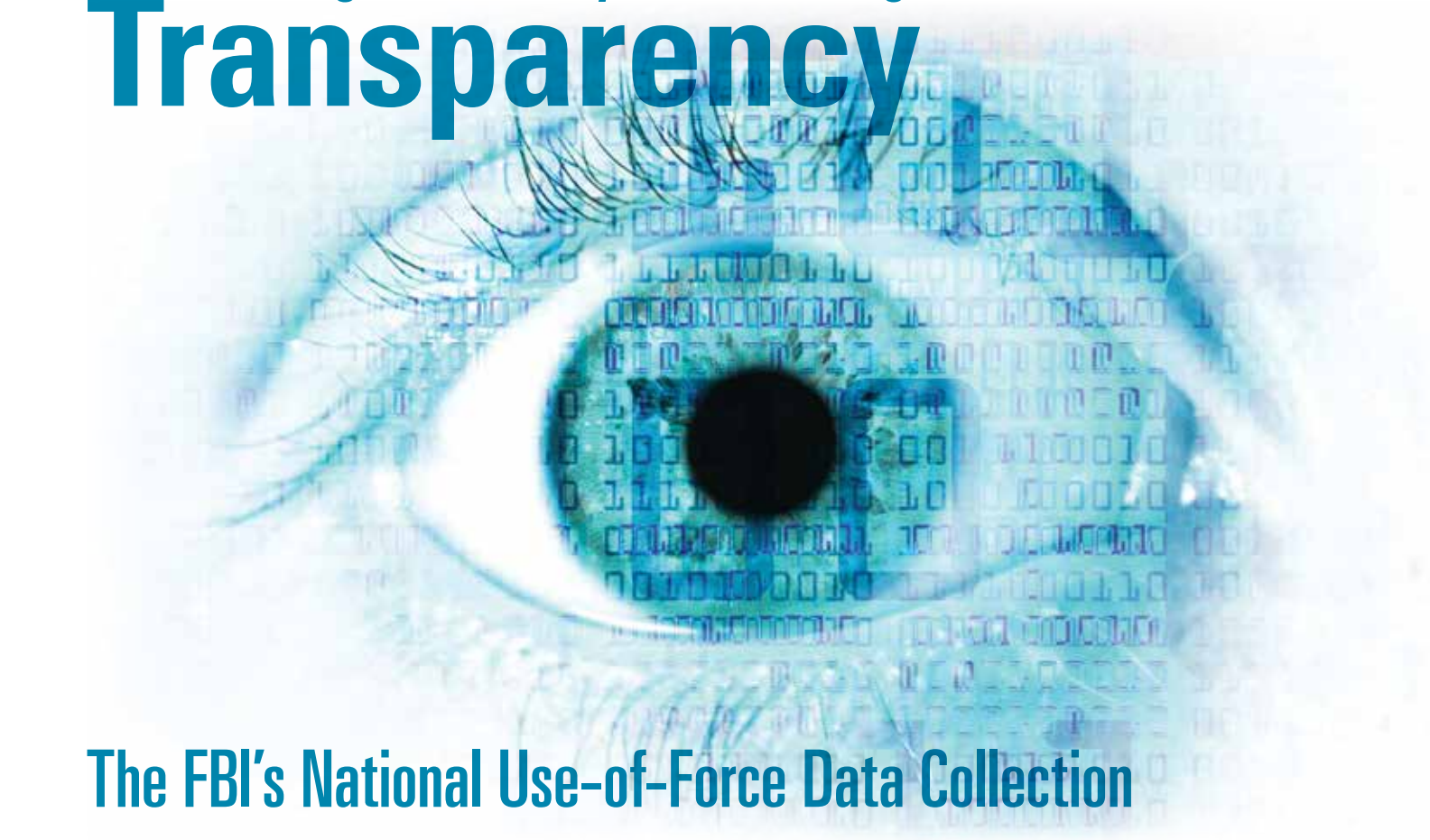
[7]"The IACP's One Mind Campaign to Date," *Official Blog of the International Association of Chiefs of Police* (blog), July 20, 2017, https://theiacpblog.org/2017/07/20/the-iacps-one-mind-campaign-to-date.

Sgt. **Troy Siewert** has been with the Orland Park, Illinois, Police Department for over 26 years. He holds a master's degree in criminal social justice', from Lewis University, and he is a certified CIT coordinator, Mental Health First Aid instructor, and a CIT role-play evaluator for the Illinois Law Enforcement Training & Standards Board.

Dr. **Michael Mecozzi** is a clinical psychologist, author, and speaker, and is the director of Behavioral Health Services at Trinity Services, Inc. Dr. Mecozzi earned his PsyD from the Illinois School of Professional Psychology in 2008. Dr. Mecozzi is the author of the book, *The Other Side of Pain: Discovering Meaning When Life Hurts*.

Bonnie Hassan is a licensed clinical professional counselor and earned her MA from the Illinois School of Professional Psychology. Ms. Hassan is the director of Outpatient Mental Health Services at Trinity Services, Inc. and presented at the SAMHSA's Best Practices Implementation Academy to Reduce the Number of People with Mental and Substance Use Disorders in Jails (BPIA).

Building Community Trust Through Transparency



The FBI's National Use-of-Force Data Collection

By Tara Perine and Mary Riley Walker, Writer-Editors,
FBI Criminal Justice Information Services Division

The effectiveness of a law enforcement agency and its officers depends enormously on the relationship the agency has forged with the community it serves. Community-police relationships, like all relationships, must be based on mutual trust and respect to thrive, and seasoned law enforcement personnel know trust and respect are rooted in transparency and accountability. However, a current climate of tension between some communities and their law enforcement agencies has been driven in large part by perceptions of misuse of force by officers and a presumed lack of transparency. The specter of misuse of force by authorities can lead the public to make assumptions about officers' actions or, at the very least, to express their concerns in pointed questions. Is force used regularly or rarely by law enforcement? Is it used unnecessarily or only with good cause? Is force applied uniformly or is it used more freely on particular segments of society? Are police use-of-force incidents isolated or widespread?

Depending on who is driving the narrative, the answers to questions about use of force can vary. How can law enforcement bridge the divide on this topic between agencies and the communities they serve? How can communities and law enforcement sift through the speculation until facts are all that remain? To paraphrase statistician W. Edwards Deming, without data, one's viewpoint is just an opinion.

Facts about use of force in the United States cannot be known without data, and there has been no mechanism available to collect standardized U.S.-wide police use-of-force data—until now. With the new National Use-of-Force Data Collection, the FBI and major law enforcement partners have set out to collect the facts needed to bring the issue of law enforcement use of force into focus.

The Impact of Perspective

The problem of community mistrust of police is not a new one. The 2015 report from the International Association of Chiefs of Police's (IACP) National Police Summit on Community and Police Relations summarized the historical problem as competing perspectives:

> *The perspective of members of some communities across the country is one of being marginalized, targeted, and mistreated by police. From the vantage point of one group, communities of color, that perspective is rooted in years of contentious relationships with police, born out of the history of race relations in the U.S.…*
>
> *The police perspective is very different. Law enforcement officers face substantial threats every day; and officers cannot continue to serve the community if they are not able to keep themselves from harm.*[1]

Both of the perspectives mentioned—those of the community and the officers—are understandable when viewed objectively. Law-abiding citizens living in high-crime neighborhoods may experience the efforts of law enforcement to address crime and deem

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National Use-of-Force Data Collection Task Force Organizations

- Association of State Criminal Investigative Agencies
- U.S. Department of Justice
- International Association of Chiefs of Police
- Major Cities Chiefs Association
- Major County Sheriffs of America
- National Organization of Black Law Enforcement Executives
- National Sheriffs' Association
- Police Executive Research Forum
- Association of State Uniform Crime Reporting Programs
- Local, tribal, and federal law enforcement agencies

those efforts to be heavy-handed or injudicious. On the other hand, officers who work in high-crime areas know the dangers that can await them. Criminals do not typically identify themselves as such, so officers must remain vigilant as they attempt to ascertain a person's intent. If the community interprets police actions as overly harsh, or even unnecessarily fatal, the members of that community can begin to resent the law enforcement organization that has sworn to protect them. In most situations, it truly is a tale of two perspectives.

Improvements in Transparency and Accountability

Law enforcement agencies have long been making efforts to resolve tensions by increasing transparency and accountability to their communities. For example, the concept of officially reporting crime data on a national level stretches back to the early 1900s. Before it was a program of the FBI, the Uniform Crime Reporting (UCR) Program was conceived in 1929 by the IACP to meet the need for reliable crime statistics in the United States. In 1930, the FBI was tasked with collecting, publishing, and archiving those statistics.

The modern idea of community policing was born sometime in the 1960s and has remained a buzzword for agencies ever since.[2] Community policing involves partnerships among municipal agencies, businesses, individual community members, nonprofit groups, and the media. Both the community and local law enforcement have a stake in the quality of their neighborhood.

In more recent years, advancements in technology have furthered transparency and accountability. The tools through which law enforcement can collect (and share) information are numerous: security cameras and surveillance systems; instantaneous processing of vehicle license plates; rapid biometric identification of suspects; techniques to handle evidence (such as DNA); in-car and body-worn cameras; and many other computer systems, gadgets, and devices.

These techniques and tools, both collectively and individually can often shed light on difficult situations and perhaps even foster communication between community members and law enforcement to pave the way for more trust and transparency.

A New Resource: The National Use-of-Force Data Collection

Particularly in the past four years, the attention on the use of force by law enforcement officers has intensified with the availability of video footage of incidents, often recorded on the personal smartphones of bystanders or in-car or on-person police cameras. These events deepened the need for law enforcement agencies to engage community members and to spotlight efforts to address community concerns. As the media focused on more incidents, law enforcement leaders in the United States began to actively explore the idea of a national data collection for use-of-force incidents. While many local agencies were already reporting use-of-force data, no such resource was available on the national level. Without knowing the frequency and the full circumstances of such incidents, it is difficult for all parties to understand how to measure and tackle the problem. National use-of-force data could serve as a factual resource to pinpoint trends and fuel solutions.

In 2015, based on a proposal from the FBI's Advisory Policy Board, the FBI partnered with representatives from various law enforcement organizations throughout the United States to create what would become the National Use-of-Force Data Collection. Over the next three years, the Use-of-Force Data Collection Task Force, which was composed of members of those various organizations, and the FBI formulated the scope of the collection, the plan of how agencies would contribute their data, and marketing and publication strategies. As with all of the FBI's data collections, submission of data is completely voluntary.

Now, in summer 2018, the National Use-of-Force Data Collection is fully developed and accepting data. The official launch date has not yet been scheduled, but agencies may enroll now and begin submitting information.

The National Use-of-Force Data Collection brings together statistics about three main categories of use-of-force incidents:

- when a person's death is connected to use of force by a law enforcement officer
- when there is serious bodily injury to a person connected to use of force by a law enforcement officer[3]
- when, in the absence of either death or serious bodily injury, a firearm is discharged by a law enforcement officer at or in the direction of a person

The National Use-of-Force Data Collection is designed to make participation (data submittal) as easy as possible for law enforcement agencies. Consequently, the data collection gathers information that is readily known and already collected by law enforcement through the initial investigation following an incident. Agencies that have a use-of-force incident to report are asked to submit information about it to the National Use-of-Force Data Collection as soon after the occurrence as possible. The data in the collection will not be used to determine whether officers acted lawfully or within the bounds of department policies; it is meant to provide basic facts to power discussion and facilitate assessment. On months when no use-of-force incidents transpire, agencies will submit a Zero Report, clearly indicating no use of force occurred in their agencies.

In an effort to provide agencies with all the tools needed to fully participate, the FBI developed two methods by which agencies can submit use-of-force data—through a use-of-force data collection portal provided by the FBI or through a bulk data submission (through electronic file transfer system [EFTS] or automated system-to-system communication). The National Use-of-Force Data Collection portal and EFTS are accessible through the FBI's Law Enforcement Enterprise Portal (LEEP).

The Effects of Data Transparency on Community-Police Relationships

In the quest for transparency and accountability, many law enforcement agencies across the United States already collect and report some type of use-of-force data. Even so, some of these agencies are eager to also participate in national reporting. The San Diego County, California, Sheriff's Department (SDCS) is one of those agencies already addressing use of force and still considers it important to participate on a national level. SDCS Administrative Analyst Mayra Lopez said:

The Sheriff's Department has previously published this information in accordance with California state law. However, by providing a platform that can be utilized by multiple agencies, it [the national data collection] also provides consistency and the public can attain a nationwide perspective regarding use-of-force incidents…

The most valuable part of participating in the national collection is the consistency attained by having multiple agencies reporting and categorizing use-of-force incidents by utilizing the same standards.[4]

As previously mentioned, the FBI's data collection system is already available for any agencies interested in participating right now. The agencies that are already enrolled in the National Use-of-Force Data Collection have become early adopters primarily for one reason—transparency. Some agencies have expressed their desire for the public to know the true number of times officers in their departments have used force in order to put that number into context. They believe the data will demonstrate that officer-involved shootings and other uses of force are more rare and isolated than media reports might imply. At the same time, agencies plan to study the data to identify trends that warrant policy or procedure changes in their own departments. Captain Stephanie Rose of the San Diego Police Department (SDPD), Northern Division, emphasized this opportunity:

Collecting and publishing data nationally will facilitate learning within the San Diego Police Department and allow us to answer questions from our communities by analyzing data that was previously unavailable to us. This will also enable us to shape our own operating procedures, as we continuously evaluate the ways we, and other law enforcement agencies, respond to incidents that may require force to resolve them.[5]

Captain Rose also recognized the value of the data collection project to SDPD's efforts to build community trust:

We hope this [transparency and accountability] will further enhance the public's trust in us as a Department, as we demonstrate to communities that we are not above scrutiny or afraid of being held to the high standards required of our profession… The value in data collection enables policing leaders to move beyond their own data and obtain a broader perspective when looking at internal training and policies.[6]

Once robust national data exist, agencies can analyze them, identify any problematic trends, and attempt to diagnose the cause of identified problems. Agencies can fine-tune

Creation of the National Use-of-Force Data Collection

In June 2015, the FBI's Advisory Policy Board (APB) and 35 representatives from U.S. criminal justice and national security agencies worked with the FBI's Criminal Justice Information Services (CJIS) Division to approve a proposal to work with law enforcement agencies and major law enforcement organizations to develop a new data collection pertaining to fatal and nonfatal shootings by police in the line of duty. Later that year, the FBI met with representatives from major law enforcement organizations to discuss how to proceed. Officials from these organizations collectively agreed on their desire to establish an FBI-administered police use-of-force data collection.

In early 2016, the FBI formed a Use-of-Force Data Collection Task Force that included representatives from national law enforcement organizations, agencies, and professional associations. Representatives from the APB, the Bureau of Justice Statistics, the DOJ Community Oriented Policing Services, and the Office of the Deputy Attorney General also collaborated with the task force in its efforts. In February 2016, the director of the FBI approved the APB's recommendation to begin data collection on law enforcement use-of-force incidents. The task force spent the remainder of 2016 deciding the specifics of the data collection, for example, what data elements the collection would include and how the data would be published.

Based on the task force's recommendations, the FBI developed two methods by which agencies can submit use-of-force data—a portal provided by the FBI or a bulk data submission into an electronic file transfer system or automated system-to-system communication.

In 2017, the National Use-of-Force Data Collection interface was added in the FBI's Law Enforcement Enterprise Portal (LEEP). The Use-of-Force portal application allows for data entry, review, modification, and submission. It also provides automated reporting assistance and dashboard and widget creation.

In mid-2017, after the Use-of-Force portal was created, the FBI conducted a six-month pilot study of the data collection to determine the ease of use of the portal and the quality and uniformity of data submitted. The pilot study team developed instructions, manuals, training modules, and curricula to help guide coders in translating their local records into uniform language for submission. Ninety-eight agencies of varying sizes participated in the study. The results of the pilot study were analyzed, adjustments were made, and the appropriate approvals were obtained as the full data collection moved forward.

Agencies participating in the pilot study gave feedback about the Use-of-Force portal. Several participants commended the ease of navigating through the portal. Captain Douglas Barker of the Henrico County, Virginia, Police Division remarked, "The ease of creating reports is by far the best feature of the system."* Likewise, Lieutenant Deanna Carey of the Pinellas County, Florida, Sheriff's Office wrote, "The portal application was easy to navigate and the majority of the information required was already being collected either in our agency's use-of-force reporting system or our record management system."†

Notes:

* Douglas W. Barker (police captain, Henrico County Police Division, Virginia), email, April 25, 2018.

† Deanna Carey (lieutenant, Strategic Planning Bureau, Pinellas County Sheriff's Office, Florida), email, April 10, 2018.

their policing procedures and training to fit the crime climate in their communities. Natalie Ammons from the Georgia Bureau of Investigation concurs with the data's benefits to both communities and law enforcement. She commented,

> *To be transparent, we must provide this information to the public. But it will also be a valuable resource to other law enforcement agencies to see if lessons can be learned from these [use-of-force] incidents that can be applied to their own agencies.*[7]

Many law enforcement agencies believe that current tensions with the communities they serve stem from the media's unfair representation of certain incidents, particularly those involving use of force. Media highlights of incidents that portray use of force as "the norm" in policing may be rooted in skewed facts and conjecture. When a person's news regularly comes from the same source, that person's opinion of law enforcement could be shaped by what that news outlet focuses on. However, when agencies contribute their use-of-force data to the national collection—be it incident information or reporting that zero incidents occurred—the results will speak for themselves. When concerned community members question their local law enforcement over use-of-force issues, these data can serve as solid reference points for factual and productive conversations. As Captain Rose pointed out,

> *Citizens have expectations for the manner in which police officers conduct themselves in their communities and sometimes their demands are based on limited information and perceptions. Data collection provides clarity, to both citizens and officers, and enables law enforcement agencies and communities to jointly develop policies that are based on evidence and not intuition. Valid data is essential and allows for increased dialogue over controversial issues at the heart of community concerns.*[8]

Sheriff Bob Gualtieri of the Pinellas County Sheriff's Office (PCSO), who was involved in the initial stages of the development of the National Use-of-Force Data Collection and the pilot study, explained why law enforcement agencies are willing to take part in this data collection initiative:

> *Transparency is important to community trust and unless people know what we are doing, and not doing, there is [an] opportunity for misperceptions to form one's opinion. We should report law enforcement use of force and embrace, not fear, accurate data reporting so that people rely on objective facts upon which to base their views. [The value of participating in the data collection is] having objectively collected data that can be used to enhance community trust and show that law enforcement acts appropriately and force used is not excessive.*[9]

Police Captain Douglas Barker of the Henrico County Police Division (HCPD) added,

> *During times of crisis, if law enforcement agencies have garnered the public's support, confidence, and trust, the community is less likely to engage in harmful behavior. We would hope that if we remain accountable to our citizens, they would support us during unrest to help maintain order and civility.*[10]

Even with the benefits to community-police relations, some agencies might feel that participating in the National Use-of-Force Data Collection will overburden staff who already have a heavy workload. However, PCSO Lieutenant Deanna Carey's experience with the data collection pilot clearly shows that participation is neither burdensome nor time-consuming:

> *We will all be better off as a profession through transparency and accountability. Because of the limited number of reportable incidents our agency had, and the ease of the application, participating in the FBI's National Use-of-Force Data Collection Pilot was not intrusive, nor did it consume a significant amount of our members' time. On the months we did not have a reportable incident, I simply created a Zero Entry Report, which took less than a minute to submit.*[11]

The Need for Widespread Participation

In order for the National Use-of-Force Data Collection to be truly useful, widespread participation is necessary. As of mid-2018, more than 2,200 agencies have enrolled in preparation for the official launch of the data collection in 2019. Many of these agencies are already submitting their use-of-force data and taking advantage of the graphs, reports, and other tools available in the use-of-force reporting portal on LEEP. As the number of participants grows, the facts the agencies provide will bring the overall picture of police use of force into sharper focus. Being a part of this concerted national movement can be an important piece of an agency's efforts to rebuild community-police relations where they are currently frayed and to maintain already strong relationships.

Modern technology—police body-worn cameras and smartphone video, in addition to social media—has allowed the public an unprecedented look at day-to-day policing. But even video and eyewitness reports cannot always provide all the details or the context that tell a complete story. The National Use-of-Force Data Collection provides a mechanism to fill in some of the blanks. ❖

Tara Perine and **Mary Riley Walker** are writer-editors for the FBI's Criminal Justice Information Services Division. Tara has a BS from Fairmont State University and has worked for the FBI for 9 years. Mary has a BA from Fairmont State University and has worked as a writer for the FBI for over 20 years.

Notes:

[1]International Association of Chiefs of Police, *IACP National Policy Summit on Community-Police Relations: Advancing a Culture of Cohesion and Community Trust* (Alexandria, VA: IACP, January 2015), 6–7.

[2]Jessica Schubert, "What Is Community Policing? Definition, History, and Strategies," lesson, Study.com, https://study.com/academy/lesson/what-is-community-policing-definition-history-strategies.html.

[3]The definition of serious bodily injury is based in part on 18 U.S.C. 2246 (4) and means "bodily injury that involves a substantial risk of death, unconsciousness, extreme physical pain, protracted and obvious disfigurement, or protracted loss or impairment of the function of a bodily member, organ, or mental faculty."

[4]Mayra Lopez (administrative analyst, San Diego County Sheriff's Department, California), email, April 10, 2018.

[5]Stephanie Rose (captain, San Diego Police Department, Northern Division, California), email, April 17, 2018.

[6]Rose, email.

[7]Natalie L. Ammons (deputy director, Office of Public Affairs, Georgia Bureau of Investigation), email, April 13, 2018.

[8]Rose, email.

[9]Bob Gualtieri (sheriff, Pinellas County, Florida), quote provided by Deanna Carey (lieutenant, Strategic Planning Bureau, Pinellas County Sheriff's Office), email, April 10, 2018.

[10]Douglas W. Barker (police captain, Henrico County Police Division, Virginia), email, April 25, 2018.

[11]Carey, email.

For more information about the National Use-of-Force Data Collection or to enroll your agency, contact the program at **useofforce@fbi.gov.**

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SDHP STATE TROOPERS

STRENGTHENING RELATIONSHIPS

By Craig Price, Colonel, South Dakota Highway Patrol

One of U.S. painter Norman Rockwell's most famous works is entitled *The Runaway*. This painting depicts a young boy at a restaurant counter, presumably in a small town in the United States. He is sitting on a stool that is too high to allow his feet to reach the floor, and all of his world's possessions are presumedly in the small bundle on the floor next to him. It is apparent that, for whatever reason, the boy has decided to leave home and head out on his own.

In the center of the painting stands either the business owner or an employee, who is leaning on the counter with a bemused look on his face.

But the lad is not paying attention to that man. Instead, his gaze is on a second man, seated to the lad's left. That man is bending toward the boy as if to counsel him, most likely encouraging him to return home to his family.

That man is a uniformed police officer. The boy respects the officer and listens intently to his advice. One looking at the painting can reasonably guess that the officer's words will eventually prompt the boy to return home. The painting, created in the 1950s, hearkens back to a time when law enforcement officers were always seen as respectable, valued members of the community.

Today, the interaction between the officer and child portrayed in Rockwell's artwork would be called community policing. Community policing has always been part of most law enforcement agencies philosophies and officers' roles, but it likely was referred to as community outreach or another similar title. For instance, officers holding drug awareness seminars at schools is community policing, although it is not always openly named as such. Community policing is something that has always been done by law enforcement, but an aspect that was not always a high-priority focus.

Possibly due to the heightened criticism of law enforcement in recent years, agencies have restored their focus on strengthening their bonds with communities. Despite agencies and communities having some confusion about the role of law enforcement in various situations, community policing is vitally important. Community members need to be reminded that, despite some of the negative situations that have occurred, law enforcement officers are there to protect and serve. Community policing is an excellent way to demonstrate that fact to the public.

Community Policing in a State Highway Patrol

Like other agencies, the South Dakota Highway Patrol (SDHP) has renewed its focus on community engagement, and the agency was invited to the White House in 2016 to be recognized for some of its work in policing. Many things were discussed at that meeting,

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In summary, ten defendants were sentenced to a total of 110 years imprisonment. The sentences were increased following requests by the police that a deterrent factor should be considered namely, that these offenses were committed by organized gangs using mopeds. Moped-enabled crime has risen exponentially in the UK from 2012 when there were 800 to 2017 when there have been 25,000.

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Recommendations for Community-Based Policing

Based on their experience, the South Dakota Highway Patrol offers the following recommendations for agencies looking to successfully implement or expand community-based policing:

- Community policing should be viewed as investment—and not every investment pays off immediately.
- Officers should be given flexibility and encouragement to engage in community policing, and those who choose to get involved should be supported in their efforts.
- Involve local community leaders and a broad spectrum of community members as much as possible in community projects. This builds buy-in and gives community members an opportunity to engage with law enforcement in a non-enforcement capacity.
- Highlight community projects on your agency's social media accounts.
- If the opportunity exists, give community members positions on internal review boards or training boards.
- Agencies should have a formal, written community policing strategy, and community policing efforts and projects need to be supported by agency leadership. The community policing philosophy should be part of the agency culture, and everyone should be expected to participate.
- Seek advice from other agencies on their successes and failures in community policing—and don't be afraid to fail; use those experiences to improve instead.
- Don't be afraid of taking officers "off the beat" or "off the road" to participate in community policing initiatives. Community policing can pay dividends in community trust and collaborative crime prevention.
- Don't restrict community engagement to one-off events; interact with the public on social media in other aspects of the job.

but one topic in particular focused on what could be done to enhance relationships between community members and law enforcement without losing sight of police's enforcement responsibilities.

One might assume that it's easier for officers of the local police department to be involved in their communities than those who work at the state level. After all, local officers are in their neighborhoods on a daily basis and interacting with people while they are working in both enforcement and non-enforcement settings. For highway patrol troopers, who may be the only trooper living in that town and whose patrol area covers a larger area consisting of mostly highway, it can be more of a challenge.

SDHP encourages its state troopers to work closely with officers from other departments and to be active in their communities. Troopers can participate in their communities as any member can—by joining service organizations, serving as youth coach or mentor, or being active in their church, among other community opportunities. Being a visible, active member in the community allows the trooper—and by extension, the agency—to be more fully accepted by members of the community. This acceptance, in turn, will enhance the SDHP and the trooper's credibility when an emergency or disaster situation occurs.

As most officers know, when the public dials 911 in a crisis, neither the color of officers' uniforms nor the shape of their badges matters. The public just wants help. If law enforcement puts a genuine effort into building strong relationships with fellow law enforcement officers, as well as the communities they serve—prior to a crisis happening—then agencies and organizations will be better at solving that crisis when it happens.

While individual contributions toward community engagement are important, community projects are also an important part of the SDHP's collective policing efforts. In 2017, and in accordance with the agency's strategic plan, the SDHP has formalized a community-based policing philosophy into its administration, operations, and culture. This effort is being undertaken to expand and strengthen SDHP's existing traditions and core values, particularly its commitment to excellence and collaboration, along with the recognition that trust is the cornerstone of the relationship between law enforcement and the public. Law enforcement officers must rely heavily on that trust if they are to succeed in making community members safer.

In some areas of the world, including some communities in the United States, certain police actions and incidents have been highly publicized, drawing instant worldwide scrutiny. In some cases, these incidents have resulted in an erosion of reputations and increased expectations and stress on law enforcement officers. Individuals' careers have been ended—and entire organizations have been plunged into chaos and distrust—due to just a single incident.

Law enforcement leaders, including those at SDHP, have always been proud of the nobility of their work and the esteem in which law enforcement officers are held by the public. However, what is happening in the world cannot be ignored. Social media has enhanced "armchair quarterbacks" for law enforcement actions. Agencies everywhere are now embracing the benefits of transparency, demonstrating that the agency and profession have nothing to hide. It's important that all agencies recognize that there are no guarantees that the conflict occurring in other places will not happen in their own communities.

Community-based policing has generally been considered a local police agency's responsibility, but the philosophy has merit for the SDHP—and other state highway patrols—as well. Practicing community-based policing can help agencies like the SDHP successfully navigate in an uncertain environment today and for the foreseeable future, while setting an example for others to follow.

SDHP Community Projects for Trust Building

For the past couple years, squads of the SDHP state troopers have participated in a community service project of their own choosing. State troopers have always been exceptional at promoting the SDHP and contributing to their communities, but the agency wanted to create this more formal strategy for statewide consistency and long-term sustainability. State troopers collaborate with local law enforcement and local community leaders to identify an area where a community service project might be successful.

These projects help demonstrate to the public that SDHP state troopers, as well as other law enforcement officers, want to be part of their respective communities. These projects are designed to build upon already strong community-police relationships in South Dakota. Many law enforcement agencies across the world are implementing this proactive approach. A strong and positive relationship between the public and the police is a key element to a safe society.

The following are two examples of successful SDHP community projects:

Community Park Improvement. The SDHP Glacial Lakes Squad's community service project was held in conjunction with the Sisseton Wahpeton Oyate Tribal Police, the Roberts County Sheriff's Office, Zone 1 of the Motor Carrier Division, Sisseton Wahpeton Oyate Tribal Housing Authority, and the city of Sisseton, South Dakota. The idea was shepherded by SDHP Trooper Ben Pallesen.

Thirty volunteers worked together to make the needed improvements to a playground and basketball court area for the children of tribal housing residents. Families of the tribal housing community had been concerned about their children's safety in the park and playground area due to persons who would camp, party, start fires, and leave trash in the tree grove located next to the playground. The volunteers removed the tree grove and picked up the trash. Many positive comments were made from the housing residents who appreciated that their children would once again be able to safely use the playground.

War Veteran Support. The SDHP Watertown Squad and the community of Castlewood, South Dakota, came together to assist World War II veteran, William Janssen, who had served on the USS *South Dakota*. Last year, due to an accidental fire, Mr. Janssen had lost his entire supply of firewood that he used to heat his home.

When Trooper Jerry Kastein, who is a U.S. military veteran himself, heard about the fire, he immediately sprang into action. He coordinated a large-scale community service project with his squad mates and with the leaders in both the Castlewood and Watertown communities for Mr. Janssen. Troopers donated their physical labor, and business leaders donated their time and equipment. At the end of a long day, several truckloads of cut trees were transformed into a complete restocking of Mr. Janssen's firewood. The American Legion and American Legion Auxiliary from Castlewood served lunch for Mr. Janssen and his wife, as well as for the entire crew who worked on the project.

Reflecting on the project, Trooper Kastein said,

> *It's great to be able to get involved in the community from a law enforcement perspective. The fact that I'm a veteran and half of the guys who work as troopers in the Watertown area are also veterans really adds to this. It's pretty cool being able to help a veteran like this.*[1]

Community Policing Aids Enforcement Efforts

When people think of community-based policing, they can easily misalign the term with being soft on crime. Nothing could be further from the truth. SDHP's enforcement statistics prove that the troopers are not "soft on crime." However, there are very few problems in public safety that can be solved by enforcement alone. Enforcement, education, and community engagement must all be incorporated for policing to be the most effective.

Community-based policing enables the SDHP and its employees to invest in relationships with their fellow community members and produce the dividend of improved public safety. Like most programs in a law enforcement agency, community policing would not be successful without employee buy-in. Trooper Justin Schmiedt, who has participated in these efforts, recently highlighted the value of SDHP's embracing this philosophy in an email to his leadership:

> *I appreciate you supporting my interaction with the communities we serve. There is great value in interacting with the community outside normal policing duties. The number of people that contact me directly to resolve community-related issues leads me to believe that they see me more than just a Trooper out writing tickets. They come to me with issues because they have faith that I will do my best to come up with a solution to the problem.*
>
> *I realize it is difficult to have a Trooper off the road, performing non-traditional duties when manpower is down. I personally feel that maintaining a strong and healthy relationship with those we serve is crucial to strengthening our bond and keeping their hard-earned trust of South Dakota Law Enforcement. Your support of my community interaction over the past several years shows you believe our interaction is important to you and our agency as well. Your true and genuine support of Public Safety is as important to me as it is to the citizens we serve.*[2]

Community-based policing enables the SDHP and its employees to invest in relationships with their fellow community members and produce the dividend of improved public safety.

On at least two occasions, the public has reached out to Trooper Schmiedt informing him of criminal activity going on in their area. A resident contacted him via Facebook, concerned about methamphetamine needles being found at a local public place. Trooper Schmiedt spoke about the issue with a local law enforcement officer, and they decided to meet with another trooper at the area where the meth needles were reported to be found. They conducted a visual sweep of the area and found several dirty syringes with needles and properly disposed of them.

On another occasion, local residents sought the assistance of Trooper Schmiedt regarding some rural burglaries that were happening. The residents felt comfortable enough with Trooper Schmiedt to actively inform him of suspicious vehicles, people, and activities. The burglars were later apprehended when they were attempting to sell their stolen goods on the Internet. Without the community's assistance, the suspects would have most likely escaped prosecution. Clearly, Trooper Schmiedt enjoys a trusting relationship with the local residents he serves. This is most likely due to his continued efforts to connect with them both on and off duty.

These incidents and feedback from Trooper Schmiedt highlight a couple examples of the many benefits that can be reaped from healthy community-police relationships when an officer buys in to the philosophy. There are many more success stories like these from all across South Dakota, as well as in other states and countries worldwide who have implemented community-based policing.

Conclusion

SDHP has always enjoyed strong support from the public, and one of the reasons has been the involvement of troopers in their communities. However, it is key to never want to take that mutual trust for granted. Bonds between the public and law enforcement will always fray from time to time. It is the nature of upholding the law. But community policing is a way to strengthen those bonds so that they remain strong even in the toughest of circumstances. When law enforcement officers are encouraged and supported in putting a conscious effort into developing and fostering strong relationships with community members, then communities and law enforcement can depend on each other in both good times and in bad. ❖

Notes:

[1]Drew Mahowald, "Highway Patrol, Community Come Together to Help Castlewood Veteran," *Watertown Public Opinion*, July 13, 2017.

[2]Trooper Justin Schmiedt (trooper, South Dakota Highway Patrol), email, April 18, 2018.

Many agencies have been doing great work to improve community-police relations. The IACP Institute for Community-Police Relations "Examples From the Field" webpage highlights the positive momentum of leading agencies around the world.

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BRINGING SIDES TOGETHER

Community-Based Complaint Mediation

By Howard P. Greenwald, PhD, Professor, Sol Price School of Public Policy, University of Southern California, and Charlie Beck, Chief of Police, Los Angeles Police Department

Police departments worldwide are facing the challenge of building community trust in an environment of controversial shootings and political polarization. In particular, some community members believe that police officers are racially or otherwise biased in exercising their law enforcement powers. Biased policing complaints, however, are very difficult to investigate and resolve because doing so requires an understanding of what the officer was thinking or his or her motivation for the enforcement or investigative action.

The Los Angeles, California, Police Department (LAPD) has struggled for many years with both the perception of bias and the difficulty of determining whether an officer was impermissibly biased in a contact with a member of the public. In 2014, the LAPD initiated a new program to address these challenges by mediating biased policing complaints. This innovative alternative dispute resolution program uses third-party, professionally trained mediators to bring the complainants and the officers together to build mutual understanding, increase awareness of community members' and officers' perspectives, and potentially resolve the conflicts at hand. This program has been successfully launched by the LAPD and has the potential for significant future expansion.

Mediation to resolve complaints against police officers has been of interest to law enforcement since the 1970s. At least 16 U.S. jurisdictions have experimented with such procedures since the 1990s, and mediation programs have been conducted in the United Kingdom, Canada, and Australia.[1] Although several different models have been employed, mediation programs tend to share features that include (1) utilization for complaints of discourtesy or racial bias (and exclusion of encounters involving arrests, excessive force, and alleged police corruption) and (2) voluntary participation by both officers and complainants. Mediation serves as an alternative to formal investigations potentially resulting in discipline. If an officer and complainant agree to mediation, no internal affairs investigation occurs, no disciplinary action is taken, and no recording of the content of the complaint may be entered on the officer's service record, just a note that a complaint had been mediated.

The objectives of mediation are to increase satisfaction among complainants, improve officer conduct, and contribute to community policing goals through better community-police relations. Far-reaching goals of mediation are to (1) provide opportunities for community members to learn about police procedure and perspectives; (2) sensitize officers to community perspectives and concerns; and (3) provide feedback to officers regarding how their conduct appears to the community.

For the study discussed herein, researchers at the University of Southern California conducted a formative evaluation of the LAPD's Biased Policing Complaint Mediation Program (Program), a community-based intervention intended to expeditiously resolve disputes and build mutual understanding among officers and community members. The study has produced feedback and lessons learned that can assist other jurisdictions in the effective implementation of community-based complaint mediation.

How the Program Works

The LAPD Program was launched as a three-year pilot project in January 2014. Eligibility for mediation was restricted to complaints of bias related to areas such as race, gender, sexual orientation, or discourtesy. As in other police departments that have explored this concept, the mediation program represents an alternative to the

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traditional complaint procedure. The traditional approach is adversarial. It requires a full investigation of any complaint, and officers may be assisted by employee representatives or lawyers during their interviews. The traditional procedure has been characterized as litigious, time-consuming, and expensive.

In the LAPD Program, the complainant and accused officer or officers meet face-to-face. With the help of neutral mediators (usually two), both parties discuss the alleged misconduct. Successful mediation is defined as a process in which the parties have heard, clarified, and understood each other's issues and point of view. Although mediation procedures in some police departments aim at achieving a formal agreement, resolution, or conclusion, this is not required in the LAPD Program.

Voluntary participation by both complainants and officers is a key principle of the LAPD Program. Agreements are signed by complainants and officers to mediate in good faith and to keep proceedings confidential. Mediated complaints are noted on the officers' records, but this information does not appear on the versions used for promotional decisions.

Either party may withdraw from the agreement to mediate at any time before the scheduled mediation session. If this happens, the traditional complaint procedure ensues. If the complainant withdraws after the mediation has commenced, the complaint is closed, and recorded as "mediated" on the officer's record. If the officer withdraws or fails to participate in good faith, the traditional complaint investigation occurs.

The LAPD Program is unusual in its community-based character, recruiting and training volunteer mediators from the same communities as the complainants. Training for the volunteer mediators is provided by the Los Angeles City Attorney's Office as part of its Dispute Resolution Program (DRP). This long-standing program has the objective of helping Los Angeles residents settle matters such as small claims and landlord-tenant disputes without going to court. Several mediators had already been active in the DRP before being tapped for service in the LAPD Program.

The LAPD Program is staffed by one sergeant who devotes full time to the program as coordinator, with the support of another officer who identifies eligible cases and tracks the procedure. The capabilities of the coordinator include, as described by a supervisor, "salesmanship." The coordinator spends considerable time not only on concrete administrative tasks associated with mediation, but also on demonstrating the advantages of the process to complainants and officers, effectively recruiting them to the program.

Early Implementation Experience

In 2014, 2015, and the first two months of 2016, 221 complaints were found eligible for mediation, representing a little under half of the complaints of bias or discourtesy (an eligibility criterion added after the pilot began) received by the LAPD Internal Affairs Group. Mediation sessions were scheduled in 59 of these cases, representing 26.7 percent of those eligible. Of the eligible cases in which mediation did not take place, 25.7 percent were not mediated because the officer or officers involved declined, and 68.8 percent were not mediated because the complainants declined or could not be located. Of the 59 cases in which mediation sessions were scheduled, 50 were completed and recorded as "mediated" on the officers' records. The mediation process was not completed in the remaining nine cases because the complainants did not appear. These, too, were recorded on the officers' record as "mediated."

Officers and complainants who had participated in the program were asked to complete exit questionnaires. In addition, the University of Southern California researchers conducted detailed interviews with five officers and six complainants who had participated in the LAPD Program, as well as eight mediators and seven individuals who had been instrumental in planning or managing the program.

Table 1 summarizes findings from the exit questionnaires. More officer responses were received than complainant responses (41 versus 32), due in part to occasional involvement of multiple officers in a single complaint. Responses of officers and complainants appear fundamentally similar, with almost none of the differences being statistically significant.

Satisfaction with the mediation process appeared high. Officers indicated that they were "very" or "somewhat" satisfied more frequently than complainants, but the difference was not statistically significant. Vast majorities of both officers and complainants considered the mediation to have been fair and the mediators to have been well acquainted with the issues. High percentages of both officers and complainants said they would recommend mediation to a friend or co-worker.

A mediator's observations of mediation sessions suggest value potentially available in the LAPD Program and similar programs. Illustrative examples included the following:

> *At the beginning, the complainant exhibited "a seething type of anger" that made it difficult to convince [her] the mediators were neutral. During mediation, the officer offered different procedural choices that he would be willing to consider for future situations… the complainant's anger was greatly reduced by the opportunity to explain her experience to the officer, and the complainant wished the officer well as she left.*

> *The complainant believed officers [had] targeted him for a traffic stop because he was a young, black male driving in the Watts area of Los*

Table 1: Results of LAPD Mediation Exit Questionnaire: Experience of Officers and Complainants

Question	Percentage Agreeing	
	Officer	Complainant
Satisfied with process (very or somewhat)	90.2	71.9
Mediation was fair (completely or somewhat)	97.5	87.1
Mediator well acquainted with issues (very well or well)	100.0	86.7
Time required less than expected (a lot or somewhat)	55.0	86.7
Understanding of community/police work increased (a little, somewhat, or a great deal)	70.0	74.2
Would recommend mediation to others (very or somewhat likely)	80.0	80.0
Total number responding	41	32

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-Eugene Harris, Chief of Police, San Gabriel, CA

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Angeles. His complaint indicated he feared for his safety during the stop because of past negative interactions with the police. During mediation, the complainant explained why he was reluctant in following directions during the traffic stop, and the officers explained that they escalated their tactics because the complainant was not cooperating. At the end of the mediation, the complainant said he had a greater understanding of police work and apologized to the officers.

Comments by officers in the interviews suggest that they valued the process as an alternative to the way in which complaints were conventionally handled. Regarding mediation, one officer commented,

It has changed how I interact with the public and the actions that I am taking. You don't always have to be that stiff hard cop when dealing with people, but instead lay out the step-by-step process to individuals when it doesn't compromise the investigation, and you actually receive better feedback. The community hears what's going on and it sets them at ease.

Another officer, a white male, described a successful mediation experience as follows:

I stopped a male African American for crossing the street against a red pedestrian hand signal. The complainant believed that I just stopped him because of his race. During mediation, the complainant apologized for his comments and the race complaint. I was able to outline the Department's efforts to save lives through traffic enforcement. I received a better understanding of his perception and past contact with law enforcement that allows me to be sympathetic with future contacts.

Subsequent to the study interviews, mediators have described apologies offered by officers as well. One mediation session, conducted by video conference, addressed the concern that the officers were rude because the complainant was transgender or lesbian. After the mediation concluded, the officers opted to go back on camera and apologize for how they made the complainant feel.

In another instance reported by a mediator, the complainant felt she was targeted because of her race. During the mediation, both sides gained respect and a better understanding of the other's perspective. The officer apologized and was surprised to hear how his prior interactions with the complainant affected her. The officer agreed to be more aware of how he approaches people in the streets.

The frequency with which officers opt for mediation specifically as a chance to build a relationship with the community is uncertain, but the opportunity for officers to speak their mind and explain their actions appears to be valued. As one officer commented,

My department cuts you off, doesn't let you finish what you have to say, whereas mediators let you finish and ask questions that are appropriate.

The complainant interviews evidenced a feeling of comfort in the process, confidence in the mediators' capabilities, appreciation of the opportunity to speak freely, and a feeling that mediation was worthwhile. Encountering an officer out of uniform and in a neutral setting promoted a sense of security and equality. These comments are illustrative of that effect:

I didn't feel threatened because… two ladies [were there along with the officer]. I'm not sure if it [had taken place in a] cop building or a federal building.

[The officer] totally participated. He was being respectful and wasn't acting like a cop on the street. [He] was in street clothes [and] it was like a man-to-man talk.

Confidence in the mediators appeared especially high. Complainants made positive comments about the mediators' qualifications, professionalism, and grasp of the issues involved in the case. Complainant comments regarding the mediators included descriptions of them as "good people" who were professional, fair, and qualified.

Consistent with findings from the exit questionnaires, the complainants who were interviewed expressed a feeling of satisfaction with the mediation process. They felt that the process enabled them to see police officers as human beings. Some feelings of sympathy with police emerged in the interviews. As one complainant commented,

It was a good setting, I was relaxed. A group of people coming together and seeing where each other is coming from. That's what it's all about. I go way back to the Black Panther era so I've seen it and saw it. It was a good deal and they need to do more of that. We are all human and we may have different tones, but we can get together and make things work one way or another.

Complainants generally expressed the feeling that they had learned some valuable lessons on the challenges facing police as a result of the mediation. According to one complainant,

It was a good learning experience for the cop and me. We both learned a lot from it. I think he'll try to do his job a little better. We ended up shaking hands, it was good.

Officers also expressed appreciation of the process. As one described his experience,

The mediation program allowed a meaningful dialogue between a well-connected community member and law enforcement that will have a positive impact for community-based policing and public perception.

Challenges Encountered

Reception of the LAPD mediation program appeared fundamentally positive among officers and complainants who participated. However, during the initial phases of implementation covered here, only a small minority of eligible cases was mediated. Four significant challenges were identified as potentially contributing to this low rate: (1) reluctance of officers to participate; (2) lack of information about the program among officers; (3) elements of police culture and supervisory practice; and (4) failure by complainants to attend mediation sessions.

Reluctance to participate in a new program is understandable. Yet, mediation would appear to offer officers concrete advantages over formal investigation. Through mediation, officers may avoid the need to defend themselves from charges. No matter how a mediation session concludes, only the word "mediated" appears on the officer's record. Officers also may benefit from the rapid disposition of a complaint. One officer who had selected mediation explained that he made his decision in order to get the matter over with and move on with his life. Yet, a comment by this officer suggested that these advantages were not well known. He recalled sharing his experience with his peers during roll call, eliciting the general response of "How does this benefit us?"

A simple lack of awareness among officers regarding the LAPD Program appeared widespread. Steps had been taken to disseminate information about the mediation program. These included an article in *The Thin Blue Line*, the Los Angeles Police Protective League's monthly membership publication; mandatory online training; and presentations in supervisory training modules. Still, an officer with many years of service commented in an interview that "most officers don't know" about the program. According to another,

Only people who [have] complaints [against them] got… information about [the program]. When I told my supervisors I was going to mediation, they were unsure of the program and didn't know too much about it.

It was apparent that even some who are aware of the program do not fully understand it. The LAPD Program concept, for example, emphasizes informality and helping complainants see police officers as human beings faced with a difficult but necessary job. Consistent with this objective, mediations are held at facilities outside the police department. One officer, however, was reported to have appeared at mediation in his uniform, contradicting the intended spirit.

Organizational climate and culture apparently function as barriers to participation in the mediation program, as well. Here, "organizational climate" refers to the degree of comfort and confidence members feel about their agency. One interviewee with many years' experience in LAPD commented that an atmosphere of mistrust and fear was perceived by many officers. Officers, he said, fear the consequences that a public complaint might have on their assignments and chances for promotion. Another interviewee expressed the opinion that half the complaints handled by Internal Affairs are officer-on-officer, often involving charges such as bullying or harassment that are difficult to resolve factually. Such a climate promotes reliance on formal procedures that allow officers to defend themselves with the aid of representation.

"Organizational culture" is more concrete than organizational climate, involving beliefs in how a unit should be operated and what are considered acceptable patterns of behavior. According to an interviewee, many officers in supervisory positions believe in discipline as a key component of appropriate management in law enforcement. It would appear unlikely that supervisors with punitive attitudes of this nature would encourage mediation.

The degree to which this dimension of culture—either the emphasis on punishment or fear and mistrust among officers—is shared among officers and affects actual participation in mediation has not yet been determined. Attitudes that support participation appear to be present as well.

Some findings suggest that the tide may be changing in favor of mediation. During the second half of 2014, when a breakdown was available, 36.0 percent of the eligible cases were not mediated because an officer declined to participate. In 2015, the percentage of eligible cases not mediated due to an officer's decline dropped to 18.4.

The behavior of complainants contributed to the low rate of complaints that were mediated. Over the entire study period, complainants declined the opportunity to mediate more often than officers.

Resolution of complaints, however, provide opportunities for officers and community members to develop more compatible perspectives on law enforcement and life in the community.

Nine scheduled mediation sessions did not take place because the complainant did not appear. In the event of no-shows, sessions can be rescheduled, but rescheduling is an inconvenience for officers and mediators.

One interviewee suggested that some complainants are "not ready to mediate" due to a desire to confront rather than reconcile:

> *Yea, I think (mediation will) be good for people that live in the city. Letting the cops know that they work for us, we tell them what to do and not always them telling us what to do and harassing us. And it'll be our turn to harass them.*

Still, some evidence suggests that acceptance of mediation may be increasing, potentially due to greater familiarity with the procedure among both officers and community members. During 2014, mediation took place in 19.8 percent of eligible cases; in 2015, mediation took place in 39.1 percent.

Perhaps the most basic challenge facing the LAPD Program and similar programs is that mediation has not achieved its farthest-reaching outcomes in the short run. Responses to the exit questionnaire item on whether the officer or complainant had obtained a better understanding of the community or police work were predominantly positive. Still, a number of officers (30.0 percent) and complainants (25.8 percent) indicated that their understanding of the community or police work did not increase.

STUDY TAKE-AWAYS

Dispute mediation performs best when the following occurs:

- Program information is widely disseminated.
- Specific police department personnel are tasked with managing the program and encouraging participation.
- Mediators are trained individuals who are recruited from the community.
- Supervisory personnel show their support of the program.
- The program is shown to save time and money.

Best Practices and Future Directions

This formative evaluation of the LAPD Biased Policing Complaint Mediation Program provides evidence that the program works well and can be expanded to include more participants and perhaps a broader range of public complaints. The community-based features of the program, in which mediators are recruited from the same communities as complainants, contributes to the positive experiences of complainants illustrated above. Training given to the mediators by the Los Angeles City Attorney's Office has enabled them to gain the confidence of mediation participants and perform their role effectively. Assignment of a full-time sergeant as a manager and an advocate for the program has clearly contributed to a successful beginning. Professional training of mediators and making a committed department supervisor accountable for the program should be viewed as best practices.

Continuing challenges most obviously concern the low rate at which eligible complaints are mediated. Low rates of mediation have been reported even by the best-established mediation programs.[2] Planners and managers of mediation programs need to devise methods to increase participation. Although this report has cited the culture of law enforcement agencies, more immediate and direct methods for increasing participation by officers can be developed. These should include more extensive dissemination of information to officers, emphasizing the potential benefits to the officers.

The importance of increasing follow-up among complainants deserves emphasis. Some interviewees in the study reported here have suggested that reducing the time between the lodging of a complaint and the mediation session would make participants more likely to complete the process. Another observer, though, suggested that allowing the complainant a "cooling off" period would help make the sessions most constructive. Attaining the best balance is important. When a complainant does not participate in mediation, an opportunity to build ties between law enforcement and the community is lost.

Finally, evaluation beyond the scope of the study reported here will be valuable in demonstrating cost savings from mediation. It cannot be expected that all mediations will result in significant improvement in understanding by officers and complainants of each other's work and life circumstances. But at a minimum, significant savings appear likely in officer time, staff resources, and avoidance of potential litigation. Rigorous demonstration of these cost savings can help establish the importance of mediation in the thinking of public decision makers, essential for continued financial support of such programs.

Conclusion

In many jurisdictions, perceived bias by law enforcement has stood in the way of collaboration between police and communities. Complaints by citizens alleging bias or discourtesy can involve significant costs to police departments, as investigations require the time of both officers and investigating personnel. Resolution of complaints, however, provide opportunities for officers and community members to develop more compatible perspectives on law enforcement and life in the community. With this objective, several jurisdictions have adopted mediation procedures as an alternative to the conventional, adversary-oriented dispute resolution. In operation since 2014, LAPD's Biased Policing Complaint Mediation Program represents progress in this approach by employing professionally trained civilian mediators from the community. Formative evaluation of this program finds significant evidence for the efficacy of this approach. Steps to obtain maximum value from this approach include making the opportunity better known among officers and promoting more support among supervisors. ❖

Notes:

[1]Astrid Birgden and Julio Lopez-Varona, "Community-Police Complaint Mediation Project: A Review Paper," December 2011.

[2]San Francisco Office of Citizen Complaints, *2014 Annual Report*, 2015.

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Social Workers Embedded in Law Enforcement

By Lana Dalton, MSW, LCSW, Program Manager, Salt Lake County Criminal Justice Advisory Council, Utah

Homelessness. Mental illness. Substance use disorders. Law enforcement officers are routinely responding to calls in the community related to these three issues, and they are expected to have instant solutions to what are very complex situations.

Once an officer is on the scene of a call involving homelessness, mental illness, or substance use disorders, there are two questions to be considered. First, is the officer aware of alternative solutions to incarceration? If so, will those alternative solutions effectively assist the person standing in front of the officer at that moment? Many times, the answer to one or both of these questions is no.

If the answer to either question is "no," then officers deploy one of the traditional solutions they are aware of and equipped to provide at that time—ticketing, jail, hospitals, or clearing the call because the person is not a danger to self or others. Effective? Maybe in the moment. However, many times, in a matter of days, or even hours, officers find themselves on another call that involves the same person, with the same issue, usually in the same place—only to employ one of the other limited approaches that they didn't use during the last interaction.

This cycle is frustrating—not only for the officers, but also for the people facing such issues and for the communities they call home. As a result, many police departments across the United States have started implementing specialized law enforcement strategies to mitigate these situations. One of the strategies that the Salt Lake City, Utah, Police Department (SLCPD) implemented includes hiring social workers to work side-by-side with officers.

Yes—the police department employs and houses social workers within its own operations.

Background: Starting Small

In order to understand why the police department decided to hire social workers and how they obtained funding to do so, it is beneficial to understand the issues facing Salt Lake City and where the agency's new approach to persons in crisis started.

In 2001, the department created a Crisis Intervention Team (CIT) composed of two officers. The team trained other police officers on de-escalation techniques to reduce the number of use-of-force incidents, particularly incidents involving individuals experiencing a mental health condition. Officers on the Crisis Intervention Team began following up with individuals in the community they identified as constant callers and who were experiencing symptoms of mental illness. This follow-up effort led the CIT officers to look for alternative solutions outside the four previously mentioned traditional solutions that the typical law enforcement officer has access to. The result of this exploration fostered partnerships between the police department, the courts, behavioral health service providers, and medical providers.

Over time, the police department noticed a disconnect between homeless service providers and officers, even though there was a large volume of calls involving individuals experiencing homelessness. With the assistance of a Community Policing Development grant award from the U.S. Department of Justice, Office of Community Oriented Policing

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Services, the police department created the Homeless Outreach Service Team (HOST) in 2012. At that time, the department dedicated one sergeant to this position. This sergeant conducted regular street outreach, drafted initial program strategies, launched public awareness efforts, and worked to develop and enhance relationships with the homeless service providers. The program has since grown to include two additional officers.

Early on, the HOST officers' tasks ranged from transporting people to employment opportunities to assisting individuals with applications for housing and other benefits. These officers essentially became the community's social workers. When police administration and city council were informed that police officers were doing social work and not police work, it became apparent that this was not the most effective or budget-friendly solution to tackling the issues that these officers were dealing with. Thus, a Salt Lake City Council member presented the idea of hiring social workers for the police department. The idea took, and the council funded eight social workers. This concept would allow social workers to do social work and enable police officers to get back to police work.

Current Approach—Internal Social Workers

In 2015, the department hired its first social worker to research and develop the social work program. Many police agencies pair social workers and officers in this type of capacity; however, much of the time, the social workers work for a mental health agency and the police officers for the police department. In these partnerships, social workers typically ride along with officers, but, at the end of the day, each go back to their respective agencies. This research on other programs helped from a program design and general "how to" perspective, but it did not assist with many of the logistics.

Since the social workers are employees of the police department, there were additional hurdles the department needed to overcome. These hurdles included issues such as data collection, protecting patient information, sharing patient information, and partnering with service providers through a behavioral health system that is housed in county leadership, not city leadership, as well as figuring out how to operate the first behavioral health entity housed within Salt Lake City. Nevertheless, SLCPD can attest to the fact that it can be done, and there are many benefits.

The first of many benefits is that all assignments can be dictated by the police department and no additional approval is needed. In police–mental health collaborations where the social worker is housed in a mental health agency and partnered with a police department, many times the social worker will have additional tasks assigned to him or her on top of the duty of co-responding with officers; therefore, it can be difficult to accomplish regular, timely co-response. However, if police departments employ their own social workers; this is not an issue, as all tasks are dictated by the department and the social workers are dedicated solely to their work for the police department.

Streamlined communication is another benefit. Teams that share the same physical office space have found it to be extraordinarily helpful for sharing information, staffing cases, and doing roll calls at the beginning and end of shifts. A social worker being in one location and an officer in a different location is not conducive for working together as a team.

With social workers being embedded in the department, they have the opportunity to be a part of the department's culture and norms. This proximity has shown to be of great benefit because social workers get to take part in internal events and programs, allowing the social workers and officers to build a relationship outside of regular day-to-day duties. As a result, they gain a better understanding of one another, which can create a more trusting relationship in the field. In Salt Lake City's experience, social workers have become partners to the officers they ride with and, since social workers are viewed this way, there is more buy-in to the program from patrol officers. This says a lot, considering many officers were initially displeased when the department started this program.

Today, the police department has the social work team, HOST, and CIT together in one unit, all colocated at a facility called the Community Connection Center (CCC). The CCC is in Salt Lake City's downtown district, an area with the city's largest homeless shelter and highest volume of calls for service. The unit's teams comprise one program manager, three licensed clinicians, four case managers, two front desk staff, one sergeant, two HOST officers, and three CIT officers.

This unit's mission is "To provide a safe environment for people to access individualized care, support, and appropriate community resources."[1] In support of this mission, the teams train officers and serve people in Salt Lake City who are in crisis, are experiencing homelessness, or both. The mission and community served are intentionally broad because officers do not define whom they respond to; thus, neither do the social workers. This unit can be stationary at the CCC or mobilized in the field, and the assigned personnel have a variety of duties:

- Conduct crisis intervention training for officers and community members
- Monitor HOST meters, Salt Lake City's initiative to reduce panhandling while truly helping the homeless[2]
- Perform proactive and follow-up outreach to individuals experiencing homelessness in the community
- Participate in co-response to psychiatric calls for service
- Conduct follow-up for constant callers
- Coordinate care and navigation between agencies and systems
- Perform assessments and referrals for long-term medical, mental health, and substance use disorder treatment
- Manage detox placement
- Carry out intermittent, short-term therapeutic intervention
- Perform case management, which includes, but is not limited to
  - » housing application and navigation assistance
  - » access to basic need items
  - » food stamp, general assistance, social security disability application assistance
  - » transportation assistance
  - » employment resources
  - » essential documentation applications

By doing what is listed above, the officer-social worker teams work with the people they encounter to more effectively address underlying issues and reduce calls for service. This leads these teams to become the liaisons between frontline policing, the community, service providers, and the people experiencing behavioral health crises.

Case Example

When these teams can put all the systematic pieces together and bring appropriate people to the table, the end result can look like the following case study:

Jane Doe is a 42-year-old female who has mental health and substance use disorders. She is in a wheelchair, incontinent, HIV positive, and experiencing homelessness. In seven months, she had 33 police-related events and 72 emergency room visits (according to data from three hospitals), which brought the cost of helping her to $174,433.95 for seven months just between four agencies. The SLCPD social worker-officer teams got involved approximately five months into this seven-month period. Officers and social workers worked together with social service agencies, hospitals, EMS, and the fire department to facilitate the most appropriate placement in the community. For the past 22 months, she has had zero police-related events and zero emergency room visits at the three hospitals she previously visited. She has obtained Medicaid and therefore has a payer resource for her current placement.

If Jane Doe would have continued interacting with officers and emergency rooms without having this intervention, the total cost to date would be approximately $722,654.94. The cost savings just to the three emergency rooms and SLCPD is $548,220.99. A quarter of that

savings could fund the equivalent of 1.59 full-time police officers for one year.

The total cost of the social work program is about $1 million per year. This includes the cost to hire and equip eight full-time social workers and one full-time receptionist, the cost of office space, and the cost for repurposed vehicles for transporting individuals. In one year, if each social worker takes one person like Jane Doe and connects that individual to the most appropriate service with the result that calls for service cease, the program pays for itself.

Conclusion

SLCPD's solution to people in crisis, particularly those who are the subjects of repeated calls for service, is what can happen when all the necessary people are afforded a seat at the table and work together—each from their respective disciplines. In the previous Jane Doe case example, it was the social worker's knowledge of the agencies and what those service providers could do to assist with the situation that brought the necessary entities to the table to produce the desired outcome. The reason the social worker knows this information is because that is a social worker's job. Social workers are trained to help individuals solve the problems they are facing by either empowering these individuals to use their own skills or to work with community partners to help form a solution. A police officer's job is to protect, serve, and enforce the law. These two jobs are very different, but both are critically important to public safety.

To build this type of program within a police department, the department's administration must be on board. The department must have a commitment to build trust and collaborate with their communities to address topics such as homelessness, mental illness, and substance use disorders because law enforcement cannot do it alone, nor should they be expected to. Officers are not social workers, and they should not be asked to perform a specialized job that they are not trained to do. To successfully solve these community challenges, officers need to have access to professionals who signed up specifically for the job title of "social worker" and are trained to provide social work services. The SLCPD's multidisciplinary approach gives law enforcement an additional tool to use in the field, which ultimately leads to improved care for the people officers are serving. ❖

Lana Dalton, a licensed clinical social worker, has a master's degree in social work from the University of Utah. She has worked in the social work field for more than 10 years. In 2015, Lana joined the Salt Lake City Police Department to develop a new program that embeds social workers into law enforcement operations. She received numerous awards for this effort. Currently, she works for the Salt Lake County Criminal Justice Advisory Council evaluating current system-wide programs that impact the criminal justice system to inform stakeholders and the public of opportunities for system change.

Notes:

[1]Salt Lake City Police Department, "Community Connection Center," http://www.slcpd.com/resources/ccc.

[2]HOST, "Turn Spare Change Into Real Change," https://www.slchost.org.

Using Research to Build Trust and Empathy:

Meaningful Change through Intergroup Contact

By Shawn Hill MACJ, Lieutenant, Santa Barbara Police Department, and Howie Giles, PhD, DSc

The phrase "building trust" has been the focus of many meetings, conversations, and academic publications on the topic of community policing and engagement with respect to procedural justice.[1] It has been largely accepted as an essential pillar of 21st century policing and the ethos from which law enforcement is navigating the demands for transparency and policy change.[2] However, infusing community policing as a concept in a department's mission does not equate to trust building and meaningful change in the relationship between civilian and sworn communities.

Recipes for building trust between groups of people (ingroups and outgroups) have been extensively explored by academics across an array of fields, and a profound body of research for law enforcement to draw upon exists that focuses on communication issues.[3] This body of work is built on tenets of communication accommodation theory, which itself has fruitfully aligned with procedural justice theory.[4]

By partnering with academics, local law enforcement agencies can create evidence-based formulas to increase the likelihood of trust building and legitimacy and to propel support from within their communities, especially from people who have previously suffered strained relationships with law enforcement. Police leadership will become responsible for forging a culture that embraces the tenets of procedural justice, both inside and outside of their departments. Just as social norms change over time and geographic distance, so do individual organizational subcultures, indicating that agencies will need to invest energy in strategically developing subcultures that support this change, many of which necessitate the flexibility to adapt to specific communities.

Much of the burgeoning work in the fields of intergroup communication and contact was used to develop a community dialogue in Santa Barbara called VOICES, which is designed to build trust and relationships among officers and historically marginalized community members and to reinforce existing strong bonds.

What the Research Says About Intergroup Communication

Intergroup Accommodation

Research and theory in the field of intergroup communication is germane to a trust-building perspective.[5] At its extreme, a so-called intergroup dialogue or encounter is when two or more people interact entirely in terms of their social group memberships (e.g., us versus them, police versus civilian) rather than relating to each other more interpersonally in terms of their individual personalities and moods. As a consequence, "ingroups"

(people in the same social group) work consciously and unconsciously to maintain and enhance the social identity and distinctiveness of their own ingroup.

Organizational membership and one's profession and position within an organization are often the most important part of social identities that can define self-identity. Studies of videotaped traffic stops have shown that when officers and members of the public see the encounter in intergroup (*us* or *them*) terms, then mutual nonaccommodation ensues.[6] Essentially, officers are unconsciously less accommodating because they see the driver as an "outgroup" member (someone from a different social group) and vice versa. Such research would indicate that measures to highlight the many similarities between police and civilian community members can mitigate the barriers that are present and improve relations.[7]

Intergroup Contact Theory

One way to attempt to break down the barriers between law enforcement and the public, which have become tenser in recent years, is to bring these two communities together in intergroup dialogue. Indeed, researchers, when witnessing members of the public role-play as a police officer in a simulated challenging situation, found that individuals developed a better understanding of the officers' positions.[8] More than 70 years of research on so-called "intergroup contact programs" has provided some promising support for ways of breaking down intergroup barriers.[9] Most of the contact programs to date involve face-to-face, interethnic or interracial encounters. However, many other intergroup settings (e.g., Catholics and Protestants in Northern Ireland) have been examined and other means of contact have been studied, such as computer-generated or even imagined contact.

Intergroup Contact Theory contends that the conditions listed in Table 1 need to be met for the benefits to be realized.

Interestingly, it has been found that indirect or mediated intergroup contact can be successful, too. For example, this can occur as with "extended" contact where ingroup members are aware of their peers' having positive long-term relationships with outgroup members. In these ways, law enforcement on one hand, and other communities on another, could find customized, mediated contact programs economically feasible to promote better relationships and pull down intergroup barriers. For example, using social media to broadcast the positive interactions between police and civilians can serve as "extended" contact and encourage positive feelings of the two groups by viewers. These forms of mediated intergroup contact can influence what is often referred to as a worldview.

A Police Officer's Worldview

The way police officers view the world has been studied extensively and has been found to be quite distinctive. According to research, police officers embrace a collectivist perspective and consider themselves first and foremost as a part of a group, which can motivate them to eliminate uncertainties and place a high priority on the norms of the group.[10] For law enforcement, these norms could be described as justice, fairness, protectiveness, and fraternity.

Research also indicates that the training and socialization of new officers significantly impacts their worldviews, values, and attitudes.[11] In this sense, focusing attention on newer officers and exposing them to collaborative environments built on intergroup communication can beneficially impact their worldview and minimize their "us versus them" mind-set.

Integrating the Evidence into a Workshop: VOICES

VOICES, at its core, is a dialogue between civilian and law enforcement community members, (ingroup and outgroup). In designing the format, a group of diverse stakeholders was invited to the table to create the VOICES program. The program design cadre was a multidisciplinary team of police and community professionals,

Table 1. Successful Intergroup Contact: Conditions and Benefits

Optimal Conditions for Positive Direct Face-to-Face Intergroup Contact

- Contact needs to be voluntary and of equal status.
  - If unequal power, then the more dominant group needs to work actively to minimize it.
- Contact needs to be non-threatening & in "safe places."
- It needs to be pursuing common/shared (superordinate) goals.
- Interpersonal contact needs to be more intimate than casual and, hence, pleasant, satisfying or enjoyable, and rewarding.
- Contact needs to be endorsed by groups' authorities and institutions.

Benefits of Successful Intergroup Contact

- Rewarding contact with outgroup members can reduce fear and anxiety.
- Rewarding contact can lead to more and improved
  - intergroup trust
  - forgiveness for past transgressions
  - empathy
  - shared emotional experiences
  - prejudice reduction
  - psychological health outcomes
  - intergroup contact

and, in this regard, the community had a say in how the program was designed. Inviting the right players to the table was key to building a successful intergroup program. Attending to curriculum design were a communications professor with expertise in intergroup contact, a community collaborator with international experience in conflict mediation, a community activist and collaborator who was established in the local community, and two sworn members of the police department. Together, they were empowered by the Santa Barbara chief of police to create a research-based community program to encourage dialogue between officers and residents of the community.

Through this collaborative process, the team created a curriculum conducive to community-police trust-building, individualized for organizations willing to partner with the police department. These organizations include, most importantly, those who serve members of the community who have been historically marginalized, as well as community youth. Within these groups exists the largest divide between experiences with and perceptions of police, and, arguably, these groups contain the people who have the most urgent need to open lines of communications with law enforcement. Initially, VOICES partners included organizations that represented LGBTQ+ community members, incarcerated juveniles, recently incarcerated adults, and local undocumented residents.

High on the priority of the curriculum-design group was using research to identify a way to maximize face-to-face intergroup contact (summarized in Table 1). Some of the identified optimal conditions are quite difficult to attain in this type of law enforcement-civilian intergroup session. For example, the voluntary participation component is difficult to achieve. Law enforcement participants will likely be on duty during such workshops, and community participants will

likely be there voluntarily, spending their free time for the interaction. In such circumstances, efforts can be made to mitigate the contrast. For example, in some circumstances, grants allowed the purchase of gift cards for the civilian participants in recognition of their voluntary participation.

Proactive measures also need to be taken to address what some might consider as an unequal status between sworn law enforcement and civilian residents. In the VOICES workshops, officers were required to wear plainclothes, and the meetings occurred at locations selected by the community groups. For example, the workshop with local LGBTQ+ community members was held at Pacific Pride Foundation's meeting room. The familiarity with the space provided comfort for community members who have been marginalized in other community spaces. Collete Schabram, director of Pacific Pride Foundation in Santa Barbara, shared,

> *With VOICES, we are really opening up a new chapter of in-depth conversation... really getting into a room together, talking through and working on issues, or even ways that we are doing the right thing together.*[12]

Schabram indicated that the inclusive nature of the dialogue, including not only the staff of Pacific Pride, but also the community members it serves, resonated in a really new way.

In order to be successful, the dialogue of these intergroup interactions needs to be more intimate than casual. The conversation for meaningful interaction between ingroups and outgroups needs careful and neutral mediation, and the stage needs to be set for intimate dialogue. Having a neutral mediator, as is the case with VOICES, can ensure the dialogue reaches the depth necessary to provide opportunity to overcome barriers, and to direct conversations that are less personally accusatory and more perspective-sharing in nature.

The effort to bridge these divides through the workshop requires the endorsement of leaders who represent both groups. Such endorsement encourages group members to look at the program and other groups more positively. For example, leading up to a session of VOICES, both Santa Barbara Police Chief Lori Luhnow and Jarrod Schwartz, the director of Just Communities, an organization that works to advance justice and dismantle discrimination, delivered an endorsement for this collaborative partnership to their organizations. According to Schwartz,

> *Real dialogue where police officers and community members are able to come together, kind of in an equal footing, has always been a challenge, so this was an exciting opportunity when we were approached.*[13]

Schwartz also acknowledged that a key part of reducing apprehension and creating trust for the civilian participants to play an active role in the dialogue was Just Communities' active role in designing the session.

As indicated in Table 1, creating an environment where the participants are of equal status is ideal. All involved understood that police participants would show up with police powers; therefore, identifying ways to diminish the imbalance of authority was a priority. Securing a location where the marginalized community members felt safe was the first step. Having officers participate in plainclothes also, according to civilian participants, alleviated their perceived concerns about equality of authority. This workshop environment allows and encourages dialogue to occur, in a safe environment, in the community, without the strains and stressors experienced by both police and community members during calls for service.

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VOICES Preliminary Results

Although sample size is not yet adequate enough to make formal findings, preliminary results based on civilian participant surveys have been promising. There was an increase in trustworthiness and perceived fairness regarding how respondents viewed police officers after the workshop. All the respondents, 100 percent, indicated that VOICES was a productive use of their time and wanted more dialogue with officers. Of note, and not to be underestimated, 64 percent of respondents revealed that their experience in VOICES was the first long conversation they had ever experienced with law enforcement outside of police calls for service. Also important, in the juvenile workshop, the participants revealed a statistically significant, positive change in the warmth they felt toward the officers after the workshop.

Implications from VOICES

The following elements of VOICES, in part, appear to contribute to successful intergroup dialogue and are recommended. The workshop should have the following attributes:

- **Voluntary** to the extent possible, mitigating the potential lack of "voluntariness" of officers at these sessions via plainclothes and other details.
- **Informal**, with participants **pursuing shared goals** for understanding.
- **In a safe place**, as many "outgroup" members would not feel safe sitting in a room with police officers. The VOICES program accommodates "safety" for these community members by letting them choose workshop location and design, attempting a power neutral setting, and having their representative organization facilitate the workshop.
- Designed to involve a **story-telling dialogue** that allows participants to see how the other party can feel aggrieved and suppressed. This also individuates diverse outgroups members' personal histories and circumstances away from their mere group memberships.
- **Endorsed by both parties**, with goals and dialogue pre-approved by the police agency and community organization.

Conclusion

Intergroup contact comes in many forms and sizes that can be creatively developed to accommodate local needs. VOICES is but one avenue to intergroup communication and increased trust. A need exists for comprehensive, programmatic evaluations of contact programs, not only to monitor progress, but also to fashion continual refinements as societies change. Although active links between academic experts and law enforcement do exist, the potential for mutual aid is sorely untapped. There are also misunderstandings and miscommunications between groups, which is another intergroup divide. Despite these challenges, programs like VOICES indicate that productive partnerships and research-based strategies can be employed to build trust and empathy in communities. ❖

Notes:

[1]Tom R. Tyler and Yuen Huo, *Trust in the Law: Encouraging Public Cooperation with the Police and Courts* (New York: Russell Sage Foundation, 2002).

[2]Office of Community Oriented Policing, *President's Task Force on 21st Century Policing Implementation Guide: Moving from Recommendations to Action* (Washington, DC: Office of Community Oriented Policing Services, 2015).

[3]Charles W. Choi and Howard Giles, "Intergroup Messages in Policing the Community," in *The Handbook of Intergroup Communication*, ed. Howard Giles (New York: Routledge, 2012), 264–277.

[4]Howard Giles, *Communication Accommodation Theory: Negotiating Personal Relationships and Social Identities across Contexts* (Cambridge, MA: Cambridge University Press, 2016); Belén V. Lowrey, Edward R. Maguire, and Richard R. Bennett, "Testing the Effects of Procedural Justice and Overaccommodation in Traffic Stops: A Randomized Experiment," *Criminal Justice and Behavior* 43 (2016): 1430–1449.

[5]For reviews of research in intergroup communication, see Howard Giles and Jake Harwood, *The Oxford Encyclopedia of Intergroup Communication*, vols. 1 & 2 (New York: Oxford University Press, 2018).

[6]Travis L. Dixon et al., "The Influence of Race in Police-Civilian Interactions: A Content Analysis of Videotaped Interactions Taken During Cincinnati Police Traffic Stops," *Journal of Communication* 58 (2008): 530–549.

[7]See also, Fabian M. Schellhaas and John F. Dovidio, "Improving Intergroup Relations," *Current Opinion in Psychology* 11 (2016): 10–14.

[8]Howard Giles et al., "Accommodating a New Frontier: The Context of Law Enforcement," in *Social Communication*, ed. Klaus Fiedler (New York: Psychology Press, 2007), 129–162.

[9]Loris Vezzali and Sofia Stath, *Intergroup Contact Theory: Recent Developments and Future Directions* (New York: Routledge, 2017).

[10]T.B. Rose, "The Relationship between World View and Empathy: A Study of Police Officers" (PhD diss., University of Missouri, 1999), *Dissertation Abstracts International* 60, no. 11-B, 5839.

[11]Victor E. Kappeler, Richard D. Sluder and Geoffrey P. Alpert, *Forces of Deviance: Understanding the Dark Side of Policing* (Prospect Heights, IL: Waveland Press, 1988).

[12]Collette Schabram (director, Pacific Pride Foundation, Santa Barbara, CA), interview, October 16, 2017.

[13]Jarrod Schwartz (director, Just Communities, Santa Barbara, CA), interview, October 2, 2017.

PRODUCT FEATURE:

TRAFFIC AND VEHICLE ENFORCEMENT: MANY PROBLEMS, MANY SOLUTIONS

By Scott Harris, Freelance Writer

Enforcement and response related to traffic management and to vehicle crimes have long been a large part of law enforcement (LE) as a whole. Modern phenomena are shaping those LE activities in unprecedented ways.

According to the National Safety Council, about 40,000 people died in the United States from vehicle crashes in 2016, a 14 percent increase over 2014, marking the highest two-year spike since 1964.[1] Distracted driving, which often results from motorists operating vehicles while using smartphones, is a primary reason for the dramatic increase. The same year, FBI data show that motor vehicle thefts occurred at a rate of 236.9 per 100,000 people, a 6.6 percent rise over 2015.[2]

Moreover, laws and regulations are complex, vary by state, and can often be slow to adapt to such societal trends, making enforcement difficult. An ongoing officer shortage, particularly in the United States, exacerbates this issue.[3]

The good news for traffic patrols is a host of vendors are producing hardware and software products that can help officers and agencies work smarter when it comes to vehicles and traffic.

"There are fewer police officers today than there were 10 or 15 years ago, and the ones today have to do more reports," said Salman Anwar, director of strategic alliance for LexisNexis Risk Solutions in Alpharetta, Georgia. "Specialized units have disappeared. Everyone is asked to do traffic enforcement, so we definitely are working to help."[4]

Software

Eimpound has approximately 2,000 law enforcement and tow company users, and it does so at no cost to them. The system is a leader in connecting vehicles and VIN data with tow providers, police, and other government agencies. The ultimate goal is reconnecting lien holders with their vehicles as quickly and cost-effectively as possible, creating efficiencies for all parties and minimizing the chance of theft. The odds of modern theft methods like "title washing" increase for impounded vehicles and continue to go up the longer a vehicle remains in that state.

According to the National Safety Council, about 40,000 people died in the United States from vehicle crashes in 2016.

"Vehicle crimes have evolved over the years," said Dennis Frias, director of law enforcement relations. "No weapons are needed any more. Crimes are surpassing past rates of vehicle theft activity. They use loopholes or weaknesses in the DMV systems to take the true owner of the vehicle off the title and fraudulently have a lien sale process."[5]

Eimpound and its paperless workflow saves about 17 days of wait time per vehicle compared with traditional processes.

"It speeds everything up, arranging to have the vehicle picked up in two days instead of two weeks," said Eimpound President Jack Bernstein. "When a car is impounded, it enters this gray area. You want to get it out quickly, and you can do it paperlessly."[6]

Crash Reconstruction

LexisNexis Risk Solutions offers a raft of options for traffic enforcement, including digital citation and its Coplogic Crash Reporting Solutions.

"This reduces traffic crashes," Anwar said. "The citation takes a long time to write, and we reduce the time it takes to clear a traffic stop by 50 percent. We wanted it to have the least amount of keystrokes to complete."

Plenty of solutions take duties off of an officer's plate, thus adding time back into a daily routine. One of those is 4N6XPRT Systems, a La Mesa, California, firm with a suite of accident reconstruction and investigation software products. Depending on the software and the needs, officers can input raw crash information and quickly receive a variety of reports and meaningful data.

"It provides data that's important to do an accident investigation reconstruction," said Daniel Vomhof III, an accident reconstructionist with the company. "We'll do those calculations for the officer. It takes the grunt and grind out of it… From the time you pull up the program to the time you have your printouts is maybe five minutes."[7]

Hardware

Doing the job safely and quickly also requires the right hardware for the many traffic- and vehicle crime–related LE activities officers are faced with on patrol.

Tint Meters

Traffic enforcement can offer a reminder that even small things are important. Window tinting can be one such thing. Laws vary greatly by geography but the Tint Meter from Scituate, Massachusetts-based Laser Labs Inc. can help officers enforce those laws no matter the location, and help improve officer safety in the process.

"You're walking up to a car and you can't see who's in it," said Ed Marcin, CEO and chairman of the board of Laser Labs. "Traffic stops are high risk because you're complacent. It's usually easy, but it's harder to know if they're behind a tinted window. Oftentimes they want to hide and who do they want to hide from? Usually it's law enforcement."[8]

It's easy to use in the field and in court, with the main criteria behind its construction, Marcin said, being that "it had to be foolproof, so the officer could just worry about being an operator."

Flares

Foolproof is the name of the game when working with PowerFlare, the electric flare that has been dropped from 10,000 feet to test its durability. It survived, and will keep on kicking for 25–30 hours of use on one battery.

"You can feel the ruggedness of it," said John Dunning, president of the PowerFlare distribution center in Campbell, California, which makes the Powerflare. "The others can feel like a toy. You can feel the rubber. But this has heft to it."[9]

RADAR

MPH Industries manufactures more than a dozen products for traffic enforcement and management purposes, and does it all from its hometown of Owensboro, Kentucky. According to company estimates, MPH has the lowest repair rates in the industry. The Sure Shot radar enforcement device, which has a touchscreen and can record up to 500 shots, is one of the company's more popular products.

"All of our components and equipment are made in Kentucky. We have a very good service department," said Eric Ruud, the MPH national sales manager. "Our customer satisfaction is at the forefront of the industry."[10]

The Gen 1 Radar Recorder from JAMAR Technologies in Hatfield, Pennsylvania, can easily be set up within five minutes.

"We've always had a covert aspect, and that's a very good benefit to police," said sales engineer Rich Cole. "If you put up a speed sign, that has its benefits, but if you want to count car speed at that time, they've already slowed down. Having the recorder out there for one or two weeks gives an advantage."[11]

Spikes

Traffic spikes might not be an every day need for police, but when they are needed, they are usually needed on short notice. Some companies offer options that help officers do just that.

Based in Chandler, Arizona, Pacific Scientific Energetic Materials Company developed NightHawk, a spike system that goes beyond the traditional hand-deployed spike method. An officer can use a push-button system from up to 100 feet away to release the spikes up to 15 feet across. After use, another press of a button reels the system back in.

"We saw a need that every year there's a couple of officers who are hurt or killed, or someone else is hurt or killed, by throwing a manual stick," said Bryan Stacey, the company's market segment manager. "So we saw an opportunity to make it safer."[12]

The Phantom Spike from End-X Systems, headquartered in Gilbert, Arizona, is a spike produced by a smaller manufacturer, but one its designers say can help prevent injury to officer and citizen—and at a lower price to boot. Its spikes are encased in a special design that makes an unintentional injury nearly impossible, without compromising its effectiveness in the field.

"We're in the spike business. The 30-inch spike is much easier to handle with a little smaller size," said company president Len Bettendorf. "My goal is to make a safer system. There are no exposed spikes to hit. You're not going to get stuck with a spike just by handling it."[13]

With its line-and-reel deployment system, the PT700 provides 7.5 feet of lane coverage. Bettendorf also notes that the Phantom Spike and all the company's models cost 20 percent lower than those of larger companies. Phantom Spike also offers free tactical training for customers.

The Sure Shot radar device has a touchscreen and can record up to 500 shots. (Photo courtesy of MPH Industries, Inc.)

Video Solutions

Video technologies, including license plate recognition (LPR) systems, are a critical step in many investigations. Having the right solution in the right place at the right time can be indispensible.

Vigilant Solutions, based in Livermore, California, a leader in the field, offers LPR technology. Their LPR solutions have existed nearly as long as LPR itself, and now feature a cloud-based structure that allows for greater efficiency and cost-effectiveness.

"We're the first to use LPR in the cloud," said Tom Joyce, Vigilant's vice president of business solutions. "There is lots of flexibility in cost savings. [Without the cloud] you need rack space and IT infrastructure. We take all of that out of their hands. Everything is URL-based on the back end, just username and password is all you need. It's simple and takes a lot off your plate."[14]

CrimeEye by Total Recall Corporation, a Suffern, New York, company, is a line of public safety video systems that can be deployed in several ways. In a fixed or mobile position in a temporary or permanent setting, Crime Eye captures footage with a one- or two-camera setup and can capture license plates as well.

"If people wanted to read license plates [in the past], they had to monitor them with a fixed camera. Our solutions can be mobile and provide a trail of activity," said Jordan Heilweil, president of sales for Total Recall Corporation. "It allows them to gain actionable intelligence."[15] ❖

The durable PowerFlare can withstand tough conditions and run for 25–30 hours on one battery. (Photo courtesy of PowerFlare.)

Notes:

[1]National Safety Council, "Police Reports Don't Capture the Real Reasons Drivers Crash," 2016, https://www.nsc.org/road-safety/safety-topics/distracted-driving/underreported.

[2]Federal Bureau of Investigation, "Motor Vehicle Theft: Overview," in *Crime in the United States, 2016*, https://ucr.fbi.gov/crime-in-the-u.s/2016/crime-in-the-u.s.-2016/topic-pages/motor-vehicle-theft.pdf.

[3]Jon Walters, "Police Officer Recruiting & Hiring: The Challenges Have Never Been Greater," *Police Chief* 85 (July 2018): 68–71.

[4]Salman Anwar (director, strategic alliances, LexisNexis Risk Solutions), telephone interview, June 2018.

[5]Dennis Frias, (director, law enforcement relations, Eimpound), telephone interview, June 11, 2018.

[6]Jack Bernstein (president, Eimpound), telephone interview, June 11, 2018.

[7]Daniel Vomhof (accident reconstructionist, 4N6XPRT Systems), telephone interview, June 8, 2018.

[8]Ed Marcin (chief executive officer and chairman, Laser Labs Inc.), telephone interview, June 11, 2018.

[9]John Dunning (president, PowerFlare distribution center, Campbell, CA), telephone interview, June 12, 2018.

[10]Eric Ruud (national sales manager, MPH Industries), telephone interview, June 12, 2018.

[11]Rich Cole (sales engineer, JAMAR Technologies), phone interview, June 8, 2018.

[12]Bryan Stacey (market segment manager, Pacific Scientific Energetic Materials Company), telephone interview, June 11, 2018.

[13]Len Bettendorf (president, End-X Systems), telephone interview, June 11, 2018.

[14]Tom Joyce (vice president, business solutions, Vigilant Solutions), telephone interview, June 15, 2018.

[15]Jordan Heilweil (president of sales, Total Recall Corporation), telephone interview, June 13, 2018.

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Laser Labs Inc.
Leonardo/ELSAG ALPR Systems
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IACP THROUGH THE YEARS

1975

Crime Prevention Through Citizen Involvement

By Robert C. Trojanowicz, Ph.D., and Major Forrest M. Moss

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 April 1975* Police Chief.

Citizen involvement in community-based crime prevention represents the greatest challenge in terms of encouraging, gaining, and channeling citizen interest and action, as well as the greatest potential for combating crime and deviance in society in a manner most conducive to protecting society and rehabilitating the offender. Moreover, where citizen groups, private industry, and even private citizens have attacked the problem of crime prevention, rehabilitation, and basic social conditions leading to deviant behavior, the results of their efforts have been, almost without exception, startlingly better than those of the formal criminal justice system. For example, a job training–job placement program conducted by the Singer Company in New York for convicted offenders, although of modest proportions, resulted in a job placement rate of 89 percent among probationers, with job retention of 86 percent. The rate of recidivism among these probationers was, as of December 20, 1972, only 2.6 percent.[1] The Indianapolis Anti-Crime Crusade, which is engaged in a multitude of crime prevention activities, has marshaled the efforts of over 60,000 participants. In one area alone—that of school dropouts—the crusade estimates it has returned over 2,000 youths to school.[2]

Few if any communities, however, have been able to construct programs which systematically, yet pragmatically, mesh community resources with those of the formal criminal justice system. Moreover, the problem of mobilizing community resources entails a multiplicity of social, political, and economic retardants which so compound the problem that often a unified approach is avoided in favor of ad hoc and piece-meal reaction to crisis. Another unfortunate fact of life concerns the real interest with which citizens view crime and crime prevention. The individual who works in a high prestige (and thus, highly protected) professional environment, whose children attend schools in cloistered high value neighborhoods, and whose social life is centered in a secluded suburban setting will probably not exhibit the same precise degree of concern about crime as the ghetto family, the lower-working-class family, and inner-city transient area residents.

Interest in specific areas of criminality will also vary drastically. One neighborhood may fear high drug trafficking and related crimes; another, muggings; businessmen may be more concerned with shoplifting and industrial espionage; and housewives, with child molesting and rape. Therefore, broad appeals to crime prevention will mean different things to different people.

A second consideration is that of social and official resistance to citizen action in crime prevention. A traditional criticism of American liberals is that they opt less for substantive change than they do for the rhetoric of change, i.e., the call for change justifies the liberal label and replaces its goals. Underlying this resistance to citizen action will be considerations of bureaucratic power-sharing, the allocation of scarce resources, and the cultural and class normative structures which guide the allocation of such resources.

The remainder of the article will attempt to describe the social realities of typical American

communities, to specify some of the major problems that confront those who would undertake the mobilization of community resources, and to set out a model of community action (normative sponsorship theory).

Present Ineffectiveness of Informal Social Control

The importance of the family as an institution for transmitting the positive norms of the community is readily acknowledged. When many families are blended together to form a cohesive community, the impact of influencing the behavior of the community members and preventing deviance becomes even greater. Because of urbanization, mobility and many other factors, present-day communities are not as cohesive as they were in the past. Hence, they do no longer exert the same degree of influence over individuals as they once did. Before the growth of our complex urban communities, much crime and delinquency was effectively prevented through informal normative influence of the policeman on his beat.

The complexity of present-day communities has reduced the impact and the effectiveness of the policeman on the beat. The informal communication process between the policeman and the community no longer exists; and because of this lack of face-to-face contact, the policeman is no longer able to empathize with the community, understand the lifestyles of its members, or invoke informal processes of crime prevention.

In the past, most of the activities of the community residents revolved around community institutions like the family, the church, and the school. The interdependence and informal network of relationships that existed within the community effectively complemented the formal institutions. Because of this network of interdependent relationships, if a youngster did happen to become involved in some form of delinquent activity, he could easily be identified as a community resident. His actions would be made known to his parents, most of the time through informal channels, by the policeman or someone in the community.

The policeman, or even a private citizen, knew that the youngster would usually be reprimanded by his parents. The community could also affect the youngster's future behavior through the influence it could transmit through its various institutions, of which the youngster was usually a member.

The preceding description of the traditional community's power over the actions of its members does not mean to imply that crime and delinquency did not occur in that setting, or that the social environment was devoid of unemployment, poverty, and unequal opportunity. Crime, delinquency, and negative social conditions did exist, but these factors were often counterbalanced by the positive influence exerted by a strong cohesive community and the effectiveness of its institutions of control.

Today the same negative social conditions exist, but without the strong normative community bonds to counteract unpleasant social conditions. Contemporary communities are not conducive to encouraging citizen involvement in problem solving or to coordinating the efforts of the many community organizations for a common purpose or towards a common goal.

The question is how to foster cooperation between all the various community interest groups so that the many benefits of an urban society can be realized, but not at the expense of losing complete control and influence over community residents. Without control and influence, delinquency or some other form of deviant behavior can become a common adaptive behavioral response.

Mobilizing Community Resources

Mobilizing community resources in a cooperative, interdependent effort to combat both the symptoms and the causes of deviant behavior will help to solve the problem. This will involve all interest groups within the community including public and private agencies, businesses, and community residents, which include youth. Many persons mistakenly assume that if a program is established to help young people, these good intentions will eliminate the need for youth involvement in the planning, initiating, and perpetuating of the program. If the youth are not involved, community problem-solving programs will not receive their support and will be doomed to failure like so many programs in the past.

The following section will describe a process to facilitate the coordination of the maze of agencies within the community (especially the agencies of the criminal just system) and to involve the community residents and interest groups in achieving the goal of preventing crime and delinquency. Without the reciprocal involvement and cooperation of both community residents and social agencies, programs will fail and the processes of social control will not be effective.

A Model for Action: Normative Sponsorship Theory

The normative sponsorship theory approach to community problem solving has been used to assist communities in developing programs for the prevention and control of crime and delinquency. The theory was originated and developed by Dr. Christopher Sower, professor of sociology at Michigan State University, and simply stated, proposes that a community program will only be sponsored if it is normative (within the limits of established standards) to all persons and interest groups involved.

One of the major considerations when attempting to initiate community development and prevention programs is to understand how two or more interest groups can have sufficient convergence of interest or consensus on common goals to bring about program implementation. Each group must be able to justify and, hence, legitimize the common group goal within its own patterns of values, norms, and goals. The more congruent the values, beliefs, and goals of all participating groups, the easier it will be for them to agree on common goals. The participating groups, however, do not necessarily have to justify their involvement or acceptance of a group goal for the same reasons.[3] Whenever areas of consensus are being identified between groups with a different normative orientation, it is important not to deny the concept of self-interest, which is not necessarily dysfunctional.

An example of a community that was successful in utilizing this approach is described in the Kerner Report under its discussion of Detroit:

> *as the riot alternately waxed and waned, one area of the ghetto remained insulated. On the northeast side the residents of some 150 square blocks inhabited by 21,000 persons had in 1966 banded together in the Positive Neighborhood Action Committee (PNAC). With the professional help from the Institute of Urban Dynamics, they had organized block clubs and made plans for improvement of the neighborhood. In order to meet the need for recreational facilities, which the city was not providing, they had raised $3,000.00 to purchase empty lots for playgrounds (challenge instead of conflict).*
>
> *When the riot broke out, the residents, through the block club, were able to organize quickly. Youngsters agreeing to stay in the neighborhood participated in detouring traffic. While many persons reportedly sympathized with the idea of rebellion against the 'system' only two small fires were set–one in an empty building.*[4]

The above illustrates that when people are actively involved in the community problem-solving process, they will respond positively and effectively to the implementation of community development programs.

The PNAC success also illustrates two other important concepts of normative sponsorship orientation to community development.[5] First, the role of the Institution of Urban Dynamics was one of providing

technical assistance. Effective technical assistance recognizes the vast amount of human resources within the community which can be meaningfully involved in the problem-solving process. Technical assistance does not mean co-optation. The technical assistant must be competent and knowledgeable in the areas of resource identification and problem solving, yet he must avoid a do-gooder or paternalistic approach. He is not expected to save the world, but only to help make it run more smoothly.

The second important concept that the Detroit experience illustrates is that challenge is a more effective means of program development than is conflict. Normative sponsorship theory postulates that programs that challenge the skeptics through involvement, participation, and cooperative action will be more effective than programs that are conflict oriented.

The technical assistance role is undoubtedly more conducive to community involvement and participation than are other contemporary approaches. Many contemporary "experts" in community problem-solving have come under fire from both the community and such community professionals as the police. The community feels that external experts often expect the community to act as a human laboratory. The police often feel that the outside expert, although teaching communication and stressing empathy, is unwilling himself to empathize with the police and understand the police. Police and other agency professionals believe that if the expert would provide them with alternatives for action rather than merely castigate them, they would be more receptive to constructive criticism and new ideas.

A technical assistance unit should assume a neutral position in problem solving, emphasizing cooperative action, not disruptive verbalizations.

Initial Steps

Information gathering. It is unlikely that members of the community will have any precise measure of the degree of criminal behavior, the resources available to treat the problems, or the cost to the community. Crime reporting can provide a beginning point, but it should be expanded to include an estimate, by area and by type, of unreported crime. This type of information can often be gained from neighborhood organizations, sampling of citizens, the medical profession, and church functionaries. Rape crisis centers, drug abuse "hot lines," etc., are excellent means to determine a closer approximation of the real extent of criminality in a community. A matching of crime rates by area, with the physical realities of the area, often suggest immediate remedies such as increased lighting, increased police patrol, block organizations, citizen patrols, etc. The obvious "simple" answers should not be avoided on the premise that clear problems would have been acted upon by public officials. Public agencies operate in a climate of high demand and limited resources–they will usually react only to those problems that are blatant and to those problems that immediately threaten public equilibrium. Actions groups should be sensitive to this limitation and attempt to provide complementary action if such is appropriate.

Analysis of the community. The history of each community, its process of development and past conflicts, its current public and subterranean politics—all impact both the normative attitudes of the citizenry and the acceptability of social techniques to solve problems. Considerations in analyzing the community should include the following:

1. Economic base
   a. Single industry
   b. Business center
   c. Expansion plans
   d. Community attitudes toward expansion
   e. Labor/management crises
   f. Present and future job market
2. Cultural aspects
   a. Single or multi-culture
   b. Class lines, and prior conflicts, if any
   c. In multi-culture communities, what is the state of social equilibrium, if any; strife, etc.
   d. What is the official response to this situation, in terms of favoritism, distribution of services, alignment of elected officials
   e. Mobility patterns
3. Social organization
   a. Extent and nature of social, fraternal, church organization
   b. Conflict or cooperation in past, to include coalitions, if any, for common cause
   c. Reactive organizations, if any
   d. Political affiliations of organizations and attachments to particular social movements
   e. Existing social programs, projects
   f. Potential for creation of new organizations
4. Official functions
   a. Punitive (formal) justice agencies present
   b. Nonpunitive approaches created by or supported by formal elements
   c. Past history of attempts to create programs or supplement official crime prevention programs
   d. Coordination and planning at present–fragmented or centrally assumed
   e. Inter- and intra-agency conflict or cooperation—attitudes of formal justice and social agencies towards each other
5. Crisis handling
   a. Natural disaster and social crises which are or have been operative in attitude formation
   b. Racial strife and resolution or nonresolution
   c. Sensational crime, by neighborhood or area; presence of organized crime, if any
   d. Public perceptions of adequacy of public officials in responding to past crises, especially regarding major crime
6. Relevant systems identification for crime prevention. Besides the official agencies, businessmen's groups, clubs, and church groups, special emphasis should be placed on gaining input from youth, neighborhood, block, occupational, drug and alcohol treatment, and informal interest groups. Press club representation is important for necessary publicity and the extensive contacts many press members have and can activate in support of a program. Ad hoc committees which formed in the past, for any reasonable purpose, should be identified for potential reactivation. Relative to the public agencies present in the community, the minimum should be determined:
   a. Charter or public mandate
   b. Jurisdiction
   c. Budget
   d. Current programs
   e. Physical and manpower resources
   f. Federal and state project endorsement
   g. Organizational structure
   h. Proposed future programs and budget requests
   i. Emphasis
   j. Expressed needs (media, budget requests, etc.)
   k. Operational limitations based on professional abilities, case load, past performance

Based on the above information, a schema in which social, economic, and normative linkages between various institutions, neighborhoods, and groups can be constructed. This schema should guide the planner in determining whether normative support exists for each tentative approach to crime prevention and involvement. In spite of this charting of normative priorities, however, the community crime prevention program to succeed must keep "in time" with contemporaneous change. Identification and appeal to basic values, while promoting citizen action in direct response to those values, holds out the greatest promise of effective community prevention.

Identification of leadership. In the main, the most successful efforts at community crime

prevention entail a mix of traditional community leaders–those who are genuinely interested in innovation and action–and a developed leadership emerging from neighborhoods and a variety of social groups. Regardless of the method of selection, leaders in a crime prevention program should exhibit many, if not most, of the following characteristics:

1. An ability to relate personally to the action program in question, preferably by living in the neighborhood where the main problem being treated exists, or through close cultural or class ties to the individuals affected most by the problem.
2. An orientation to problem solving as opposed to rhetoric.
3. An ability to identify with the clients involved and, ideally, a recognition within that group as a natural spokesman.
4. The ability to "get things done," coupled with a pragmatic realization that success in crime prevention is long term, is fraught with frustration, and may not be responsive under the best conditions.
5. A creative ability to innovate, inspire action, and stimulate continued and wide citizen participation.
6. The ability to encourage citizen response from all segments of the community, as opposed to action programs evolving into fragmented neighborhood programs.

Additionally, there are several groups not normally involved in community crime prevention that can supply leadership and volunteer services. Youth should be challenged to organize, create, and staff action programs in the delinquency, drug abuse, and restorative educational areas. The aged also desperately need to be reintegrated into community life at all levels. Older citizens often possess the diplomatic abilities and strong sense of purpose that would lend great stability and status to a crime prevention program. Prior offenders and citizens who profit from the actions of this program should be encouraged to "return the favor" by assuming leadership and/or volunteer roles.

Establishing the Program

This may be best accomplished by assembling the initially recruited leaders/volunteers in a series of conferences involving official agencies and individuals from all elements in the community. The primary purpose of these early meetings is threefold:

1. Resolve perception problems concerning the crime problem itself, the ability of each element to combat the problem, and how good a job each element is doing. An initial step might be to construct a perception chart in which each community representative tells "his side of the story" candidly and with full discussion of past efforts and the results of those efforts. The likely outcome of such a clearing of the air might be the realization by all parties that many programs are already in effect unknown to much of the community, that there is more consensus than anticipated about basic values and needs, and that a good deal of honest effort—from the police to church groups—fails because it occurs in isolation from the potential support of the larger community. It is also probable that past antagonisms will surface at such conferences. If basic normative roots are identified, considerable support may follow even from previously antagonistic individuals or groups.
2. Identify consensus and dissent relative to the establishment and priority of subgoals. A basic technique would be to match the information describing the crime

problem with a tentative list of those factors which may contribute to such crime, and then encourage a "brainstorming" session to establish the widest possible scope of action programs to correct those situations. All identified action programs should consider the scope of the problem, e.g., better lighting for 1 or 2 block areas or for a whole section of the community.

3. Gain wide and comprehensive media coverage for the crime prevention project in which normative priorities, goals and subgoals (tentative), proposed action programs, resources required, and calls for leadership and volunteers are expressed. Even if some of the programs appear controversial, this should provoke public interest and invite dialogue. Initial efforts might well be spent in pilot programs to determine the corrective potential of a particular approach, the extent of resources needed to expand such an effort, and the relative value of the proposal in terms of the normative priorities of the community and total known resources. Results of pilot programs should be presented in public forums, and cooperation encouraged between citizens and groups throughout the community.

The initial series of meetings will set the tone for the following actions and will either encourage or discourage official and individual cooperation. Image and style are critical. A healthy, productive image may be facilitated by keeping the setting, attire, and procedural structure of all meetings informal and open. Public officials and institutional leaders should participate without the accouterments of office–whether uniforms, reverse collars, or insignia. It should be plainly stated that this is a citizen movement and oriented to pragmatic action in response to the crime problem.

"Plain talk" should be the rule. Professional jargon must be avoided, and concepts which cannot be translated into action proposals should be studiously avoided. Lay leadership should be sought based on expressed interest. Technical advice and advocacy should be supplied as necessary, from academicians, professionals, and public officials, but the movement–especially the staffing of action groups–should remain at the citizen level (neighborhood groups, ad hoc coalitions of citizens, and established social groupings).

Responsibility, at the lowest level possible, should be established early, and commitments should be gained relative to recruiting citizen participation, surveying community resources, fund raising, proposing action, etc. These meetings must encompass a minimum of rhetoric and sermonizing and a maximum of program developments. Most citizens are encouraged by action and discouraged by talk.

Evaluation

There is a crying need for scientific research in the criminal justice program in basic causation theory and the effectiveness of the system itself in response to community realities. The establishment of multiple-action approaches at the community level by citizen groups may provide a guideline for the better allocation of official resources, as well as indicate which service each (the official justice system and the community) can best provide. Evaluation of each subgoal action program should also be realistically undertaken to determine its effectiveness.

Summary

An adequate program of crime prevention requires far more than a liberally funded formal system of criminal justice. It requires the positive efforts of a concerned citizenry, at the community level, to establish action priorities and man the positions. A community-based crime prevention program should not be confused with citizen organization for political power. The latter comprises one of the larger social issues of this era and is beyond the scope of this article. It seems clear, however, that crime prevention as a collateral product of increased political power is not only scientifically tenuous but has not yielded the pragmatically desired results–decrease in criminality.

The conflict theory of social action is not conducive to the aims of a community crime prevention program. Such a preventive program, to be effective, must operate in an atmosphere of cooperation and challenge between all formal segments of the community. An approach in which the normative systems of the community are identified and acted upon has been proposed. Additionally, a guide to action has been explored which includes informational, organizational, and tactical considerations.

It is characteristic of modern societies to become increasingly functionally divided and to leave to others those tasks not integral to a particular individual's life, work, or family. Such an attitude and approach to criminal behavior has not and cannot work. Community elements, both formal and informal, must combine to solve behavioral problems before they result in criminal acts and to attack the occurrence of the acts themselves. The potential for good—social, economic, and ethical—at the community level of crime prevention is boundless, limited only by the initiative and goodwill of each citizen. ❖

Notes:

[1]"Monroe County Probation/Jail Program," *The Community and Criminal Justice: A Guide for Organizing Action* (Washington, DC: National Conference on Criminal Justice, January 1973).

[2]Community Crime Prevention (Washington, DC: National Advisory Commission on Criminal Justice Standards and Goals, 1973), 26.

[3]Christopher Sower et al., *Community Involvement* (Glencoe, IL: The Free Press, 1957), 7.

[4]*Report of the National Advisory Commission on Civil Disorder* (New York: Bantam Books, 1968), 96.

[5]See Robert C. Trojanowicz, "Police-Community Relations: Problems and Process," *Criminology* (February 1972), 401–423.

Robert C. Trojanowicz, PhD, was Assistant Dean, College of Social Science, and Coordinator Delinquency and Control Program, and Educational Policies Committee, School of Criminal Justice, Michigan State University. In addition to his teaching and research responsibilities, he also served as coordinator of the master's curriculum program and chairman of the faculty advisory committee, both within the School of Criminal Justice.

Major **Forrest M. Moss** was with the Air Force Officer of Special Investigations, serving in Texas, New York City, the Republic of South Vietnam, and California. His previous position was as chief of the Criminal Investigations Division, District 19, Travis Air Force Base.

Coming next month:

"Upcoming: A Crisis in Recruiting," by Joseph W. Hawthorne, from the May 1962 edition of *Police Chief*.

WLI WOMEN'S LEADERSHIP INSTITUTE

IACP's Women's Leadership Institute (WLI) addresses the unique challenges and opportunities women face and helps them to succeed as they rise through leadership positions in public safety organizations. The course is open to men and women in sworn and non-sworn positions.

Women's Leadership Institute participants will:

- Further leadership skills and prepare for advanced leadership positions.
- Understand internal and external stakeholders and the impact of their individual differences.
- Learn the value of and how to have crucial conversations.
- Create a strategic career plan.
- Meet and learn from others to bring proven practices and strategies back to their organizations.
- Increase their professional network.

CURRENT OPPORTUNITIES

OTTAWA, ONTARIO, CANADA, 2018
September 16-21

ORILLIA, ONTARIO, CANADA, 2018
October 28-November 2

CHANDLER, ARIZONA, 2018
October 21-26

ALEXANDRIA, VIRGINIA
December 2-7

COST

$1,380. This includes course materials and select meals.
Early registration discounts available.

FOR MORE INFORMATION:

125 Years 1893 - 2018
IACP International Association of Chiefs of Police

WLITeam@theIACP.org • theIACP.org/WLI
800.THE.IACP

IACP 2018 Photography Contest
COMMUNITY-POLICE ENGAGEMENT

Earlier this year, the IACP sent out a call to our members and readers for photographs featuring their officers actively engaging with the community members they serve every day. The inaugural *Police Chief* photography contest brought in a flood of photos demonstrating the outstanding work and positive engagement officers around the world practice every day.

In June 2018, IACP members voted for their favorite top contender, and the IACP is pleased to the showcase the following winning photographs from the 2018 contest.

Grand Prize:

Mountain View Police Department, California

School Resource Officer James Guevarra gets a welcome reception on the playground as the sun peeks through the clouds following days of rain.

Keep your eyes open for other fantastic photos submitted by our members alongside articles in future editions of *Police Chief!*

First Runner-Up:

North Charleston Police Department, South Carolina

PFC Angel Wilcome sits with a young member of the community during a clothing drive.

Second Runner-Up:

Richmond Police Department, Virginia

Officer Farrhard El-Amin makes a fast break for community policing during National Night Out.

Third Runner-Up:

Pinehurst Police Department, North Carolina

We can do it together! Chief Earl Phipps teams up with a Special Olympics athlete during the annual Torch Run.

IACP Membership Application

International Association of Chiefs of Police
P.O. Box 62564
Baltimore, MD 21264-2564
Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

DO NOT USE

(*Please Print*)

Name: _____ _____ _____
First Middle Initial Last

Title/Rank: _____

Agency/Business Name: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

Send mail to my ❑ Business ❑ Residence Address

E-mail: _____

Website: _____

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

Date of Birth: (MM/DD/Year) _____/_____/_____ I am a sworn officer. ❑ Yes ❑ No

Number of sworn officers in your agency (*if applicable*) ❑ a. 1 - 5 ❑ b. 6 - 15 ❑ c. 16 - 25
❑ d. 26 - 49 ❑ e. 50 - 99 ❑ f. 100 - 249 ❑ g. 250 - 499 ❑ h. 500 - 999 ❑ i. 1000+

Approximate pop. served (*if applicable*) ❑ a. under 2,500 ❑ b. 2,500 - 9,999 ❑ c. 10,000 - 49,999
❑ d. 50,000 - 99,999 ❑ e. 100,000 - 249,999 ❑ f. 250,000 - 499,999 ❑ g. 500,000 +

Education (*Highest Degree*): _____

Date elected or appointed to present position: _____

Law enforcement experience (*with approx. dates*): _____

_____

❑ I have an Active Member Sponsor – Their name is: _____

❑ I do not have an Active Member Sponsor. The IACP Executive Director will sponsor new members without a sponsor. Please allow for additional time in processing your application.

Amount to be charged _____ (*U.S. dollars only*—Membership includes subscription to *Police Chief* magazine valued at $30. Student members receive online *Police Chief* magazine access.)

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

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

Cardholder's Name: _____

Card #: _____ Exp. Date: _____/_____

Cardholder's Billing Address: _____

Signature: _____

All memberships expire December 31 of each calendar year. Applications received after August 1 will expire the following year. Return completed application via mail, fax (703-836-4543) or email (membership@theiacp.org). Questions? Contact Membership at 800-THE-IACP.

PC 8/18

Membership Categories

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

❑ Active Member *(sworn command level)* $150

Associate Member:

❑ General $150

❑ Academic $150

❑ Service Provider $250

❑ Sworn Officer—Leader of Tomorrow *(sworn non-command level)* $75

❑ Student—Leader of Tomorrow *(full-time students/not employed in a full-time position)*
University name: $30

_____

Optional Section Memberships:
(IACP Membership is a prerequisite for Section Membership)

❑ Capitol Police Section $30

❑ Defense Chiefs of Police Section $15

❑ Drug Recognition Expert (DRE) $25

❑ Indian Country Law Enforcement $25

❑ Intl Managers Police Academy & College Training $25

❑ Law Enforcement Information Management (LEIM) $25

❑ Legal Officers $35

❑ Mid-Sized Agencies Section $50

❑ Police Foundations Section $20

❑ Police Physicians $35

❑ Police Psychological Services—initial processing fee $50

❑ Public Information Officers $15

❑ Public Transit Police No Charge

❑ Railroad Police No Charge

❑ Retired Chiefs No Charge

❑ Smaller Department $20

❑ S & P Police Alumni Section No Charge

❑ S & P Police Academy Directors No Charge

❑ S & P Police Planning Officers No Charge

❑ University/College Police—Initial Member $50

❑ University/College Police—Additional members $15

IACP Section Membership Application

IACP Membership is a prerequisite for Section Membership.

Name: _____ (*Please Print*)

Title/Rank: _____

Agency: _____

Business Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

E-mail: _____

Website: _____

IACP Membership #: _____

Signature: _____

- ❑ Capitol Police Section $30
- ❑ Defense Chiefs of Police Section $15
- ❑ Drug Recognition Expert Section $25
- ❑ Indian Country Law Enforcement Section $25
- ❑ International Managers of Police Academy and College Training Section $25
- ❑ Law Enforcement Information Management Section $25
- ❑ Legal Officers Section $35
- ❑ Mid-Size Agencies Section $50
- ❑ Police Foundations Section $20
- ❑ Police Physicians Section $35
- ❑ Police Psychological Services Section ..... (initial processing fee) $50
  (Must be a psychologist. Upon admission to the section, $50 processing fee applies to annual dues)
- ❑ Public Information Officers Section $15
- ❑ Public Transit Police Section ..... No charge
- ❑ Railroad Police Section ..... No charge
- ❑ Retired Chiefs of Police Section ..... No charge
- ❑ Smaller Department Section $20
- ❑ State and Provincial Police Alumni Section ..... No charge
- ❑ State and Provincial Police Academy Directors Section ..... No charge
- ❑ State and Provincial Police Planning Officers Section ..... No charge
- ❑ University/College Police Section – Initial Member $50
- ❑ University/College Police Section – Each additional member from same institution $15

Payment (*Choose only one of the following methods of payment.*) Amount to be charged _____

1. Pay by Credit Card: ❑ Visa ❑ MasterCard ❑ American Express ❑ Discover

Card #: _____ Exp. Date: _____/_____

Cardholder's Name: _____

Cardholder's Billing Address: _____

Signature: _____

Fax completed form with credit card authorization to 703/836-4543. Do not mail and fax form as charges will be duplicated.

2. Pay by Check: Make checks payable to IACP (U.S. dollars only) and mail full payment (no cash) with completed form to: IACP: Membership, P.O. Box 62564, Baltimore, MD 21264-2564

3. Pay by Purchase Order: Mail purchase order along with form to: IACP: Membership, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-2357

Capitol Police Section
Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/providence State House.

Defense Chiefs of Police Section
Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation's military services or defense establishment.

Drug Recognition Expert Section
Provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative and practicing concerns.

Indian Country Law Enforcement Section
Promotes the professional status of those engaged inproviding police services to Indian Country.

International Managers of Police Academy and College Training Section
Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international level through education and training.

Law Enforcement Information Management Section
Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support-service-related functions.

Legal Officers Section
Assists in the establishment of professional standards, assistance and cooperation among attorneys who provide legal advice or representation to law enforcement administrators.

Mid-Size Agencies Section
Dedicated to providing a voice within the IACP for chiefs of jurisdictions with a population between 50,000 and 500,000, as well as a forum for these leaders to share the unique challenges and opportunities in policing that emerge from departments of this size. The section is further committed to embracing and leveraging the special capacity and flexibility of these agencies to innovate and drive progressive change within our profession with the goal of better policing our communities.

Police Foundations Section
Promotes networking and the exchange of ideas and best practices among police executives and police foundation professionals.

Police Physicians Section
Facilitates the exchange of information among police medical practitioners, promotes effective police medical practices, and acts as a resource of professional expertise to the association.

Police Psychological Services Section
Develops professional standards, facilitates the exchange of information among police psychological service providers, and acts as a resource of professional expertise to the association.

Public Information Officers Section
Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public information programs.

Public Transit Police Section
Promotes meaningful relationships between police executives and cooperative efforts in the implementation of effective police matters and the achievement of an accepted professional status of the police service. Includedin this section are gaming enforcement, public transportation, housing authority, airport police, seaport police and natural resources.

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

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

Smaller Department Section
Serves as the collective voice of law enforcement agencies with fewer than 50 officers or serves populations under 50,000. The Section addresses the unique needs of these agencies, provides a forum for the exchange of information, and advocates on behalf of these agencies with policy makers. Section Members are also granted affiliate membership in the IACP's Division of State Associations of Chiefs of Police.

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

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

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

University/College Police Section
Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.

NEW MEMBERS

This posting of new member applications is published pursuant to the provisions of the IACP Constitution & Rules. If any active member in good standing objects to any application, written notice of the objection must be submitted to the executive director within 60 days of publication. The application in question shall then be submitted to the Executive Committee and shall require the affirmative vote of two-thirds of the members of that committee for admission of the applicant.

The full membership listing can be found in the members-only area of the IACP website (www.theiacp.org).

Contact information for all members can be found online in the members-only IACP Membership Directory.

*Associate Members
All other listings are active members.

ARGENTINA

Cordoba
Arregues, Pablo, Comisario Mayor, Policio Cordoba Argentina
Velez, Gustavo M, Jefe De Policia, Policio Cordoba Argentina

AUSTRALIA

New South Wales

Blacktown
King, Trent, Superintendent, New South Wales Police Force

Queensland

Brisbane
Asher, Lynne, Inspector, Queensland Police Service
*Duncan, Julie, Inspector, Queensland Police Service
Fordyce, Leonie, Inspector, Queensland Police Service
Huxley, Craig, Superintendent, Queensland Police Service

Rockhampton
*Fawcett, Michael, Inspector, Queensland Police Service
*Peff, David, Inspector, Queensland Police Service

Victoria

Docklands
*Brereton, Vicki, Director Corporate Services, Australia New Zealand Policing Advisory Agency

AZERBAIJAN

Baku City
Mammadov, Farid, Captain, Azerbaijan State Security Service

BANGLADESH

Dhaka
Roy, Sunanda, Deputy Commissioner of Police, Bangladesh Police

BELGIUM

Brussels
Grignard, Alain, Superintendent, Belgian Federal Police
Leyrer, Richard, JHA Counsellor, Permanent Representation of Hungary to the EU

Gent
Moors, Hans, Superintendent, Gent Police Dept

BERMUDA

Devonshire
*Burgess, Tracy M, Police Inspector, Bermuda Police Service
*Cowper, Kimberly A, Sergeant, Bermuda Police Service
*Jean Louis, Valerius G, Police Constable, Bermuda Police Service
*Williams, Linnell M, Police Constable, Bermuda Police Service

BOLIVIA

La Paz
Calderon-Mariscal, Vladimir, Colonel, Policia Nacional de Bolivia

BOSNIA AND HERZEGOVINA

Sarajevo
*Hancock, Laddie K, Law Enforcement Advisor, US Dept of Justice ICITAP

BRUNEI DARUSSALAM

Bandar Seri Begawan
Sarfuddin, Yusoff, Deputy Superintendent of Police, Royal Brunei Police Force

CAMEROON

Yaounde
Lobe, Peter S, Commissioner of Police, Cameroon National Police

CANADA

British Columbia

Vancouver
*Wooldridge, Mark, Staff Sergeant, Vancouver Police Dept

Manitoba

Winkler
Hunt, Ryan, Chief of Police, Winkler Police Service

Ontario

Hamilton
Bergen, Frank D, Deputy Chief of Police-Support, Hamilton Police Service
*Filice, Anna M, Chief Administrative Officer, Hamilton Police Service

Mississauga
Andrews, Marc, Deputy Chief of Police, Peel Regional Police
Berkeley-Brown, Ingrid, Deputy Chief of Police, Peel Regional Police

Orillia
*Giles, Colin, UAS Program Coordinator, Ontario Provincial Police
*Maracle, Gary, Staff Sergeant, Ontario Provincial Police

Ottawa
*Gagnon, Amy, Constable, Ottawa Police Service
*MacTavish, Amanda, Constable, Ottawa Police Service

Sault Ste Marie
Stevenson, Hugh, Chief of Police, Sault Ste Marie Police Service

CHILE

Santiago
Fernandez, Carla, Captain, Carabineros De Chile

COLOMBIA

Bogota
Bernal Rojas, Samuel D, Coronel, Policia Nacional de Colombia
Castro Gomez, William, Colonel, Policia Nacional de Colombia

FIJI

Suva
Neiko, Serupepeli, Assistant Superintendent of Police, Fiji Police Force

GHANA

Accra
Dapilah, Abdular Bashiru, Senior Staff Officer, Economic and Organized Crime Office

HUNGARY

Budapest
Kalnaja, Aija, Head of Operations Dept, European Union Agency for Law Enforcement Training

INDIA

New Delhi
Kumar, Ish, Director, National Crime Records Bureau

INDONESIA

Jakarta
Taufik, Achmad, Senior Specialist, Komisi Pemberanta San Korupsi

IRAQ

Baghdad
Al-araji, Hassan Bashir, Director, Iraqi National Security Service

KENYA

Nairobi
Mensah, Dorcas, Inspector, African Union Mission to Somalia

KOSOVO

Gjakove
*Biblekaj, Ardiana, Sergeant, Kosovo Police

Pristina
Canolli, Taibe, Division Director Personnel & Admin/Colonel, Kosovo Police
Corac, Milorad, Director Training Division, Kosovo Police
Hajra, Florie, Lieutenant Colonel, Kosovo Police

MEXICO

Campeche

Ciudad del Carmen
Maldonado, Monica, Coordinador de CJM, FGEC
May Solis, Miriam de Jesus, Coordinadora de CJM, FGEC

San Francisco de Campeche
Balam Heredia, Pedro, Agente A Proximidad Social, SSPCAM Campeche
Fernandez Jimenez, Manuel, Agente A Operativo de Proximidad, SSPCAM Campeche
Huchin Canul, Francisco Efrain, Director Operativo, SSPCAM Campeche
Molina Castillo, Dimitrit Antonio, Director de Vialidad, SSPCAM Campeche

Guerrero

Chilpancingo de los Bravo
Carbajal Plancarte, Dalia Luz, Coordinadora Gral CJMG, FGE Guerrero
Castro Gutierrez, Jesus, Jefa de la Unidad de Asesores, SSP Guerrero
Orozco Sanchez, Rubi, Subdirectora, SSP Guerrero
Salgado Figueroa, Maria Guadalupe, Directora General, SSP Guerrero

Mexico State

Amecameca
Hernandez Marquez, Miguel Alejandro, Trabajador Social, Fiscalia General De Justicia
Hernandez Zavala, Lizbeth, Coordinadora Del Centro, Fiscalia General De Justicia

Cuautitlan Izcalli
Rojas Garcia, Nancy America, Ministerio Publico, Centro de Justicia para las Mujeres
Sandoval Rodriguez, Alma Delia, Coordinadora del CJPM, Centro de Justicia para las Mujeres

Toluca
Cruz Guadarrama, Hector Miguel, Fiscal, Fiscalia General De Justicia
Macedo Cabrera, Ana Maria, Fiscal, Fiscalia General De Justicia
Ortiz Cruz, Edgar Ramon, Director, Secretaria de Seguridad
Palafox Rubio, Hector Javier, Policia, Secretaria de Seguridad
Perez Ramos, Norma Angelica, Secretaria Tecnica, Secretaria de Seguridad
Ramirez Hernandez, Ricardo, Enlace, Secretaria de Seguridad

MONGOLIA

Ulaanbaatar
Davaajav, Baatarbileg, Colonel, National Police Agency

MYANMAR

Yangon
Naarden, Gregory L, Law Enforcement & Security Unit Chief, US Dept of State

NETHERLANDS

The Hague
Garcia, Alberto, Major/Senior Specialist, Guardia Civil

NEW ZEALAND

Wellington
McLennan, Carl, Superintendent, Pacific Islands Chiefs of Police Secretariat

NIGERIA

Abeokuta
Oluranti, Oluwatosin Esther, Deputy Superintendent of Police, Nigeria Police Force

Abia
Uche-Anya, Anthonia, Assistant Commissioner of Police, Nigeria Police Force

Abuja
Andrew, Ikoko Elton, Superintendent of Police, Nigeria Police Force
*Bello, Korede, First Nigeria Police Youth Ambassador, Nigeria Police Force
*Egunsola, Florence, Inspector of Police, Nigeria Police Force
*Foko, Joshua Ojo, Inspector of Police, Nigeria Police Force
Iga, Abdullahi, Senior Police Officer, Nigeria Police Force
Iliasu, Alhassan, Assistant Director, Nigeria Dept of State Services
Jacob, Oluwole Kehinde, Superintendent of Police, Nigeria Police Force
Ojumu, Justina, Deputy Superintendent of Police, Nigeria Police Force
Sheriff, Ibrahim Adetunji, Deputy Superintendent of Police, Nigeria Police Force
Ukpong, Isreal Effiong, Superintendent of Police, Nigeria Police Force

Apapa
Asiegbu, Ngozi Rosemary, Assistant Superintendent of Police, Nigeria Police Force
*Reginald, Nwogu, Inspector of Police, Nigeria Police Force

Asaba
Graham, Imade O, Superintendent of Police, Nigeria Police Force

Badagry
*Dada, Deji Emmanuel, Student, Ladoke Akintola Univ of Technology

Benin City
Odumosu, Olalekan, Chief Superintendent of Police, Nigeria Police Force

Ibadan
Adesoye, Monsurat, Assistant Superintendent of Police, Nigeria Police Force
Afolabi, Bolaji Ajao, Assistant Superintendent of Police, Nigeria Police Force
*Akingbehin, Ebenezer, Inspector of Police, Nigeria Police Force
Fabelurin, Oludayo Michael, Deputy Superintendent of Police, Nigeria Police Force
*Lawal, Basirat Foluke, Inspector of Police, Nigeria Police Force
*Ogunleye, Oluwafemi, Police Officer, Nigeria Police Force

Ikeja
Adejoke, Cole, Superintendent of Police, Nigeria Police Force
*Ajibola, Emmanuel, Sergeant, Nigeria Police Force
Chidi, Ugwulebo Gabriels, Assistant Superintendent of Police, Nigeria Police Force
*Lucky, Aideloje, Inspector of Police, Nigeria Police Force
Naaba, Mustapha Tijjani, Superintendent of Police, Nigeria Police Force
*Olufemi, Ogunleye Ayodele, Inspector of Police, Nigeria Police Force
Olujide, Abiodun, Assistant Superintendent of Police, Nigeria Police Force

Ikoyi
Eromosele, Samuel Odion, Superintendent of Police, Nigeria Police Force
*Kolade, Asifu Qazeem, Senior Narcotic Agent, National Drug Law Enforcement Agency
*Pippa, Emmanuel Ariomaghwa, Principal Partner, Bar Emmanuel Pippa & Co Legal Practitioners
*Pippa, Emmanuel Oghenehero, Principal Partner, Bar Emmanuel Pippa & Co Legal Practitioners

Ipaja
Atebata, Ibhaduwuede Isaac, Deputy Superintendent of Police, Nigeria Police Force

Lagos
*Alaya, Tajudeen Sally, Assistant Superintendent of Customs, Nigeria Customs Service
Ileogben, Mellamby, Assistant Superintendent of Police, Nigeria Police Force

Obalende
*Adeniyi, Susan Olaitan, Inspector of Police, Nigeria Police Force
*Afolayan, Femi Ojo, Police Officer, Nigeria Police Force
*Akpotor, Richard Ochuko, Police Officer, Nigeria Police Force
*Ayorinde, Adedeji Johnson, Inspector of Police, Nigeria Police Force
*Ewache, Emmanuel James, Police Officer, Nigeria Police Force

*Irewole, Olusegun Odunayo, Police Officer, Nigeria Police Force
*Isioma, Mary, Corporal, Nigeria Police Force
*Izekor, Fatima Maureen, Inspector of Police, Nigeria Police Force
*Jacob, Owe, Inspector of Police, Nigeria Police Force
*Lawal, Wahab Aremu, Police Officer, Nigeria Police Force
Mogbojuri, Regina, Superintendent of Police, Nigeria Police Force
*Nwabueze, Okoh Raphael, Police Officer, Nigeria Police Force
*Ogundeji, Rukayatu, Sergeant, Nigeria Police Force
Ogunniyi, Aderonke Olajumoke, Deputy Superintendent of Police, Nigeria Police Force
*Ojinuka, Okechukwu, Police Officer, Nigeria Police Force
*Olawunmi, Michael Segun, Corporal, Nigeria Police Force
*Olowe, Kehinde Dolapo, Police Officer, Nigeria Police Force
*Onifade, Aanuoluwapo, Inspector of Police, Nigeria Police Force
*Otufowora, Anu Ibukun, Inspector of Police, Nigeria Police Force
*Tijani, Musbau, Police Officer, Nigeria Police Force
*Uchegbu, Paul, Police Officer, Nigeria Police Force
*Yahaya, Olarewaju Ekundayo, Police Officer, Nigeria Police Force

Osogbo
Ogunkanmi, Gbemileke Stephen, Superintendent of Police, Nigeria Police Force
*Ojudale, Akinloye, Inspector of Police, Nigeria Police Force

Owo
Ojolewa, Afolabi Owolabi, Superintendent of Police, Nigeria Police Force

Port Harcourt
Agomuo, Anthony, Assistant Superintendent of Police, Nigeria Police Force
Ogbonna, Benson Daniel, Assistant Superintendent of Police, Nigeria Police Force

Seme
Tijjani, Abe Ahmed, Deputy Comptroller, Nigeria Customs Service

NORWAY

Oslo
Joergensen, Arnstein, Police Chief Superintendent, Norwegian Police Security Service

PAKISTAN

Islamabad
*Ali, Ahsan, Program Coordinator Police Assistance Program, US Dept of State
Rashid, Iftikhar, Inspector General of Police, Govt of Pakistan
*Suddle, Muhammad S, Executive Member/Spokesperson, Assn of Former Inspectors General of Police

Karachi
Riaz, Javed A, Deputy Inspector General of Police, Police Service of Pakistan

PANAMA

Colon
Glen Quiros, Gilberto Rene, Comisionado, Policia Nacional de Panama

PERU

Lima
Carreno, Frank G, Sub Official Superior, Policia Nacional del Peru
Estares, Gustavo G, Comandante, Policia Nacional del Peru
Lazo, Luis E, Colonel, Policia Nacional del Peru

SERBIA

New Belgrade
Minic, Gordana, Chief Analyst Sector of Internal Affairs, Ministry of Interior

Pupina
Filipovic, Bojan, Major, Serbia Ministry of Interior

SOMALIA

Mogadishu
Logokwaga, Cornelia, Police Officer, African Union Mission to Somalia

SWITZERLAND

Berne
Bolliger, David, Deputy Head of Unit, Federal Criminal Police

TAJIKISTAN

Dushanbe
Alizoda, Anvarjon, Colonel, Ministry of Internal Affairs
Ramazonzoda, Suhrob, Major General, Ministry of Internal Affairs
Salimboyzoda, Dovar, Colonel, Ministry of Internal Affairs
Yunus, Bobozoda, Colonel of Militia, Ministry of Internal Affairs

UNITED KINGDOM

Fareham
Price, Robert, Chief Executive, ACRO

Orpington
*Neville, Mike, CEO, Super Recognisers International Ltd

UNITED STATES

Alabama

Chickasaw
McLean, Michael, Chief of Police, Chickasaw Police Dept

Mobile
Burch, Paul, Captain, Mobile Co Sheriff's Office

Montgomery
King, Jay, Captain, Montgomery Police Dept
*Kovacic, Cheryl, Sergeant, Montgomery Police Dept

Prattville
*Collier, Nancy, Warrant Officer, Prattville Police Dept

Alaska

Anchorage
Gamache, Joseph S, Lieutenant, Anchorage Airport Police Dept

Arizona

Chandler
*Uridge, David, Sergeant, Chandler Police Dept

Florence
Evans, Robert, Captain, Pinal Co Sheriff's Office

Goodyear
*Hughes, Justin A, Sergeant, Goodyear Police Dept

Phoenix
Burgett, James, Assistant Chief of Police, Phoenix Police Dept
Hemmen, Christopher J, Major, Arizona Dept of Public Safety
*Johnson, Edward, Deputy Chief Administration, Maricopa Co Attorney's Office

Prescott
*Salazar, Mark, Vice President of Sales, Proforce Law Enforcement

Snowflake
Martin, Robert, Lieutenant, Snowflake-Taylor Police Dept

Tolleson
Mendoza, Rudy J, Commander, Tolleson Police Dept

Arkansas

Fayetteville
McConnell, Josh, Captain, Washington Co Sheriff's Office

Forrest City
Moore, David W, Lieutenant, Arkansas State Police

California

Bishop
Hernandez, Steve, Chief of Police, Bishop Paiute Tribal Police

Carlsbad
*Shipley, Reid, Sergeant, Carlsbad Police Dept

Chino Hills
Walker, John, Captain, San Bernardino Co Sheriff's Dept

Citrus Heights
Russo, Jason, Lieutenant, Citrus Heights Police Dept

Coronado
Harris, Mark, Sergeant, Coronado Police Dept

Corte Madera
Mota, Robert, Captain, California Hwy Patrol

Felicity
Laverty, Scott L, Commander, California Hwy Patrol

Fresno
Reid, Michael, Captain, Fresno Police Dept

Gilroy
Svardal, Kurt, Captain, Gilroy Police Dept

Glendale
Povilaitis, Carl A, Chief of Police, Glendale Police Dept

Huntington Beach
Svendsbo, Bo, Lieutenant, Huntington Beach Police Dept

Irvine
*Marquez, Gregory, Police Officer, Irvine Police Dept

Lodi
*Kent, Kevin, Sergeant, Lodi Police Dept

Los Angeles
Espinosa, Paul, Captain, Los Angeles Police Dept
Hom, Japhet, Lieutenant, Los Angeles Police Dept
Labrada, Alfred, Captain, Los Angeles Police Dept
Oddo, Anthony, Captain, Los Angeles Police Dept
Paulson, Shannon, Captain, Los Angeles Police Dept
Ramos, Steven, Captain, Los Angeles Police Dept
Roberts, James, Major/Commanding Officer, Los Angeles Police Dept

Los Banos
Hedden, Jason, Commander, Los Banos Police Dept

Mammoth Lakes
Hugelman, Eric M, Lieutenant, Mammoth Lakes Police Dept

Marina del Rey
Stephen, Joseph, Captain, Los Angeles Co Sheriff's Dept

Martinez
*Mendez, Angela, Deputy Sheriff, Contra Costa Co Sheriff's Dept
Vorhauer, Jason, Captain, Contra Costa Co Sheriff's Dept

Millbrae
Kuykendall, Mark, Captain/Chief of Police Services, San Mateo Co Sheriff's Office

Mount Shasta
Foster, Kyle, Lieutenant Commander, California Hwy Patrol

Murrieta
*Durrant, Jeremy, Sergeant, Murrieta Police Dept

Oakland
Carroll, Michael, Captain, Alameda Co Sheriff's Office
*Hurtado, George, PEU Supervisor, Oakland Police Dept
Sanchez, Yesenia, Captain, Alameda Co Sheriff's Office

Orange
*Kraft, Delia, Manager, Orange Co Sheriff's Dept

Pacoima
Eskridge, Ernest, Captain, Los Angeles Police Dept

Palm Springs
Kovaleff, Mike, Captain, Palm Springs Police Dept

Paso Robles
Lewis, Ty, Chief of Police, Paso Robles Police Dept

Pico Rivera
Jacobs, Marjory, Lieutenant, Los Angeles Co Sheriff's Dept

Placentia
Lenyi, Darin, Chief of Police, Placentia Police Dept

Redwood City
Lopez, Saul, Captain, San Mateo Co Sheriff's Office

Roseville
*Griffin, Luke, Investigator, Placer Co District Attorney's Office
MacCoun, James P, Chief of Police, Roseville Police Dept

San Carlos
Duri, Mark, Captain/Chief of Police, San Mateo Co Sheriff's Office

San Diego
Mays, Josh, Chief of Police, San Diego State Univ
Williams, Rich, Lieutenant, San Diego Co Sheriff's Office

San Jose
Gannon, Lisa, Lieutenant, San Jose Police Dept
Hernandez, Raymond P, Lieutenant, Santa Clara Co District Attorney's Office
Oliver, Peter, Chief Investigator, Santa Clara Co District Attorney's Office
Profio, Jeff, Lieutenant, San Jose Police Dept

Santa Barbara
*Arroyo, Marylinda, Lieutenant, Santa Barbara Police Dept

Tustin
Arzate, Manuel, Lieutenant, Tustin Police Dept
Coe, Ryan, Administrative Bureau Commander, Tustin Police Dept

Walnut Creek
*Batty, Robert, Executive Chairman, Forensic Logic Inc

Colorado

Denver
*Demas, Jovianne, Special Agent, ATF/Justice
Edling, Kevin, Lieutenant, Denver Police Dept
*Ferber, Kimberly, Lead Project Coordinator, Colorado Dept of Transportation
*Jones, Charles, Sergeant, Denver Police Dept

Divide
Couch, Greg, Commander, Teller Co Sheriff's Office

Durango
Dunlop, Jacob, Commander, Durango Police Dept

Fort Collins
*Combs, Katherine, Clinical Psychologist, Nicoletti-Flater Associates

Golden
Simmons, Allen, Division Chief, Jefferson Co Sheriff's Office

Grand Junction
Lewis, Matt, Sheriff, Mesa Co Sheriff's Office

Loveland
Arnold, Rick, Lieutenant, Loveland Police Dept

Montrose
*Cox, Tyler R, Patrol Sergeant, Montrose Co Sheriff's Office

Connecticut

New Haven
Runlett, Brett, Lieutenant, New Haven Police Dept

Storrs
Gilbert, Justin, Lieutenant, Univ of Connecticut Police Dept

Delaware

Middletown
*Burns, Kelli, Accreditation Manager, Middletown Police Dept

Smyrna
James, Torrie M, Lieutenant, Smyrna Police Dept

District of Columbia

Washington
*Fukudome, Satoshi, Police Attache, Embassy of Japan
Gallagher, Sean, Captain, U.S. Capitol Police
*Hanover, James A, Special Agent, ATF/Justice
Harrison, Holly, Captain, U.S. Coast Guard Investigative Service
Ibsen, Matthew, Assistant Chief, U.S. Border Patrol/DHS
*Kaushik, Sangeeta, Senior Medical Advisor, US Customs & Border Protection
Koppe, Helen, Lieutenant, ATF/Justice
Lemasters, Ryan, Captain, U.S. Secret Service
*Mauceri, Ashley, Director, Law Enforcement Outreach, Humane Society of the United States
*Monroe, Becky, Director, Stop Hate Project, Lawyers' Committee for Civil Rights Under Law
Sullivan, Kevin, Manager EMS & Auxiliary Services, George Washington Univ

Florida

Aventura
*Burgett, Nikki, Business Development Manager, IMI Florida Academy

Cape Coral
*Wallace, Jason A, Corporal, Cape Coral Police Dept

Davie
*Bradley, Tara, Police Officer, Davie Police Dept

Delray Beach
Crane-Baker, John, Captain, Delray Beach Police Dept

Doral
Nanney, Charles, Chief Special Investigations Division, Miami-Dade Police Dept

Fort Myers
Amrich, James, Major, Lee Co Sheriff's Office
Medico, Victor, Lieutenant, Fort Myers Police Dept

Gainesville
*McDougall, Grant, Consultant, Southeastern Counseling and Consultation

Green Cove Springs
Coldiron, Chris, Director, Clay Co Sheriff's Office
Elkins, Richard, Chief, Clay Co Sheriff's Office
Hines, Shawn E, Lieutenant, Green Cove Springs Police Dept

Hallandale Beach
Buoni, Ricky, Major, Hallandale Beach Police Dept
Hubert, Brian, Captain, Hallandale Beach Police Dept
McGovern, Edward, Captain, Hallandale Beach Police Dept

Jacksonville
Short, Jackson, Assistant Chief, Jacksonville Sheriff's Office

Key West
Jewell, Areaka P, Lieutenant, Key West Police Dept

Lake City
*Koberlein, Fred, City Attorney, City of Lake City

Largo
Amodeo, Paul, Lieutenant, Largo Police Dept

Lynn Haven
Ramie, Richard G, Deputy Chief of Police, Lynn Haven Police Dept

Miami
*Guinovart, Lisa, Associate Director Assessment Center, Miami Dade College

Miami Beach
Garcia, Eric, Lieutenant, Miami Beach Police Dept

Miami Gardens
Hedrick, Diana, Captain, Miami Gardens Police Dept

Miramar
Stout, Richard, Special Agent, FBI

Orlando
Demps, Denise, Major, Orange Co Sheriff's Office
*Hargreaves, Luiz Henrique, Director, American Institute of Security Studies & Research

Panama City
*Garmon, Eric, Attorney, Warner Law Firm PA
Wheatley, James, Deputy Chief of Police, Panama City Airport Police

St. Augustine
Smith, Debra, Communications Unit Manager/Lieutenant, St Johns Co Sheriff's Office

Tampa
*McElroy, Laura, Principal Consultant, McElroy Media Group

Venice
Leisenring, Andrew, Lieutenant, Venice Police Dept

West Palm Beach
*Austin, Scott, Sergeant, Palm Beach Co Sheriff's Office
Hans, Michael, Lieutenant, Palm Beach Co Sheriff's Office
Picciolo, Daniel, Lieutenant, Palm Beach Co Sheriff's Office

Winter Haven
Navarro, Ivan, Lieutenant, Polk Co Sheriff's Office

Georgia

Alpharetta
French, Douglas, Lieutenant, Alpharetta Police Dept

Atlanta
Johnson, Reginald, Senior Special Agent in Charge, CSX Railroad Police Dept

Commerce
Harmon, Kenneth, Captain, Commerce Police Dept

Conyers
Ivy, Anita, Assistant Special Agent in Charge, Georgia Bureau of Investigation

Cumming
Franco, Bill, Captain, Forsyth Co Sheriff's Office

Forsyth
Coleman, DeBaja, Academy Director, Dept of Juvenile Justice Training Academy

Glynco
*Kates, Benjamin E, Law Enforcement Specialist/Instructor, FLETC/DHS

Jonesboro
Danekes, Brian, Deputy Chief of Police, Clayton Co Police Dept

LaGrange
Strickland, Dale, Admin Services Commander/Lieutenant, LaGrange Police Dept

Marietta
Ferrell, James, Major, Cobb Co Police Dept

Villa Rica
Chaffin, Wade, Lieutenant, Georgia State Patrol

Guam

Tamuning
Camacho, Robert D, Chief of Police, Guam International Airport Police

Hawaii

Honolulu
Goeas, Scott, Captain, Honolulu Police Dept
Kama, Kirk, Supervisory Police Officer, Pearl Harbor Police
*Piepszak, Albert, Special Agent/Criminal Investigator, State of Hawaii Dept of Taxation

Laie
*Pickard, Anthony, Manager, Brigham Young Univ-Hawaii

Wailuku
Maeda, Wade, Lieutenant/SRT Commander, Maui Co Police Dept

Idaho

Lewiston
Mundell, Jordy J, Lieutenant, Lewiston Police Dept

Illinois

Aroma Park
Barber, Donald W, Chief of Police, Aroma Park Police Dept

Calumet Park
Kurtisa, Curtis, Assistant Chief of Police, Calumet Park Police Dept

Campton Hills
Millar, Steven, Chief of Police, Campton Hills Police Dept

Chicago
Green, Victor L, Lieutenant, Chicago Police Dept
*Mauricio, Sarah, Special Agent, ATF/Justice

Crystal Lake
*Bennett, Michael K, Sergeant, Crystal Lake Police Dept

Deerfield
*McCowan, Iain B, Sergeant, Deerfield Police Dept

Dixmoor
Burge, Ronald, Chief of Police, Dixmoor Police Dept

Downers Grove
*Michelin, Ellen, Special Agent, ATF/Justice

Evanston
Martinez, Haydee, Lieutenant, Northwestern Univ Police

Hanover Park
*McDonnell, Matthew J, Sergeant, Hanover Park Police Dept

Hillside
Viscioni, Carlo M, Detective Sergeant, Hillside Police Dept

Hoffman Estates
Cawley, Kasia, Lieutenant, Hoffman Estates Police Dept

Homewood
Sewell, Richard, Deputy Chief of Police, Village of Homewood Police Dept

Joliet
*Gavin, Darrell, Detective Sergeant, Joliet Police Dept

Merrionette Park
Palcu, John, Chief of Police, Merrionette Park Police Dept

Minooka
Sinovich, James, Sergeant, Minooka Police Dept

Mount Prospect
*Saric, Ognjen, Patrol Officer, Mount Prospect Police Dept

Mount Pulaski
West, Anthony, Chief of Police, Mount Pulaski Police Dept

Moweaqua
Maki, Roy, Chief of Police, Moweaqua Police Dept

Mundelein
*Kisselburg, Brian J, Sergeant, Mundelein Police Dept

Normal
Smith, Michael Paul, Lieutenant, Normal Police Dept

Pingree Grove
Harris, Christopher A, Lieutenant, Pingree Grove Police Dept

Peoria
Davis, Kerrie R, Lieutenant, Peoria Police Dept

Riverdale
*Milton, Anthony B, Sergeant, Riverdale Police Dept

Riverside
*Cairo, John A, Sergeant, Riverside Police Dept

Rolling Meadows
*Manfredi, John R, Sergeant, Rolling Meadows Police Dept

Round Lake
*Prus, David C, Detective Sergeant, Round Lake Police Dept

Round Lake Beach
Rodriguez, Ryan R, Commander, Round Lake Beach Police Dept

Schaumburg
Jameson, John J, Lieutenant, Schaumburg Police Dept

Sterling
Chavira, Alex, Deputy Chief of Police, Sterling Police Dept
Mohr, Jeff E, Deputy Chief of Police, Sterling Police Dept

Waukegan
*Gerard, Michael, Marine Deputy, Lake Co Sheriff's Office
*Kaiser, Keith E, Sergeant, Lake Co Sheriff's Office

Wheaton
*Gabryel, Brian, Sergeant, Wheaton Police Dept

Willowbrook
Schaller, Robert, Chief of Police, Willowbrook Police Dept

Winnetka
*Majcher, Dylan J, Sergeant, Winnetka Police Dept

Zion
Bartlett, Tim J, Lieutenant, Zion Police Dept

Indiana

Fremont
Emerick, Chris, Town Marshal, Clear Lake Police Dept

Indianapolis
Simpson, Robert, First Sergeant, Indiana State Police
Taylor, Jeffrey C, Lieutenant, Indianapolis Metropolitan Police Dept

Iowa

Ames
Delashmutt, Aaron, Assistant Chief of Police, Iowa State Univ Police

Burlington
Kramer, Dennis, Chief of Police, Burlington Police Dept

Des Moines
*Olmstead, Todd, Iowa DRE State Coordinator, Governor's Traffic Safety Bureau

Gilbertville
Brokaw, Nicholas, Assistant Chief of Police, Gilbertville Police Dept

Iowa City
Visin, David, Associate Director of Public Safety, Univ of Iowa Dept of Public Safety

Oskaloosa
Boeke, Benjamin, Chief of Police, Oskaloosa Police Dept

University Heights
Petersen, Nathan A, Chief of Police, University Heights Police Dept

Windsor Heights
McCluskey, Chad, Public Safety Director/Chief of Police, Windsor Heights Police Dept

Kansas

Columbus
Daniels, Jason L, Chief of Police, Columbus Police Dept

Hutchinson
Campbell, Darrian L, Captain, Reno Co Sheriff's Office

Lawrence
McKinley, Trent, Captain, Lawrence Police Dept

Leawood
*Osborn, Troy, Sergeant, Leawood Police Dept

Medicine Lodge
Love, Terry, Chief of Police, Medicine Lodge Police Dept

Wichita
Clark, Rodney, Chief of Police, Wichita State Univ Police Dept

Kentucky

Harrodsburg
Allen, Brian K, Chief of Police, Harrodsburg Police Dept

Lexington
Arflack, Norman, US Marshal, US Marshals Service
Bacon, Chad N, Commander, Lexington Police Dept
Curtsinger, Thomas R, Commander, Lexington Police Dept
*Dearinger, Chris, Lieutenant, Lexington Police Dept
Greene, Guy A, Commander, Lexington Police Dept
Ingram, Bradley K, Commander, Lexington Police Dept
Lowe, James E, Commander, Lexington Police Dept
Pape, Douglas V, Commander, Lexington Police Dept

Shepherdsville
Murdoch, Mike, Lieutenant, Bullitt Co Sheriff's Office

Louisiana

Baton Rouge
Paul, Murphy J, Chief of Police, Baton Rouge Police Dept

Lake Charles
Single, Gregory, Sergeant/Senior Staff Instructor, Lake Charles Police Dept

LaPlace
Clement, Dane, Lieutenant, St John Parish Sheriff's Office
LeBlanc, Larry, Major, St John Parish Sheriff's Office
Mangano, Tanner, Captain, St John Parish Sheriff's Office

Metairie
Lopinto, Joseph P, Sheriff, Jefferson Parish Sheriff's Office

Monroe
Pleasant, Jason, Major, Ouachita Parish Sheriff's Office

Napoleonville
Falcon, Leland J, Sheriff, Assumption Parish Sheriff's Office

New Orleans
Prepetit, Kenny J, Lieutenant, New Orleans Police Dept

Slidell
*Muller, Wharton N, Major, St Tammany Parish Sheriff's Office

Maine

Wells
Chabot, Kevin, Lieutenant, Wells Police Dept

York
*Clifford, Mark, Detective, York Police Dept
*McNiece, Brian, Patrolman, York Police Dept

Maryland

Adelphi
*Azucena, Juan, Student, Univ of Maryland Univ College

Annapolis
*O'Herlihy, Hil, Corporal, Annapolis Police Dept

Baltimore
Cary, Alice, Chief of Police/Associate VP of Public Safety, Univ of Maryland Police Dept
*Hyatt, Melissa, Vice President Security, Johns Hopkins Univ
Tuggle, Gary, Interim Police Commissioner, Baltimore Police Dept

Bethesda
*Walter, Troy, Vice President Dept of Justice Programs, Digital Management Inc

Bowie
*Gordon, Raquel, Psychologist, Brilliance Behavioral Health

Cumberland
*Dowden, Jonathan, Corporal, Allegany Co Sheriff's Office
*Grimm, Richard, Deputy First Class, Allegany Co Sheriff's Office

Fort Meade
Stoots, Lawrence E, Chief, National Security Agency Police

Gaithersburg
Anderson, David, Assistant Chief of Police, Montgomery Co Police Dept
*Curtis, Thomas, Detective Sergeant, Montgomery Co Police Dept
*Denson, Bryan, Sales Director, TransUnion

Germantown
*Fay, James Sean, Professor of Criminal Justice, Montgomery College

Odenton
*Hopple, Hans, Police Officer, Anne Arundel Co Police Dept

Towson
Shanks, Jeffery B, Lieutenant, Baltimore Co Police Dept

Wheaton
*Dunham, Eli, Police Officer, Montgomery Co Police Dept

Massachusetts

Auburn
*Jennings, Thomas, President, Accelerated Media Technologies
*Laurence, Ron, Sales Director, Accelerated Media Technologies

Beverly
Page, William, Lieutenant, Beverly Police Dept

Burlington
Browne, Thomas P, Deputy Chief of Police, Burlington Police Dept

Chelsea
Griffin, Robert, Lieutenant, Chelsea Police Dept

Dorchester
*James, Pele, Patrol Officer, Boston Police Dept

Fall River
*Ampier, Aries, Criminal Justice Student, Bristol Community College

Gilbertville
Landine, Kevin, Lieutenant, Hardwick Police Dept

Haverhill
Pistone, Robert, Lieutenant, Haverhill Police Dept

Hyannis
Sonnabend, Matthew, Chief of Police, Barnstable Police Dept

Middleborough
Ferreira, Robert, Lieutenant, Middleborough Police Dept

Plymouth
Goodick, Eileen M L, Academy Director, Plymouth Police Academy

Sturbridge
Dessert, Earl, Lieutenant, Sturbridge Police Dept

Taunton
Ferreira, Peter N, Lieutenant, Taunton Police Dept
*Gassner, Theresa, Director Business Development, General Dynamics Mission Systems
Jackson, Glen, Lieutenant, Taunton Police Dept
Joyce, John P, Lieutenant, Taunton Police Dept
*Neves, Lori, Sergeant, Taunton Police Dept
Nichols, Eric P, Lieutenant, Taunton Police Dept
Roderick, Paul D, Lieutenant, Taunton Police Dept
Santos, Honorato M, Lieutenant, Taunton Police Dept

Truro
Calise, Jamie, Chief of Police, Truro Police Dept

Westford
*Reyes, Anthony, President, HTCIA

Weymouth
Metcalf, Erine, Lieutenant, Weymouth Police Dept

Whitman
Hanlon, Timothy P, Deputy Chief of Police, Whitman Police Dept

Michigan

Auburn Hills
Matynka, Paul, Interim Director, Oakland Community College Dept of Public Safety

Byron Center
*Lehnert, Sam, Marketing Manager, PRO-VISION Video Systems

Clinton Twp
Macksound, Raymund A, Basic Police Academy Director, Macomb Community College

Detroit
Brown, Darryl S, Chief of Police, Wayne Co Airport Authority Police Dept
Decker, Eric, Commander, Detroit Police Dept

Flint
Bernritter, Devon S, Deputy Chief of Police, Flint Police Dept

Gibraltar
Lawyer, Matthew A, Chief of Police, Gibraltar Police Dept

Grand Rapids
Maycroft, Michael, Captain, Grand Rapids Police Dept

Lansing
Boucher, Brody, First Lieutenant, Michigan State Police

Melvindale
Allen, John, Chief of Police, Melvindale Police Dept

Michigan City
Urbanczyk, Kevin, Assistant Chief of Police, Michigan City Police Dept

Portage
Blue, John C, Senior Deputy Chief of Police, Portage Dept of Public Safety

Port Huron
Kuehn, Marcy, Captain, Port Huron Police Dept

Sterling Heights
Bonner, Jeffrey, Captain, Sterling Heights Police Dept

Ypsilanti
Yuchasz, Brent J, Lieutenant, Ypsilanti Police Dept

Zeeland
Jungel, Timothy L, Chief of Police, Zeeland Police Dept

Minnesota

Golden Valley
*Olson, Chris, Public Safety Applications Manager, LOGIS

Inver Grove Heights
Otis, Joshua, Commander, Inver Grove Heights Police Dept

Minneapolis
Underthun, Pete, Lieutenant, Crystal Police Dept

St Paul
Brynell, Bruce, Major, Minnesota State Patrol

St. Paul
*Graham, Alexander, Police Officer, St Paul Police Dept

Mississippi

Ocean Springs
LeMaire, Ryan, Lieutenant, Ocean Springs Police Dept

Poplarville
Quave, Joe, Captain, Pearl River Co Sheriff's Dept

Walnut
Hines, Laura E, Chief of Police, Walnut Police Dept

Missouri

Bunker
Jagelovicz, J D, Training Officer, Bunker Police Dept

Jackson
Broch, Alex, Lieutenant, Jackson Police Dept

Kansas City
*Brown, Matthew, Group Supervisor, ATF/Justice
James, Mark, US Marshal, US Marshals Service
Ortiz, Luis E, Captain, Kansas City Police Dept

Montana

Missoula
McLean, Edward, Lieutenant, Missoula Police Dept

Nebraska

Alliance
Henion, Jacob A R, Lieutenant, Alliance Police Dept

Bellevue
*Dale, James, Principal and Owner, Seven Citadels Consulting

Omaha
Konfrst, Brenda E, Major, Nebraska State Patrol

Papillion
Orchard, Orin, Lieutenant, Papillion Police Dept
*Summers, Joseph, Police Officer, Papillion Police Dept

Henderson
*Youngblood, Kenneth, Sergeant, Henderson Police Dept

Las Vegas
Martin, Scot, Lieutenant, Nevada Dept of Public Safety
*Rowley, Shane, President, Triton Security Inc
Seda, Sandy, Deputy Chief of Police, Univ of Las Vegas

Sparks
*Woyciehowsky, Greta, Lieutenant, Sparks Police Dept

New Hampshire

East Kingston
LePage, Michael, Chief of Police, East Kingston Police Dept

North Hampton
Stokel, Joshua E, Deputy Chief of Police, North Hampton Police Dept

South Hampton
Roy, Robert, Chief of Police, South Hampton Police Dept

New Jersey

Barnegat
Germain, Keith, Chief of Police, Barnegat Twp Police Dept

Barrington
Uron, David W, Chief of Police, Barrington Police Dept

Bayonne
Fowler, Stephen, Captain, Bayonne Police Dept

Bloomfield
Wiegand, Glenn, Captain, Bloomfield Police Dept

Bridgeton
Gaimari, Michael, Chief of Police, Bridgeton Police Dept

Cedar Grove
*Iacono, Frank, Managing Director, Safe-Commwireless

Egg Harbor Township
*Finnerty, Michael S, Lieutenant, Egg Harbor Twp Police Dept
*Rzemyk, Gary M, Lieutenant, Egg Harbor Twp Police Dept

Hillsborough
Evans, Richard, Sergeant, Hillsborough Twp Police Dept

Hillsdale
*Zimmerman, Liz, Sergeant, Hillsdale Borough Police

Jersey City
Smith, Mark A, Director Homeland Security, Hudson Co Sheriff's Office

Little Silver
LaBruno, Carmen Gary, Captain, Little Silver Police Dept

Livingston
*Reinhardt, Christopher, Sergeant, Livingston Police Dept

Maplewood
DeVaul, Jim, Chief of Police, Maplewood Police Dept

Mays Landing
Ade, William, Lieutenant, Atlantic Co Sheriff's Office
Snyder, Patrick, Captain, Atlantic Co Prosecutor's Office

Millburn
*Britton, Gerard, CEO, Enforsys Inc

Moorestown
Maahs, Michael W, Lieutenant, Moorestown Twp Police Dept

Mount Laurel
Schiavone, Judy Lynn, Deputy Chief of Police, Mount Laurel Twp Police Dept

Roselle
Barnes, Brian K, Chief of Police, Roselle Police Dept

South Hackensack
*Mankowitz, Gary, Chief Operating Officer, Creative Safety Products

West Long Branch
*Collier, Douglas S, Professor Criminal Justice, Monmouth Univ

West Orange
Esposito, Edward, Captain, Essex Co Sheriff's Office

Woodland Park
Tiernan, Eileen M, Chief of Police, Woodland Park Police Dept

New Mexico

Albuquerque
Chavez, Sonya K, US Marshal, US Marshals Service
Garcia, Mizel, Commander, Albuquerque Police Dept
Gardiner, Mike, Assistant Special Agent in Charge, US Forest Service
Ross, John, Chief of Staff, Albuquerque Police Dept
*Thompson, Matt, Security Analyst, Sandia National Labs

Las Cruces
McDowell-Schnell, Liliana G, Undersheriff, Dona Ana Co Sheriff's Dept

Los Alamos
*Gonzales, Jaime, Corporal, Los Alamos Police Dept
*Montoya, Jemuel, Corporal, Los Alamos Police Dept

Los Lunas
*Killingsworth, Heather, Detective, Los Lunas Police Dept

New York

Albany
Regan, Patrick, Lieutenant Colonel, State Police

Ardsley
Piccolino, Anthony, Chief of Police, Ardsley Village Police Dept

Bath
Allard, James L, Sheriff, Steuben Co Sheriff's Office

Bronx
Kosak, Rachael, Lieutenant, New York City Police Dept
Perez, Lorraine, Lieutenant, New York City Police Dept
*Raffa, Brittany, Special Agent, ATF/Justice
Rogers, Besemah, Lieutenant, New York City Police Dept

Brooklyn
*Bantounas, Konstantina, Administrative Manager, New York City Police Dept
*Diaz, Natalie, Special Agent, ATF/Justice
Gonzalez, Georgina, Lieutenant, New York City Police Dept
Lagares, Cynthia, Lieutenant, New York City Police Dept
Sanchez, Lorraine, Lieutenant, New York City Police Dept
Walls, Gabrielle, Lieutenant, New York City Police Dept

Buffalo
Lockwood, Byron C, Police Commissioner, Buffalo Police Dept

Far Rockaway
Naor, Eynat, Captain, New York City Police Dept

Fort Edward
Hardy, Kristen, Senior Investigator, Washington Co Sheriff's Office

Genesco
*Austin, Matthew B, Lieutenant, State Univ Police

Great Neck
Moreno, Ricardo, Chief of Police, Great Neck Estates Village Police Dept

Jamaica
*Coghlan, Taylor, Criminalist II, City Police Dept

Manhattan
Vitko, Frank, Lieutenant, State Police

New Rochelle
Coyne, J Collins, Captain, New Rochelle Police Dept
Rosenbergen, George E, Captain, New Rochelle Police Dept

New York
Amaya, Angelica, Lieutenant, New York City Police Dept
Baylor, Melissa, Lieutenant, New York City Police Dept
*Beck, Joanna, Special Agent, ATF/Justice

Bray, Michelle, Captain, New York City Police Dept
Brown, Kevin, Deputy Chief of Police, Roosevelt Island Public Safety Dept
Brown, Michelle, Deputy Director in the Psychological Assessment Section, New York City Police Dept
Clark, Melissa, Lieutenant, New York City Police Dept
Coffey, Tara, Lieutenant, New York City Police Dept
Courtesis, Joseph, Inspector, New York City Police Dept
Fahey, Kathleen, Captain, New York City Police Dept
Graham, Shannon, Lieutenant, New York City Police Dept
Knox-Ritter, Rosalind, Captain, New York City Police Dept
Martelli, Joseph A, Deputy Chief, MTA Police Dept
McCarthy, Brian, Assistant Chief, New York City Police Dept
Montgomery, Sean K, Assistant Chief, MTA Police Dept
Rock-Wright, Linda, Captain, New York City Police Dept
Stiehler, Al, Chief, MTA Police Dept
Sullivan, Candida, Lieutenant, New York City Police Dept

Niagara Falls
Rola, Chris, Lieutenant, State Park Police

Pelham
Pallett, Jason, Chief of Police, Pelham Village Police Dept

Pulaski
Martin, Michael J, Chief of Police, Pulaski Police Dept

Quogue
Isola, Christopher B, Chief of Police, Quogue Village Police Dept

Riverhead
*Pedigo, Richard, Deputy Sheriff, Suffolk Co Sheriff's Office

Rochester
Desain, Michael R, Captain, Brighton Police Dept
*Massaro, Emily, Sergeant, Univ of Rochester Dept of Public Safety
*Vess, Erin, Officer, Univ of Rochester Dept of Public Safety

Rockville Centre
Vafeades, James M, Police Commissioner, Rockville Centre Police Dept

Schenectady
McLaughlin, Michael, Lieutenant, Schenectady Police Dept

Selkirk
Ferry, Nicole, Special Agent in Charge, CSX Railroad Police Dept

Valhalla
Oliva, Paul J, Chief of Police, Mount Pleasant Town Police Dept

Yaphank
Hart, Geraldine, Police Commissioner, Suffolk Co Police Dept
*Young, Thomas, Deputy Sheriff, Suffolk Co Sheriff's Office

Yorktown Heights
*Scatola, Craig, Sergeant, Yorktown Police Dept

North Carolina

Burlington
*Pride, John, Police Officer 1, Burlington Police Dept

Chapel Hill
Hunter, Jabe, Assistant Chief of Police, Chapel Hill Police Dept

Charlotte
*Kopp, Chris, Sergeant, Charlotte-Mecklenburg Police Dept
*Pozos, Sarah, Executive Director, Charlotte-Mecklenburg Police Foundation

Durham
Carpenter, Eric, Lieutenant, Durham Co Sheriff's Office

Fayetteville
Jenkins, Richard D, Chief Deputy of Police, Cumberland Co Sheriff's Office

MCAS Cherry Point
Sullivan, Jason, Captain, US Marine Corps

Mooresville
Childress, Gerald R, Deputy Chief of Police, Mooresville Police Dept

Salemburg
Allen, Trevor J, Director, North Carolina Justice Academy

Salisbury
Beam, Greg, PIO/Criminal Investigation Commander, Salisbury Police Dept

North Dakota

Devils Lake
Knowski, Joseph, Chief of Police, Devils Lake Police Dept

Dickinson
Wallace, David, Detective Sergeant, Stark Co Sheriff's Office

Mandan
Flaten, Lori, Deputy Chief of Police, Mandan Police Dept

Napoleon
Nogosek, Troy R, Chief of Police, Napoleon Police Dept

Ohio

Bedford Heights
Hatcher, Kenneth, Lieutenant, Bedford Heights Police Dept

Celina
Wale, Thomas, Chief of Police, Celina Police Dept

Chesterland
Purchase, Mark, Chief of Police, Chester Twp Police Dept

Chillicothe
Long, Jon, Major, Ross Co Sheriff's Office

Cincinnati
Dressell, Michael D, Assistant Chief of Police/Captain, Indian Hill Rangers Police Dept

Cleveland
Coleman, Kevin, Lieutenant, Cleveland Division of Police

Columbus
*Barton, Adam, Sergeant/DRE, Columbus Division of Police
*Detweiler, Amy, Police Officer, Columbus Division of Police
Gray, Ronald C, Chief of Police, Columbus Regional Airport Authority
Jones, Charles A, Captain, Ohio State Hwy Patrol
*Rogers, Chase, Police Officer, Columbus Division of Police

Delaware
Moore, Adam, Captain, Delaware Police Dept

Medina
McNabb, Brett, Sergeant, Medina Police Dept

Monroe
Chasteen, David, Lieutenant, Monroe Police Dept

North Randall
O'Bannon, Michael E, Captain, North Randall Police Dept

Springboro
Zimmaro, Aaron, Lieutenant, Springboro Police Dept

Upper Sandusky
Ross, Dan, Chief of Police, Upper Sandusky Police Dept

Oklahoma

Catoosa
*Colbert, Brent, Patrolman, Catoosa Police Dept

Oklahoma City
*Satepauhoodle, Sloan, Investigative Analyst, US Secret Service

Okmulgee
Hawkins, Robert, Chief of Police, Muscogee Nation Tribal Police

Seminole
Hanson, David, Chief of Police, Seminole Police Dept

Oregon

Albany
Liles, Bradley, Captain, Albany Police Dept

Granite City
Sprauve, Nicky A, Acting Chief of Police, Granite City Police Dept

Independence
Gilbert, Lyle, Sergeant, Independence Police Dept

Molalla
Schoenfeld, Frank S, Lieutenant, Molalla Police Dept

Portland
Ossenkop, Brian, Captain, Portland Police Bureau

Portland
Mahuna, Peter, Captain, Portland Police Bureau

Tualatin
Steele, Bill, Chief of Police, Tualatin Police Dept
Struckmeier, Brian, Captain, Tualatin Police Dept

Pennsylvania

Bethlehem
Barndt, Thomas H, Chief of Police, Lower Saucon Twp Police Dept

Collingdale
Felker, Kenneth, Chief of Police, Collingdale Police Dept

Dublin
Regan, Michael D, Chief of Police, Dublin Borough Police Dept

Everett
*Fair, Cindy, Account Representative, Creative Safety Products

Harrisburg
*Myers, Derin, Acting Executive Director, Pennsylvania Commission on Crime & Delinquency

Hollidaysburg
Estep, Rodney, Chief of Police, Hollidaysburg Borough Police Dept

Jeannette
Binda, Shannon, Chief of Police, Jeannette City Police Dept

Jenkintown
*Pepitone, William, Chief of Public Safety, Manor College

Middletown
Young, Scott, Director of Public Safety, Lower Swatara Twp Police Dept

Moosic
Janesko, Richard, Chief of Police, Moosic Borough Police Dept

North Huntingdon
*Foster, Daniel, Patrolman, North Huntingdon Twp Police Dept

Philadelphia
Nolan, Steve T, Lieutenant, Philadelphia Police Dept
Rodriguez, Javier, Captain, Philadelphia Police Dept
*Warren, Seante, Lieutenant, Philadelphia Police Dept

Phoenixville
Fitzsimmons, Bill, Lieutenant, Schuylkill Twp Police Dept

Reading
Harley, Matthew F, Deputy Chief of Police, Exeter Twp Police Dept

Sinking Springs
McQuate, David, Sergeant/Acting Chief of Police, South Heidelberg Twp Police Dept

West Chester
*Sweeney, Terence, Detective, Philadelphia Police Dept

Rhode Island

Foster
Breit, David J, Chief of Police, Foster Police Dept

South Carolina

Columbia
Ellis, Scott, Lieutenant, Univ of South Carolina Police Dept
Rach, Don, Captain, South Carolina Criminal Justice Academy

Greenville
*Ross, Christian, Business Development Rep, Synnex

South Dakota

Pierre
*Rechtenbaugh, Shawnie, Deputy Secretary, South Dakota Dept of Public Safety

Tennessee

Bartlett
Sones, Steven, Captain, Bartlett Police Dept

Bean Station
Kitts, Stephen, Lieutenant, Bean Station Police Dept

Dayton
*Ewton, Eric, Traffic Sergeant, Dayton Police Dept

Fairfield Glade
Pemberton, Clifford Wesley, Major, Fairfield Glade Police Dept

Johnson City
Collins, Nicole N, Asst Vice President/Chief of Police, East Tennessee State Univ Dept of Public Safety
Turner, Karl J, Chief of Police, Johnson City Police Dept

Memphis
Holden, Bruce, Lieutenant, Univ of Tennessee Health Science Center
Knight, Arley C, Deputy Chief of Police, Univ of Tennessee Health Science Center
*Scruggs, Tekisha, Sergeant, Univ of Tennessee Health Science Center

Nashville
*Campbell, William, LEL Training Coordinator, Tennessee Hwy Safety Office Dept of Safety
Coleman, Timothy, Chief of Police, Berry Hill Police Dept
Gardner, Otis, Lieutenant, Metro Nashville International Airport Police Dept
*Lipford, Karla, Law Enforcement Liaison, Tennessee Hwy Safety Office Dept of Safety
Sherrill, Fred A, Law Enforcement Liaison, Tennessee Hwy Safety Office Dept of Safety

Texas

Arlington
Flores, Os, Deputy Chief of Police, Arlington Police Dept
*Supino, Mary, Chief Administrative Officer, Arlington Police Dept

Austin
Espinosa, Manuel, Major, Texas Dept of Public Safety
*Kadavy, Dana, Executive Director Forensic Science Division, Austin Police Dept
*Muscadin, Farah, Director, Office of the Police Monitor
Palmer, David L, Major, Texas Dept of Public Safety

Canyon
*Patton, Ethan, Patrol Officer, West Texas A&M Univ Police Dept

Carrollton
*VanBeest, Mark, VP External Affairs/Safety & Security, G6 Hospitality LLC

Cibolo
Hugghins, Bryan, Chief of Police, Cibolo Police Dept

Comanche
Davis, Kelly, Assistant Chief of Police, Comanche Police Dept

Conroe
Tipton, Lee, Deputy Chief of Police, Conroe Police Dept

Corpus Christi
Giannamore, Eric, Chief of Police, Port of Corpus Christi Police Dept

Dallas
Lewis, James, Lieutenant, Dallas Police Dept

DFW Airport
Taylor, Jon, Assistant Chief of Police, DFW International Airport Dept of Public Safety

El Paso
Chairez, Joe A, Commander, El Paso Co Sheriff's Office
Flores, Robert, Commander, El Paso Co Sheriff's Office
*Ramirez, Carlos, HR Manager, El Paso Police Dept
Soria, Emmanuel, Lieutenant, El Paso Co Sheriff's Office

Fort Worth
Sparrow, J M, Commander, Fort Worth Police Dept
*Willingham, Jennifer, Senior General Attorney, BNSF Railway Police Dept

Georgetown
Brinkmann, Jereme, Commander, Williamson Co Sheriff's Office

Gun Barrel City
Arnswald, Jeffery, Chief of Police, Gun Barrel City Police Dept

Houston
Lewis, Darrin, Captain, Houston Metro Transit Authority Police

Hunstville
*Armstrong, Tara, Program Coordinator, Sam Houston State Univ
Buttitta, Joseph, Director, Texas Dept of Criminal Justice

Idalou
Wilson, David R, Chief of Police, Idalou Police Dept

Mesquite
Caldwell, Geoff, Lieutenant, Mesquite Police Dept

Palestine
Harvey, Andy, Chief of Police, Palestine Police Dept

Port Arthur
Houston, Jermey, Lieutenant, Port Arthur Police Dept

Rocksprings
Elliott, Pamela L, Sheriff, Edwards Co Sheriff's Office

Rockwall
Arrowood, John, Lieutenant, Rockwall Police Dept

San Antonio
Flanagan, David, Special Agent/Superintendent, AFOSI
*Klaus, Justin, Sergeant, Bexar Co Sheriff's Office
King, Sherrie, Deputy Chief of Police, Bexar Co Hospital District Police Dept
Pruitt, Cindy D, Lieutenant, Alamo Heights Police Dept
Sandoval, A J, Chief of Police, Bexar Co Hospital District Police Dept
*Wohler, Samantha, Staff Inspection Officer, Bexar Co Sheriff's Office
*Yanez, Rosalinda, Deputy, Bexar Co Sheriff's Office

The Woodlands
Atkins, Mike, Lieutenant, Montgomery Co Constable's Office

Trophy Club
Woodard, Steve, Captain, Trophy Club Police Dept

Waco
Watkins, Jennifer, Lieutenant/EMC, Lacy Lakeview Police Dept

White Settlement
Denison, Tim, Lieutenant, White Settlement Police Dept

Utah

Highland
Boerner, Dave W, Lieutenant, Lone Peak Public Safety District Police

Ogden
*Steffensen, Michael, IT Project Coordinator, Ogden City Corp

Vermont

Waterbury
Merrigan, John P, Major, Vermont State Police
Trudeau, Daniel, Captain, Vermont State Police

Virginia

Alexandria
Fehrman, Charles J, Special Agent in Charge, US Coast Guard Investigative Service

Arlington
*Bonaventure, Bob, Director State and Local Government Sales, MSAB Inc
Guenther, Mark, Lieutenant, Arlington Co Police Dept

Chantilly
*Alic, Aldina, Police Officer, Bosnia-Herzegovina Police
*Dujkovic, Sanela, Police Officer, Bosnia-Herzegovina Police

Courtland
Cobb, Camden, Detective Lieutenant, Southampton Co Sheriff's Office

Culpeper
*Durica, Todd, Forensic Specialist, Culpeper Police Dept
*Estes, Tonya, Director of Information Technology, Culpeper Police Dept
*McKnight, Thomas, Assistant Director of IT/GIS Police Forensics, Town of Culpeper

Fairfax
*Anderson, Gentry, Management Analyst I, Fairfax County
Grimm, Daniel, Captain, Fairfax Police Dept
*Hemmy, Killian, CEO, ATSG Corp

Manassas Park
*Dorr, Carl, Sergeant, Manassas Park Police Dept
*Shumate, Andrew, Sergeant, Manassas Park Police Dept

McLean
Field, Timothy, Lieutenant, Fairfax Co Police Dept

Newport News
Hileman, Francis, Captain, Newport News Police Dept

Pulaski
Anderson, Alfred, Captain, Pulaski Police Dept

Quantico
Heisey, Elizabeth, Division Chief, Naval Criminal Investigative Service
*Kliem, Lewis, Attorney, US Army Criminal Investigation Command

Richmond
Flippo, Faith, Lieutenant, Richmond Police Dept

Warrenton
Falls, Jeremy A, Chief Deputy/Lieutenant Colonel, Fauquier Co Sheriff's Office

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.

Goree Anderson, Chief Deputy, Harris County Constable's Office, Houston, Texas

Joseph Ciccarelli, Chief of Police, Huntington, West Virginia

Paul Cobb, Chief of Police (ret.), Pasadena, Texas

Thomas Engells, Chief of Police, University of Texas-Medical Branch, Galveston, Texas

Sean Gannon, Police Officer, Yarmouth, Massachusetts

Leonard Herendeen, Chief of Police (ret.), Antioch, California

Douglas Knight, Chief of Police, Vandalia, Ohio
(life member)

Harvey Morrell, Chief of Police (ret.), Howell Township, New Jersey
(life member)

Ronald Pavlock, Chief of Police (ret.), Mount Prospect, Illinois
(life member)

Bill Rhoads, Chief Deputy, Fayette County Sheriff's Office, Lexington, Kentucky

Harold Stern, President (ret.), Rector International Equipment Corp., West Palm Beach, Florida

Rick Townsend, Chief of Police, Adairsville, Georgia

CENTER FOR OFFICER SAFETY & WELLNESS
IACP

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.

Manager Christopher Todd Bacon
U.S. Customs and Border Protection, Office of Intelligence
Date of Death: June 7, 2018
Length of Service: 22 years

Police Officer Charles G. Irvine, Jr.
Milwaukee Police Department, Wisconsin
Date of Death: June 7, 2018
Length of Service: 2 years

Sergeant Charles Salaway
New York State Police Department
Date of Death: June 9, 2018
Length of Service: 27 years

Deputy Sheriff Patrick Rohrer
Wyandotte County Sheriff's Office, Kansas
Date of Death: June 15, 2018
Length of Service: 7 years

Deputy Sheriff Theresa King
Wyandotte County Sheriff's Office, Kansas
Date of Death: June 16, 2018
Length of Service: 13 years

Correctional Officer Tawanna Marin
Florida Department of Corrections
Date of Death: June 18, 2018
Length of Service: 9 years

Senior Police Officer Christopher Driver
Rocky Mountain Police Department, North Carolina
Date of Death: June 23, 2018
Length of Service: 5 years, 4 months

Police Officer Mathew Mazany
Mentor Police Department, Ohio
Date of Death: June 24, 2018
Length of Service: 14 years

Trooper Nicholas Clark
New York State Police Department
Date of Death: July 2, 2018
Length of Service: 2 years, 10 months

Washington

Everett
Johnson, Susanna K, Bureau Chief, Snohomish Co Sheriff's Office
Palmer, Rob, Captain, Snohomish Co Sheriff's Office

Port Orchard
Clithero, Russ, Lieutenant, Kitsap Co Sheriff's Office

Seattle
*Bettesworth, Anne, Senior Policy Advisor, Seattle Office of Police Accountability
Grenon, Bryan J, Captain/Precinct Commander, Seattle Police Dept

West Virginia

Beckley
*Christian, Logan, Corporal, Beckley Police Dept

Charles Town
*Yates, Andrew, Student, American Military Univ

Wheeling
Noice, William, Lieutenant, Wheeling Police Dept

Wisconsin

Little Chute
Meister, Daniel, Chief of Police, Fox Valley Metropolitan Police Dept

Marshall
*Virchow, Kyle, Sergeant, Marshall Police Dept

Milwaukee
Pfeiffer, Eric, Lieutenant, Milwaukee Police Dept

Pleasant Prairie
Myles, Randal A, Lieutenant of Detectives, Pleasant Prairie Police Dept

St Francis
Blunt, Timothy J, Lieutenant, St Francis Police Dept
Hunter, Kevin M, Captain, St Francis Police Dept

Wausau
Barnes, Matthew, Deputy Chief of Police, Wausau Police Dept
*Cefalu, David A, Patrolman, Wauwatosa Police Dept

Wyoming

Cheyenne
*Germain, Karl, Captain, Wyoming Hwy Patrol
Roach, Barbra, Deputy Director Crime Lab, Wyoming Division of Criminal Investigation

Green River
Kauchich, Janet, Lieutenant, Green River Police Dept

Jackson
Weber, Michelle, Sergeant, Jackson Hole Police Dept

Law Enforcement

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- Immediate results
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COPS

This project was supported by Cooperative Agreement Number 2013-CK-WX-K023 awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

IACP 2018 HIGHLIGHTS

As IACP celebrates its 125th Anniversary in 2018, it is important to note how much the profession has evolved since the association's founding in 1893. Throughout these years, those who serve continue to adapt to the ever-changing environment and challenges that law enforcement faces daily. The IACP 2018 Annual Conference and Exposition offers an opportunity to learn from history, gather with today's leaders, and explore solutions for the future. Come to Orlando, Florida, to help IACP celebrate the law enforcement profession and IACP's 125 years of rich history.

IACP 2018
October 6–9, 2018
Orange County Convention Center
Orlando, Florida
theIACPconference.org

This year's conference in Orlando, Florida, will offer

- 200+ workshops across 12 targeted tracks
- 600+ exhibitors
- 16,000+ global attendees

General Assemblies

The Saturday **Opening Ceremony** will kick off with a welcome from dignitaries from Orlando, Florida, including Chief of Police John Mina. The opening session will conclude with IACP's annual business meeting and introductions of the members running for 2018 office. Learn more about the 2018 candidates on pages 82–83.

IACP President Chief Louis Dekmar will address the delegation during Monday's **General Assembly**, highlighting his past year leading the organization. Then, retired U.S. Army General Stanley McChrystal will share his insights on leadership and teamwork.

Monday is also Uniform Day, which celebrates the association's diversity and internationalism through a spectacular array of uniforms from around the globe. Participants are asked to wear their department's uniform, with cap or hat being optional. Wearing firearms and other weapons is discouraged for security reasons.

Tuesday will feature the **Critical Issues Forum** in which a panel will take a thought-provoking look at police reform in "Are We Better Off? The Impact of Reform on Policing and Community Safety."

Over the past several years, the operations and actions of law enforcement agencies and their officers have been reviewed, examined, and scrutinized by the public, elected officials, the media, and by the policing profession itself. These reviews have led to a number of reform initiatives at the federal, state, and local level and have directly impacted the manner in which police agencies serve and protect their communities. This panel will review these reform initiatives and debate the impact they have had on the profession and the communities it serves.

Mobile App

DOWNLOAD THE IACP 2018 ANNUAL CONFERENCE APP TODAY. If you have not already done so, download the IACP Events app from the Apple or Android Play Store. In the Events app, select the IACP 2018 conference to see the entire educational program and more!

- Search for events by day, type, track, topic, or audience to plan an itinerary that meets your specific needs.
- Build a personalized schedule by selecting the star ★ next to an event listing.
- Research and bookmark exhibitors.
- Familiarize yourself with the convention center using the facility maps.
- Set up your profile and connect with fellow attendees using the Friends function.

Visit **theIACPconference.org** for a complete schedule of events, including a detailed program listing.

Global Perspectives Series

The Global Perspectives Series provides leadership viewpoints and raises awareness of current challenges facing the law enforcement profession. Audience members will gain a broader perspective of an issue, have questions answered, and leave with thought-provoking concepts.

Me Too, Now What: Shifting Social Norms in the Workplace and Leading the Way

TUESDAY, OCTOBER 9

Police organizational culture impacts both the internal workplace and the external one, influencing policing and the trust of the broader community an agency serves. In response to an emerging demand for increased accountability for all forms of sexual misconduct, this presentation will explore the impact of the #MeToo movement and inspire proactive leadership strategies to prevent and address law enforcement sexual misconduct.

The Hub Happenings

The IACP conference has long been known as the world's leading gathering of police executives to share ideas, network, and learn more about innovations and challenges. It is also where law enforcement officers and leaders can participate in professional development opportunities. The addition of The Hub in 2017 to the Exposition Hall provided added value to participants, and it is back again this year, including the following opportunities:

- **Professional Development—**participate in media training to better prepare for press conferences and in resume reviews and mock interviews to help prepare you for a promotion or a post-retirement job.
- **Education—**hear about the work of IACP and its committees, gain tips to improve your social media profile, or learn about other important subjects in the Hot Topics Theater.
- **Professional Photographs—**update your professional headshot.
- **Download Stations—**bring a USB and save IACP resources to refer to or share with colleagues back home.
- **IACP Net—**explore this professional service of the IACP that helps law enforcement leaders make informed, data-driven decisions through intuitive online resources, tools, and e-libraries. Learn more about what IACP Net can offer your agency through on-site demonstrations.
- **Collaborative Reform Initiative Technical Assistance Center—**request customized technical assistance solutions designed to meet the distinctive needs of your agency.
- **Photo Opportunities—**capture the memories of the conference with photo opportunities around The Hub.
- **Networking—**spend time catching up with friends, compete in the walking challenge, exchange patches, and leave a message on the graffiti wall.
- **IACP Anniversary—**take some time to explore the rich history of IACP through an interactive station featuring photos, facts, and audio from past conferences.

KEYNOTE SPEAKER: General Stan McChrystal

A one-of-a-kind commander with a remarkable record of achievement, General Stan McChrystal is widely praised for creating a revolution in warfare that fused intelligence and operations. A four-star general, special operations commander, and former Green Beret, General McChrystal is also known for developing and implementing the counter-insurgency strategy in Afghanistan and for creating a comprehensive counterterrorism organization that revolutionized the way military agencies interact and operate.

After 34 years of service, he retired in 2010 and co-founded the McChrystal Group to deliver innovative leadership solutions to organizations that help them transform and succeed in challenging and dynamic environments. He is also the author of the best-selling leadership books, *My Share of the Task: A Memoir* and *Team of Teams: New Rules of Engagement for a Complex World.* General McChrystal is known for his candor, innovative leadership, and going the distance—few can speak about leadership, teamwork, and international affairs with as much insight as he provides.

Security

Prior to checking in you must have one of the following forms of identification: your IACP 2018 registration confirmation, law enforcement credentials, or IACP Member Card. All attendees must be credentialed and have a badge to move about the convention center. The IACP has expanded registration hours on Friday and Saturday to provide additional time for attendees to get checked in and get to important meetings and education sessions on time. To avoid the lines, plan to pick up your badge on Friday afternoon or early evening. See the sidebar for official hours.

REGISTRATION HOURS

Delegation registration will be available during the following times:

Friday, October 5	1:00 p.m.–6:00 p.m.
Saturday, October 6	7:00 a.m.–5:30 p.m.
Sunday, October 7	7:00 a.m.–5:30 p.m.
Monday, October 8	7:30 a.m.–5:30 p.m.
Tuesday, October 9	7:30 a.m.–3:30 p.m.

EXPOSITION HALL HOURS

Sunday, October 7	10:00 a.m.–5:00 p.m.
Monday, October 8	10:00 a.m.–5:00 p.m.
Tuesday, October 9	10:00 a.m.–2:00 p.m.

CANDIDATES FOR 2018 IACP OFFICE

WILL D. JOHNSON III

Chief of Police, Arlington, Texas, Police Department

Candidate for IACP Vice President at Large

My name is Will Johnson. I am the police chief in Arlington, Texas, and a candidate for the IACP Vice President at Large. I respectfully ask for your support.

We are presently serving in very difficult times. Communities and agencies of all sizes are confronted with challenges that include unprecedented rates of ambush attacks on officers, the need for mental health reform, recruitment and retention challenges, public demands for government and policing reform, drug legalization efforts, escalating hate crimes, and conflict surrounding social injustices.

Through it all, we have seen police chiefs and executives rise to meet these challenges and law enforcement professionals at all levels, particularly our rank and file, serving nobly across the world. Regrettably, we have also witnessed instances of poor leadership and instances of police misconduct that violate our core values. This should never be tolerated. Regardless of the challenges we face, we must strive to serve the public and our officers well.

As the largest global police membership organization, IACP is well positioned to convey our collective voice to the public on all of these challenges. To be effective, we must engage at every level of government to shape effective public policy, legislation, and training to promote the desired outcomes wanted and expected in our communities. We must also work with our international colleagues to learn from our shared experiences to best confront international crime trends, which impact the strength of every nation and community.

As your Vice President at Large, I give you my commitment that I will listen to the membership and focus on the key issues identified. I will work tirelessly with you to advance our goals and will be attentive to the diverse needs of our membership, regardless of member agency size or location.

Experiences that I have gained over the past 24 years of policing have developed my leadership skills necessary to serve as your vice president. I have been involved with the IACP since 2005. I currently chair the IACP Human and Civil Rights Committee, serve on the IACP Board of Directors, and serve as a member of the IACP Financial Review Committee. I frequently represent IACP at speaking engagements and have testified on behalf of our organization before the U.S. Congress.

I attended the FBI National Academy Session 245 where I served as president; the FBI National Executive Institute; the Senior Management Institute for Police; the 45th Leadership Command College with Law Enforcement Management Institute of Texas; and the United States Army War College: Commandant's National Security Program. In addition, I served as an Executive Fellow at the Police Executive Research Forum.

My law enforcement career began in 1994 with the Carrollton, Texas, Police Department, and I joined the Arlington, Texas, Police Department in 1997. Like many of you, I have experience in almost every assignment in the department, and I have held every rank throughout my career before taking the helm of my department in 2012. I hold a master's degree from Texas Christian University and a bachelor's degree from Texas Tech University.

Our department profile includes more than 1,000 employees in the 48th largest city in the United States. We have a dynamic entertainment district in my community, and I have been the incident commander for many major events including the 2010 NBA All-Star game, MLB World Series in 2010 and 2011, and Super Bowl XLV. The Arlington Police Department holds the Gold Ribbon Tri-Arc Award for the Commission on Accreditation for Law Enforcement (CALEA), and, under my leadership, the agency was selected by the U.S. Department of Justice as one of 15 cities to serve as an exemplar agency for Advancing 21st Century Policing.

Like you, my love and admiration for our profession has guided my unwavering commitment to always look for ways to build better opportunities for our officers and for the leaders of tomorrow. I believe it's more important than ever to equip our organizations with a servant mind-set that builds strong relationships with the communities we serve.

I would be honored to have your support, and I am eager to hear from you about the issues that you believe should be the focus for the IACP. You can follow me on Twitter @ArlingtonChief, email me at Will.Johnson@ArlingtonTX.gov, or call me at 817.459.5702. Thank you for the service that each of you provide in our honorable and noble profession. I look forward to seeing you in Orlando, Florida. ❖

JOHN LETTENEY

Chief of Police, Apex, North Carolina, Police Department

Candidate for IACP Fourth Vice President

Serving the Leaders of Today; Developing the Leaders of Tomorrow" is not just a motto. This mission is at the core of the IACP. We are a member-focused association of professional police leaders from across the world, enhancing our collective ability to make our communities safer. We strengthen our leadership through training; collaboration with our public safety and private sector partners and others; and networking, researching, and relationship building. Furthermore, we identify best practices and innovative methods of problem-solving—and find ways to continuously improve, both individually and organizationally. Collectively, we help each other, learn from each other, and raise the level of service we and our agencies are capable of providing.

I am a candidate for IACP Fourth Vice President for many reasons, but primarily to listen, learn, and make a difference. *Listen* to our members, *learn* about the issues faced by law enforcement, and determine how IACP can *make a difference* in public safety through our collective resources, voice, and impact. Through the depth and breadth of our membership and our global reach, we have the collective wisdom to be able to address the many important issues facing our profession.

I have been afforded many opportunities to lead, and I will use that experience to serve our members and help develop the next generation of police leaders. That's a core purpose of the IACP. Remember, we are all in leadership positions in some measure because of those who led *us*

As the general chair of the Division of State Associations of Chiefs of Police (SACOP) and a member of the IACP Executive Board, I learned about the opportunities IACP has to make a positive difference. During my tenure, I worked collaboratively to serve and give a voice to our members. We did so by giving more opportunities for input and a voice to our committee chairs and enhancing the ability of SACOP to influence decisions by adding representatives to several IACP committees. As a team, we worked closely with the Division of State and Provincial Police to maximize our collective efforts and supported the creation of the Midsize Agencies Division to enhance the voice of members. It is that collaboration that led to joint projects in officer safety, traffic safety, and training. It is that service that helped me craft my "why" for seeking this position.

It's important for you to know about your candidates for IACP office. I have served for more than 36 years in law enforcement agencies both in New York and North Carolina. I started as a police explorer and recognize the importance of seeking opportunities to engage and serve our youth. I have experience in campus safety and communications, and I was an accreditation assessor for state-based programs and for CALEA. I have a master's degree in public administration, and I am a graduate of the FBI Command College and the 248th Session of the FBI National Academy. I am a past president of my state association, and, like many of you, I have invested in each of the communities I have served. I am a past president in my local Rotary club and served on the boards of several civic and community organizations.

I currently serve as the Immediate Past SACOP General Chair and as a member of the IACP Board of Directors. I have represented IACP to many state associations and to the U.S. Departments of Justice, Transportation and Homeland Security; I have also represented IACP to the Association of Caribbean Commissioners of Police (ACCP) and to AMERIPOL in Central and South America, where I met many of our international members and learned about the specific challenges you face.

It has been said that the function of leadership is to produce more *leaders*, not more *followers*. Mentoring is not just of value for new chiefs, though; we need to mentor and prepare our officers of all ranks—the Leaders of Tomorrow. It's an important focus, and it is part of the IACP mission.

IACP is an association of more than 30,000 members in more than 150 countries. Involvement as an elected or appointed leader or as a member of a committee, section, or project team is important because it's an unparalleled opportunity to make a difference in our profession. It's important because we have an honorable and noble profession that needs leaders helping leaders. It's important because what you do in your agency and community—what *we* do through IACP—matters.

I am honored to have earned the endorsement of several state, regional, and professional associations and many individuals, including several IACP past presidents. You can read these statements of support and learn more about my experience and qualifications on my website, https://Letteney4IACP.com.

I look forward to listening to you and representing your ideas for IACP and our profession as Fourth Vice President. Feel free to contact me by phone or email or connect with me on social media! ❖

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Brite Computers 1121
Broco Rankin 769
Brodin Studios, Inc. 773
Brother Mobile Solutions 1970
Bureau of ATF 2959
Business Watch International 1908
C&A Associates, Inc. 543
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Callyo 2510
Camcode 3068
Canon U.S.A., Inc. 1351
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Exhibitorupdate

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

Blue line accessories

Armament Systems and Procedures (ASP) has introduced a collection of products featuring the well-known "thin blue line" design, universally recognized as a tribute to the contributions and sacrifices of law enforcement. The company's new Blue Line Collection includes a sapphire rechargeable clip-on flashlight; a pair of multi-tool, liner lock pocket knives with integral handcuff keys; tactical belts; a logo cap that fits ASP Friction-Loc Batons; and two different swivel handcuff keys. Each is decorated using cloisonné enameling—a process that results in a finish that won't fade or wear off. The flashlight and knives also have brightly-polished metal accents.

For more information, visit www.asp-usa.com and IACP 2018 Booth 1171.

Video analysis software

BrainChip Holdings Ltd. offers an upgraded release of BrainChip Studio, version 2018.1. This AI-powered video analysis software suite delivers high-speed object search and facial classification for law enforcement, counterterrorism, and intelligence agencies. New features of the 2018.1 release make it easier to find objects from a variety of camera views, enable large-scale Linux deployments, and add an API that simplifies integration with other applications. BrainChip Studio 2018.1 auto-generates rotated models, improving the ability to locate the object in other camera views, where the orientation may vary depending on the installation.

For more information, visit www.brainchipinc.com and IACP 2018 Booth 672.

New communication app

Orion Labs announces Orion App Talk, which transforms personal smartphones into easy-to-use collaboration devices using push-to-talk technology. Orion AppTalk is available for all Android devices, and it enables public safety officers with an iOS or Android device to communicate with other App Talk users via the Orion mobile app or using an Onyx wearable walkie-talkie. It can be used by teams to collaborate with colleagues, regardless of their location or device's operating system. Whether an officer is using a computer, tablet, or handheld phone, AppTalk eliminates the need to toggle between different devices.

For more information, visit https://info.orionlabs.io/apptalk and IACP 2018 Booth 1610.

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New line of ballistic shields

PROTECH Tactical, a brand of The Safariland Group, offers the new X Series line of ballistic shields. This boltless shield line features a molded ballistic lens cap integrated into the shield. The patent-pending process molds the lens cap into the ballistic composition of the shield at the time of pressing, resulting in a lens cap design of the same ballistic material as the rest of the shield. The shields are designed to eliminate points of weakness—drill holes and seam lines where the shield and its components meet. The seamless molded lens cap in this boltless design ensures ballistic integrity and reduces overall shield weight by approximately 20 percent.

For more information, visit www.safariland.com/protech-tactical and IACP 2018 Booth 931.

License plate–enabled parking enforcement suite

Vigilant Solutions announces a new parking solution that leverages its license plate recognition technology and extensive vehicle location data to assist parking agencies and municipal parking units in enforcing policies, collecting outstanding fines, and locating repeat violators. Vigilant's license plate recognition cameras and software have been trusted by law enforcement agencies throughout the United States and across the globe for more than a decade to identify and locate suspect vehicles and solve crimes faster. The company is now using this technology to develop a license plate–enabled parking (LEP) enforcement solution that, coupled with its expansive commercial data network, empowers parking enforcement to work more efficiently with local law enforcement to quickly address violations involving on-street spaces and off-street lots.

For more information, visit www.vigilantsolutions.com and IACP 2018 Booth 1139.

New facility

Axis Communications announces its newest Axis Experience Center (AEC) in Washington, DC. This AEC features a state-of-the-art security operations center (SOC), complete with the ability to view live and test Axis solutions as well as ecosystem partner solutions. The SOC will be managed by a fingerprint biometric 2N device that allows guests to test interoperability and function in a private environment. This is also a living laboratory, which can be used to evaluate cybersecurity options. The facility also includes a 28-person training and certification center.

For more information, visit www.axis.com/en-us and IACP 2018 Booth 1345.

Authentication software

Crossmatch announces an agreement with Panasonic System Solutions Company of North America to offer Crossmatch DigitalPersona authentication software with Panasonic's Toughbook line of purpose-built mobile computing products, such as 2-in-1 laptops, handheld, and tablet devices, enabling mobile device, network, and application access security. Law enforcement can benefit from a multifactor and risk-based authentication approach that enhances CJIS compliance, defends against data breaches, and eliminates unauthorized access, while removing inefficient password logon protocols that can slow access to vital information. The shared user capability enables other first responders to secure and audit a user's access to shared devices and applications.

For more information, visit www.crossmatch.com and IACP 2018 Booth 722 or https://na.panasonic.com/us and IACP 2018 Booth 1521.

In-car video system

Axon offers its second generation in-car video system, Axon Fleet 2. The product incorporates a variety of upgrades in direct response to feedback from law enforcement users. The system includes redesigned front and back cameras and retains its predecessor's breakthrough cloud-connected architecture that allows for an easy to use and intuitive in-car system. It is a streamlined, connected approach for law enforcement to securely share critical video evidence. The cloud-based product allows users to capture and upload video footage directly to Evidence.com, eliminating the need for DVRs and other outdated, bulky hardware.

For more information, visit www.axon.com/products/fleet2 and IACP 2018 Booth 1839.

Body-worn camera system

Law enforcement can connect a body of evidence with the new BWX-100 body camera from L3 Mobile-Vision. It is equipped with bidirectional recording trigger capabilities. In-car integration, lights, sirens, and accelerated speeds can all trigger the body-worn camera to record, documenting critical moments from the law enforcement officer's perspective. With an easy-to-read, easy-to-use LCD panel, operation is a breeze—capturing 12 hours of high-definition footage with just a single charge. The LCD screen displays battery life, Wi-Fi, and Bluetooth connectivity, mute status, and recording status or mode. With this screen, officers can also tag videos in the field and check on upload status.

For more information, visit www.mobile-vision.com/products/bwx-100 and IACP 2018 Booth 2059.

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An Amplified Need for Cross-Jurisdictional Data Sharing

By Tom Sizer, Senior Director Market Planning, Pubic Safety, LexisNexis Risk Solutions

Overall criminal activity has fallen to historical lows across Long Island's Suffolk County in New York, and some of that progress can be attributed to the Suffolk County Police Department's increased use of data sharing and collaboration across other police jurisdictions, according to Chief Stuart Cameron. Cross-jurisdictional collaboration is critical in today's law enforcement environment, because, while overall crime may be falling, the more heinous crimes—domestic terrorism, active shooters, opioid distribution, and human trafficking—continue to threaten communities. Cross-jurisdictional collaboration can help solve the crimes occurring daily, help jurisdictions to work together to solve bigger crime patterns, and help agencies more effectively deploy law enforcement resources.

Criminals Follow Opportunities

Suffolk County is one of a growing number of law enforcement agencies that are using cross-jurisdictional data exchanges to identify and find individuals, spot crime patterns, and deploy resources efficiently. "Being able to view other agencies' data helps us better understand the activities of criminals outside of our agency's boundaries so that we can prepare for coming crime trends," Chief Cameron said.[1]

Criminals cross city, county, and state lines simply because they live near those borders. They frequent areas with high tourist populations. They do not operate within clean-cut city or county precinct zones. They go where the opportunities are. Complicating matters, 12 percent of the U.S. population moves each year, which, of course, includes some criminals.[2] Due to these factors, law enforcement agencies need a view beyond their own boundaries to get a more complete picture of potential threats to their specific communities.

Crime as a Virus

Cross-jurisdictional data sharing can also help law enforcement deal with the transitory nature of crime patterns. Drug trafficking, drug overdoses, human trafficking, and similar crimes tend to migrate geographically like a spreading virus.

Like many communities, Suffolk County has been impacted by the opioid crisis. To combat it, the agency brought in an analyst who maps overdose deaths and locations in a weekly report. The department has now also begun inputting these data into a mapping database to get a more global view of overdose deaths. "If a particularly potent strain of fentanyl starts moving up the east coast, for instance, we can see that movement on the map and put officers and resources in place proactively to deal with the drug's potential arrival in our county," said Cameron.[3]

Seeing the Big Picture

Similarly, data sharing can greatly help shape strategies for controlling a serial criminal who is creating havoc across multiple communities. Crime data across a geographic region, combined with public records, can help law enforcement identify the criminal's associates or family members. The data can reveal where the offender previously resided, to whom he or she is related, and any associates with known connections to gangs.

If a new offender surfaces in a jurisdiction and is committing crimes at an accelerating rate, an agency can verify if other agencies have had previous contacts with the offender to provide a more complete view of his or her record and possibly gain some insight into the offender's behavior. By being able to see the full extent of the offender's criminal history, the agency can look for any weapons or violent offenses and prepare their officers for the potential dangers.

While overall crime may be falling, the more heinous crimes—domestic terrorism, active shooters, opioid distribution, and human trafficking—continue to threaten communities.

Preventing Attacks with Shared Data

Cross-jurisdictional reach is particularly critical in light of the increasing threat of both domestic and international terrorism. There have been a number of recent incidents of radicalized or disturbed individuals targeting police officers.

Threats of terrorism and other critical incidents, particularly active shooter attacks, are a top concern in Suffolk County as well, Cameron said. If a school incident, social media post, or some other source of threat is made, the information is channeled through the agency's criminal intelligence section and integrated with other external data sources to determine if the threat needs to be acted on:

> *If someone outside our jurisdiction is under surveillance for plotting to attack a school or other venue and that surveillance shows that he or she crossed our boundary lines, our system should be able to pick up that movement now.*[4]

Leading the Way

The Suffolk County Police Department serves the five western towns in Suffolk County. The five East End towns maintain their own police departments, and there are also 13 village police departments throughout Suffolk County. Suffolk County Police Lieutenant Fred Webber is leading a data sharing initiative that, when complete, would share critical law enforcement data across all 19 police departments in Suffolk County. From a single system, all participating agencies can view each other's information, including crime incident data; computer-aided dispatch (CAD) data; offender data; crash data; license plate reader data; crime mapping data (overdoses, burglaries, gang violence, etc.); and more.

Data sharing can help patrol and investigative personnel work together more effectively to prevent and contain crime. Patrol supervisors need to

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know where crimes are happening to more effectively share intelligence with their subordinates, to identify hot spots, and to make informed deployment decisions on directed patrols. Investigators need richer, more complete data to identify patterns inside and outside the precinct. By bringing all the data together, previously unseen clues become clear and the investigative processes become more efficient. Crime trends are easier to discover, and suspects are apprehended faster.

Value in Numbers

As with Metcalfe's Law—which states that the total value of a computer network is proportional to the square of the number of computers on the network—the value of the cross-jurisdictional data sharing exchange increases exponentially with the addition of each new agency or other data source.[5] The more data, the better probability of successful crime and pattern analysis.

Expanding regional systems into national data sharing networks enhances the preparedness and crime-fighting efficiency of all agencies involved. For example, the Public Safety Data Exchange (PSDEX) is a resource that compiles data from law enforcement agencies across the United States to help solve crimes, stop threats, and anticipate future risks. The database draws from records management and CAD systems to extract data on incidents, offenders, and vehicle crashes, as well as license plate recognition data. The data are provided back to agencies through advanced linking technologies so that any participating agency can create community crime maps, use predictive analytics, and accelerate criminal investigations.

Final Thoughts

Law enforcement agencies that do not share their data with other agencies create inefficiencies and blind spots. During an event, a crisis, or an investigation, time and information matter.

Criminals do not confine their lawlessness to jurisdictional boundaries, and law enforcement investigators and analysts know that good crime analysis requires sufficient data. Agencies who collaborate and share data in a geographic region are better equipped to develop effective crime-fighting strategies—adding U.S.-wide data resources to the arsenal only makes the data sharing exchange even more powerful.

While not every agency will experience the same level of crime reduction success as the Suffolk County Police Department, there is no question that cross-jurisdictional data sharing helps law enforcement agencies increase their effectiveness. ❖

Notes:

[1]Stuart Cameron (chief, Suffolk County Police Department), email, May 23, 2018.

[2]U.S. Census Bureau, "U.S. Mover Rate Remains Stable at About 12 Percent Since 2008, Census Bureau Reports," press release, March 18, 2015, https://www.census.gov/newsroom/press-releases/2015/cb15-47.html.

[3]Cameron, email.

[4]Cameron, email.

[5]Business Dictionary, s.v. "Metcalfe's Law."

NCS-X

IACP is part of the NCS-X team, which aims to increase the number of agencies that report data to NIBRS, a reporting system managed by the FBI, so that nationally representative estimates of crime can be created.

Learn more about NCS-X and NIBRS at **www.theIACP.org/ncsx**.

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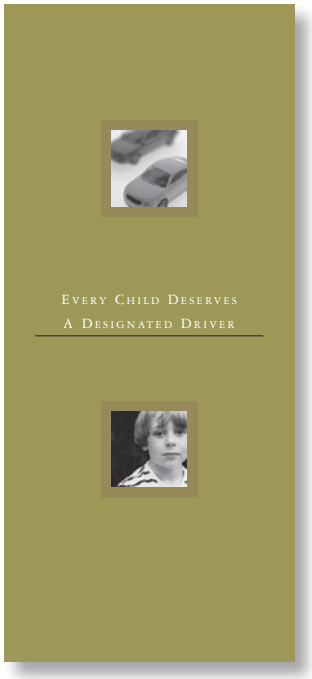
Not a Single Drop

By Ron Replogle, Colonel (Ret.), Missouri State Highway Patrol, and Manager, National Law Enforcement Initiatives, Mothers Against Drunk Driving



In 2002, Mothers Against Drunk Driving (MADD) twice convened a panel of experts to develop practical policy recommendations for one of the most pressing child endangerment problems: children riding in vehicles with impaired drivers. Recommendations were ultimately outlined in the 2004 child endangerment report, *Every Child Deserves a Designated Driver*.[1]

Most U.S. states now have child endangerment statutes among their impaired driving laws. The District of Columbia and 46 states (an increase from 35 in 2004) currently have statutes that impose special sanctions for individuals charged with driving under the influence (DUI) while the offender is transporting a child. Seven states treat the criminal penalty as a felony.

Despite these laws, child deaths caused by impaired driving continue to be a devastating but wholly preventable tragedy. Prior to the convening of the first panel of experts and during 1997–2001 (a five-year period), 1,985 child passengers died and an estimated 87,226 were injured in alcohol-related crashes. Of these, 68 percent of the deaths and 38 percent of the injuries occurred among children who were riding in the same vehicle with the impaired driver. Only 29 percent were known to have been restrained (restraint use was unknown for 9 percent of child passenger deaths). Fifteen years later, in 2016, of the 1,233 children killed in traffic crashes, 214 children (17 percent) were killed in alcohol-impaired driving crashes. Of these 214 deaths, 54 percent were passengers of vehicles with alcohol-impaired drivers, and 46 percent of these children were unrestrained.

Recognizing the importance of the research and efforts to protect children from being endangered by impaired drivers, the National Highway Traffic Safety Administration (NHTSA) partnered with MADD to convene a present-day panel of experts. The panel's job was to identify the problem and status of child endangerment in the United States as it applies to impaired driving and to examine if enhancing penalties has been effective and if they are still appropriate for future support. The panel of experts offered specific knowledge and expertise and helped to identify possible solutions. Issues related to child endangerment were examined from legislative, law enforcement, judicial and prosecutorial, child protective service agencies, public awareness, and victim perspectives.

Motor vehicle crashes continue to outrank all other injuries and diseases as the major cause of death for children ages one and above. The Centers for Disease Control found that one in five deaths of child passengers are caused by drunk drivers.

A report was produced as a result of the 2017 Child Endangerment Expert Panel and is an update to the 2004 child endangerment report, *Every Child Deserves a Designated Driver*. While some considerations are consistent with the original report, the new report provides an updated review of the issue and includes revised recommendations that address the current state of child endangerment by impaired drivers.

The 2017 Child Endangerment Expert Panel found that the following considerations remained consistent since the first report:

- Cases are not being properly charged, resulting in a lack of prosecution. Cases that are charged are often plea-bargained down or dismissed.
- Reports made to child protective service agencies are not being documented or investigated.
- There is a general lack of public awareness of the seriousness of the problem.
- Divorced parents confronted with the problem of an ex-spouse who drives while impaired face legal challenges, including subjecting themselves to civil contempt actions if they refuse visitation privileges to protect their children.
- Many victims do not have the financial resources to seek relief in the civil court system.
- Current state DUI or DWI child endangerment laws are complex and vary greatly from state to state, making enforcement and prosecution a challenge.
- A uniform age of children needs to be established for when the laws apply.
- There is no clear consensus on whether separate child endangerment statutes or enhanced penalties under existing DUI or DWI laws are better.
- There is a need for minimum mandatory penalties for violations of child endangerment laws.

Additionally, since the last report, drugged driving has become a serious public safety concern through the abuse of legal and illegal drugs. At the time of the writing of this article, nine U.S. states and the District of Columbia had passed laws allowing recreational marijuana use, and 30 states allow medical marijuana use. Undoubtedly, many more states will attempt to pass relaxed laws concerning marijuana use. Along with marijuana, prescription drugs are commonly linked to drugged driving crashes. The prevalence of drug-impaired driving is quickly catching up to alcohol-impaired driving—according to a 2016 report, in the past year, 11.8 million U.S. drivers 16 and older drove while under the influence of illicit drugs; 20.7 million drove while under the influence of alcohol.[2]

Another important consideration in regard to child deaths caused by impaired driving is the lack of proper safety, such as using age-appropriate restraints (a seat belt or child safety seat), since drivers under the influence of alcohol are much less likely to make sure a child is properly restrained. Specifically, in fatal crashes, alcohol-impaired drivers had properly

restrained their children only 18 percent of the time, compared to 30.5 percent for sober drivers.

Recommendations from the 2017 Child Endangerment Panel include

- Adoption of New York's Leandra's Law as a model child endangerment impaired driving law for state statutes[3]
- Mandatory interlocks for all first-time offenders
- Formal finding of dismissal by prosecutors
- Mandatory reporting of arrests immediately and use of a central database
- No-refusal laws
- Lower blood alcohol content threshold for child endangerment convictions
- Improved age-appropriate restraint laws
- Recognition of child endangerment as abuse and child protective services agency notification
- Mandatory provision in custody agreements that prohibits drunk driving endangerment with sanctions
- Increased funding for national roadside surveys
- Increased formal training sessions on child endangerment for law enforcement
- Increased high-visibility enforcement
- Law enforcement briefings from family services and prosecutors
- Proper and mandatory documentation and reporting of child endangerment
- Increased law enforcement recognition
- Training for prosecutors, judges, and attorneys
- More traffic safety resource prosecutors
- Sample case packets for attorneys
- Continued and increased court monitoring
- Increased public awareness
- Funding for additional research
- Changing the definition of a child to age 16 and under

Since the original Child Endangerment Panel convened in 2002, motor vehicle crashes continue to outrank all other injuries and diseases as the major cause of death for children ages one and above. The Centers for Disease Control found that one in five deaths of child passengers are caused by drunk drivers and most often (64 percent of the time), the child victims are passengers in the impaired driver's vehicle. MADD, NHTSA, and the law enforcement community must remain vigilant in efforts to save the lives of children endangered by alcohol- and drug-impaired driving, propelling this issue to a U.S.-wide priority. It is the panel's conclusion that this may be accomplished through the efforts and recommendations outlined in their report.

The full *2017 Child Endangerment Expert Panel Final Report* can be found on MADD's website at www.madd.org. MADD recommends that parents and caregivers adopt the policy that "not a single drop" of alcohol be consumed before transporting the world's most precious resource—children. ❖

Notes:

[1]Mothers Against Drunk Driving, *Every Child Deserves a Designated Driver* (2004), http://highschoolhealth.cmswiki.wikispaces.net/file/view/MADD%20Brochure.pdf/299565892/MADD%20Brochure.pdf.

[2]National Institute on Drug Abuse, "Drugged Driving," Drug Facts, revised June 2016, https://www.drugabuse.gov/publications/drugfacts/drugged-driving.

[3]New York State, Division of Criminal Justice Services, "Child Protection Act/Ignition Interlock Provision Fact Sheet," press release, July 20, 2010.

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Solutions by the Field, for the Field

By Rebecca Stickley, Program Manager, IACP

Every day, law enforcement agencies and the communities they serve face challenges. Some agencies struggle to meet drastically changing service demands, while others are unsure about how to allocate resources, incorporate promising practices, or spread the word about new programs. Some agencies are looking for new and effective ways to engage their communities. If you are a law enforcement executive looking for support, the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) is here to help.

Funded by the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office), the CRI-TAC offers no-cost, customized solutions to law enforcement agencies throughout the United States. The solutions provided are tailored to the specific agency and informed by cutting-edge innovation and evidence-based and promising practices.

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TECHNICAL ASSISTANCE CENTER

Topic Areas

Law enforcement agencies must be prepared to respond to a broad range of diverse issues. Because of this, the CRI-TAC has the ability to address more than 20 critical law enforcement areas, including the following topics:

- Modern Police Performance Management (e.g., CompStat)
- Crime Analysis
- Active Shooter Response
- Prosecution Coordination and Partnerships
- Public Sector Coordination and Partnerships
- Private Sector Coordination and Partnerships
- Tribal Law Enforcement
- Intelligence and Information Sharing
- Focused Deterrence
- Gun Violence Reduction and Prevention
- Problem-solving Techniques
- Proactive Policing
- Mass Casualty Response
- Officer Safety and Wellness
- Mass Demonstration Response
- Gangs
- Violent Crime Reduction and Prevention
- Drug-related Crime
- Shared Service Models
- Community Engagement
- De-escalation
- Crisis Intervention
- At-risk Youth
- Domestic Violence Reduction and Prevention
- Human Trafficking
- School Safety
- Traffic Safety

Subject Matter Expertise

The CRI-TAC pulls from the reach and expertise of the IACP and eight partner organizations—Fraternal Order of Police, Major Cities Chiefs Association, Federal Bureau of Investigation National Academy Associates, International Association of Campus Law Enforcement Administrators, International Association of Directors of Law Enforcement Standards and Training, National Association of Women Law Enforcement Executives, National Organization of Black Law Enforcement Executives, and National Tactical Officers Association. With more than 420,000 combined members, these partners provide reports, toolkits, and online and in-person training. In addition, the partners pull from the vast knowledge of their organizational staff and membership to deliver subject matter expertise, providing virtual and on-site consultation by the field, for the field.

Requesting Assistance

To request assistance, visit www.CollaborativeReform.org or email CRITAC@theIACP.org. Submitting a request is as simple as clicking a button, which will open an email to the CRI-TAC staff. In your email, we ask that you include some brief information about your agency, including the number of sworn officers and population served. All requests must be received from the chief executive of the agency or with expressed authorization from the chief executive.

The Technical Assistance Process

When a law enforcement agency makes a request, the CRI-TAC staff works directly with the agency to understand its particular needs and collaboratively develop a technical assistance plan. This process has three main phases:

1. Intake. During the intake phase, CRI-TAC staff and subject matter experts from the IACP and partner organizations will contact the requesting agency to discuss its needs and how they can be addressed via technical assistance. CRI-TAC staff will then develop a formal request document with input from the requesting agency.

2. Work Plan. Once the request has been finalized, CRI-TAC staff will develop a detailed work plan that includes specific subject matter experts, details about the resources and services to be delivered, and timelines. This will also be sent to the requesting agency for review, comment, and modification before the chief executive of the agency approves and signs off on the plan.

3. Delivery. After the work plan has been finalized, CRI-TAC staff will set up a kick-off meeting with the requesting agency, CRI-TAC staff, and the subject matter experts that will be involved in the technical assistance delivery. From there, work will commence in accordance with the work plan and in close collaboration with the agency.

Throughout the process, CRI-TAC staff will stay in contact with the agency to ensure its needs and expectations are being met. ❖

This project was supported, in whole or in part, by Cooperative Agreement Number 2017-CR-WX-K001 awarded by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues. The Internet references cited in this publication were valid as of the date of publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

LEARN MORE

To learn more about the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), download a brochure, or request assistance for your agency, visit www.CollaborativeReform.org.

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