
The PoliceChief
THE PROFESSIONAL VOICE OF LAW ENFORCEMENT
DECEMBER 2017
HEALTHY COMMUNITIES
Inside:
IACP 2017 in Review
Homelessness & Mental Illness
Community Outreach
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
POLICE
SINCE 1893

Increase FTO program effectiveness and accountability

Assign, track and monitor for greater efficiency with a web-based training solution.

LexisNexis® RISK SOLUTIONS | Coplogic™ Solutions

LexisNexis® Law Enforcement Automated Personnel System™ (LEAPS) is a web-based personnel management and training solution. Designed by FTOs and built by active law enforcement officers, LEAPS reforms outdated, paper-based processes, helping you to:

- Streamline FTO program training and management
- Monitor and analyze recruit performance instantly
- Enhance accountability and visibility
- Mitigate risk and ensure compliance

For more information, call 877.719.8806 or email solutionsinquiry@lexisnexisrisk.com

Looking to Deter Crime and Improve Situational Awareness? The CrimeEye-RD-2 Can Help.

CrimeEye®-RD-2

- Self-contained and lightweight turnkey public safety video system
- Functions independently or can integrate into a citywide network
- Requires virtually no tools and can be set up in a quick, single-person installation
- Streams high-quality video within minutes of installation
- Patented enclosure

To learn more, visit
www.convergint.com/CrimeEye-for-cities


TRANSPORT MODE

Genetec™

TOTAL RECALL CORPORATION
A Convergint Technologies Company
Phone: 855-618-1914

The definition of a "healthy community" is somewhat nebulous, but it is generally accepted that healthy communities are low in crime and disorder and are home to community members who feel safe, who are engaged, and who work together to improve the quality of life for the whole community. Social health issues such as a dearth of mental health resources, homelessness, drug use, and inequality can all have damaging effects on the health of a community, and law enforcement has a responsibility to work with the community to find solutions.

Cover image courtesy of Indio Police Department, California.

The PoliceChief

December 2017
VOLUME LXXXIV, NUMBER 12

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

ASSOCIATION OFFICERS — 2017–2018

President Louis M. Dekmar, Chief of Police, LaGrange Police Department, 100 W Haralson St, LaGrange, GA 30241

First Vice President Paul Cell, Chief of Police, Montclair State University Police, College Avenue, Montclair, NJ 07043

Second Vice President Steven Casstevens, Chief of Police, Buffalo Grove Police Department, 46 Raupp Blvd, Buffalo Grove, IL 60089

Third Vice President Cynthia Renaud, Chief of Police, Folsom Police Department, 46 Natoma St, Folsom, CA 95630

Fourth Vice President Dwight Henninger, Chief of Police, Vail Police Department, 75 S Frontage Rd, Vail, CO 81657

Vice President at Large Richard E. Smith, Chief of Police, Wakefield Police Department, 1 Union Street, Wakefield, MA 01880

Vice President at Large Wade Carpenter, Chief of Police, Park City Police Department, 2060 Park Avenue, Park City, Utah 84060

International Vice President Ellison Greenslade, Commissioner of Police, Royal Bahamas Police Force, East Street, PO Box N 458, Nassau, Bahamas

Vice President–Treasurer Ken Walker, Chief of Police, West University Place Police Department, 3800 Boulevard, West University Place, TX 77005

Division of State Associations of Chiefs of Police General Chair Timothy Lowery, Chief of Police, Florissant Police Department, 1700 N Hwy 67, Florissant, MO 63033

Division of State and Provincial Police General Chair Tracy Trott, Colonel, Tennessee Highway Patrol, 1150 Foster Avenue, Nashville, TN 37243

Division of Midsize Agencies General Chair David Rausch, Chief of Police, Knoxville Police Department, 800 Howard Baker Jr. Avenue, Knoxville, TN 37915

Parliamentarian Michael Caldwell, General Counsel, Georgia Association of Chiefs of Police, 3500 Duluth Park Lane, Suite 700, Duluth, GA 30096

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

Deputy Executive Director Terrence M. Cunningham, International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

IACP Fellows

David Becker, United States Army

Marc Partee, Baltimore, Maryland, Police Department

Michael Prado, U.S. Homeland Security Investigations

Michael Snyder, Prince George's County, Maryland, Police Department

Tasha Wilcox, U.S. Customs and Border Protection

Annual IACP Conferences

2018 (125th) • Oct. 6–9 • Orlando, FL

2019 (126th) • Oct. 26–29 • Chicago, IL

2020 (127th) • Oct. 17–20 • New Orleans, LA

Contributing to Healthy Communities through the One Mind Campaign

ONE MIND
COMMUNITY • PUBLIC SAFETY • MENTAL HEALTH
UNITED FOR GLOBAL WELL-BEING

A healthy community requires hard work and a concerted effort by all stakeholders—governing bodies; medical partners; faith communities; community and nonprofit groups; and, of course, law enforcement.

A healthy community requires hard work and a concerted effort by all stakeholders—governing bodies; medical partners; faith communities; community and nonprofit groups; and, of course, law enforcement. Without all of these parties working together to address homelessness, providing substance abuse treatment, or assisting community members with mental illness, the goal of a healthy, flourishing community will not be obtained.

More than ever, law enforcement has been asked to play a larger role in addressing social problems. From metropolitan cities to hamlets and villages around the world, social and public health challenges, by default, have become police matters.

Our officers work in society's darkest places with individuals who are troubled and who live chaotic lives. In many instances, these community members are affected by substance abuse, homelessness, or mental illness. During meetings in the Caribbean, Europe, Asia, and the Middle East, I've learned that these social issues are confronted by our police officers on almost every continent.

These are not issues of our making, nor are they issues that we have necessarily trained for. But, all too often, our leadership, and our communities demand that we address them.

To provide some context to this challenge, consider the following. In 1960, the United States was a country with a population of 150 million and had 600,000 treatment beds for those affected by mental illness.

Today, the United States is a country with a population of 330 million, and less than 60,000 beds are available in treatment facilities.

The sad reality is that the largest providers of mental health services in the United States are our prisons and jails. The three largest facilities in the United States that treat mental illness are New York City's Ryker's Island Jail, the Cook County Jail in Chicago, and the Los Angeles County Jail.

As a society we have criminalized mental illness. And, while this is tragic, it also has other implications for policing. Research consistently finds at least 25 percent of those persons killed by police in the United States were affected by mental illness, and the facts and incidents that confront the police in the United States are repeated throughout the world. Internationally, we know in some cases, those affected by mental illness are recruited for terrorism.

The story that is frequently untold is that some people shot by police were previously taken to the hospital by the police for treatment three, five, eight, or more times before that fatal encounter.

Recognizing this is a challenge and an international issue, the IACP developed the One Mind Campaign. The One Mind Campaign seeks to ensure successful interactions between police officers and persons affected by mental illness. The goal is to unite local communities, public safety organizations, and mental health organizations so that the three become "of one mind" and start working together, instead of independently of each other.

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

The campaign design is simple. There are four required actions for agencies to meet the campaign promise.

- Establish a clearly defined and sustainable partnership with one or more community mental health organizations.
- Develop and implement a model policy addressing police response to persons affected by mental illness.
- Train and certify 100 percent of an agency's sworn officers (and selected non-sworn staff, such as dispatchers) in Mental Health First Aid.
- Provide Crisis Intervention Team training to a minimum of 20 percent of the agency's sworn officers (and selected non-sworn staff, such as dispatchers).

Today, we have 274 agencies that have already taken the One Mind pledge. I encourage every agency, regardless of size, to take the pledge and enroll in this important initiative.

The goal of One Mind is to generate interest in all the disciplines that serve those affected by mental illness and, eventually, communities on a global scale in order to reduce the incidents of use of force between the police and those affected by mental illness. ❖

www.theIACP.org/onemindcampaign

Designed by you — built for you. FirstNet, it's your network.

Stay connected when it counts.

FirstNet is a highly secure broadband network dedicated to strengthening America's public safety communication. This reliable and interoperable communication platform, developed exclusively for Public Safety, brings 21st century tools to public safety agencies and first responders, enabling faster response times and enhanced situational awareness.

FirstNet gives you:

- Connection across agencies and jurisdictions
- Clear and highly secure communication lines in times of congestion
- 24/7 technical support and a dedicated app store

Thank you for keeping our communities safe.

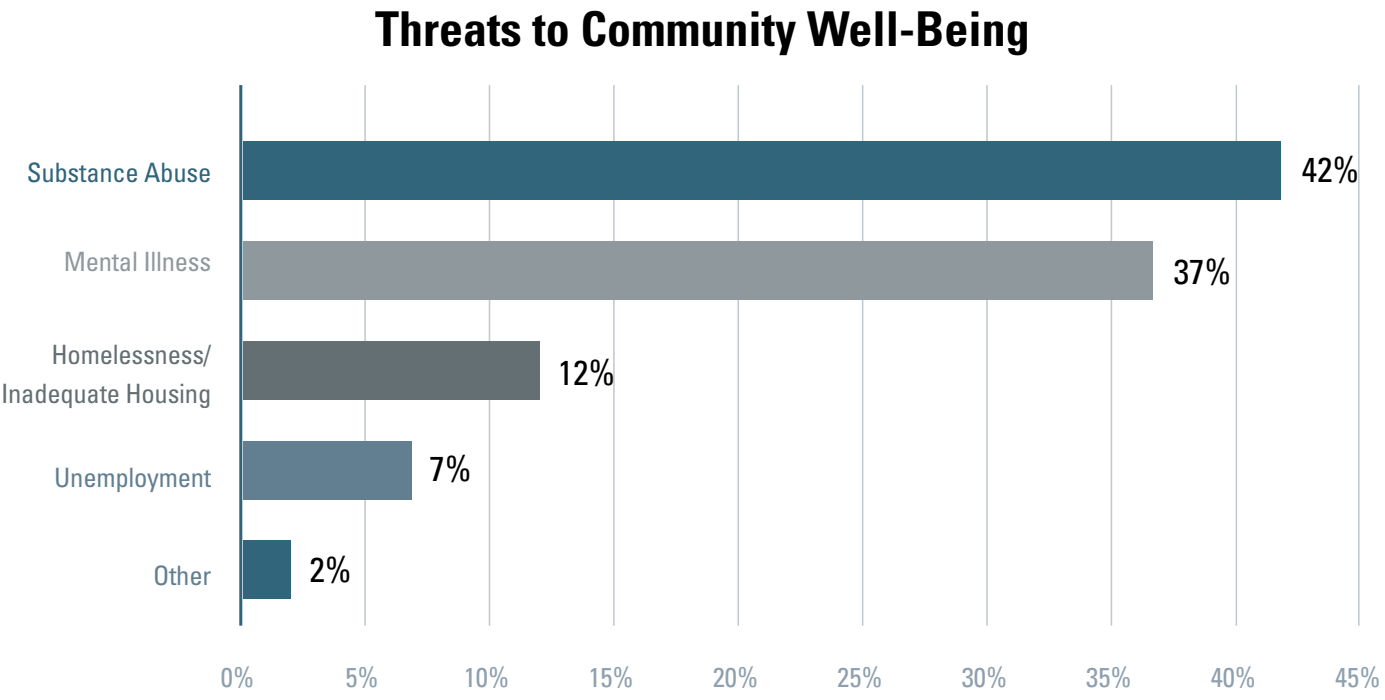
Sign up to get updates on this innovative new service at **firstnet.com**.

FirstNet™

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

MEMBERS SPEAK OUT

In October, *Police Chief* asked our readers what current social health issue is the greatest threat to their community's well-being. Here's what you told us:



"In the Phoenix (Arizona) area, mental illness, substance abuse, and homelessness go hand-in-hand. Because of our warm climate, the city becomes an oasis in the desert for the homeless during winter months, and with an uncomplicated interstate system adjacent to California and Mexico, substance abuse is at an all-time high."

—Name Withheld
Phoenix Police Department, Arizona

"We have been put in the position to respond to and address [mental health] patients who are not taking their medication and to find places for patients who no longer have a residence due to family not wanting them. As a department, we do not have the ability or resources to handle these situations on the current scale…LONG-TERM treatment has to be addressed; it no longer exists in our area."

—Jay Turner, Chief
Alexander City Police Department, Alabama

> "Mental health and homelessness/inadequate housing are very closely related. Inadequate housing and lack of case management plague the quality of life in our community and surrounding area."
>
> —Steve Crown, Chief
> City of Wenatchee, Washington

The IACP's One Mind Campaign seeks to ensure successful interactions between police officers and persons affected by mental illness. The initiative focuses on united local communities, public safety organizations, and mental health organizations so that the three become "of one mind." To join the campaign, law enforcement agencies must pledge to implement four promising practices over a 12–36 month time frame.

Learn more or take the pledge at www.theIACP.org/onemindcampaign.

YOUR TURN

How does your agency access or obtain forensic science analysis services?

Visit **www.policechiefmagazine.org** to tell us what you think. Look for the results in the February 2018 issue of *Police Chief!*

Connect with IACP and *The Police Chief* on social media!

www.facebook.com/TheIACP

@IACP #PoliceChiefMag

http://theiacpblog.org

CORRECTIONS Act

By Sarah Guy, Manager, Legislative Affairs, IACP

On October 19, 2017, U.S. Senators John Cornyn (R-TX) and Sheldon Whitehouse (D-RI) introduced the Corrections Oversight, Recidivism Reduction, and Eliminating Costs for Taxpayers In Our National System (CORRECTIONS) Act, S. 1994, which seeks to reduce recidivism rates and reduce crime. U.S. Senator Mike Lee (R-UT) and Senator Whitehouse are the original cosponsors of the legislation and the bill is based on legislation that passed the U.S. Senate Judiciary Committee by a vote of 15-2 in 2014.

Key elements of the legislation include the following:

- **National Criminal Justice Commission:** The bill creates a national commission to review every aspect of the U.S. criminal justice system, which was last done in 1965.
- **Risk Assessment:** The bill requires the U.S. Department of Justice (DOJ) to develop risk assessment tools that will assess the recidivism risk of all eligible offenders.
- **Reductions in Prison Spending:** The bill focuses limited Bureau of Prison resources on those inmates most likely to commit future crimes and shifts lower-risk inmates to less restrictive conditions, reducing prison costs and freeing up resources for law enforcement.
- **Expanded Recidivism-Reduction Programming:** The bill requires the Bureau of Prisons to provide evidence-based recidivism reduction programming to all eligible offenders.
- **Partnerships with Faith-Based and Community-Based Organizations:** To promote efficient and effective recidivism reduction programming, the Bureau of Prisons must partner with private organizations, including nonprofits, to enhance existing efforts.
- **Credit toward Prerelease Custody:** To incentivize inmates to reduce their risk profiles, the bill allows eligible inmates who successfully complete recidivism reduction programs to earn credit toward time in prerelease custody; this excludes serious violent criminals.
- **Improving Prisoner Reentry:** The bill requires the federal probation office to begin planning for eligible offenders' reentry at the beginning of the inmates' sentences and requires the DOJ to implement reentry pilot projects across the United States.
- **Correctional Officer Self-Protection Provision:** The bill requires the warden of every federal prison facility to provide a secure storage facility for guards to secure firearms.

The IACP worked closely with the bill's cosponsors and commends Senators Cornyn and Whitehouse for their leadership. We are particularly pleased with the inclusion of language to form a National Criminal Justice Commission.

For more than 20 years, the IACP has advocated for the creation of a commission that would follow in the footsteps of the 1965 Presidential Commission on Law Enforcement and the Administration of Justice. The 1965 commission produced 200 specific recommendations involving federal, state, and local governments; civic organizations; religious institutions; business groups; and individuals that were intended to create a safer and more just society. The recommendations the 1965 commission produced led to, among many other things:

- an emphasized importance of research through the creation of the National Institute of Justice, Bureau of Justice Statistics, and Bureau of Justice Assistance
- the creation of the 911 system
- the development of the automated fingerprint identification systems
- the creation of the National Criminal Information Center
- the development of computer-aided dispatch and vehicle location systems
- the foundation to a community policing–based approach to crime
- improved training and technical assistance standards for law enforcement
- the overall professionalization of law enforcement

The IACP believes that the work and recommendations of the previous commission marked the beginning of a fundamental change in law enforcement's methods for dealing with crime and the public and built the framework for many of the highly effective law enforcement and public safety initiatives that have been in place since that time.

Since then, law enforcement has been confronted with a myriad of threats, challenges, and opportunities that were simply unimaginable just a short time ago. That is why the IACP strongly supports S. 1994 and the inclusion of a National Criminal Justice Commission. This legislation will work to reduce recidivism rates, while also taking a broad approach to strengthening the criminal justice system as a whole through a comprehensive review of the U.S. criminal justice system and offering concrete recommendations to address the public safety challenges confronting the United States.

If this legislation is enacted, it would set up a commission that would be composed of 14 bipartisan presidential and congressional appointees with expertise in law enforcement; criminal justice; national security; prison and jail administration; prisoner reentry; public health; victims' rights; civil liberties; court administration; social services; and state, local, and tribal government.

At the end of the 18-month review of the criminal justice system; the proposed commission would be tasked with issuing recommendations for federal criminal justice reform to the U.S. President and Congress and disseminating its findings and supplemental guidance to the federal government, as well as to state, local, and tribal governments. It's important to note that this legislation would not infringe on the legitimate rights of the states to determine their own criminal laws or the enforcement of such laws. ❖

We hope that you will join the IACP in actively supporting this important legislation. Please reach out to your U.S. senators and let them know that you support S. 1994 and would like them to sign on in support of the CORRECTIONS Act.

Fast and Flexible **POLICE** Dispatching

Give your emergency dispatch center the tools it needs to handle 911 calls efficiently and accurately. ProQA® with the Police Priority Dispatch System™—just updated with major enhancements—is faster and more flexible than ever, giving you the information you need, when you need it. ProQA helps you dispatch smarter, always prioritizing officer safety.

SEE IT IN ACTION. REQUEST A DEMO AT prioritydispatch.net.

ProQA® PARAMOUNT FOR POLICE

Priority Dispatch™

priorityдispatch.net/proqa | 801.363.9127

The Critical Importance of Sleep for Police Officers

By Catherine Darley, ND, Founder, the Institute of Naturopathic Sleep Medicine, Inc.

Without a sufficient amount of quality sleep, a police officer can experience impaired performance. However, it is not only performance, but also physical and mental health that can be adversely affected. Compared to other professions, police officers on both the night shift and the day shift report less total sleep and worse sleep quality.[1] Those officers with a sleep disorder (compared to those without) showed an increased risk of a safety violation or error due to fatigue, uncontrolled anger toward a suspect, absenteeism, or serious administrative errors.[2] Making sure that officers of all ranks are getting optimal sleep can maximize performance and help ensure a healthy police force.

How Big of a Problem Is Sleep for Police Officers?

Research shows a consistent picture of the average quality and the quantity of sleep police officers get; it is neither good nor enough with a high prevalence of sleep disorders among officers.

- In one study, 40.4 percent of police officers screened positive for a sleep disorder, 28.5 percent had excessive sleepiness on a self-reported sleepiness scale, and 26.1 percent fell asleep while driving in the previous month.[3]
- Depression, burnout, and stress are higher among officers with less sleep.[4] In both male and female officers, depression scores increase as sleep quality decreases.[5]
- Those officers with less than five hours of sleep per night had an increased risk of cardiovascular disease based on thickening of carotid artery walls.[6]
- There is a 72 percent increased incidence rate of injury on the midnight shift versus the day shift. This risk increases when a night shift is combined with high activity level.[7]
- After five consecutive night shifts, simulated driving performance, vigilance, and sleepiness were all worse compared to after three nights off duty.[8]

Across all occupational groups, it is estimated that $1,967 per U.S. employee is lost annually due to productivity problems resulting from sleep loss.[9] Since the rate of sleep problems is higher in police personnel, agencies are likely to be experiencing significant costs due to sleep problems.

How Sleep Impacts Performance

There are five main domains impacted by sleep, and each is worse with insufficient sleep.

- cognitive performance, which means everything from simple memory to complex problem-solving and creativity
- physical performance, such as reaction time and coordination
- physical health, such as blood pressure
- mental health, including stress, anxiety, and depression
- emotional intelligence

Individuals need different amounts of sleep, with some adults needing only seven hours nightly, and others needing nine hours. If a person who needs nine hours nightly is getting seven to eight hours, that may sound like enough sleep (especially compared to other coworkers who are getting even less), but their performance will still lag.

Why Is the Night Shift So Challenging?

The human body is designed to be awake and alert during the day and to sleep at night. There is just no way around this physiological design. Nonetheless, law enforcement officers have the duty to provide public service 24 hours a day, seven days a week. Those working the night shift have difficulties staying awake and motivated, as the drive to sleep builds during the night. At some point, sleepiness becomes so severe that people begin to have microsleeps—a few seconds of sleep they might not even be aware of, but which causes a lapse in functioning. The only solution to sleepiness is actual sleep; caffeine, fresh air, loud music, and other commonly tried solutions will not decrease sleepiness.

Each individual has a biological clock, set to slightly different times, which is why some people are "night owls" and others are "morning larks." Over a person's lifespan, the clock shifts gradually earlier. Those people with a later clock generally can deal with working the night shift somewhat better, though still not easily.

Fatigue Management Programs

Fatigue management programs work to enhance alertness, health, and performance by using several strategies. The first and most direct is to provide sleep education and sleep disorder screening for all members in the department. This can directly shape individual officers' actions as they take care of themselves and create a healthy lifestyle that ensures they are fit for duty. The department also benefits from this strategy, as seen in a firefighter study that found a 46 percent decrease in disability days and a 24 percent decrease in injury reports following the implementation of a sleep training program.[10]

Other strategies that can be implemented at the leadership and organizational level include workload staffing balance, shift scheduling, fatigue monitoring for fitness for duty, and workplace environmental design.

- Workload staffing balance strives to ensure that employees are not required to work overtime and accounts for human factors to ensure adequate staffing at night. Tasks can also be scheduled for the times when officers are most competent to complete them, with the easiest tasks at times of low alertness, and can help staff avoid doing monotonous tasks for long periods.
- Shift scheduling maximizes the nocturnal sleep officers are able to get while still maintaining a reasonable number of consecutive duty days for officers.
- Workplace environmental factors such as lighting are known to impact alertness and can be optimized.[11]

Conclusion

Police officers provide 24/7 services, with high performance demands and safety risks. These challenges make sleep health both more important and more difficult to achieve. For the health of individual officers and the success of the organization, addressing sleep and fatigue issues make a meaningful impact on the bottom line for officers' health. ❖

Notes:

[1]Thomas C. Neylan et al., "Critical Incident Exposure and Sleep Quality in Police Officers," *Psychosomatic Medicine* 64, no. 2 (2002): 345–352.

[2]Shantha M. W. Rajaratnam et al., "Sleep Disorders, Health and Safety in Police Officers," *JAMA* 306, no. 23 (2011): 2567–2578.

[3]Ibid.

[4]Hyelim Yoo and Warren D. Franke, "Sleep Habits, Mental Health, and the Metabolic Syndrome in Law Enforcement Officers," *Journal of Occupational and Environmental Medicine* 55, no. 1 (2013): 99–103.

[5]James E. Slaven et al., "Association of Sleep Quality with Depression in Police Officers," *International Journal of Emergency Mental Health* 13, no. 4 (2011): 267–277.

[6]Claudia C. Ma et al., "Associations of Objectively Measured and Self-Reported Sleep Duration with Carotid Artery Intima Media Thickness Among Police Officers," *American Journal of Industrial Medicine* 56, no. 11 (2013): 1341–1351.

[7]John M. Violanti et al., "Shift Work and the Incidence of Injury Among Police Officers," *American Journal of Industrial Medicine* 55, no. 3 (2012): 217–227.

[8]Lauren B. Waggoner et al., "A Combined Field and Laboratory Design for Assessing the Impact of Night Shift Work on Police Officer Operational Performance," *Sleep* 35, no. 11 (2012): 1575–1577.

[9]Mark R. Rosekind et al., "The Cost of Poor Sleep: Workplace Productivity Loss and Associated Costs," *Journal of Occupational and Environmental Medicine* 52 (2010): 91–98.

[10]Jason P. Sullivan et al., "Randomized, Prospective Study of the Impact of a Sleep Health Program on Firefighter Injury and Disability," *Sleep* 40, no. 1 (2017).

[11]Steven E. Lerman et al., "Fatigue Risk Management in the Workplace," ACOEM Guidance Statement, *Journal of Occupational and Environmental Medicine* 54, no. 2 (2012): 231–258.

The IACP Center for Officer Safety and Wellness focuses on all aspects of an officer's safety, health, and wellness, both on and off the job, from recruitment through retirement and beyond.

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

LEOKA Fatalities by Region and Jurisdiction Size and Type, 2007–2016

By Gary Cordner, Chief Research Advisor, National Institute of Justice

The Federal Bureau of Investigation's (FBI's) Law Enforcement Officers Killed and Assaulted (LEOKA) Program publishes annual data on law enforcement fatalities in the United States based on submissions from U.S. local and state agencies through the Uniform Crime Reporting (UCR) process, as well as from groups such as Concerns of Police Survivors and the National Law Enforcement Officers Memorial Fund. The FBI also contacts agencies directly for supplemental information on officer fatalities.[1]

The FBI and researchers have analyzed LEOKA data to identify the circumstances of officer fatalities, characteristics of officers and offenders, weapons used, and officer assignments. For example, in 2016, 17 of the 66 officers feloniously killed died in ambush situations, 21 were alone and unassisted when attacked, and 62 were killed with firearms.[2] From 1996 to 2014, 57 officers died in tactical operations—of those, 60 percent were the first officer entering the scene and 63 percent were in high-risk warrant service situations.[3] From 2002 to 2011, officers shot in the torso while wearing body armor were 76 percent less likely to be killed than officers not wearing body armor.[4]

This article analyzes the latest LEOKA fatality data in two other ways. For the 10-year period 2007–2016, officer fatalities are examined by region of the United States and by the size and type of jurisdiction. For both analyses, fatality figures are prorated based on the number of full-time sworn officers employed.[5] The fatality statistics presented are rates per 1,000 officers over the most recent 10-year period.

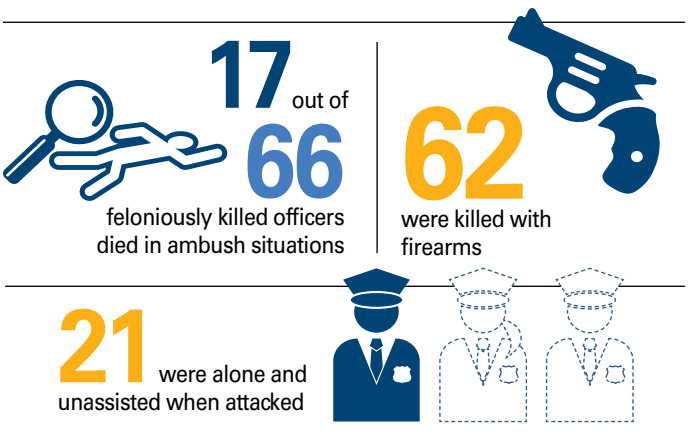
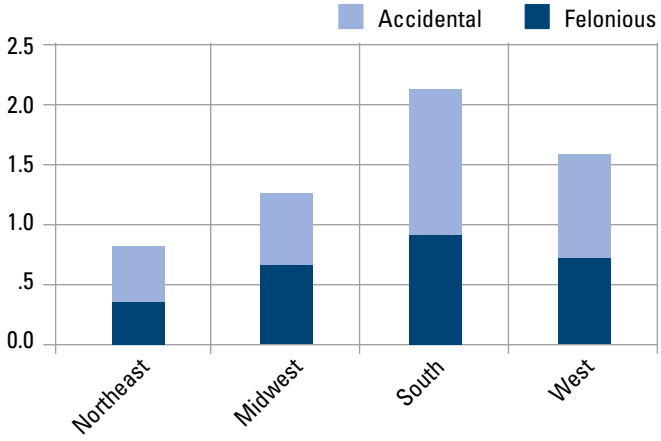


Figure 1: Officers Killed per 1,000 Sworn, by Region, 2007–2016



Officer Fatalities by Region of the United States

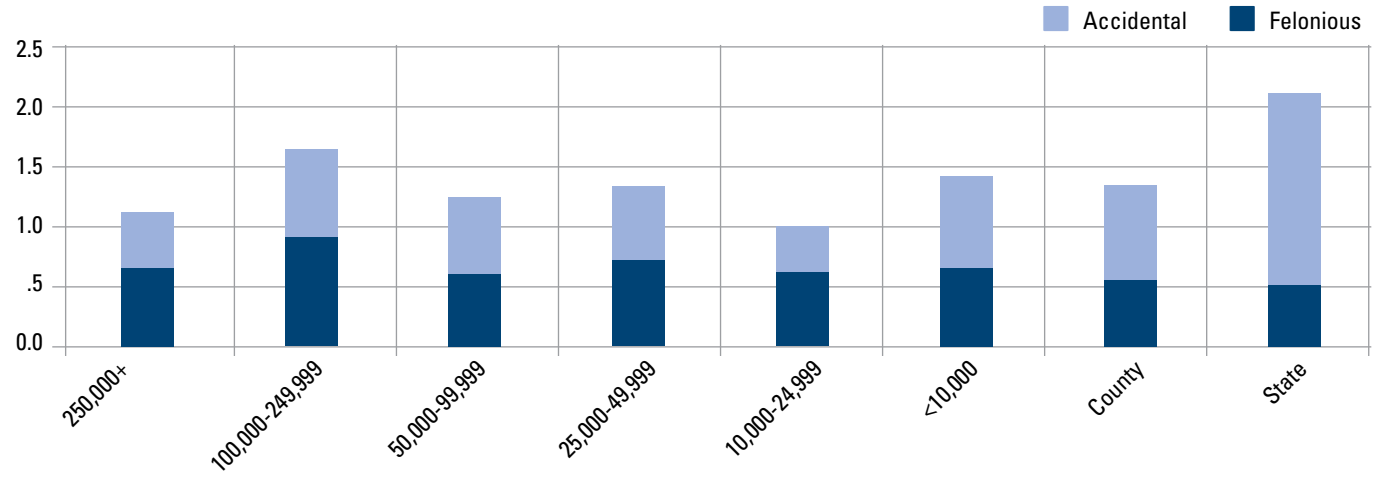
Figure 1 presents officer fatality rates for the Northeast, Midwest, South, and West regions of the United States for 2007–2016.[6] The fatality rate in the South region was highest; in fact, it was 2.5 times higher than the fatality rate in the Northeast region. The rate in the West region was the next highest, almost twice the rate in the Northeast.

Over the decade examined, 53 percent of the LEOKA fatalities were accidental while 47 percent were felonious. The South region had the highest rates in both categories, and the Northeast region had the lowest in both. When compared to the next highest region, the West, the South had a 16 percent higher rate of felonious deaths and a 51 percent higher rate of accidental deaths.

Caution is recommended when considering state-by-state data since numbers of officer fatalities are generally low and prone to dramatic fluctuation due to single incidents. With that caveat in mind, it was noted that these states had officer fatality rates that were *more than twice the national average* for the 2007–2016 period (listed in descending order):

- Felonious fatalities: Alaska, Mississippi, South Dakota, Louisiana, Montana, New Mexico, Arizona, and Utah
- Accidental fatalities: Mississippi, New Mexico, Montana, Louisiana, Alabama, Oklahoma, and Texas
- Total fatalities: Mississippi, Alaska, New Mexico, Montana, and Louisiana

Figure 2: Officers Killed per 1,000 Sworn, by Jurisdiction Size/Type, 2007–2016



Officer Fatalities by Jurisdiction Size and Type

LEOKA fatalities were also examined by jurisdiction size and type. The UCR groups municipal law enforcement agencies by jurisdiction population and aggregates county-level and state-level agencies separately. Figure 2 presents officer fatality rates for 2007–2016 using those UCR agency categories.

Total fatality rates were highest for state-level law enforcement officers. State officers actually had the lowest rate for felonious deaths, but their rate of accidental death was more than twice the national rate for all officers. The most likely explanation for the higher rate of accidental deaths of state-level officers, most of whom are state police or highway patrol, would seem to be a function of driving more miles, responding to emergency calls over longer distances, and working more traffic stops and crashes alongside high-speed roadways. However, additional research is needed to confirm the basis for the higher rates of accidental death among state law enforcement officers.

Rates of felonious deaths were relatively consistent across all six categories of municipal agencies, except that the rate in cities with a 100,000–249,999 population was 35 percent higher than the average rate for all municipalities. No explanation is apparent for why these cities would have a significantly higher rate of felonious deaths of law enforcement officers, as contrasted with either larger or smaller municipalities, but this finding certainly merits further investigation.

The largest cities (population of 250,000 or more) had the second lowest overall fatality rates. These big cities did have the third highest rate of felonious deaths, but their rates were well below average for accidental deaths. It might be the case that the largest agencies have relatively more sworn personnel in low-risk nonoperational assignments, making the data somewhat deceiving. In other words, if the denominators used to calculate rates were adjusted to include only sworn personnel in patrol and other higher-risk assignments, the big-city rates may increase relative to smaller agencies, since nearly all personnel in smaller agencies are operational.

It is also perhaps surprising that the smallest municipal agencies (population less than 10,000) have the third-highest overall fatality rate, behind only state-level agencies and cities in the 100,000–249,999 population range. One tends to think of these small towns as serene and peaceful, but law enforcement officers working in them face the same levels of risk as most of their bigger-city colleagues and perhaps are particularly likely to handle incidents alone.

Conclusion

Examination of the 2007–2016 LEOKA data raises several important practical considerations:

- Since accidental deaths outnumber felonious deaths, officers should be mindful to wear seat belts, practice defensive driving, avoid distracted driving, utilize proper tactical roadside vehicle placement, and use reflective gear.
- State police are at highest risk of accidental death. State agencies and personnel should examine their safety policies, equipment, and practices and continue to reinforce safety training.
- Officers working in the smallest towns experience comparable fatality rates to those in bigger agencies. Officers in these communities should not assume they are safer due to being in a smaller community and need to remain safety conscious.
- Officials in regions and states that experience higher fatality rates should carefully examine their areas' specific circumstances to identify particular risks and look for safety-enhancing responses. ❖

Notes:

[1]LEOKA officer fatalities include felonious and accidental deaths. It should be noted that some other compilations of line-of-duty deaths include natural causes and suicides, leading to different totals.

[2]See Federal Bureau of Investigation, *Law Enforcement Officers Killed and Assaulted, 2016* (U.S. Department of Justice, 2017), https://ucr.fbi.gov/leoka/2016/officers-feloniously-killed/felonious_topic_page_-2016.

[3]Moriah S. Thompson, Tyler M. Hartman, and Matthew D. Sztajnkrycer, "A Descriptive Analysis of Occupational Fatalities Due to Felonious Assault among U.S Law Enforcement Officers during Tactical Incidents, 1996–2014," *Journal of Special Operations Medicine* 17, no. 3 (2017): 69–73.

[4]Weiwei Liu and Bruce Taylor, "The Effect of Body Armor on Saving Officers' Lives: An Analysis Using LEOKA Data," *Journal of Occupational and Environmental Hygiene* 14, no. 2 (2017): 73–80.

[5]Data for the number of full-time sworn officers were drawn from the Uniform Crime Reports police employee tables (https://ucr.fbi.gov/crime-in-the-u.s). Numbers from the years 2007 and 2016 were averaged, except in cases where the 2016 data were missing or grossly incomplete, in which case the next most recent year's data were used.

[6]These are the regions utilized in the FBI's Uniform Crime Reports. The states in each region are identified in several tables, such as table 1, Law Enforcement Officers Felonious Killed: Region, Geographic Division, and State, 2007–2016, https://ucr.fbi.gov/leoka/2016/officers-feloniously-killed/tables/table-1.xls.

The Tale of Videotape-Recording Police Officers

By Adam C. Falco, Senior Assistant City Attorney and Police Legal Advisor, City of College Station, Texas

Police officers encounter many challenges during a patrol shift, and bystanders recording police activity with their ever-accessible smartphone cameras is one of those challenges. There are times when recording the police could raise an officer safety issue, especially at night when camera lights can hinder the officer's vision, or when legitimate police business could be compromised because of the recording. Bystander recordings can cut two ways for police, both exposing police misconduct, as well as exonerating false police misconduct claims. Does a person recording law enforcement activity in the United States have any constitutional protections? What happens when the police detain or arrest a person who is recording police activity? Law enforcement executives must understand how officers can legally and safely handle a bystander who is recording police activity.

The Tale of Two Circuit Courts

This year, the Third and Fifth Circuit Courts of Appeals both addressed police interactions with bystanders recording. In the Fifth Circuit, *Turner v. Lieutenant Driver* dealt with an unarmed man named Phillip Turner videotaping the Fort Worth, Texas, police station.[1] After repeated demands for Turner's identification, an officer handcuffed Turner and took his video camera. Turner commented to the officers that he had not been arrested lawfully, and he chose not to identify himself. Later, a lieutenant on scene commented to Turner, "You are right." Eventually, the police released Turner and returned his camera. Turner filed suit, alleging that all three officers violated his First, Fourth, and Fourteenth Amendment rights.[2]

In the Third Circuit, *Fields v. City of Philadelphia* dealt with two separate and dissimilar interactions with Philadelphia police officers.[3] Amanda Geraci, a police watchdog group member, was recording a protest at the Pennsylvania Convention Center. As she moved closer to record police officers arresting a protester, an officer pushed her up against a pillar for a short time, preventing her from observing or recording the arrest. Police neither arrested nor cited Geraci. In a separate incident, Richard Fields was on a public sidewalk and observed police breaking up a house party across the street. He took a picture of the scene, and an officer asked him to leave. Fields refused. Police detained and arrested Fields, searched him, confiscated his phone, and cited him. Both Geraci and Fields filed suit, claiming police retaliated against their First Amendment right to record the police, and their Fourth Amendment right to be free from unreasonable search and seizure.[4]

Is Filming the Police a Clearly Established Right?

The U.S. Supreme Court has not yet determined whether First Amendment protection extends to recording or filming the police.[5] Both the *Turner* and *Fields* courts conducted a qualified immunity analysis to determine whether a First Amendment right was clearly established, meaning the law was so clear and unambiguous that every reasonable police officer would understand what he or she was doing violates the law or that right.[6]

The *Turner* court reasoned that, in the absence of controlling authority and the dearth of even persuasive authority, there was no clearly established First Amendment right to record the police at the time Turner was recording the police station.[7] All three officers in *Turner* were entitled to qualified immunity on Turner's First Amendment claim.[8] The *Fields* court looked at whether a bystander's ability to record police officers carrying out official duties in public was clearly established. The *Fields* court in both instances reasoned that, absent expressive intent, recording police activity was not an enough of a clearly established law to give fair warning to every reasonable officer. The police officers in *Fields* were entitled to qualified immunity.[9]

First Amendment Protection

Even though the First Amendment rights of Turner, Fields, and Geraci were not clearly established, the courts reviewed a separate and distinct set of questions: whether a First Amendment right exists to record police, and is such recording protected by the First Amendment? Both courts found the First Amendment supports an individual's right to record the police. The First Amendment goes beyond protecting the press and self-expression of people to prohibit the government from limiting the stock of information from which the public draws.[10] The First Amendment protects the public's *right of access* about their public officials' activities.[11] The U.S. Supreme Court has long recognized that the First Amendment protects film.[12] In protecting the actual photos, videos, and recordings, for the actual protection to have meaning it must extend to the act of creating the material.[13] The principles underlying the First Amendment support the particular right to film the police; however, this right is not absolute or without limitations.[14] Police recordings are subject to reasonable time, place, and manner restrictions.[15] Any restrictions placed on the recordings by police policy must be narrowly tailored to serve a significant government interest.[16]

Practical Considerations

Officers should be prepared to respond appropriately when they encounter a person recording their actions or police activity. If the person recording is not violating any law, creating an officer safety issue, or putting himself or herself in danger, then police are limited generally to a consensual encounter with that person. If an officer encounters a person who is lawfully recording police to avoid unlawful arrests or detentions, the officer should not seize that person who is acting lawfully or that person's property. Consensual encounters are voluntary and can be terminated by either party.[17] If the person recording has not committed a crime, police cannot demand identification.[18] Arresting or detaining the person may result in civil liability for a violation of the Fourth Amendment.[19]

Law enforcement executives should keep in mind the First and Fourth Amendment protections when developing department policies on officer interactions with those recording police activity. Chiefs should ensure agency policies on recording police activity promote a significant governmental interest. Examples of significant governmental interests are protecting officer safety, a crime scene, the identity of confidential informants, or the safety of the person recording. ❖

Notes:

[1]*Turner v. Lieutenant Driver*, 848 F.3d 678 (5th Cir. 2017).

[2]Turner did not raise his Fourteenth Amendment claim on appeal. *Id.* at 684.

[3]*Fields v. City of Philadelphia*, 862 F.3d 353, 356 (3d Cir. 2017).

[4]Both Fields and Geraci dismissed their Fourth Amendment claims so they could immediately appeal the First Amendment rulings. *Fields*, 862 F.3d at 356–357.

[5]*Turner*, 848 F.3d at 686.

[6]Qualified immunity protects government officials from civil damages liability when their actions could reasonably have been believed to be legal. When a defendant [police officer, in these cases] raises a qualified immunity defense, the plaintiff has the burden of demonstrating the inapplicability of qualified immunity defense. For the plaintiff [persons recording, in these cases] to meet this burden, the plaintiff

must show (1) that the official violated a statutory or constitutional right and (2) that the right was "*clearly established*" at the time of the challenged conduct. *Id*. at 685; *Fields*, 862 F.3d at 361.

[7]When considering whether a defendant is entitled to qualified immunity, the court "must ask whether the *law so clearly and unambiguously* [emphasis added] prohibited his conduct that 'every reasonable official would understand that what he is doing violates [the law].'" *Turner* at 685–86.

[8]*Turner*, 848 F.3d at 687.

[9]*Fields*, 862 F.3d at 326.

[10]*First Nat'l Bank of Boston v. Bellotti*, 435 U.S. 765, 783 (1978).

[11]*Fields*, 862 F.3d at 359.

[12]*Turner*, 848 F.3d at 688.

[13]*Fields*, 862 F.3d at 358.

[14]*Turner*, 848 F.3d at 689.

[15]When police departments adopt time, place, and manner restrictions [for policies regarding acceptable police handling of persons recording their activities], the restrictions must be narrowly tailored to serve a significant government interest. *Id*. at 690.

[16]*Turner*, 848 F.3d at 689.

[17]See *Florida v. Bostick*, 501 U.S. 429 (1991).

[18]*Failure to Identify–Texas Penal Code* § 38.02. In pertinent part: "A person commits an offense if he intentionally refuses to give his name, residence address, or date of birth to a peace officer *who has lawfully arrested the person* [emphasis added] and requested the information." Other jurisdictions may have similar laws.

[19]In *Turner*, on his Fourth Amendment claim for unlawful arrest, the court held only the responding lieutenant was entitled to qualified immunity on the unlawful arrest. On Turner's Fourth Amendment claim to be free from detention absent reasonable suspicion the court found all officers were entitled to qualified immunity because, under the *Turner* circumstances, the officers were not plainly incompetent nor did they commit a knowing violation of the law by detaining Turner. *Turner*, 848 F.3d at 692, 695.

Innovating for Better Border Security

From smartphones enhancing the interconnectivity of people worldwide to robotics enhancing manufacturing productivity and self-driving car research that aims to reduce highway fatalities, technology is changing how we live.

Innovation is also one of the key drivers in keeping our communities safe and secure. At U.S. Customs and Border Protection (CBP), we are serious about innovating. We have to be. Our mission is incredibly complex and far-reaching. It involves securing nearly 6,000 miles of land border and making sure arriving international travelers and cargo pose no threat to the United States. Thus, we have to be nimble to keep pace with our mission. As an agency leader, one of my goals is to speed up our business processes and aim to move at the speed of technology companies. To ensure we are accessing the latest technology, we must also engage with the private sector to pinpoint where and how we can apply new innovations to our mission. These innovations range from biometrics to mobile apps, but one technology, in particular, holds significant pro-mise for our law enforcement mission: small unmanned aircraft systems (sUAS).

Specifically, CBP is currently exploring how sUAS—commonly referred to as "drones"—can help provide our frontline personnel with enhanced awareness of their surroundings.

Keeping our agents and officers safe is key to CBP's ability to protect the communities we serve. Border Patrol agents, for example, often work in remote, isolated areas. Backup is sometimes miles away, and agents often encounter armed adversaries, such as drug smugglers and human traffickers. On today's U.S. border, situational awareness requires more than a pair of good binoculars and a reliable radio.

While some technologies are suitable only for the private sector, sUAS have a wide range of applicability to both the private sector and law enforcement. We see uses for sUAS in multiple aspects of CBP operations, including those beyond detection and interdiction of unlawful activity and contraband. Not only do sUAS improve agent and officer situational awareness, they could also be used to spot lost or abandoned migrants and hikers, greatly improving rescue response times and outcomes. Drones were even used by law enforcement agencies to conduct reconnaissance in supporting the rescue and recovery operations during Hurricane Harvey in Texas and Hurricane Irma in Florida.

Naturally, cutting-edge technology often carries a hefty price tag, so it is often informative to look at how the private sector uses technology before committing precious government funding and resources. Drones or sUAS are an excellent example of this. Hollywood movie studios have been perfecting their use of drones to capture creative footage, while construction firms, architects, and developers often deploy drones to inspect buildings and other infrastructure. In some countries, drones are being used to shuttle supplies of blood and medicines to remote clinics. In addition, large companies such as Google, Amazon, UPS, and FedEx are all researching how drones fit into their business models.

Unfortunately, smugglers are also using sUAS to transport drugs over the U.S. border. For example, Border Patrol agents intercepted 13 lbs. of heroin from a remote-controlled drone near San Diego, California, in early August 2017. A week later, another smuggler tried to use a drone to fly in 13 lbs. of methamphetamine. As the technology improves and as drones become quieter and capable of carrying bigger payloads, CBP needs its own capabilities to match those we are trying to stop.

Adapting sUAS for law enforcement purposes is likely to require certain "tweaks" to ensure that agents and officers can make the most of this important new operational tool.

Kevin K. McAleenan, Acting Commissioner, U.S. Customs and Border Protection

First, we want to make sure that drones enhance our abilities—not detract from them by being a distraction. Second, since CBP agents and officers work day and night in all kinds of weather, we need equipment that can stand up to extreme conditions. And, third, because hackers have developed methods for hijacking drones, CBP wants to make sure its sUAS are secure and cannot be disabled or used against the agents or officers operating them. Last, we will need to carefully support our drone usage with sound policy that protects the privacy and civil liberties of people in the United States.

During the past couple of decades, as new technology has rolled out—ranging from electronic banking and health records to the Internet and smartphones to biometrics—the public has voiced legitimate concerns about privacy. CBP takes these concerns seriously, and we have been working closely with the Federal Aviation Administration and the Department of Homeland Security (DHS) Privacy Office to ensure compliance with all applicable laws, regulations, and policies governing sUAS use. CBP's sUAS will primarily be deployed in rural and remote areas where traditional air support is unavailable.

At CBP, we believe that there may be opportunities to get cutting-edge technology more quickly by engaging in partnerships with the private sector. As part of our outreach efforts, CBP established the Commercial Technology Innovation Program (CTIP). CTIP partners closely with the DHS Science and Technology Directorate (S&T) to engage small technology companies. We also work with S&T through the DHS Silicon Valley Innovation Program, which expands the department's reach to find new technologies that strengthen national security and harness commercial research and development for government applications.

For companies trying to maintain a competitive edge in the private sector, innovation is essential to the health of their bottom lines. But innovation is just as important in the public sector, where it can often mean the difference between life and death for those whom law enforcement is sworn to protect and defend and for agents and officers themselves.

It is my goal that CBP, working with our partners at the federal, state, local, tribal, and territorial level, can help drive innovation in law enforcement technology that allows us to carry out our missions safely and effectively while also protecting privacy and civil liberties. ❖

Catching A Killer: Electronic Stake Out in Nassau County, NY

By Joe Loughlin, 3SI Security Systems Law Enforcement Division | joe_loughlin@3sisecurity.com

UPDATE

On Tuesday, July 18, 2017, Joshua Golson-Orelus was sentenced to 55 years to life in prison after his convictions in the slaying of gas station clerk, Hany Awad, and a series of armed store heists. The sentence follows his conviction in February 2017.

ORIGINAL STORY: Nassau County PD serves 1.5 million citizens just east of New York City. Starting in 2014, they experienced a serious serial crime spree where gas stations were being robbed by a gun-toting suspect whose behavior was escalating in violence. On January 28, 2015, the suspect became a murderer when he shot and killed store clerk Hany Awad.

The crimes began just before Christmas 2014 in Westbury, New York, and Nassau County police utilized their nationally-recognized intelligence-led policing model to determine a dangerous criminal pattern was emerging. After identifying vulnerable robbery locations through predictive analysis, police increased manpower and surveillance to address the problem. However, the robberies continued and the Department had little to go on.

By late January 2015, a total of eight armed robberies throughout Nassau County were all attributed to the same robber. Gas station owners, employees and customers were all on edge.

Police investigated every possible lead, conducted stake outs…Crime Stoppers even offered a $25,000 reward, but all to no avail. And then the situation got **much** worse. At a BP gas station in Jericho, New York, a customer found station employee Hany Awad, 56, on the floor, shot and bleeding. Awad ultimately died from his injuries. Citizens were frightened and the community knew this robber was now also a killer.

The Nassau County Police Department, known as a progressive organization utilizing the latest technology to increase effectiveness, took an unprecedented move and obtained 60 ESO® tracking devices in an effort to end this robbery spree.

Having previous success with 3SI's commercial GPS products for robberies and burglaries at banks, cell phone stores, and pharmacies, it seemed a logical progression for Commissioner of Police Thomas Krumpter and Chief of Department Steven Skrynecki. They directed the devices be placed in every gas station and convenience store identified through the predictive analysis model as being within the geographical robbery activity zone, thus creating an electronic dragnet.

Early on June 14th, a tracker in Westbury alerted designated officers that a robbery had occurred and the suspect was fleeing. The suspect was successfully tracked for about nine minutes when an officer observed the plate number of the suspect's vehicle. Once the robber knew he was being pursued, he fled at very high speed and discarded the evidence with the embedded ESO device.

Ultimately the killer was found in Utica, New York, a few days later. Joshua Golson-Orelus was apprehended by Nassau County Police with assistance from US Marshals and charged with 2nd degree murder, robbery 1st degree, and a host of other crimes.

The terrifying six-month crime spree was over thanks to the Nassau County Police commanders who thought outside the box and used Electronic Stake Out.

The capture of the suspect had tremendous impact on police services by allowing for a reduction in manpower hours for physical surveillance and in streamlining the investigation to a successful conclusion. Nassau County Police continue to utilize the devices on additional robbery and theft pattern crimes. In this case, as in many others nationwide, Electronic Stake Out was the game changer and made the difference.

3SI Security Systems provides GPS tracking solutions designed to protect assets and capture criminals.

Learn more at 3sisecurity.com.

ENROLLMENT IS OPEN NOW!

IACP presents:

Women's Leadership Institute

San Antonio, Texas
February 25 – March 2, 2018

Beverly Hills, California
April 15 – 20, 2018

New York, New York
April 29 – May 4, 2018

St. Louis, Missouri
June 17 – 22, 2018

The IACP proudly offers a leadership program, the Women's Leadership Institute (WLI). The WLI program is a five-day, 40-hour course, focused on the unique challenges facing women leaders in law enforcement. To develop current and future leaders, the curriculum focuses on enhancing the business, leadership, and personal effectiveness skills of female leaders. This interactive program uses senior women instructors and mentors from U. S. and Canadian law enforcement agencies and operates in an intensive experiential learning environment. It is open to female and male sworn and non-sworn personnel serving in supervisory positions and senior patrol officers aspiring to become supervisors.

Institute Curriculum Focus Includes:

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

Graduates of the WLI will also receive a free one-year membership to the IACP.

Classes begin on Sunday evening and conclude early afternoon on Friday. Tuition includes tuition fees and ***SELECT*** mandatory meals incorporated into the Institute. Early Bird Pricing Available. Register early and save.

The training site and lodging for each location are negotiated by IACP. Lodging is negotiated based on per diem rates and will vary by city.

Registration for this Institute can be accomplished at **www.theiacp.org/WLI**. For more information or questions, please contact (800) THE-IACP, ext. 316 or WLITeam@theiacp.org.

For information, visit www.theiacp.org/training.

First-Line Leadership

The IACP's First-Line Leadership training is a 3-day training course open to current and aspiring, sworn and non-sworn professionals looking to serve in a supervisory role. The course is focused on providing law enforcement leaders with the tools to build and develop individual, organizational, and community goals. The course features interactive and engaging group discussions and scenarios taught by current and former law enforcement professionals.

Visit **www.theIACP.org/First-Line-Leadership** to learn more.

Leadership in Police Organizations℠

Open Enrollment Courses

Florida
Gainesville Police Department
Leadership in Police Organizations℠ (LPO)
January 8 – 12, 2018
February 5 – 9, 2018
March 12 – 16, 2018

Illinois
Buffalo Grove Police Department
Leadership in Police Organizations℠ (LPO)
February 12 – 16, 2018
March 12 – 16, 2018
April 9 – 13, 2018

Mississippi
Gulfport Police Department
Leadership in Police Organizations℠ (LPO)
April 16 – 20, 2018
May 14 – 18, 2018
June 18 – 22, 2018

Virginia (Roanoke)
Roanoke County Board of Supervisors
Leadership in Public Safety Organizations℠ (LPSO)
February 19 – 23, 2018
March 19 – 23, 2018
April 16 – 20, 2018

For more information or to register online for these classes, visit www.theiacp.org/training.
If you have any questions, please contact LPOTeam@theiacp.org or (800) THE-IACP, ext. 214.

BY DEBORAH PLATZ, ASSISTANT COMMISSIONER, CRIME OPERATIONS, AUSTRALIAN FEDERAL POLICE

PEELING BACK

RECOGNIZING THE PUBLIC ARE THE POLICE

Law enforcement has come a long way since 1839 when Sir Robert Peel outlined his general instructions to be issued to every new police officer in the Metropolitan Police. Or has it? When Sir Peel defined an ethical police force, he defined one that recognized always, that "the test of police efficiency is the *absence* of crime and disorder, not the *visible evidence* of police action in dealing with them."[1]

It can be argued that modern-day policing is far from recognizing that the ultimate goal of law enforcement is to prevent crime, not simply react or respond to it. All too often, more investment is in the latter.

More and more, as society evolves, the community is law enforcement's strongest ally and the "public" can serve as law enforcement's eyes and ears, particularly in situations such as the grooming of young people for nefarious purposes, including sexual exploitation; organized crime; and, more recently, terrorism-related endeavors.

There are no greater demonstrations of this crime trend than recruitment for ISIL and the increase in online child exploitation. The Australian Federal Police (AFP) is now seeing children as young as four "self-producing" child exploitation materials, usually directed by an online sex predator that has virtually entered their bedroom.

There are almost 3.9 billion Internet users across the globe, and at any given moment, there are an estimated 750,000 child predators online—a statistic that is now more than five years old.[2] The AFP expects it's now a much larger number than this.

Every nine minutes, a webpage shows a child being sexually abused, and there are now 16 million images (6 million verified and 10 million unverified) depicting the sexual exploitation of children held in the Australian National Victim Image Library.[3]

"In the past (Australian) financial year alone, the AFP has received 10,000 reports of child exploitation," National Manager of Crime Operations with the AFP Debbie Platz said.[4]

> *Each one of these reports can contain hundreds and thousands of images and videos of children being sexually abused and tortured.*
>
> *When asked about what trends our federal officers in Australia are seeing, equal to the increase in violence and the younger age of victims is the rapid emergence of self-produced child sexual exploitation material.*[5]

The AFP's ThinkUKnow online safety education program, launched in 2009, is Australia's only national crime prevention program delivering presentations to parents, caregivers, teachers, and children about the risks of online exploitation in all its forms and, importantly, where to go for help when things go wrong. While the program is pro-technology, its focus is building a resilient and safe online environment for children, who might otherwise not be aware of how they might encounter an online child sex predator or who might become victims of sextortion or identity theft or be groomed for a range of other purposes.

ThinkUKnow—licensed from the United Kingdom Child Exploitation Online Protection command of the National Crime Agency—is a unique partnership between law enforcement and industry.[6] The Commonwealth Bank of Australia, Australia's largest metropolitan and regional financial institution; Microsoft Australia; and Datacom all provide support to the program, including access to employees who participate as volunteers. These volunteers—now more than 900—are trained by the AFP in delivering the adult-focused presentations to parents and caregivers. State and territory police across Australia deliver the youth programs throughout schools to children and teachers. The model enables scalability and reach in the most rural of areas, which is supported by social media; traditional material, such as fact sheets; and a website for more information (www.thinkuknow.org.au). It is through these partnerships the program is able to exist.

Making prevention possible via programs like this is key. "Once a report finds its way to our AFP Child Protection Assessment Centre, it's already too late," Assistant Commissioner Platz said.[7]

> *Children of all ages, of all backgrounds, continue to be targeted online. The very role of the ThinkUKnow program is pure prevention; if parents and children are aware of the dangers, child exploitation and other online crimes can be stopped before they occur.*[8]

In the 2016–2017 financial year, program volunteers delivered 616 face-to-face presentations booked for more than 22,000 parents and caregivers. Similarly, state and territory police personnel delivered 1,700 presentations to more than 123,000 school children.[9]

The face-to-face delivery of police officers delivering the program alongside industry volunteers has seen continuous participation in the program, with 96 percent of parents and caregivers confirming they were motivated to take additional steps to improve the cyber safety and security of children in their care.[10]

In September 2017, the program, along with the AFP's National Missing Persons Coordination Centre, traveled around Tasmania in what has become an annual two-week education tour in partnership with a

Use NARK**safe**™: Handle, package, transport & test illicit substances safely

NARK**safe**™ Testing Enclosure

NARK PPE kit designed with CDC/DEA guidelines

SIRCHIE®
Command Every Scene®

Call **(800) 356-7311**
Email **sales@sirchie.com**
Visit **www.sirchie.com**

THE NATIONAL MISSING PERSONS COORDINATION CENTRE

Another element of victim-based crime units' focus on community outreach and engagement is the National Missing Persons Coordination Centre. The center was established within the AFP in 2006, following an inquiry into two specific matters where Australians were wrongfully detained and were, in fact, missing people.

The need for national consistency and community engagement has been recognized as part of this review, and the center now acts as a national coordination body in support of state and territory police to drive policy changes and best practice improvements in profiling and responding to missing persons in Australia.

Similar to the AFP's Assessment Centre, a hotline is managed by the center to directly engage with members of the public (1800 000 634). In addition, the center works closely with nongovernmental organizations, corporate sponsors, and families and friends of missing people to reduce the incidence and impact of missing persons in Australia.

Two annual campaigns specifically aimed to raise the public's awareness of missing people within the Australian and international community—National Missing Persons Week, which is held the first week of August of every year, and International Missing Children's Day, commemorated around the world on May 25—are the basis for leveraging public agendas and messaging around issues facing missing people and profiling those in Australia who are still missing.

The center also participates in presentations at schools across Australia through its partnership with the Daniel Morcombe Foundation and during National Missing Persons Week at local shopping centers and events (for example, Picnic for Missing) to engage directly with the community.

More information can be found at www.missingpersons.gov.au.

nongovernmental organization, the Daniel Morcombe Foundation. This is another partnership built on strong community connections to keep kids safe.

The ThinkUKnow program is part of a broader function introduced to the AFP in July 2015: Victim Based Crime. The function focuses on commonwealth crimes committed against a person. In a federal law enforcement agency that investigates crimes ranging from cyber attacks on critical infrastructure to organized crime and terrorism, the need to develop a unit focused specifically on person-based crimes, which were commonly only the remit of state and territory police, was and remains essential.

"These crimes—child exploitation, human trafficking, people smuggling, harm to Australians offshore—traditionally that of a local police force, are now much more complex, extending across local, domestic, and international borders," Assistant Commissioner Platz said.[11]

Like national security and organized crime, crimes against the person are a criminal business, profiting from the exploitation of vulnerable communities, children, and families, regardless of where an individual is in the world—and they are taking place every day among pedophile rings, people smugglers, organized crime groups, terrorist organizations, and human traffickers.

However, for a federal law enforcement agency, there remains confusion as to why such crimes sit within the remit of a commonwealth body.

Assistant Commissioner Platz says,

> *When people are taken out of the country to be forced into marriage, or are trafficked in or out of Australia, that's the remit of a Commonwealth police service.*
>
> *When Australians are offending against children in South East Asia, or "paying to view" the live abuse of a child in one of these countries, that's the remit of a Commonwealth police service.*
>
> *When people are smuggled into Australia, or where Australians are harmed or killed offshore, that's the remit of a Commonwealth police service.*[12]

This ethos of preventing crimes by and against all Australians is echoed in the AFP's newly issued vision statement: "Policing for a safer Australia," yet the need to tangibly prove an absence of harm to the community via a measurable outcome does not easily align with an archaic bottom-line approach of quantitative key performance indicators. How can it be determined if an ounce of prevention is truly worth a pound of cure, especially in a culture where votes are often won on the visibility of police, rather than the absence of crime?

Trying to instill the oft-quoted notion that "not everything that can be counted counts, and not everything that counts can be counted" is an ongoing challenge for those like the AFP that seek to prevent or deter crime before it occurs instead of simply responding to it.[13]

Across Australia, the AFP employs Community Liaison Teams to engage directly with culturally and linguistically diverse (CALD) communities. The AFP has seen great success through this approach. These teams deliver a CALD version of the ThinkUKnow program and engage with the community members on a range of issues that reflect their different needs.

Any discussion of human trafficking and the exploitation of vulnerable individuals needs to include modern slavery and forced marriage, two practices that still exist in the underbelly of metropolitan cities in first-world countries, including Australia, as well as in countries where these practices are embedded in cultural traditions.

Over the last four years (FY 2013/2014 to FY 2016/2017), reports of human trafficking have increased by 215 percent (70 to 150) and reports of forced marriage have increased by 637 percent (11 to 70).[14]

However, it can be argued, particularly with forced marriage, that prosecution is not the best alternative; instead, an approach that focuses on prevention, education, and greater awareness among community groups might be more effective.

Assistant Commissioner Platz points out that human trafficking is not going to simply go away.

> *We need to consider alternatives to what we've come to know and practice as policing—arrest and prosecution.*
>
> *There are better ways to manage and curb trends of such a nature, and it starts with community engagement; an understanding of what is at the heart of the cause; and how police can work with the community to change the future of our country. This can be said for several crime types.*[15]

This way of thinking is starting to resonate within the members of victim-based crime units across Australia, creating an approach in which the victim is put first, not the arrest, and a greater focus on prevention and disruption is starting to take hold. Such a cultural change, however, can take many years to fully embed itself in the hearts and minds of law enforcement officers not traditionally responding to crimes against "real" victims.

The confidence to not rely on arrest statistics to show achievement and the strong leadership at the highest level are what is driving the change.

"Our vision is to build on the success of our cyber safety education efforts through the ThinkUKnow program, and drive such an approach within identified vulnerable communities targeting human trafficking and all kinds of grooming," said Assistant Commissioner Platz. "We must recognise always, that the test of police efficiency, is the absence of crime and disorder, and not the visible evidence of police action in dealing with it."[16] ❖

Notes:

[1]Durham Constabulary, "Sir Robert Peel's Principles of Law Enforcement 1829," https://www.durham.police.uk/About-Us/Documents/Peels_Principles_Of_Law_Enforcement.pdf.

[2]Internet World Stats, "World Internet Usage and Population Statistics," June 30, 2017, http://www.internetworldstats.com/stats.htm; United Nations, UNICEF Report, *Annual Report 2009* (New York, NY: UNICEF, 2010).

[3]Internet Watch Foundation (IWF), *IWF Annual Report 2016* (Cambridge, UK: IWF, 2016), 2, https://www.iwf.org.uk/sites/default/files/reports/2017-04/iwf_report_2016.pdf; Cindy Wockner, "Online Sexual Predators: Australian Federal Police Officer Exposes the Grim Reality Threatening Our Kids," *Courier Mail*, August 17, 2017, http://www.couriermail.com.au/news/national/online-sexual-predators-australian-federal-police-officer-exposes-the-grim-reality-threatening-our-kids/news-story/2d703c5fa9ae2edf260e32a280e4b199.

[4]Author citing the Australian Federal Police, *AFP Annual Report 2016–17*, 55, https://www.afp.gov.au/sites/default/files/PDF/Reports/afp-annual-report-2016-2017.pdf.

[5]Lesa Gale, "Global Realities of Child Exploitation" (speech, 7th World Congress on Family Law and Children's Rights, Dublin, Ireland, June 5, 2017), https://www.afp.gov.au/news-media/national-speeches/world-congress-speech-global-realities-child-exploitation.

[6]ThinkUKnow, https://www.thinkuknow.org.au.

[7]Ibid.

[8]Ibid.

[9]Datacom, ThinkUKnow national cyber safety awareness program statistics, internal document.

[10]Australian Federal Police, *AFP Annual Report 2016–17*, 31.

[11]Author citing the Australian Federal Police, *AFP Annual Report 2016–17*.

[12]Ibid.

[13]William Bruce Cameron, *Informal Sociology: A Casual Introduction to Sociological Thinking* (New York, NY: Random House, 1963), 13.

[14]Australian Federal Police, internal corporate systems.

[15]Author citing the Australian Federal Police, *AFP Annual Report 2016–17* and Australian Federal Police, internal corporate systems.

[16]Ibid.

The Police Chief's Guide to Carfentanyl

Making Sense of the Elephant Tranquilizer in the Room

By David McArdle, MD, FACEP, Chair, IACP Police Physician's Section

The use of synthetic opioid analogues is emerging as a means to concentrate the effect, and hence profits, of heroin and other oft-abused drugs. The word "opium" is derived from the ancient Greek word *opion*, which means poppy juice, so this is clearly not a new substance.[1] The new twist to the problem is the synthesis of extraordinarily concentrated—and thus more potent—analogues. Although drug trafficking is a worldwide issue, some communities seem to have been particularly hard hit, while others have so far been relatively spared. As this issue progresses, there is much concern about the risk to first responders. The penetration of synthetic fentanyl analogues into a community is a rapidly evolving process, and there is no central reporting of injuries to officers to contribute to a timely analysis of what measures may work to improve officer survival. Many recommendations are based on fentanyl, which is more potent than morphine, but fentanyl is not as potent as carfentanyl, which is a veterinary medication used to tranquilize large animals that is making its way into the drug markets. The following discussion is a distillation of some of the most recent suggestions by various subject matter experts regarding how police should respond to calls for service that may involve carfentanyl and similar analogues.

Morphine is a medical-grade opiate narcotic that has been used for a very long time. It was used extensively as a pain reliever during the U.S. Civil War, when field amputations were common. Heroin has likewise been used since antiquity as a drug, but it is not processed in the strict sanitary conditions required for a drug to be used medically. Used primarily for pain relief, common features of the opioid drug's toxic effects in an overdose is the depression of the central nervous system and, thus, the body's drive to breathe. Opioids commonly cause miosis (making the pupils of the eye small); however, lack of oxygen to the brain, in addition to some other drugs that might be used with the opioids, can cause the pupil to dilate (become large), making pupil size alone an unreliable determinant.[2]

Opioids are occasionally mixed with other drugs. For medical use, it is not uncommon to mix opioids with acetaminophen (Tylenol) for additional pain relief. In illicit use, opioids are often mixed with commonly abused drugs such as cocaine, PCP, and methamphetamine (all stimulants) to offset the depressant effects of the opioids on the nervous system. The combination of these drugs releases the same fuels for the fight-or-flight response mediated by epinephrine and other hormones that affect the nervous system. This can cause enlargement of the pupil of the eye, along with dangerous side effects such as dramatic increases in blood pressure and heart rate. These effects can lead to a heart attack or a bleeding stroke of the brain. Hyperthermia, where the body overheats, is also another component commonly seen in sudden in-custody death.[3]

Fentanyl-type drugs are most often found as solids, but they can also be dissolved in liquids. Although these substances do not exist in a gaseous state, they can be present as very small particulates that easily become airborne and, thus, inhaled into the airway. The skin, as the largest organ in the human body, is normally very effective at keeping foreign material out of the body; however, fentanyl and related drugs can penetrate intact skin under certain conditions. The drugs can also be ingested and absorbed in the gastrointestinal tract or absorbed through exposure to the eyes.[4]

Amazingly Small.

WatchGuard VISTA® XLT two-piece body-worn camera system features an amazingly small, lightweight HD body-mounted camera that's extremely comfortable to wear and easy to attach to any uniform, vest or jacket.

WATCH GUARD

OUR SHIFT NEVER ENDS

WATCHGUARDVIDEO.COM

Recommendations for Law Enforcement

Given these facts, law enforcement leaders can implement policies and procedures to better protect their officers. The foremost priority is preventing exposure. In the event of a planned raid on a large cache of drugs or a drug lab in an enclosed space, a quick reaction rescue team composed of personnel in fully protective clothing and self-contained breathing apparatuses should be available to enter the hazardous environment where there may be insufficient oxygen to support life. In a clandestine drug lab, there might be gasses that can cause serious injury or death. The risk of fire and explosion from solvents that can go into a gaseous state is also high in a drug lab operation. **If suspects or victims are observed unresponsive in an enclosed space suspected to be a lab, responding law enforcement personnel without adequate protective gear should not enter.** If suspects appear awake in a lab, they need to be controlled by appropriate police action quickly to prevent them from arming themselves or performing dangerous activities that could cause a fire or explosion. Officers need to be aware that electrical control devices and flash bang diversionary devices might also trigger a fire or explosion wherever flammable vapors are present.[5]

The more likely situation for patrol officers will be encountering suspects (or victims) who have injected, inhaled, or ingested the drug. The cover officer should be at an adequate distance to provide a medical overwatch to the contact officer, in addition to watching for suspect actions. If the drug is in the person, it should not be a direct safety hazard to police personnel, although the drug usage can provoke threatening behavior or an irrational thought process in the user. If the drugs are on the suspects or victims or in their possession, the drugs themselves might be a danger to responding officers. Filter-type masks of the M-95 or M-100 series, if appropriately fitted and used, should provide protection from small particulates of the fentanyl analogues. Powder that settles on uniforms should not be "brushed off" without adequate respiratory protection. Eye protection for a casual contact should be adequate to prevent dust exposure to the eyes. Evidence collection and analysis have a higher level of risk and should be done only by personnel in full protective gear.[6]

The best fluid for hasty decontamination of the skin is water. Many officers carry alcohol-based wipes or liquids to decontaminate from potential bacterial and viral exposure, but these solutions have the potential to enhance skin absorption of the carfentanyl analogues and should not be used when there is suspected exposure to this substance. **Hasty field decontamination of fentanyl analogues should be done only with water.**[7] In addition to simple bottled water that can be used for drinking, some law enforcement agencies have a garden hose available to use from private or commercial faucets, and there are commercial devices available to attach to a fire hydrant to run a garden hose if needed. The level of exposure is defined by the amount of product that is on the person and the amount of time that the person is contaminated.

Overdose Treatment

In the case of a narcotic overdose, the long-established drug naloxone (Narcan) is an opioid overdose antidote that reverses the effects of opioids. Originally, this medication was available for only intravenous use, so advanced medical practitioners were needed to administer the reversal agent; however, there is now a nasal spray available for use by persons with less robust medical training. The use of intranasal nalaxone by lay personnel such as family members of addicts and police officers has saved numerous lives over the past few years. Originally formulated for a conventional narcotic overdose amount, a single dose of naloxone might not be sufficient to reverse the effect of the more potent carfentanyl analogues. A subject that is thought to be having severe respiratory depression from exposure to the carfentanyl analogues might require multiple doses of nalaxone to be saved. In addition, naloxone has a short half-life compared to some of the potent narcotics, so a subject who

initially responds may drop back into unconsciousness, so, even after naloxone is administered, the subject needs to be observed by qualified medical personnel.

When the reversal of the opioids takes effect, the subject might become violent or vomit, and the rescue personnel should be prepared for these potential events. Vomit getting into the airway can have very serious consequences. To minimize this risk in unresponsive people who have overdosed, first responders should position the individuals as though they are sleeping on their side with their head supported and in alignment with the entire spine (lateral decubitus position). The nose, mouth, and navel should always be in alignment. This can require rolling the patient like a log in a team effort to minimize the possibility of further injury to the neck if the patient has fallen, with the patient's leg drawn up so that he or she does not roll onto the abdomen. It is preferred to roll the person left if possible in order to minimize the amount of lung that is at risk.

Since the major life-threatening effect of opioids is respiratory depression, the use of intranasal naloxone should be considered in any subject who is found with a weak respiratory drive and is believed to have taken an overdose of narcotics. As previously mentioned, the pupils will not necessarily be constricted, so pupil size should not be a final determining criterion for the use of naloxone. Using naloxone to reverse the respiratory depression will also minimize the risk of disease transmission by potentially eliminating the need for mouth-to-mouth resuscitation.

In contrast to the central nervous system depression of carfentanyl, other drug effects such as euphoria, agitation, and tingling sensations are more likely due to other drugs such as cocaine, PCP, and amphetamines. These effects may also be a result of the fight-or-flight hormones released in high-stress situations. It is dangerous to attempt to determine if the sensation of a racing or pounding heart is due to drugs, anxiety, or the body's normal reaction to a very abnormal situation in the field. Poorly conditioned subjects are more likely to have life-threatening events resulting from anxiety or the body's normal release of fight-and-flight hormones. Post-critical events require a thorough evaluation of affected individuals by more advanced medical providers. Appropriate therapy can be done only after appropriate evaluation.

The Need for Multiagency Response

Law enforcement executives should communicate with their local medical service providers to ensure that a structured multiagency

response is in place to respond to situations involving narcotics, particularly opioids. It is important to realize that most physician directors of emergency medical services (EMS) and the executives in the fire service have a very different philosophy about command and control in the field.

Command styles vary for good reason. The bulk of EMS is provided by the fire service; there are some third-party ambulance companies but very few law enforcement–based EMS. Fire units typically respond from stations with known travel times to the emergency and arrive in a predictable pattern, but this is not true for police patrol units who are often responding from various locations in the field. The fire service teams typically work closely together with a command officer on each small unit team that is composed of the same individuals for each and every emergency. Again, this is not true for police patrol response. For accountability and the safety of the firefighters, they go where they are told to accomplish an assigned task and then report back to higher command for the next assignment. Communicating these situational reports and processing that information by command officers takes time. As Los Angeles County Sheriff's Office Commander (Ret.) Sid Heal notes: "The fourth dimension is time [in battle space]."[8] Firefighters and the medics that work in such a system work under protocols. These are checklists that if X happens, you will do Y, but not Z. For Z, approval is needed. This system is adequate for most routine operations, but it can fail when "time is of the essence" in complex or atypical events where commanders need to be briefed for their considered approval.

Conversely, for rapidly evolving, uncertain high-stress events, law enforcement officers are trained to function within the reasonable actions doctrine of *Graham*. Officers are trained in the fundamentals of the law, and the techniques needed to enforce them. All individuals process information in four stages, originally identified during the Korean War by U.S. fighter pilot Colonel John Boyd.[9]

1. Observe the actions of an adversary. Distance, darkness, and dust can adversely affect one's ability to see what is going on.

2. Orient perception. People perceive what is happening through the lens of training and experience. For a medical provider seeing a profusely sweating man clutching his chest, the provider's orientation indicates that the patient might be having a heart attack. For an officer encountering a suspect in a dark alley in a high-crime area late at night and seeing the suspect reach into his or her waistband, the officer's orientation suggests that the suspect might be reaching for a weapon.

3. Decide on an appropriate course of action. Where is my cover? What defensive weapon system do I have time and space to employ? What command should be given? The mind goes quickly through the options and makes a decision.

4. Act on the decision. After an action is taken, the cycle starts anew as one observes what effect his or her actions have had on the situation.

The other person is also processing information in the same format: observe, orient, decide, and act. Those who rapidly gain the initiative so that they are no longer reacting, but rather driving events are more likely to prevail. On the street in a hostile encounter, events cycle multiple times within seconds. In the corporate world and in the courtroom, these events play out over months or even years.

Conclusion

Law enforcement executives need to meet with the other stakeholders to facilitate the necessary technical support for future incidents. Data do not yet exist from which to derive the best course of action for extremely concentrated drugs like carfentanyl, but agencies can come to an understanding of what help will or will not be available in a timely manner and decide what is best for the community and the safety of their officers. Appropriate, realistic training and equipment in the hands of well-motivated peace keepers will win the day, save lives, and make their communities better places to live. ❖

Dr. **David McArdle** is a board-certified emergency physician in practice with the University of Colorado Health ER in Colorado Springs, Colorado. He is a Colorado POST–certified peace officer with over 20 years' experience in a major metropolitan police department. He is also the medical director for a group providing international diplomatic security (www.tacticalchainofsurvival.net).

Notes:

[1]Victor B. Stolberg, *Painkillers: History, Science, and Issues, The Story of a Drug* (Santa Barbara, CA: Greenwood, 2016), 14.

[2]Christina Hantsch Bardsley, "Opioids," in *Rosen's Emergency Medicine Concepts & Clinical Practice*, 8th ed., eds. John A. Marx et al., vol. 2 (Philadelphia, PA: Elsevier Saunders, 2014), 2052–2056.

[3]Rama B. Rao and Robert S. Hoffman, "Cocaine and Other Sympathomimetics," in *Rosen's Emergency Medicine Concepts & Clinical Practice*, vol.2, 1999–2006.

[4]U.S. Drug Enforcement Agency (DEA), *Fentanyl: A Briefing Guide for First Responders* (Washington, DC: DEA, 2017), https://www.dea.gov/druginfo/Fentanyl_BriefingGuideforFirstResponders_June2017.pdf.

[5] The InterAgency Board, *Recommendations on Selection and Use of Personal Protective Equipment and Decontamination Products for First Responders Against Exposure Hazards to Synthetic Opioids, Including Fentanyl and Fentanyl Analogues* (Arlington, VA: InterAgency Board, 2017), https://interagencyboard.org/content/first-responder-ppe-and-decontamination-recommendations-fentanyl-august-2017.

[6]Ibid.

[7]American College of Medical Toxicology, *ACMT and AACT Position Statement: Preventing Occupational Fentanyl and Fentanyl Analog Exposure to Emergency Responders*, http://www.acmt.net/_Library/Fentanyl_Position/Fentanyl_PPE_Emergency_Responders_.pdf.

[8]Charles "Sid" Heal, *Field Command* (New York, NY: Lantern Books, 2012), 251, 269.

[9]Tracy A. Hightower, "Boyd's O.O.D.A. Loop and How We Use It," *Tactical Response* (blog), https://www.tacticalresponse.com/blogs/library/18649427-boyd-s-o-o-d-a-loop-and-how-we-use-it.

Mental Illness and Homelessness: How Suburban Cities Can Reduce the Impacts on Their Communities

By Ian Schmutzler, Captain, Vacaville, California, Police Department

One need only look to recent media reports to see examples of negative encounters between law enforcement and individuals with mental illness who are experiencing homelessness. For example, a man experiencing mental illness and homelessness in Fullerton, California, was killed during a violent 2011 encounter with several police officers who were attempting to arrest him.[1] This incident resulted in continuous protests, civil unrest, and threats against the officers and their families. The incident also resulted in criminal charges for two police officers who were accused of murdering the man; the officers were eventually acquitted. In April 2016, officers from the San Francisco, California, Police Department were forced to shoot and kill a man with mental illness who charged at them with a knife as they were attempting to clean out the homeless encampment where he lived.[2] This incident was almost immediately followed by protests, calls for the chief of police to resign, and calls for criminal charges against the officers involved.

In both situations, all of the backlash occurred as the investigations of the incidents were only just beginning. It is evident that members of the population who have mental illness and are experiencing homelessness might garner significant sympathy when a conflict occurs from a public that does not fully understand police roles and tactics. It is also evident that law enforcement needs to develop better strategies to more effectively manage encounters with individuals with mental illness who are experiencing homelessness.

Why Should Law Enforcement Worry About This?

Whether the situation is a call response for someone in crisis, a use-of-force incident involving a person who is exhibiting bizarre or violent behavior, or the removal of a large homeless encampment,

law enforcement officers are dealing with the issues of mental illness and homelessness more and more frequently. Individually, the issues of homelessness and mental illness can be divisive. For instance, some people believe that one's choices and poor decisions lead to homelessness, while others are more sympathetic to those affected by mental illness or homelessness. Regardless of public condemnation or sympathy, public stigma follows both those with mental illness and those experiencing homelessness.[3] When the two issues combine to involve people who are experiencing both mental illness and homelessness, a level of complexity is introduced for those looking to end homelessness and treat mental illness. The costs of law enforcement encounters with this population are twofold, risking both civil litigation damages (or settlements) and damages to the agency's relationship with its community.

Government leaders in cities and counties often find themselves trying to balance providing services to those affected by mental illness and homelessness while at the same time not seeking to encourage homelessness in their communities. There is often friction between community- and faith-based organizations that look to help and provide support to this population and local officials who are seeking to discourage homelessness—or at least keep the issue from growing. While large cities and counties might be able to dedicate more resources to people in their communities who have mental illnesses and are experiencing homelessness, smaller suburban cities and counties are forced to grapple with this issue without large budgets with which to work. Nonetheless, as the situation grows in size and complexity, smaller jurisdictions must also develop means by which they can respond effectively.

Government leaders in cities and counties often find themselves trying to balance providing services to those affected by mental illness and homelessness while at the same time not seeking to encourage homelessness in their communities.

Case Study: Mental Illness and Homelessness in California

According to the Los Angeles Homeless Services Authority, people affected by mental illness and homelessness are significant consumers of resources in cities in California.[4] As this population continues to grow, the costs of dealing with the collateral quality-of-life issues that typically accompany homelessness in cities will likely increase. California's temperate and arid climate attracts migratory and transient individuals and families from all over the United States and beyond, many of whom are experiencing homelessness. In addition to the climate, California includes some communities that have the quality services and programs for those experiencing homelessness, as well as generous faith-based and community groups that also make the area attractive to migratory individuals who are experiencing homelessness.

Individuals with mental illness who are experiencing homelessness are often the most challenging "consumers" of community services, as they are often resistant to accepting services or assistance. Many people who have a mental illness and are experiencing homelessness engage in substance abuse in order to "self-medicate." The challenges faced by these individuals and the communities seeking to help them are many, and the tangible outcomes of such efforts are frequently difficult to quantify.

Factors Contributing to Homelessness in California

There have been several events over that last six years that have contributed to an increase in the population of people experiencing homelessness in Californian communities. In October 2011, California Governor Edmund G. Brown, Jr., signed Assembly Bill 109, known as AB 109 and Prison Realignment, into law. The bill was in response to overcrowding in California's prisons and numerous lawsuits claiming cruel and unusual punishment and inhumane conditions. Then, in December 2007, a period known as the Great Recession began in the United States, although the full effects were not realized until mid-2008 and lasted for several more years. During this economic recession, a record number of homes were foreclosed upon and unemployment rates reached the double-digits. Many who did not have permanent housing (e.g., sleeping on someone's couch or temporarily staying with family or friends) were in danger of becoming homeless if others were no longer able to house them; these individuals are referred to as "precariously housed."[5] Those who were precariously housed prior to the Great Recession began to find themselves homeless as some of what would have been considered stable housing arrangements were plunged into the realm of precarious housing and the residents became unable to assist others without stable housing. When these two events reached a peak in early 2012, communities throughout California began to notice an increase in the number of people who were experiencing homelessness in the region.

The closing of mental health treatment facilities and significant de-funding of community-based mental health programs created a situation in which many people with mental illnesses were not able to access treatment. Some untreated mental illnesses can cause erratic, dangerous, or illegal behavior, which resulted in nearly 45 percent of California's prison population comprising individuals with mental illness.[6] With the implementation of the AB 109 Prison Realignment, communities began to see an influx of former prison inmates, including those with untreated mental illness and no housing, entering their communities.[7] The prison realignment combined with the national economic issues significantly increased the number of individuals experiencing mental illness and homelessness in California.

Local government revenues in the state of California were also negatively impacted during the Great Recession, a situation common across many states during that time period.[8] Although the U.S. economy has begun to recover, it has taken significant time for cities and counties to see increased revenue, and local law enforcement agency budgets reflect the anemic growth of the economy. The cost for local governments to provide the necessary services for persons with mental illness who are experiencing homelessness is substantial, and the challenge is further complicated by many community members' belief that taxpayer money is better spent on other matters. To develop methods to best resolve the challenges related to mental illness and homelessness, law enforcement officials need to team up with other stakeholders to potentially reduce the financial impacts upon suburban police departments and local governments.

As stated, the costs of resolving the issues related to people experiencing mental illness and homelessness, both monetarily and socially, are substantial. For example, the California Department of Corrections estimates that the cost of treating an inmate with mental illness is $50,000 annually, while a community-based treatment system would cost $30,000 per participant.[9] Cities and counties throughout California must call upon several community groups and service providers to mitigate the effects of homelessness, including the expensive task of cleaning up homeless encampments on or near environmentally fragile land. Housing and treating people with mental illness requires proper funding, which is often woefully short in providing for the needs of those individuals.[10] Nonetheless, funding comprehensive programs that work toward treating the myriad issues associated with mental illnesses and homelessness will likely be less costly than incarceration. In

light of the expense and impact on the community, the only unacceptable alternative is to do nothing.

Law Enforcement and Suburban City Issues Related to Mental Illness and Homelessness

Members of the public call law enforcement to complain about homeless encampments and the health and safety concerns that are associated with the living conditions in these camps. Disturbing behavior, lack of hygiene, and drug or alcohol intoxication are just a few examples of the complaints received by local law enforcement agencies, all of which they must respond to.

Similarly, business owners and other direct contributors to local economies often have concerns about individuals experiencing mental illness and homelessness driving away potential customers with public displays of irrational, unsightly, and sometimes intimidating behavior. Chambers of commerce and other business organizations have repeatedly asked law enforcement agencies for help in dealing with the chronic homelessness that plague some downtowns and business districts in cities throughout California.

Public funding of both mental health services and homeless programs has always been very difficult to acquire. Constant media depictions of violence by people with mental illness contribute significantly to the stigma of the issue, as shown in a January 2013 U.S. poll noting that 67 percent of respondents stated they would not want a person with a mental illness as a neighbor.[11] This stigma surrounding these issues makes it difficult for lawmakers and policy makers to obtain precious tax dollars to fund social programs that treat mental illness and provide services to mitigate homelessness. Due to the funding shortfalls for programs helping those living with mental illness and homelessness, the task very often falls to local law enforcement and over-extended county mental health crisis units. This constant interaction between law enforcement and persons experiencing mental illness and homelessness creates animosity and a perception that police agencies are heavy-handed or are "picking on" this vulnerable population.

Outside of cities, where smaller populations allow for more focused, community-based solutions, suburban law enforcement agencies in California find themselves in a position to work in and with their communities to effect change. Nonetheless, factions that want people who are experiencing homelessness to be completely displaced and factions who want to support the homeless lifestyle at any cost often complicate the task of addressing homelessness within a community. Trying to balance the needs of the community with the need to care for and treat people with mental illness who are experiencing homelessness is daunting. However, with collaboration, partnerships, creative funding ideas, and legislation, an impact can be made.

Recommendations

For government leaders of suburban communities (both elected officials and appointed staff), the task of providing quality treatment and resources to people experiencing mental illness and homelessness, while at the same time not indirectly contributing to an increase in these "consumers" in the community is complex.[12] While no one program or treatment plan will eliminate all of the issues related to this situation, using creative partnerships and funding sources, along with legislation designed to help house and improve the quality of life for persons with mental illness might provide some solutions to this complicated problem. In one California community, this work is already under way.

Creative Partnerships

In October 2014, after receiving a high volume of complaints about the homeless population and the issue's impact on the quality of life of its citizens, the City of Vacaville, California, introduced the Homeless Roundtable comprising stakeholders who were interested in finding long-term solutions to help those experiencing mental illness and homelessness, instead of a patchwork of programs and efforts. The group meets monthly, and attendance has remained high throughout its existence. The purpose of the Homeless Roundtable is to develop partnerships among local government agencies (including social services and mental health services), community groups, and faith-based organizations throughout the community. During the first six months of the Homeless Roundtable's existence, the group decided to focus efforts on the three "Es": Engage, Enforce, and Educate.

Due to the funding shortfalls for programs helping those living with mental illness and homelessness, the task very often falls to local law enforcement and over-extended county mental health crisis units.

The Homeless Roundtable began to foster partnerships from within its membership and a slogan, "There's a Better Way," was developed. The There's a Better Way campaign is designed to provide resources, paired with accountability, to people in the community who were experiencing mental illness and homelessness—giving a hand up, not a hand out. Armed with access to and relationships with the other members of the Homeless Roundtable, a group was established called the Navigators, which was made up of mostly faith-based Homeless Roundtable members who were looking to build trust with those experiencing homelessness and to introduce them to programs and resources in a nonenforcement, nonjudgmental, and open environment. The Navigators began to reach out to this population by going to encampments and holding events meant to draw community members experiencing homelessness. The Navigators began to build relationships with these individuals and, over time, gained their trust. One of the most difficult things to overcome as law enforcement officers is having those whom the officers must often cite or arrest begin to trust them and take advantage of resources they recommend. The Navigators, all volunteers and not law enforcement officers, are typically able to garner that trust much faster than uniformed police officers or sheriff's deputies.

In 2015, the Vacaville Police Department was awarded a U.S. Department of Justice, Office of Community Oriented Policing grant to expand its staff by two officers whose primary focus are quality-of-life issues, particularly those related to homelessness. These officers and one supervisor have been tasked with building relationships with community members experiencing homelessness and providing direct access to programs and resources supplied by the Navigators and other members of the Homeless Roundtable. The officers do enforce local and state laws for those members of the homeless population who refuse all resources and continue to break the law, while continuing to offer to assist the individuals in obtaining some form of housing and accessing other available programs.

This Community Response Unit (CRU) has been operational only since May 2016; however, the officers have experienced quick success, having helped place 14 homeless individuals in in-patient programs or housing (one has since become homeless again). The 2015 Homeless Point-In-Time Census found 79 men, women, and children experiencing true homelessness in the City if Vacaville.[13] The success of the CRU interventions and the relationships established by its members have, resulted in an 18 percent placement rate of Vacaville's homeless population, including several people with mental illness who were experiencing homelessness.[14] This effort was, as mentioned, kick-started with grant funds; other agencies dedicated to resolving issues of chronic homelessness might want to consider similar sources of funding.

LINEAR SUPER-LED®
LIGHTBAR

CERIDIAN™ SERIES

Introducing Whelen's innovative and economic Ceridian Series. Featuring an all-new low-profile design, the Ceridian Series is engineered for versatility and convenience. Laser etched opaque colored domes provide full customization. A multitude of options are available, including a center speaker and lighted signs. The Ceridian Series is available with SOLO™, DUO™, or TRIO™ Linear Super-LED technology.

To learn more, call 860-526-9504 or visit whelen.com

WHELEN®
TRUSTED TO PERFORM™

Funding Sources and Legislation

In response to the increase in high-profile acts of violence perpetrated by individuals with mental illnesses (e.g., Newtown, Aurora Theatre, and Virginia Tech shootings), the 114th U.S. Congress included elements of mental health reform in the 21st Century Cures Act, which was signed into law in December 2016. Among other actions, the act ensures the expansion of evidence-based mental health treatment programs into systems of care; allows for mental health programs and grants to be extended; and allows training for mental health treatment to be expanded, producing more comprehensive and effective mental health treatment options for people experiencing homelessness.[15] The chief executive officer of the National Alliance on Mental Illness, Mary Giliberti, said this about the legislation:

> *This is a pivotal milestone on the road to mental health reform. By passing HR 34, the House and Senate have shown that they consider fixing our nation's broken mental health system to be a national priority. We are grateful for their dedication to getting this important legislation passed. This momentum must be sustained and strengthened as Congress moves forward.* [16]

Because affordable housing is often difficult to find in coastal communities and population centers in California, as it is in other places, state legislation has been passed to alleviate this problem for people who cannot afford to live in many parts of California. For example, the median home price in San Francisco is approximately $1.5 million; the valuations do not drop off significantly for some distance away from the city.[17] The Housing First programs in California have been boosted by a package of legislation known as No Place Like Home signed into law in July 2016.[18] This initiative provides $2 billion to support the Housing First concepts of rapid re-housing (immediate housing options) and permanent supportive housing (longer-term housing options). The Housing First model supports getting individuals with serious mental illness and experiencing homelessness into housing first, in order to allow them to then focus on the mental health, substance abuse, or other issues which may have contributed to their homeless status.[19]

Laura's Law

In 2002, the California Legislature passed AB 1421, known as Laura's Law, allowing for court-ordered involuntary mental health treatment for a person with a serious mental illness and recent behavior that would indicate the potential for serious violent behavior toward oneself or others. This law differs from the involuntary psychiatric hold placed on persons with an immediate or imminent threat of danger to themselves or others found in California Welfare and Institutions Code 5150, in that the immediate or imminent requirement does not need to be present. Laura's Law also differs from Code 5150 in that not only law enforcement or medical professionals can request the court placement, but also family members or an adult living with a person with a severe mental illness can make that referral to the court.[20]

One of the most difficult things to overcome as law enforcement officers is having those whom the officers must often cite or arrest begin to trust them and take advantage of resources they recommend.

It is often very easy to identify a person who is demonstrating immediate destructive behavior and place them on a psychiatric hold. Those individuals with clear indicators of mental illness who do not display the immediate or imminent threat to become seriously violent are not permitted under the law to be involuntarily placed into psychiatric care. However, Laura's Law allows for an impartial magistrate to determine whether a person qualifies for involuntary treatment. Due mostly in part to the significant costs associated with mental health treatment, Laura's Law has been implemented in only 12 of California's 58 counties, including Nevada, Los Angeles, and Orange Counties. In each of those counties, though, there are dramatic indications that using the law can achieve much better outcomes for all involved than other alternatives.

In Nevada County, California, where the incident occurred that led to the creation of Laura's Law, they found the following results once the law was implemented:

> *Nevada County gave individuals under court order access to services and found the number of Psychiatric Hospital Days decreased 46.7 percent; number of Incarceration Days decreased 65.1 percent, and the number of Homeless Days decreased 61.9 percent; the number of Emergency Interventions decreased 44.1 percent. Laura's Law implementation saved $1.81-$.2.52 for every dollar spent and receiving services under Laura's Law caused a reduction in actual hospital costs of $213,300 and a reduction in actual incarceration costs of $75,600.*[21]

In Los Angeles County, mental health professionals experienced similar results on a much larger scale after Laura's Law was introduced there:

> *Los Angeles provided services to people under court orders and found it reduced incarceration 78 percent; reduced hospitalization 86 percent; and reduced hospitalization 77 percent even after discharge from Laura's Law.… Laura's Law cut taxpayer costs 40 percent in Los Angeles.*[22]

In Orange County, officials also experienced significant positive outcomes within the first four months after Laura's Law was implemented:

- 500 inquiries to the Orange County Health Care Agency's Behavioral Health Services, of which 310 were information-only calls
- 169 treatment referrals with face-to-face follow-ups
- 144 resolutions without going to court—of those, 18 were referred to substance abuse and other community programs, and 19 had already enrolled in mental health programs
- 34 voluntary treatment participants
- 24 outstanding cases—cases in which the Assisted Outpatient Treatment Team is conducting outreach to engage the referred candidates into the appropriate voluntary treatment programs[23]

It is clear that, when implemented properly, Laura's Law can effectively mitigate the impact that persons with mental illness, including those experiencing homelessness, have on local agencies and provide this vulnerable population with the care needed to improve their quality of life. However, successful implementation of Laura's Law and other legislation is just one strategy in an effective combination of methods designed to reduce the number of individuals experiencing mental illness and homelessness in suburban California communities.

Conclusion

No single solution exists for ending the issues related to people with mental illness who are experiencing homelessness. Although best practice models are emerging, each city, county, or state must come up with its own combination of ideas and actions to effectively address the issue in its community. Partnerships among stakeholders, finding adequate funding sources, and implementing passed legislation that allows for involuntary mental health treatment have helped tackle this significant quality-of-life issue in suburban cities throughout California and might serve as models for other states. ❖

Notes:

[1]Sean Emory, "Vigil Held for Man Who Died Fighting with Police," *Orange County Register*, July 13, 2011, http://www.ocregister.com/articles/thomas-308070-family-police.html?cb=1310588990.

[2]Kale Williams and Vivian Ho, "SF Police Shooting Unfolded in Less Than 30 Seconds, Video Shows," *SF Gate*, April 8, 2016, http://www.sfgate.com/crime/article/Video-shows-San-Francisco-police-shooting-7237146.php.

[3]Patrick W. Corrigan et al., "Challenging the Public Stigma of Mental Illness: A Meta-Analysis of Outcome Studies," *Psychiatric Services* 63, no. 10 (October 2012): 963–973.

[4]Daniel Flaming Patrick Burns Michael Matsunaga, *Where We Sleep: Cost of Homeless and Housed in Los Angeles* (Economic Roundtable, 2009), https://economicrt.org/wp-content/uploads/2009/11/Where_We_Sleep_2009.pdf.

[5]Eugene M. Lewitt and Linda Schuurmann Baker, "Homeless Families and Children," Child Indicators, in "Financing Childcare" special issue, *The Future of Children* 6, no. 2 (Summer/Autumn 1996): 146–158, https://www.princeton.edu/futureofchildren/publications/docs/06_02_Indicators.pdf.

[6]Darrell Steinberg, David Mills, and Michael Romano, *When Did Prisons Become Acceptable Mental Health Facilities?* (Stanford, CA: Stanford Law School, Three Strikes Project), 1.

[7]Editorial Board, "Mental Illness in California Prisons," *The New York Times*, April 10, 2013, http://www.nytimes.com/2013/04/11/opinion/mental-illness-in-california-prisons.html?_r=0.

[8]Ashok Bardhan and Richard California, *Pivot of the Great Recession*, working paper no. 203-10 (Berkeley, CA: Institute for Research on Labor & Employment, University of California, Berkeley, 2010, March), 2.

[9]Treatment Advocacy Center, "Handcuffed by an Expensive, but Useless System" *Fixing the System* (blog), August 3, 2015, http://www.treatmentadvocacycenter.org/fixing-the-system/features-and-news/2889.

[10]John A. Talbot and Steven S. Sharfstein, "A Proposal for Future Funding of Chronic and Episodic Mental Illness," *Psychiatric Services* 55, no. 10 (October 2004): 1145–1149.

[11]Colleen L. Barry et al., "After Newtown—Public Opinion on Gun Policy and Mental Illness," *The New England Journal of Medicine* 368, no. 12 (2013): 1077-1081.

[12]Richard Halstead, "San Rafael to Consider Banning Homeless Services Downtown," *Marin Independent Journal*, March 22, 2016, http://www.marinij.com/article/NO/20160322/NEWS/160329938.

[13]Applied Survey Research, *Solano County Point-In-Time Homeless Census & Survey Comprehensive Report* (Watsonville, CA: 2015), 18.

[14]David Kellis, Jr., (sergeant, Vacaville, CA), email to Ian Schmutzler, October 23, 2017.

[15]21st Century Cures Act, Pub. L. No. 114-255 (2016).

[16]National Alliance on Mental Illness, "NAMI Celebrates Senate Passage of HR 34," press release, December 7, 2016, https://www.nami.org/Press-Media/Press-Releases/2016/-NAMI-Celebrates-Senate-Passage-of-HR-34.

[17]Adam Brinklow, "San Francisco Median Home Price Up to 1.5 Million, Says Report," *Curbed*, June 7, 2017, https://sf.curbed.com/2017/6/7/15758460/median-home-price-sf.

[18]Mental Health Services Act, California Welfare and Institutions Code §5830 (3.9) The No Place Like Home Program (2016).

[19]City of Los Angeles, Mayor's Office, "Housing First," https://www.lamayor.org/housing-first.

[20]Assisted Outpatient Demonstration Project Act, Welfare and Institutions Code, article 9, chapter 2, part 1 §§5345–5349 (2002).

[21]Mental Illness Policy Org, "Reduction in Harmful Events when Laura's Law Implemented in Nevada County," source note, citing Michael Heggarty, "The Nevada County Experience," Nov. 15, 2011, https://mentalillnesspolicy.org/states/california/reduction-in-harmful-events-when-lauras-law-implemented-in-nevada-county-pdf.html.

[22]Mental Illness Policy Org, "Reduction in Harmful Events when Laura's Law Implemented in Nevada County," source note, citing County of Los Angeles, *Outpatient Treatment Program Outcomes Report: April 1, 2010–December 31, 2010*, and Michael D. Antonovich, "Laura's Law Results," *Los Angeles Daily News*, December 12, 2011, https://mentalillnesspolicy.org/states/california/reduction-in-harmful-events-when-lauras-law-implemented-in-nevada-county-pdf.html.

[23]Patricia Harriman, "Experts Say Mental Health Law Successful, So Far," *U.C. Irvine Health Live Well* (blog), April 15, 2015, http://www.ucirvinehealth.org/blog/2015/04/mental-health-law-successful-so-far.

This article is based on research conducted as a part of the CA POST Command College. It is a futures study of a particular emerging issue of relevance to law enforcement. Its purpose is not to predict the future; rather, to project a variety of possible scenarios useful for planning & action in anticipation of the emerging landscape facing policing organizations.

This journal article was created using the futures forecasting process of Command College and its outcomes. Managing the future means influencing it—creating, constraining, and adapting to emerging trends and events in a way that optimizes the opportunities and minimizes the threats of relevance to the profession.

The views and conclusions expressed in the Command College Futures Project and journal article are those of the author, and are not necessarily those of the CA Commission on Peace Officer Standards and Training (POST).

Community Wellness through Engagement & Outreach: Strategies from Indio, California

By Michael Washburn, Chief of Police; Benjamin Guitron, Administrative Officer; Ivan Carrillo, Community Outreach Coordinator; Erika Martinez, Senior Management Analyst; and Sherri Van Dorn, Executive Assistant to the Chief of Police, Indio, California, Police Department

The City of Indio is the largest and most populated city in the Coachella Valley desert region of southern California. The city's estimated population is about 89,000; nearly 68 percent of residents are Hispanic and approximately 33 percent of residents are 18 years of age or younger.[1] The city is served by the Indio Police Department, which is a full-service law enforcement agency, with a total authorized strength of 74 sworn and 45 non-sworn personnel, as well as more than 56 volunteer staff.

The Indio Police Department is a law enforcement agency whose mission, in partnership with the community, is to safeguard and improve community wellness by using both traditional and nontraditional policing methods that promote trust. It is a public safety agency that empowers residents to improve community health and regain ownership of their neighborhoods through ongoing community engagement and outreach. The Indio Police Department has adopted strategies that emphasize data analysis, collaboration, and problem-solving to address challenges faced by the community.

Tight budgets have made it necessary for the Indio Police Department to maximize existing resources and share information across sectors. By analyzing data in new ways, the police department began to target interventions more precisely. In addition, the Indio Police Department developed the Office of Community Safety to improve engagement across all community segments. Through the Office of Community Safety, the Indio Police Department strategically engages and promotes cross-sector community partnerships that facilitate and support crime prevention and community wellness. The Office of Community Safety maintains an outstanding level of agency collaboration with other organizations, both in the public and private sector. Some of these partners include community-based groups; faith-based organizations; local business owners; academic institutions; law enforcement and governmental agencies; and local, state, and federal agencies.

Our Community … Our Commitment

The motto of the Indio Police Department is "Our Community … Our Commitment." In order to embrace and model this ideal, the agency recognizes the importance of bridging theory with the practice of community policing. This is why the Office of Community Safety promotes community partnership and engagement practices through the principles of Crime Prevention Through Community Engagement (CPTCE). Developed by the American Crime Prevention Institute, CPTCE is "the strategic inclusion, involvement, and engagement of grass root community members in the facilitation and support of crime prevention and related community policing efforts."[2] Consistent with CPTCE philosophies, the department strives to merge modern, evidenced-based crime prevention strategies with community policing practices to facilitate community outreach programs that reinforce trust and respect between law enforcement and the local community.

Investing in Youth through Family and Community Collaboration

The City of Indio serves two school districts with a total of 19 schools, which provide the Indio Police Department with extended educational and outreach opportunities. The police department, community services, and city council also jointly developed a Youth Advisory Council (YAC) to educate and engage youth in local government. The selected youth participate as a voice to the city council and serve as liaisons between their schools, communities, and the police department. Within Indio, the YAC members have provided valuable input to the community building project team for the local teen center, written and produced songs to communicate the message to teens not to drink or drive under the influence of drugs or alcohol, and participated in Every 15 Minutes Program presentations at local high schools to demonstrate the tragedy related to teen traffic collisions involving drunk driving. In fact, a member of the city's YAC was the recipient of the All-America City Youth Award.[3]

With youth forming one of the largest population segments in the city, the Indio Police Department is committed to initiating partnerships and strategies that seek to safeguard education, reduce juvenile crime, and improve community wellness.

Intervention has proven critical in preventing youths from engaging in juvenile crime.[4] Accordingly, in 2014, the Indio Police

Recommendations for Community Outreach and Engagement Projects

In its journey to improved community wellness, Indio Police Department has learned what works to engage a community. The following are recommendations drawn from its experience for other agencies looking to implement similar programs:

- Embed community policing and problem-solving throughout the entire agency.
- Develop comprehensive volunteer programs for both adults and youth—Indio has both a CHIP Program (Citizens Helping Indio Police) for adults and a Cadet Program for youth.
- Build collaborative community partnerships—when community health and wellness is at stake, everyone is on the same team.
- Host face-to-face community meetings, and invite honest, constructive input from community members and stakeholders.
- Educate and empower community members to help develop buy-in and ownership. Drive home the mentality that everyone is responsible for creating and maintaining public safety.
- Partner with colleges and universities to host interns in the agency.
- Listen and learn from critical feedback received through advisory boards, community surveys, ride-alongs, internships, Coffee with a Cop, and other community-police engagements.
- Build relationships through community events—shared experiences build friendships.
- Remember that law enforcement agencies are in the customer service business.
- Tell the agency's own story with a blend of traditional and modern outreach: form a social media team with department members from every unit of the department to proactively engage community members and invite them into the agency on a daily basis.

Inset: *Safe Routes to School aims to increase the number of children who walk and bicycle to school, while increasing the safety of the activities.* ***Left:*** *Local youth and Indio officers take part in annual flag-football Turkey Bowl.*

Top: *The Indio Police Department holds quarterly meetings with stakeholders of the Crime-Free Multi-Housing Project.* ***Bottom:*** *Indio officers and community members attend annual National Night Out community-building events.*

Department enhanced its commitment to city youth by initiating a series of bilingual Parent Project training sessions that are free of charge. The Parent Project is a nationally recognized parenting training program specifically designed for "parents raising difficult or out-of-control children."[5] The primary goals of this program are to reduce family conflict, juvenile crime, drug use, gang involvement, truancy, and poor school performance.[6] The Indio Police Department introduced the Indio Parent Project in an effort to provide families with the skills and strategies needed to deal with out-of-control students, with the belief that juvenile crime prevention and intervention should begin at home. In fact, this intervention program started as part of the Indio Smart Policing Initiative prevention efforts, which ultimately resulted in a 44 percent decline in burglary crimes compared to the same period in 2013, according to research results conducted by the University of California, Riverside.[7] The Indio Parent Project is sustained by an ongoing collaborative partnership with the Desert Sands Unified School District, the County of Riverside Probation Department, and the Indio faith-based community.

Friendly Rivalry through Healthy Sporting Events

As previously stated, juvenile crime prevention efforts are an ongoing priority for the Office of Community Safety. The Indio Police Department, on average over the past five years, participated in four community sporting events per year; the games are held throughout the city and school districts. A community favorite is the annual Turkey Bowl, held near the Thanksgiving holiday, where Indio police officers kick off against teens from the Indio Teen Center in a spirited game of flag football. These community events allow Indio Police Department officers to effectively continue to maintain open lines of communication between themselves and the city's youth, which has proven to be critical in keeping the Indio community healthy and safe. Bragging rights are on the line, too, of course! The County of Riverside Probation Department is also a collaborative partner and supporter of Indio "Cops vs. Kids" community games.

Safe Routes to School

In an effort to safeguard education and improve community wellness, the Indio Police Department participates in the Safe Routes to School (SRTS) program. The program is aimed at increasing the number of children who walk and bicycle to school, while also increasing the safety of these activities.[8] Law enforcement agencies play a very important role in this program, working with engineers, health advocates, and parents to improve student safety while also encouraging more physical activity. Recently, the city of Indio partnered with Caltrans' (California Department of Transportation's) Sustainable Transportation Planning Grant Program for a Safe Routes to School (SRTS) Master Plan. This program aims to support the Caltrans mission statement: "Provide a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability." The SRTS Master Plan provides a clear and comprehensive framework for safety improvements around Indio's schools, with a focus on non-motorized transportation options within a one-half mile radius around the city's 19 schools. The project is a collaborative effort led by the city and police department as well as partners from the Desert Sands and Coachella Valley Unified School Districts and the Riverside University Health System Public Health Department.[9]

National Night Out

The Indio Police Department is a proud and long-time participant of National Night Out, a community-building campaign to encourage crime prevention awareness and community-police partnerships across the United States.[10] This crime prevention campaign is celebrated with block parties, cookouts, parades, festivals, visits from local officials, law enforcement safety fairs, and youth events. The Indio Police Department recognizes neighborhood spirit and unity as the first defense against crime. For this reason, Indio continuously celebrates a variety of special citywide and neighborhood events, which continue to support and empower residents to claim ownership of their neighborhoods through the increase

of community members' presence in public spaces.

Collaborative Problem-Solving

Similar to many other communities in the United States, the city of Indio is not immune to the social issue of homelessness. The U.S. Department of Housing and Urban Development estimates there are approximately 550,000 people experiencing homelessness in the United States, and more than 20 percent of those individuals are in California.[11] Riverside County's 2017 Point-in-Time count revealed that, in January 2017, there were 1,638 unsheltered people experiencing homelessness in Riverside County, 89 of whom were in Indio.[12] The issue of homelessness affects all elements of a community, including the business community. In an effort to enhance collaborative solutions with the business sector, the city council reached out to the Office of the Chief of Police to create specific strategic objectives and actions to mitigate the negative impacts of homelessness on Indio businesses.

Capitalizing on the foundational work initiated by retired Indio Chief of Police Richard Twiss through such cross-sector collaboration as the Community Outreach Resource Program (CORP), Chief Washburn and the Office of Community Safety held a series of business district meetings to discuss the impacts of homelessness on Indio businesses. The series of discussions led to the formation of Indio Businesses in Action, a coalition of active Indio business operators whose mission is to minimize the impacts of homelessness on Indio businesses through empowerment and collaborative problem-solving efforts. This group brings together Indio businesses that are facing quality-of-life challenges and provides opportunities to develop effective strategies to address both individual and universal problems. This approach has resulted in the identification of a few business owners who have excelled at addressing homelessness issues on their respective properties. These model businesses now serve as peer coaches to other businesses. In addition, Indio Police Department offers free security inspections to all businesses within Indio using Crime Prevention Through Environmental Design (CPTED) principles, a well-known strategy to improve safety by making a place less attractive to criminal activity through environmental improvements.[13] The Indio Police Department is also a long-time practitioner of conventional prevention and outreach programs such as the Crime Free Multi-Housing Program (CFMHP). The CFMHP is a solution-oriented crime prevention initiative designed to help rental property owners, managers, residents, police, and other agencies work together to keep illegal nuisance activity off rental property.[14] This program has been very effective in making Indio multi-family dwellings safer and more desirable places to live. The Indio Police Department holds quarterly meetings on the topic, which helps the department work collaboratively with property managers of community multi-housing dwellings address issues affecting their properties. Currently, there are more than 40 crime-free properties and participants in the program.

Neighborhood Watch, another crime prevention strategy practiced by the agency, allows the Indio Police Department to inform city neighborhoods on how to discourage, deter, and prevent community crime.[15] As of now, there are more than 22 neighborhood watch groups actively collaborating with the Indio Police Department.

Implementation and Sustainability

Agencies looking to enhance their service to their communities need to recognize that successful health and wellness initiatives require commitment from all stakeholders. Active community engagement requires staffing commitments from the agency in order to create and sustain community-police partnerships. Thus, the Indio Police Department created the position of Community Outreach Coordinator to help supplement

administrative staff and oversee day-to-day community contacts. This investment in outreach staff helps fulfill law enforcement's commitment to improving community wellness and is cost effective from a fiscal standpoint. In addition, outreach staff benefits youth health and safety in the city through community engagement programs such as the Parent Project and "Cops vs. Kids" community games.

Second, it is crucial that public safety agencies adopt strategies that emphasize data analysis, collaboration, and problem-solving to address challenges facing communities. A police department that truly reflects the spirit of community policing is also a learning organization. For example, the Indio Police Department's Office of Community Safety actively seeks ways to develop cost-effective, evidence-based policing strategies by working in partnership with research institutions such as the University of California, Riverside, and Arizona State University and the Office of Community Safety continues to strategically engage in cross-sector community partnerships that facilitate and support crime prevention and community wellness efforts.

Conclusion

It is understood that the development and continued success of a healthy community lies in the relationships forged and the trust developed across all sectors of the community: neighborhoods, schools, businesses, family and social service providers, faith-based organizations, and all levels of government service agencies. However, when developing and building upon the foundation of community wellness, it is also important to recognize that every community is different. It is vital that law enforcement agencies intimately know their communities' needs and not be afraid to ask their residents for critical and constructive input and feedback. They must also be willing and able to educate the community and empower stakeholders to be actively engaged in their communities through activities such as neighborhood watches, town hall meetings, community surveys, and memberships on boards and commissions.

Law enforcement agencies in the 21st century must also accept and embrace the idea that technology has changed exponentially over the past decades, and that they, along with their communities, must evolve and develop new approaches to community outreach and interactions. The use of traditional outreach must be complemented by the use of modern technology and social media in the ongoing development of community trust, health, and wellness. ❖

Notes:

[1]U.S. Census Bureau, Census Reporter Profile, "Indio, CA," 2016, https://censusreporter.org/profiles/16000US0636448-indio-ca.

[2]American Crime Prevention Institute, "CPTCE – Fall," 2017, http://acpionline.com/seminars/cptceoct2017.

[3]Every 15 Minutes, http://www.everyfifteenminutes.org/aboutus; National Civic League, "All America City Award," http://www.nationalcivicleague.org/allamericacityaward.

[4]Youth.gov, "Prevention & Early Intervention," https://youth.gov/youth-topics/juvenile-justice/prevention-and-early-intervention.

[5]The Parent Project, "Who We Are," https://www.parentproject.com/index.php/about-us/who-we-are.

[6]The Parent Project, "Changing Destructive Adolescent Behavior," https://www.parentproject.com/index.php/about-us/programs-offered/changing-destructive-adolescent-behavior.

[7]Robert Nash Parker and Erika Martinez, *Indio, California, Smart Policing Initiative: Reducing Burglaries through Predictive Policing and Community Engagement* (July 2014), http://content.indiopd.org/pdf/2014SPI_Report.pdf.

[8]Safe Routes to School National Partnership, "Safe Routes to School 101," http://www.saferoutespartnership.org/healthy-communities/101/about.

[9]City of Indio, "Safe Routes for School Master Plan," news release, http://www.indio.org/news/displaynews.htm?NewsID=322&TargetID=1,2,3,7,8,6,11,12,13,14,5,15,16,4,17,18,19.

[10]National Association of Town Watch, National Night Out, "About Us," https://natw.org/about.

[11]Meghan Henry et al., *The 2016 Annual Homeless Assessment Report (AHAR) to Congress*, Part 1 (Washington, DC: U.S. Department of Housing and Urban Development, 2016), 8, 12, https://www.hudexchange.info/resources/documents/2016-AHAR-Part-1.pdf.

[12]County of Riverside, Department of Public Social Services, *2017 Point-In-Time Homeless Count Data Report Summary*, April 10, 2017, http://dpss.co.riverside.ca.us/files/pdf/2017-rivco-pit-city-data-v2a.pdf.

[13]Julia Ryan, "What Is CPTED and How Can It Help Your Community?" *TTA Today* (blog), July 10, 2014, Bureau of Justice Assistance, https://www.bjatraining.org/media/blog/what-cpted-and-how-can-it-help-your-community.

[14]International Crime Free Association, "Crime Free Multi-Housing," http://www.crime-free-association.org/multi-housing.htm.

[15]National Crime Prevention Council, "Neighborhood Watch," http://www.ncpc.org/topics/home-and-neighborhood-safety/neighborhood-watch.

Chief of Police **Michael Washburn** is a 31-year veteran of law enforcement. He began his career in 1986 at the Seattle Police Department before becoming Indio's 19th chief of police on August 16, 2016. Chief Washburn holds a master in administration of justice degree from the University of Alaska Fairbanks and bachelor of arts degrees from Central Washington University in both law and justice and sociology.

Administrative Officer **Benjamin Guitron** has been with the department for more than 33 years and oversees the Office of Community Safety and is responsible for department Volunteer Services. He is a certified training instructor and teaches on subjects such as community policing and community relations. Mr. Guitron is an Indio native and is active in many community organizations.

Community Outreach Coordinator **Ivan Carrillo** has been with the department for four years and serves in the Office of Community Safety. Mr. Carrillo holds a master in social sciences degree, with an emphasis in community organizing, from California State University San Bernardino and a bachelor of arts degree in criminal justice.

Senior Management Analyst **Erika Martinez** has been with the department for more than nine years and oversees the Administrative Services Unit. She holds a master in management degree from the University of Redlands and a bachelor of arts degree in political science, with an emphasis in public policy, from the University of California Berkeley.

Executive Assistant to the Chief of Police **Sherri Van Dorn** has been with the department for more than eight years supporting the Office of the Chief. Prior to her tenure with Indio Police Department, Ms. Van Dorn served as the district director for former California State Senator Jim Battin, which included specializing as a community liaison in the areas of public safety and business administration.

BIRMINGHAM

APRIL 29 - MAY 2, 2018

FBI-LEEDA Executive Training Conference

Each year FBI-LEEDA hosts an education-based conference with some of the top thought-leaders in the law enforcement profession. Our 27th Annual Conference will be held April 29-May 2, 2018, in Birmingham, Alabama. Birmingham's rich history in the Civil Rights Movement is a perfect backdrop for this year's conference theme: ***"Reflecting on leadership lessons from the past to address current law enforcement issues."***

Registration is now open: http://fbileeda2018.org/

Networking Opportunities:

- Events Include: Welcome Reception, Barber Vintage Motorsports Museum and more
- Industry-focused Corporate Partners and Conference Sponsors
- Other Professional Networking Opportunities

**Please note: events and exhibits are subject to change.*

Early Bird Registration Fees – on/before March 16, 2018

$ 350.00 – FBI-LEEDA Member Delegates

$ 425.00 – Nonmember Delegates / Criminal Justice Attendees

$ 125.00 – Day Pass *(price per day; no meals or networking events included in Day Passes)*

Special pricing for Spouse/Partner/Youth *(visit conference website for details)*

FBI-LEEDA conference registration fees include the cost of training, all meals and networking events. There is no national annual educational conference that is more cost-effective than this.

For registration and general conference inquiries, email info@fbileeda.org

FBI Law Enforcement Executive Development Association
Tel: 877-772-7712 **www.fbileeda.org**

Atlanta Police Bring HOPE to People Who Are Homeless

By Carlos Campos, Director of Public Affairs, Atlanta, Georgia, Police Department

It's a warm August morning in Atlanta, Georgia. The stifling heat and humidity of late summer has yet to take hold. A vast sea of discarded junk food containers, clothes, shoes, water bottles, and other garbage litter the hard, earthen landscape under an interstate overpass as motorists speed by overhead on one of the U.S. South's busiest thoroughfares.

As Atlanta police officers Veronica Campbell and Teresa Norwood slowly approach the area, it quickly becomes clear that the underpass has become a home for more than just piles of festering debris. There, people are also living in makeshift quarters.

"Hello, how y'all doing?" Officer Campbell calls out in a soft, friendly voice as slumbering bodies begin to stir. "Good morning, I'm Officer Campbell." One of the residents is annoyed at being awakened and seems distrustful of the visitors at first, but she quickly recognizes Officer Campbell.

Campbell also recognizes the woman, who tells her that she has gotten a job. Campbell asks the woman a few more questions about her well-being and moves on to a man nearby.

As part of the Atlanta Police Department's Homeless Outreach Proactive Engagement (HOPE) team, Officer Campbell will have these types of conversations numerous times a day, every day, with Atlanta's homeless population. The HOPE team is dedicated to helping connect people experiencing homelessness with the appropriate social services to help get them off the street, such as services that provide assistance for mental health, medical care, housing, employment, substance abuse, veterans' aid, or even travelers' aid.

While some individuals experiencing homelessness commit crimes such as breaking into vehicles, the Atlanta Police Department is working on a collaborative approach to address the root causes of the problem, rather than add more people to a strained criminal justice system.

"Homelessness is not a crime," said Atlanta Police Chief Erika Shields.[1] She describes the agency's approach to homelessness as holistic and proactive:

> *We want to take a holistic approach to addressing the homeless crisis by getting that population the resources they need to turn their lives around. Ultimately, it benefits everyone. We gain very little from arresting the same people over and over, only to have them back out on the streets within days, or even hours sometimes.*[2]

The HOPE team is one of the tactics behind that strategy—a team of officers specially trained to deal with people who are homeless in a manner that encourages them to see police in a positive light. "We're the kinder, gentler police," said Officer Campbell. "If they're able to trust us, and we're able to build a rapport with them, they won't look at us as police, but as resources."[3]

The HOPE team was created in 2005 and is a product of a partnership with the Commission on Homelessness and the National Alliance on Mental Illness.

Then-Atlanta Mayor Shirley Franklin recognized a need to proactively engage people experiencing homelessness and those with mental illnesses to assist and advise them of the services that might be available help meet their needs. Mayor Franklin reached out to the police chief, and the HOPE team was born.

Since then, HOPE team officers have helped thousands of people experiencing homelessness and people with mental illness through crises or connected them with countless service providers.

Like most major cities, Atlanta grapples with the complexities of homelessness. On any given night, Atlanta has more than 3,500 individuals experiencing homelessness. Of that number, about 680 are unsheltered and living outside.

Fortunately, both the total homeless population and unsheltered population continue to decrease (total count by 17 percent since 2015 and unsheltered count by 34 percent since 2015) due to increasing alignment and strategic coordination of resources and investments.[4]

Other tangible HOPE team results include the following:

- A decrease in the number of people with mental illnesses being arrested
- A decrease in the number of officers and people with mental illnesses being injured
- People experiencing homelessness going from the street to shelters and permanent housing
- People experiencing homelessness earning their General Equivalency Diplomas through partnerships with local schools and shelters
- A culture change at the Atlanta Police Department regarding how to engage people experiencing homelessness and people with mental illness

- The provision of transportation for people experiencing homelessness to appropriate agencies based on their needs
- Motivational speeches given at homeless shelters

The Atlanta Police Department's HOPE team, along with its partner service providers, see themselves as giving a voice to those facing homelessness or mental illness. With jails often serving as de facto mental health facilities, the HOPE team works to keep people experiencing homelessness with mental illnesses or substance use disorders or both out of the criminal justice system when possible.

With specially trained law enforcement who act as key partners in the city's work to reduce homelessness, the HOPE team is a valuable resource for Atlanta. Having trained officers who understand the nature of homelessness and the needs of those living outdoors ensures the city is able to connect individuals to services, rather than criminalizing homelessness.

The officers on the HOPE team have crisis intervention training (CIT), which provides them with a specialized skill set that allows them to understand the distinctive aspects of working with people with mental illness and other vulnerable populations.

"We have a little more patience," Campbell says of CIT-certified officers. "The average beat officer doesn't have the time and patience. We use a lot of 'I' language, such as 'I am officer Campbell. I am here to help you.'"[5]

Georgia's CIT program is a 40-hour course with a stated mission to "[e]quip Georgia law enforcement [CIT] officers with the skills to assist people with mental illness, co-occurring disorders, substance abuse, developmental disorders or other brain disorders who are in crisis, thereby advancing public safety and reducing stigma."[6]

The training has three main objectives:

- Ensuring the consumer receives treatment rather than jail, whenever possible
- Avoiding unnecessary force by ensuring the CIT officer recognizes a mental illness or other behavioral health disorder
- Ensuring the CIT officer has the skills to de-escalate a person in crisis

De-escalation skills include using the consumer's name from the beginning of an encounter and employing compassion, respect, listening skills, and the officer's knowledge of crisis intervention stages.

Ideally, 911 dispatch identifies a call where a consumer with a mental illness or other behavioral health disorder is in crisis. The closest CIT officer is dispatched to the scene, along with other law enforcement.

On this warm August morning, as the mercury begins to climb near midday, Officers Campbell and Norwood are joined by Josh Habellard, a case manager with a local nonprofit service provider, HOPE Atlanta. They make the rounds together, making several stops in downtown Atlanta and beyond.

HOPE Atlanta is a key social service provider in metro Atlanta, providing a safety net for low-income travelers, newcomers, and residents in crisis. The agency provides emergency shelter, counseling, and transportation assistance to more than 4,000 people annually.[7]

HOPE Atlanta offers an array of services including shelter and other emergency services and permanent supportive housing, case management, street outreach, homeless prevention, domestic violence services, veterans' services, HIV/AIDS services, reunification, and rapid re-housing. The majority of the people HOPE Atlanta assists are homeless or about to become homeless and have very low incomes. Many of those helped by HOPE Atlanta are individuals who are chronically homeless, veterans, victims of domestic violence, people with mental or physical illnesses, or people with substance use disorders. They are usually initially in crisis and in need of immediate crisis intervention services. The crises may be due to homelessness, the threat of homelessness, unemployment, abandonment, poverty, illness, hunger, domestic violence, poor planning, financial emergencies, or unforeseen circumstances.[8]

Together with a HOPE Atlanta case manager, the Atlanta Police Department's HOPE team officers encounter people experiencing homelessness at each stop on this warm August morning, all with their own stories of how they wound up on the streets—mental illness, substance abuse, divorce and family estrangement, job loss, and physical illness are common themes. Habellard takes down names and provides business cards, encouraging the people experiencing homelessness to visit a case manager who can help connect them with the right assistance. It's not long before they begin to approach Habellard and the officers on their own, as they quickly realize the trio are there to offer assistance.

The officers hand out brochures with contact information for a number of local agencies—the United Way, Travelers Aid, the Salvation Army, Mercy Care, the Department of Veterans Affairs, Grady Health System, the City of Refuge, and others. Each agency provides a specific expertise.

- Mercy Care provides health care to poor and marginalized people.
- City of Refuge provides shelter for women and children.
- Crossroads Community Ministries provides meals, clothing, and services to help obtain a Georgia ID card.
- The Covenant House assists with youths experiencing homelessness.
- Grady Health Systems provides psychiatric assessments and treatment for outreach patients with mental illness through PATH (Projects for Assistance in Transition from Homelessness).
- Travelers Aid provides a reunification program assisting individuals with travel vouchers to anywhere in the United States.
- The Gateway Center in Atlanta provides assistance with housing, substance and alcohol abuse assistance, veterans' assistance, employment assistance, a clothing bank, showers, and personal hygiene kits.

Building a rapport with individuals experiencing homelessness is critical, since many of them tend to fear or avoid police officers. To assist with this, HOPE team officers often do not wear the standard blue Atlanta Police Department uniform; instead, they usually wear khaki pants and a polo shirt. As Officer Campbell explains,

> *It gives us a non-confrontational and non-aggressive stance. The message we are trying to put out there is "we're here to help you. Arrest is a last resort." We want to get people help and keep them out of handcuffs.*[9]

Sometimes HOPE team members provide rides to individuals experiencing homelessness to help them get where they need to go; other times they buy food or blankets (despite its southern locale, Atlanta can get quite chilly in the winter) using money from their own pockets. Other programs such as back-to-school drives and Reading with the HOPE Team help to solidify community bonds.

"People just want to be respected and treated like a human being," explains Officer Anthony C. Smith, another HOPE team member. Officer Smith says he finds the work humbling. "It humbles you to get these people the help and services not afforded to them on a regular basis."[10]

Officer Campbell said thta she describes her comprehensive approach to helping people who are homeless with the three Ps: patience, passion, and power. She says that the work requires having the patience to work with people who might have a mental illness or be otherwise combative or distrustful, having the passion to empathize with people in difficult situations and wanting to help them, and having the power to make a difference to get positive results for them.

The HOPE team's mission also aligns with a new effort in the City of Atlanta that is being promoted by Mayor Kasim Reed: A Pre-Arrest Diversion Initiative.

The pre-arrest diversion program, which began its two-year pilot in late 2017, is a concerted effort by the City of Atlanta to bring

together a number of law enforcement and social service agencies to seek ways to keep the people who are experiencing homeless ness or who have mental illnesses from being arrested for petty crimes, while also getting those individuals the services they need to get them back on their feet.

It is—to some extent—an expansion of the HOPE team concept to other officers on the Atlanta police force. Officers in certain areas will have the option of reaching out through the pre-arrest diversion program to a number of social service providers.

Just like the HOPE team, the idea is to link individuals experiencing homelessness to needed services, such as housing, mental health counseling, and employment assistance. For example, rather than arrest someone for urinating in public or a similar minor infraction, an officer can contact a representative through the pre-arrest diversion program to make the connection to needed social services.

The pilot's goal is to divert 150 participants from arrest into the program.

"All of our major cities struggle with homelessness, not just Atlanta," Chief Shields said. "We simply have to find a smarter way to address this issue. The way we're doing it now just isn't working. We're eager to see what results the pre-arrest diversion pilot can yield."[11] ❖

Notes:

[1]Erika Shields (police chief, Atlanta Police Department), interview, August 2017.

[2]Ibid.

[3]Veronica Campbell (officer, Atlanta Police Department), interview, August 2017.

[4]Internal data, City of Atlanta, Georgia.

[5]Campbell, interview, August 2017.

[6]Georgia Bureau of Investigation, "Crisis Intervention Team," https://gbi.georgia.gov/crisis-intervention-team.

[7]HOPE Atlanta, "The HOPE Atlanta Promise," https://www.hopeatlanta.org.

[8]Ibid.

[9]Campbell, interview, August 2017.

[10]Anthony C. Smith (officer, Atlanta Police Department), interview, August 2017.

[11]Shields, interview, August 2017.

As the director of public affairs for the Atlanta Police Department, **Carlos Campos** has responsibility for both internal and external communications for the department, as well as oversight of access to public records. Before entering into public relations, Mr. Campos was a daily newspaper reporter and editor for 17 years. He worked for the Associated Press, the *Daily News* (Gwinnett County, Georgia), the *Times-Picayune* (New Orleans, Louisiana), and the *Atlanta Journal-Constitution* (Atlanta, Georgia) in a variety of editorial roles, including political and public policy reporter and suburban bureau chief.

In 2010, he joined the Atlanta Police Department serving in the role of public affairs director until his departure to the private sector in 2014. Mr. Campos re-joined APD in 2017.

2018 *Police Chief* Calendar

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to *Police Chief*? Look below to see some of the topics we are covering this year!

January	Leadership *Special Feature: IACP 2017 Leadership Awards*
February	Forensics
March	Drugs: Current Issues
April	Victim Services *Special Feature: 2018 Buyers' Guide*
May	Officer Safety and Wellness
June	Cybercrime & Computer-enabled Crime
July	Transnational Crime and Terrorism
August	Community-Police Engagement *Special Feature: IACP 2018: Insiders' Guide*
September	Personnel *Special Feature: IACP 2018: Orlando, FL*
October	Evolution of Policing *Special Feature: IACP 125th Anniversary*
November	Education and Training *Special Feature: IACP 40 Under 40*
December	Critical Incidents *Special Feature: IACP 2018 Recap*

Do you have innovative solutions or experiences that you want to share with the policing community? Take a look at our manuscript guidelines on **www.policechiefmagazine.org/article-guidelines**. Articles can be submitted online at **www.policechiefmagazine.org/submit-an-article**.

SOLUTIONS FOR A SAFER SOCIETY

THANKS TO OUR VALUED SPONSORS

The sponsors of the 2017 IACP Annual Conference & Exposition are critical to the success of this important event for the law enforcement community. Their vital support enables law enforcement around the world to get the tactical intelligence, equipment, and training they need to do their jobs better and more efficiently. IACP 2017 would not be possible without the strong commitment of its valued sponsors–from all of us in law enforcement, a sincere thank you for your support.

IACP 2017 October 21–24 Philadelphia PENNSYLVANIA

Serving the Leaders of Today and Developing the Leaders of Tomorrow

Platinum

AXON · FirstNet · Microsoft · Motorola Solutions · NEC · Superion superion.com

Gold

HARRIS · pwc · The Safariland Group · tyler technologies · WatchGuard · Samsung · verizon

Silver

All Traffic Solutions · amazon web services · Panasonic · Uber · wasabi hot storage · Zellman

Bronze

3SI Security Systems · accenture High performance. Delivered. · ARJ · BlackBerry · CDW-G People Who Get It · Cisco · ENGILITY Engineered to Make a Difference · Hewlett Packard Enterprise · Information Builders · LIVE EARTH · ring · vmware · WOLFCOM

IACP 2017
October 21–24 Pennsylvania Convention Center Philadelphia, Pennsylvania theIACPconference.org

REPORT OF THE 124TH ANNUAL IACP CONFERENCE AND EXPOSITION

PHILADELPHIA

Photographs by Convention Photo by Joe Orlando

EXECUTIVE BOARD

The IACP Executive Board presided over the 124th IACP Annual Conference and Exposition in Philadelphia, Pennsylvania, with 15,806 attendees. Throughout the conference, the members of the board attended committee, section, and division meetings to discuss issues with members and law enforcement leaders from around the world. Representatives from 76 countries attended IACP 2017.

The IACP Past Presidents' participation is a vital part of the conference. Their years of leadership experience guide our current leadership and planners in creating the best possible conference experience for our attendees.


Donald De Lucca


Louis Dekmar

Back row, left to right: Yousry Zakhary (2013–2014); Russell Laine (2008–2009); Joseph Samuels, Jr. (2002–2003); Joseph Estey (2004–2005); Harlin McEwan (honorary past president); Ronald Neubauer (1998–1999); Terrence Cunningham (2015–2016); Michael Carroll (2009–2010); Joseph Carter (2006–2007); Walter McNeil (2011–2012)

Front row, left to right: William Berger (2001–2002); Richard Beary (2014–2015); Charles Reynolds (1988–1989); Donald De Lucca (2016-2017); John Whetsel (1994–1995); David Walchak (1995–1996)

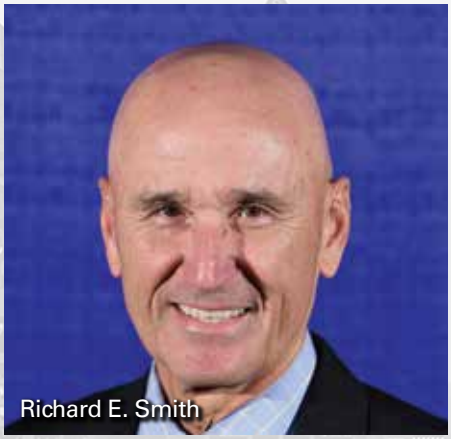

IACP Past Presidents


Swearing In—2017–2018 Executive Board


Paul Cell


Steven Casstevens


Cynthia Renaud


Richard E. Smith


Wade Carpenter


Patrick Stevens


Dwight Henninger


Timothy Lowery


Tracy Trott

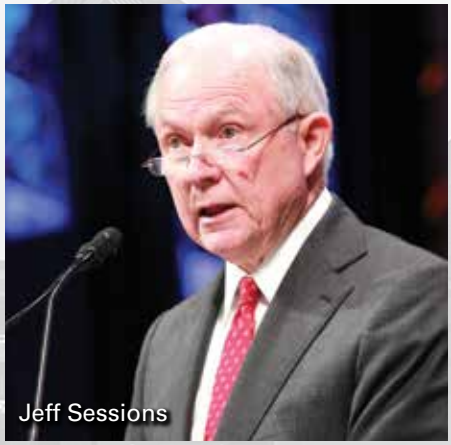

Paul Williams


Ronal Serpas


Vincent Talucci

IACP 2016–2017 President Donald De Lucca presided over the General Assembly with keynote speeches delivered by Cressida Dick, commissioner of the Metropolitan Police (London, United Kingdom) and Jeff Sessions, U.S. attorney general.

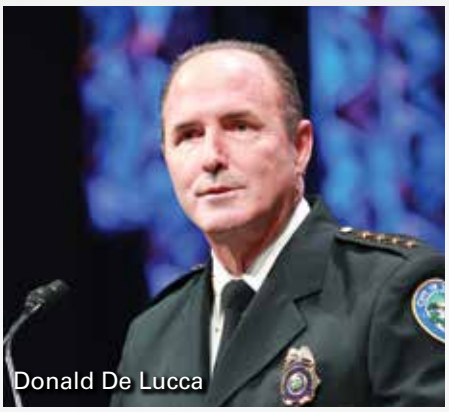
The Critical Issues Forum—Three Years Later: The Impact of Ferguson on Policing and Community Safety—was moderated by Jeff Pegues, Justice and Homeland Security Correspondent for CBS News. The panel of experts included Delrish Moss, chief, Ferguson, Missouri, Police Department; Vanita Gupta, president and chief executive officer, Leadership Conference on Civil and Human Rights; Jim Pasco, senior advisor to the president, National Fraternal Order of Police; Richard Stanek, sheriff, Hennepin County, Minnesota, Sheriff's Office; and Scott Thompson, chief, Camden County, New Jersey, Police Department.



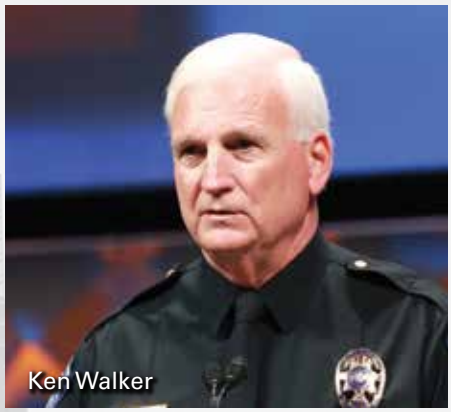
Jeff Sessions

IACP unveiled our 125-Year Anniversary logo.

Cressida Dick


Donald De Lucca


Dwight Henninger

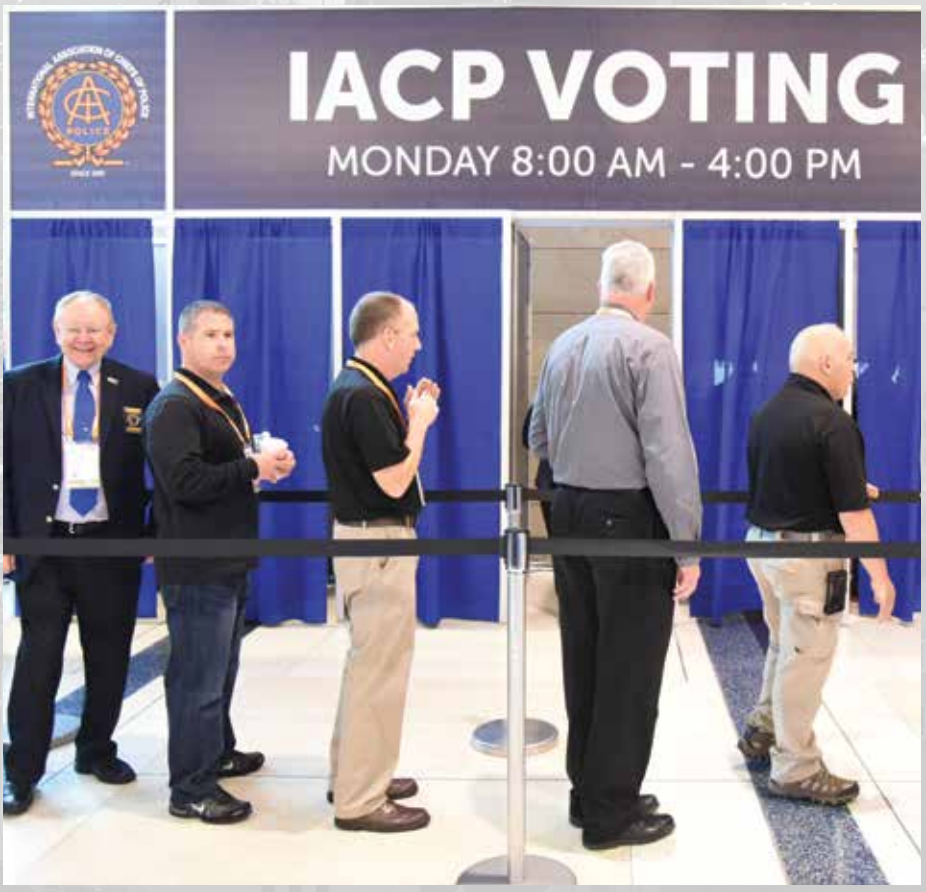

Ken Walker


Jeff Pegues


Critical Issues Panel

The official business of the IACP was conducted during the annual conference. Members engaged in discussions, debates, and voting.

Chief Louis M. Dekmar of the La Grange, Georgia, Police Department, was sworn in as the 2017–2018 IACP president. Chief Dwight Henninger, Vail Police Department, Colorado (fourth vice president); Commissioner Ellison Greenslade, Royal Bahamas Police Force (international vice president); Chief Ken Walker, West University Place Police Department, Texas (vice-president treasurer); Chief David Rausch, Knoxville Police Department, Tennessee (chair, Division of Midsize Agencies); and General Counsel Michael Caldwell, Georgia Association of Chiefs of Police (parliamentarian) also joined the board this year.


IACP VOTING
MONDAY 8:00 AM - 4:00 PM

IACP 2017
October 21–24 Pennsylvania Convention Center Philadelphia, Pennsylvania theIACPconference.org

One of the top reasons to attend the annual conference and exposition is the array of education sessions—the 2017 conference included 12 educational tracks and 282 education sessions, along with 4 cutting-edge sessions of the IACP Global Perspective Series. The workshops provide attendees with practical information they can apply to their work and agencies.

The Forum


Simon Sinek

The Annual IACP Conference and Exposition hosts the largest exposition of the world's leading law enforcement equipment, services, and technology providers. IACP 2017 had exhibits by 622 companies, which allowed attendees to explore the latest services and products available to the law enforcement community. By the end of the event, 85 percent of the exhibit space for the 2018 exposition in Orlando, Florida, was sold.


ALEXANDRIA
POLICE


Trust


2700
Digital Ally

The IACP 2017 Opening Ceremony kicked off the conference on Saturday, October 21, with a keynote address by author and speaker Simon Sinek.

The exposition hall officially opened with a ribbon cutting by IACP President Donald De Lucca and Police Commissioner Richard Ross Jr. of the Philadelphia, Pennsylvania, Police Department, along with representatives of platinum sponsors AT&T, Axon, Microsoft, Motorola Solutions, NEC Corporation of America, and Superion.

Special events such as Chiefs Night, receptions, special dinners and luncheons, hospitality rooms, and the annual banquet, including the 2017 IACP Leadership Awards, added a good dose of fun and celebration to the conference. In addition, IACP introduced community service to this year's event by hosting Alex's Lemonade Stand to raise funds and awareness for childhood cancer.


SPONSORS


philadelphia
Martin's
LIVE & COOKED
LOBSTER


ALEX'S
LEMONADE STAND

THANK YOU, PHILADELPHIA

The IACP wishes to thank the city of Philadelphia, Pennsylvania; the Philadelphia Police Department; the 2017 Philadelphia planning team; the Philadelphia Convention & Visitors Bureau; the Pennsylvania Convention Center; the Philadelphia business community; and the conference sponsors who all contributed to a successful 124th IACP Annual Conference and Exposition.

Richard Ross Jr.
Philadelphia Police Commissioner

Jim Kenney
Philadelphia Mayor

IACP 2017
October 21–24
Pennsylvania Convention Center
Philadelphia, Pennsylvania
theIACPconference.org

IACP 2018
October 6–9, 2018
Orange County Convention Center
Orlando, Florida
theIACPconference.org

11TH ANNUAL
THE IACP FOUNDATION
Gala
HONORING
HEROIC ACHIEVEMENT
OCTOBER 21, 2017
PHILADELPHIA, PA

POLICE OFFICER OF THE YEAR AWARD

The IACP is proud to once again partner with Target to recognize exemplary performance in professional policing from law enforcement agencies around the globe. The IACP/Target Police Officer of the Year Award recognizes the daily sacrifices made and honors the heroic achievements of law enforcement's finest. Four remarkable events were selected from numerous applications and were recognized at this year's IACP Foundation Gala at the 2017 IACP Annual Conference and Exposition in Philadelphia, Pennsylvania.

The IACP and Target are proud to announce that two events were deserving of this year's IACP/Target Police Officer of the Year Award.

Lieutenant Scott Smith of the Orlando, Florida, Police Department, for his heroic leadership during the response to the Pulse nightclub shooting in Orlando, Florida on June 12, 2016.

Special Agent David Bailey and **Special Agent Crystal Griner** of the United States Capitol Police, Washington D.C. and **Officer Nicole Battaglia**, **Officer Alexander Jensen**, and **Officer Kevin Jobe** of the Alexandria, Virginia, Police Department, for their quick thinking and heroic actions during a shooting in Alexandria, Virginia during a practice for the annual Congressional Charity Baseball Game on June 14, 2017.

The IACP and Target commends all the finalists for their bravery, dedication, and commitment to keeping communities safer.

Thank You to our Sponsors

Hero Sponsor

Champion Sponsors

AXON

MOTOROLA SOLUTIONS FOUNDATION

LOCKHEED MARTIN

Premier Sponsors

ISRI Voice of the Recycling Industry

Patron Sponsor

Blauer Manufacturing, Inc.

Police Officer of the Year Finalists

OFFICER MARTIN HERNANDEZ

CHICAGO POLICE DEPARTMENT
CHICAGO, ILLINOIS

On May 12, 2017, Chicago, Illinois, Police Officers Martin Hernandez and Joel Lopez were working as plainclothes tactical officers in the Harrison district on Chicago's west side, an area that has seen some of Chicago's worst violence. On this day, Officers Hernandez and Lopez were patrolling an area known for narcotics and gang-related violence.

The officers observed what looked like a drug transaction and went to investigate. As the officers approached, a female suspect began to flee on foot. The woman – a felon on bond for aggravated assault of a police officer three months earlier – turned during the pursuit and began shooting at the officers. Officer Hernandez was struck in the chest but he was wearing his bulletproof vest which saved him from serious harm. Despite being struck, Officer Hernandez began to return fire and was joined by Officer Lopez. The suspect was wounded in the exchange and a handgun was recovered from the scene. Officer Hernandez then called for emergency medical services for the suspect and rendered aid until they arrived. The suspect was treated at a local hospital and later arrested for attempted murder. Officers Hernandez and Lopez were both taken to the hospital for observation and released later that evening. Both have returned to their duties in the Harrison district.

LIEUTENANT SCOTT SMITH

ORLANDO POLICE DEPARTMENT
ORLANDO, FLORIDA

In the early morning hours of June 12, 2016, a gunman entered Pulse nightclub in Orlando, Florida, where more than 300 patrons were enjoying "Latin Night." The shooter immediately opened fire on patrons and employees within the club with a high capacity semi-automatic rifle. A uniformed, off-duty police officer who was working as security at the time engaged the suspect and radioed for assistance. Lieutenant Scott Smith was one of the Watch Commanders that morning and among the first officers to arrive on scene. He organized and led a team to enter the club to engage the shooter. Lieutenant Smith shot at the suspect, allowing responding officers to rescue patrons and employees who were still inside of the club, some of whom were critically injured. As Lieutenant Smith organized the officers within the club and directed the deployment of SWAT operators responding to help, the gunman held hostages in the bathroom. The gunman began calling 911 to pledge his allegiance to ISIS and indicate that he had explosives. Following protocol, Lieutenant Smith initiated a full SWAT stand down and focused on securing the building and rescuing as many of the injured as possible.

After a few tense hours, the gunman raised the stakes – threatening to strap bomb vests to hostages to blow up the entire building. Lieutenant Smith coordinated the breach of the building which saved additional hostages and flushed out the gunman, who immediately started firing at the SWAT operators. SWAT team members, including Lieutenant Smith, returned fire, killing the suspect. The incident is one of the deadliest mass shootings by one individual in the U.S. and claimed the lives of 49 people in addition to wounding 58 others.

Police Officer of the Year Finalists

TECHNICAL LIEUTENANT PETER R. MCLAIN

NEW YORK
STATE POLICE
ALBANY, NEW YORK

TECHNICAL SERGEANT BRIAN D. RUMRILL

NEW YORK
STATE POLICE
ALBANY, NEW YORK

On Sunday morning, December 11, 2016, two college students embarked on a one-day hike to the summit of Algonquin Mountain, New York's second highest mountain. The day started clear but quickly changed after they reached the summit. As they attempted to descend the mountain, the couple became enveloped in a thick, snowy fog. They became disoriented, left the marked trail, and fell approximately 100 feet down the back side of the mountain – landing on top of a group of snow covered evergreen trees. Unable to make their way back to the trail, they built a makeshift shelter and waited to be rescued. New York State Forest Rangers and New York State Police personnel began search efforts that evening and continued into Monday but weather challenges precluded the use of helicopters at the time. By Tuesday morning, the weather had improved marginally so state police helicopters were dispatched despite high winds and low clouds. At approximately 11:00 a.m., the couple heard the helicopter piloted by Technical Lieutenant Peter R. McLain and Technical Sergeant Brian D. Rumrill, with Forest Ranger Ian Kerr as Crew Chief / Hoist Operator, and attempted to attract the attention of the aircrew. Their calls were heard by rangers on the ground who were able to locate the hikers.

For the next two hours, the helicopter crew made more than a dozen attempts to position the aircraft for a hoist rescue but cloud cover and winds forced them to retreat as fuel was running low. Technical Lieutenant McLain and Technical Sergeant Rumrill saw a break in the clouds approaching and took flight. With only a 45 to 60 second window, they were able to hoist both hikers successfully into the helicopter. After flying the hikers to a local hospital, the aircrew then returned to the mountain to pick up two rangers.

SPECIAL AGENT DAVID BAILEY

UNITED STATES
CAPITOL POLICE
WASHINGTON, D.C.

SPECIAL AGENT CRYSTAL GRINER

UNITED STATES
CAPITOL POLICE
WASHINGTON, D.C.

On the morning of June 14, 2017, Special Agent Crystal Griner and Special Agent David Bailey of the United States Capitol Police were serving as Dignitary Protection Division Agents for U.S. House of Representatives Majority Whip Steve Scalise. Congressman Scalise and 20 others including numerous Republican members of Congress, were practicing for the annual Congressional Charity Baseball Game at a baseball field in Alexandria, Virginia. During their practice, a man emerged from the parking lot and began opening fire on the players. The special agents immediately radioed for assistance and engaged the suspect.

Within three minutes of the first call, Officer Kevin Jobe, Officer Nicole Battaglia, and Officer Alexander Jensen of the Alexandria, Virginia, Police Department arrived on the scene to provide support. While Officer Jobe initially attempted to engage the suspect, Officer Battaglia ran toward the shooter. The shooter's attention was diverted to Officer Battaglia, who took cover behind a parked vehicle as she was repeatedly fired upon. This allowed Officer Jensen to move into position and engage the suspect, which permitted Officer Jobe and Special Agent Bailey to engage the suspect as he moved behind home plate. By working together, Officers Jensen, Jobe, and Special Agent Bailey were able to take the gunman down, secure the baseball field, and allow medical personnel to help the injured.

In the aftermath, five people were injured including Congressman Scalise, who was critically wounded. Lobbyist Matt Mika was shot in the chest and staffer Zachary Barth was shot in the leg. Special Agent Griner was shot in the leg but continued to return fire to stop the suspect as she maintained cover. Special Agent Bailey also engaged the shooter by returning fire from near first base and was injured by shell fragments to his ankle.

OFFICER NICOLE BATTAGLIA

ALEXANDRIA POLICE
DEPARTMENT
ALEXANDRIA, VIRGINIA

OFFICER ALEXANDER JENSEN

ALEXANDRIA POLICE
DEPARTMENT
ALEXANDRIA, VIRGINIA

OFFICER KEVIN JOBE

ALEXANDRIA POLICE
DEPARTMENT
ALEXANDRIA, VIRGINIA

PRODUCT FEATURE:

RMS/CAD: EXPLORING TECHNOLOGY BRINGS THE FUTURE TO THE PRESENT

By Scott Harris, Freelance Writer

Record management systems (RMS) and computer-aided dispatch (CAD) systems are undergoing massive changes. Data from these systems are being collected; organized; and, ultimately, utilized in a number of new and better ways. Police work is made more effective and easier, experts say, when it can mine and make use of the data these systems can provide.

However, one size does not fit all, and needs can vary widely. Some RMS and CAD systems are ideal for large agencies, while others are tailor made for smaller departments.

One company helping to revolutionize the field is Mark43. Based in New York, Mark43 began when founders recognized that many RMS or CAD systems were operating with outdated technology. After spending thousands of hours with police officers in the Washington, D.C., Metropolitan Police Department (MPD), the company founders had the knowledge they needed to reinvent the very concept of the RMS.

"What we saw is that the technology for RMS and CAD was completely outdated," said Scott Crouch, Mark43's co-founder and chief executive officer. "We thought we'd redo it and build out a broad new type of RMS. It's a faster and more reliable user interface, and it's much easier to gather and extract the data."[1]

The result was an easy-to-use digital product that expedited every aspect of records management. Accordingly, the results in efficiency are sweeping and unequivocal. Using the new RMS from Mark43, the MPD experienced a 50 percent reduction in arrest report writing time, an 80 percent reduction in incident or offense reporting time, and a whopping 238,000 hours in total officer time saved per year, according to company figures.

Those savings would not be possible without ease of use. That's something Crouch said Mark43 worked hard to achieve from the early stages of the process—and it's something not typically available in an RMS or a CAD.

"It's a highly configurable system," Crouch said. "It lets people make things how they want to make them. You can do everything from change the field you have to creating your own role for these values, so it automatically populates other fields if you put in a certain answer."[2]

That mind-set extends to training, where Crouch and colleagues, working with MPD officers, made sure that training was seamless for the end user.

"We worked very closely with police to develop a training program," Crouch said. "We trained 100 super users, and, then, they trained others. It took about three and a half hours per officer for training. So there's not much of a concern about losing people on a shift. They have flexibility in how they set things up, and it takes them 15 minutes to [learn] a part of it instead of an hour."[3]

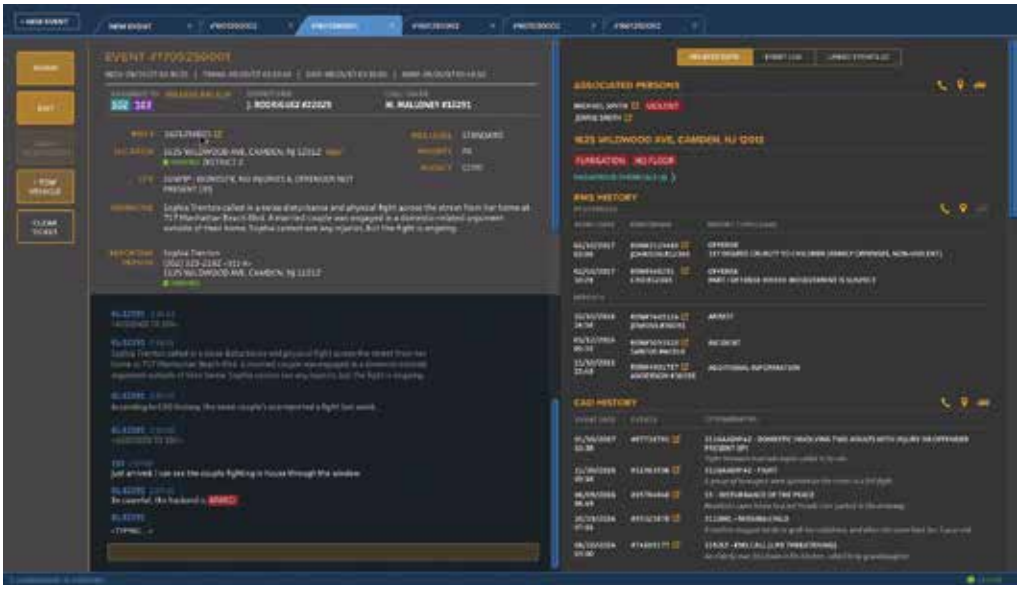
Mark43 is just one of the companies providing cutting-edge technology upgrades for CAD and RMS systems. These evolutions are happening everywhere, and one company helping to push them is Esri, the well-known software company based in Redlands, California.

Connecting the Dots by Mapping Data

Long recognized as a trusted supplier of mapping using geographic information systems (GIS) software for a variety of sectors and purposes, Esri's flagship product is ArcGIS. In a law enforcement context, ArcGIS creates maps and compiles and uses the resulting geographic information to help police understand more about where incidents are happening and identify patterns and trends based on those data.

"We started as a company using geography to solve landscaping problems," said Mike King, global public safety manager for the Redlands, California, company. "GIS is the science of geography. True GIS is the

The Mark43 bidirectional CAD interface



Law Enforcement

Benchmarking and Performance Analytics

Advance your policing.

Improve your agency's metrics and advance policing.

Sign up for FREE at www.theIACP.org/benchmarking, and the IACP and IACP Net's Law Enforcement Benchmarking and Performance Analytics tool will show you where your department stands among its peers.

Immediately query and visualize the results from search criteria you set in our secure, online format. Benchmarking helps you:

- **Improve agency performance**
- **Gain support from stakeholders**
- **Make efficient decisions**
- **Manage change**

Use your data to see how your agency compares to similar agencies.

- Professional, easy-to-use interface
- Customizable criteria for data entry and searches
- Immediate results
- Data visualization and graphical data for presentations

Your data in, better policing out.

Start today at theIACP.org/benchmarking

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.

ability to have not just dots on the map but analyzing whether or why one particular dot is related to another dot."[4]

The key behind Esri's GIS for Public Safety solution is the manner in which it can more quickly triage calls and designate first responders and their resources to a given area—while offering a high level of precision to the overall response.

"As a first responder, it becomes increasingly important: finding where it's coming from, dispatch first responders, getting them to the right place," King said. "The majority of calls that come in are from mobile devices. In those cases, the 911 call is tethered to the closest cellular tower to get information to the dispatch center. We know what tower it is, but we still need to verify the location. Once it's verified, GIS says 'OK, you're in area one of a certain place, and area one has the following resources,' Then you can assign the call to those resources."[5]

The software also can incorporate information from other sources, in order to further tailor the response. This can include weather forecasts, traffic data, and other things, all designed to help responders make as informed a decision as possible. It is even possible to use the tool to help prevent the need for a response in the first place.

"The GIS might say that fire apparatus can't take this road to get there because there's a bridge along the way that's too low. So the fire truck needs to be routed another way," King said. "Now we're looking at sensors, and other sources like weather feeds or traffic feeds or Waze [GPS driving app] or social media feeds. We can say there's a rainstorm that's coming that will result in an inch of rain in the city, and that might cause certain roadways to flood. We could start to say 'here is the end result of what's coming, so let's put up barricades around these roads before the rain comes, instead of waiting for someone to drive into it.'"[6]

The newest technology Esri is rolling out is Z axis tracking. Those with a license to use Esri can now use this capability, and it could be a game changer for public safety.

"The [Federal Communications Commission] has authorized Z axis tracking, which means above terrain or below terrain," King said. "So now instead of just saying here's the location of the hotel, you can say the caller is 157 feet above the road surface. You can look vertically as well as horizontally."[7]

New Technologies for Different Clients

Different CAD or RMS solutions appeal to different groups for different reasons. Crimestar, based in Santa Barbara, California, is one provider that puts forth an affordable solution that also harnesses current technology.

Crimestar bills itself as "a completely integrated, flexible, and powerful suite of information management tools for law enforcement and the public safety market."[8] There is one key distinction between Crimestar and other CAD vendors.

"We're a little different because we offer a product instead of software," said Eric Sargent, Crimestar's sales manager. "It's a self-enclosed CAD system, with the record management system being the heart and soul, with CAD as an add-on."[9]

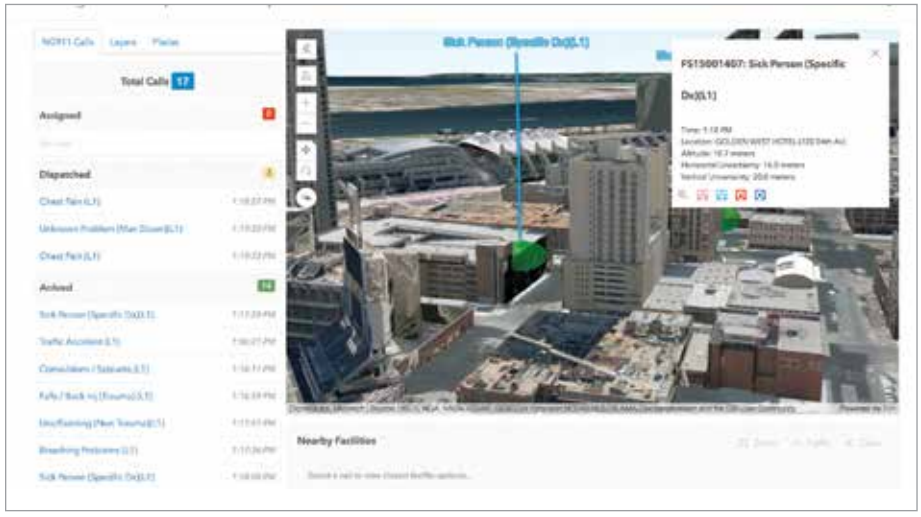
Sargent, a former police chief in New Hampshire, explained that Crimestar hardware is primarily designed for small and moderately sized agencies with a general size of 100–200 officers. However, larger agencies can add extra CAD modules if they wish.

Starting at $1,450 for an RMS or $3,950 for a CAD system, price is what helps set Crimestar apart, Sargent said. The system is also easy to use, especially considering the technical support the company provides.

"It's the simplicity by which it can be installed, trained on, and learned, and the cost is always a factor," Sargent said. "We generally try to do everything we can to teach and help the client get set up."[10]

According to Sargent, the low price or the hardware-based nature of the solution doesn't necessarily mean that customers have to sacrifice certain options—or the range of opportunities for customization—that customers of more elaborate solutions enjoy.

"Feature for feature, we compare very well," Sargent said. "There is a drop-down menu with forced-choice options to help you build your tables. And it's easy to operate. It's just like reading a book—top to bottom, left to right."[11] ❖



This view shows Esri's ability to use the Z axis or vertical tracking to more precisely locate a 911 caller.

PRODUCT FEATURE:

RMS/CAD PROVIDERS

For contact information, please visit www.policechiefmagazine.org.

CrimeCenter
CrimeSoft, Inc.
Crimestar Corporation
Cyrun
Emergency CallWorks
Esri
Kaseware, Inc.
LexisNexis Risk Solutions
Mark43
Mindshare by CSS
MobileTec International, Inc.
Motorola Solutions
Nuance
PowerPhone
Priority Dispatch
Public Safety Training Consultants
Pulsiam
Spillman Technologies
Sun Ridge Systems
Tyler Technologies
Versaterm

Notes:

[1]Scott Crouch (co-founder and CEO, Mark43), telephone interview, October 20, 2017.

[2]Ibid.

[3]Ibid.

[4]Mike King (global public safety manager, Esri), telephone interview, October 18, 2017.

[5]Ibid.

[6]Ibid.

[7]Ibid.

[8]Crimestar, "Law Enforcement Investigation & Records Management System," http://www.crimestar.com.

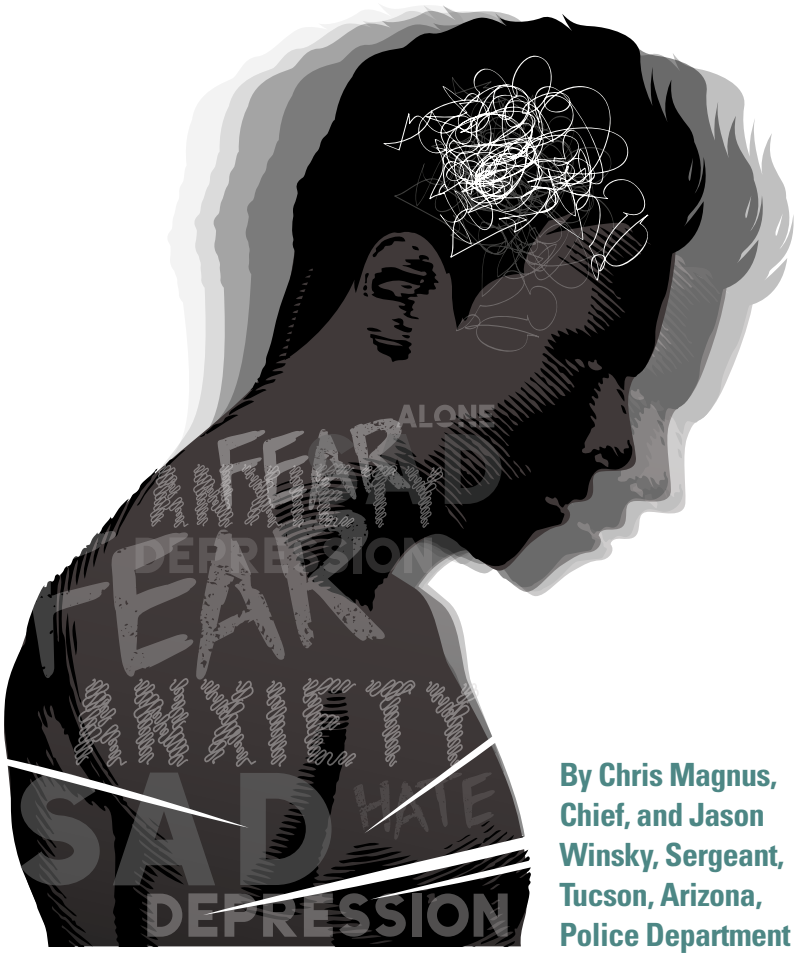
[9]Eric Sargent (sales manager, Crimestar), telephone interview, October 19, 2017.

[10]Ibid.

[11]Ibid.

SUPPORTING THOSE WITH MENTAL ILLNESS:

Rethinking the Approach to a Vulnerable Population



By Chris Magnus, Chief, and Jason Winsky, Sergeant, Tucson, Arizona, Police Department

The communities in which police officers work encompass a multitude of individuals with different ages, genders, incomes, races, ethnicities, religions, sexual orientations, abilities, health statuses, and occupations. Because of these numerous differences among community members, policing is not a one-size-fits-all endeavor. While law enforcement officers have an obligation to serve and protect all people equally, how they accomplish this mission depends on a variety of contextual factors that can change dramatically and dynamically, not only from day to day, but also from call to call. The most effective officers, therefore, are those who are trained to read all varieties of people, situations, and circumstances and to adapt accordingly. Adaptive approaches are especially important for policing vulnerable populations, including people who are elderly, people experiencing homelessness, or people with disabilities, substance abuse issues, or physical or mental illnesses.

Nearly 1 in 5 adults in the United States has a mental illness, and approximately 1 in 25 adults has a mental illness serious enough to substantially interfere with or impair one or more major life activities.[1] Because of the prevalence of mental health issues, law enforcement officers regularly encounter persons with mental illness on calls for service. Unfortunately, a "lack of consistent policy, procedure, training, and education among law enforcement agencies" means that many of these calls for service end poorly both for citizens and police officers.[2]

One consequence of poor police interactions with persons with mental illness is recidivism. As explained by IACP's 2016 report, *Improving Police Response to Persons Affected by Mental Illness*:

> *[E]ncounters with first responding law enforcement officers may involve arresting persons with mental illness, and then housing them in jails, prisons, and juvenile detention centers rather than providing them with treat-ment from mental health facilities. Thus, many individuals affected by mental illness have become trapped in a cycle of arrest, imprisonment, and recidivism.*[3]

An even more troubling consequence is violence. Individuals who have a mental illness, are experiencing an emotional crisis, or are under the influence of alcohol or drugs are responsible for the majority of assaults against police officers, and these individuals account for one-fourth of those killed in officer-involved shootings.[4] The potential for injuries or fatalities of the individual, officer, or another community member means that negative outcomes to these interactions can have lifelong implications, notes the 2016 IACP report, adding that "beyond potential injury or worse, the damage done to meaningful, trusting relationships between police departments and their communities can take years to repair."[5]

As the first point of contact with the criminal justice and mental health systems for many individuals, police officers are positioned to manage interactions in a way that can have positive impacts on individuals with mental illness and the communities in which they live. As pointed out by the IACP report,

> *The decades-long decline in resources available to mental health providers has, to some degree, forced law enforcement agencies to serve on the frontline of the U.S. mental health crisis. As a result, police officers today play a critical role in ensuring that persons affected by mental illness do not cycle in and out of homelessness and jails, but rather, are diverted to treatment and rehabilitation where appropriate and available.*[6]

Tucson Police Department: A Case Study of Success

The Tucson, Arizona, Police Department (TPD) has achieved equilibrium regarding interactions between police officers and persons with mental illness, thanks to its Mental Health Support Team (MHST), which takes

a preventive approach to mental health–related crimes.

MHST came about as a result of a tragedy. On January 8, 2011, 22-year-old shooter Jared Lee Loughner opened fire on a crowd of citizens in the parking lot of a suburban Tucson grocery store, killing 6 people and wounding 13 others. His target was U.S. Congresswoman Gabby Giffords, who was hosting a meet-and-greet with her constituents and who suffered a critical injury during the incident. Mental health professionals subsequently diagnosed Loughner with paranoid schizophrenia, symptoms of which had previously been evident to school officials, campus police, and local law enforcement, although Loughner never received a formal mental health evaluation or treatment.[7]

At the time of the shooting, TPD was already a leader in crisis intervention training and programming, through which it provided critical outreach and resources to community members with mental health needs—and yet, Loughner had still slipped through the system's cracks. To ensure that others like him didn't do the same, TPD established the MHST, a specially trained unit focused exclusively on situations involving persons with mental illness. Established in 2013, the unit consists of one sergeant, two detectives, and seven field officers. Its objective is preventing public safety threats by proactively identifying people in mental health crises and connecting them with needed behavioral health services.

"Mental health is such a big problem that you need to have a specialized team focusing on it," says MHST leader Sergeant Jason Winsky, who likens MHST to a dedicated DUI squad.

> *Any police officer in the United States is capable of giving a person a DUI. So why are there DUI squads? There are DUI squads because drunk driving is a community-wide problem, and it can really hurt people. The community recognizes that, so we deploy highly trained DUI officers to go out into the community and do DUI enforcement exclusively. Behavioral health deserves the same treatment.*[8]

MHST has two primary functions, the first of which is to support and transport: MHST officers respond to calls for service involving individuals in crisis and also handle all involuntary commitment pickup orders.

Sgt. Winsky says,

> *In all 50 states, police departments are responsible for court-ordered pickups—taking people to the hospital involuntarily; the vast majority of police departments serve these pickup orders completely at random. In Tucson, we've taken a specialized group of police officers, given them an incredible amount of education and training, and made them the central access point for pickup orders.*

This approach has yielded two principal benefits. "We weren't keeping data as an agency before, but we've essentially eliminated use of force in pickup orders," continues Sgt. Winsky, who says the TPD has had only a single use of force during an involuntary commitment pickup since establishing MHST. "The other thing centralizing pickup orders has done for us is, it's allowed our officers to learn about the population. You tend to get the same people over and over again [for involuntary pickup calls], and my officers have established rapport with those people."

That rapport is one of several key ingredients that help MHST officers build trust and de-escalate situations with individuals with mental illness. Other ingredients are officers' plainclothes and unmarked vehicles—which reduce the stigma, anxiety, and embarrassment felt by individuals during police encounters—and officers' training, which includes eight hours of mental health first aid training at the recruit level, 40 hours of crisis intervention training as an elective, and a 10-hour advanced refresher crisis intervention training course.

The most effective officers, therefore, are those who are trained to read all varieties of people, situations, and circumstances and to adapt accordingly.

"You might spend four hours training an officer how to put someone in jail, but we spend the exact same amount of time training officers how to *not* put that same person in jail," notes Sgt. Winsky, who says MHST manages mental health training for all TPD officers.

Although approximately 65 percent of its police force is trained in crisis intervention, what makes TPD's training effective isn't the *quantity* of officers who complete it, but the *quality* of training those officers receive. Sgt. Winsky observes that who teaches the course contributes to its effectiveness.

> *A lot of law enforcement trainings around the country are just cops teaching cops. Here, over 80 percent of our 40-hour course is taught by people who are not police officers; it's taught by psychiatrists, professors, judges, clinicians, mobile teams, behavioral health professionals, social workers, and lawyers.… We even bring in the consumers of the system and their family members to talk about their experience with the system. It's very hands-on.*

Also "hands-on" are the detectives who constitute MHST's second primary function: investigation. To stop mental health issues from escalating into public safety threats, these specialized detectives review more than 8,000 cases a year, looking for at-risk individuals who need to be connected or re-connected to the behavioral health system. On criminal cases, they work with the mental health and criminal justice systems to determine a case outcome that will meet the needs of both the individual and the public. With noncriminal cases—including "nuisance" complaints such as vagrancy, suspicious activity, and public disturbance—they look for evidence of mental illness and, when applicable, coordinate interventions with appropriate behavioral health system partners.

"Police departments around the country have burglary detectives and domestic violence detectives, but they don't have suspicious activity detectives. We do," states Sgt. Winsky, who says patrol officers refer all cases in which there is an individual who wasn't arrested but who nonetheless needs additional scrutiny to MHST. "We're looking for that needle in a haystack—that person who is escalating slowly over time and building up to doing something really, really bad, but maybe hasn't committed a crime yet."

Helping detectives find the "needle in a haystack" are behavioral health system partners with whom MHST has built close and collaborative relationships. One such partner, for example, is Tucson's Crisis Response Center (CRC), a public psychiatric hospital that was opened in 2011 as an alternative to jail for individuals in mental health crises.

According to Sgt. Winsky, having a place like the CRC is key to TPD's approach.

> *We take thousands of people there every year instead of jail. We work with them very strategically to determine if there are people going to the CRC over and over again whose needs aren't being met. We've also become part of their discharge planning; if they're discharging someone and they think that person needs a home visit, they'll call us, and my team will go check on them.*

The results speak for themselves, according to Sgt. Winsky:

> *About two-thirds of law enforcement drop-offs to the psychiatric hospital here in Tucson are voluntary. That tells us two very important things. One, we have a real alternative to jail here, and we're thankful to have that. Two, our officers here know how to sell that service to people who need it.*

The final outcome—averted crises—benefits the individuals receiving help or treatment, police officers, and the public at large. "Everyone is safer when the MHST team responds," Sgt. Winsky concludes.

Considerations for Improving Response to those in Mental Health Crisis

Based on information gathered from the *Final Report of the Task Force on 21st Century Policing*; the resource from the IACP, CNA, and U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office), *Advancing the 21st Century Policing Initiative*; and IACP's One Mind Campaign, the following considerations can help law enforcement agencies develop strategies for addressing the needs of those in mental health crises, as well as the needs of other vulnerable populations.

Consideration 1: Embrace alternatives to arrest. Criminal arrest and prosecution are appropriate remedies for criminal acts. For minor offenses and noncriminal behavior, however, book-and-release tactics can be expensive, ineffective, and unjust, perpetuating and exacerbating challenges in vulnerable populations instead of resolving them. Law enforcement agencies should empower police officers and deputies in those circumstances to use alternative remedies such as drug and alcohol treatment, hospitalization, and other diversionary programs, when appropriate, as these outlets can simultaneously help individuals, save money, and reduce recidivism.

Consideration 2: Assign dedicated resources to community problems. The problems faced by vulnerable populations are numerous and complex. Casual and haphazard approaches are therefore insufficient and ineffective. Instead of using "Band-Aid" solutions that offer temporary relief, law enforcement agencies need sustainable solutions that facilitate long-term gains through incremental progress. Such gains are possible only when agencies devote dedicated time and resources to the problems and populations that need them, building personal relationships that over time yield the trust, appreciation, and respect that law enforcement agencies require to be effective in the communities they serve.

Consideration 3: Appoint passionate police personnel. Because their job requires them to regularly confront their communities' worst attributes, remedies to which can seem evasive, police officers are understandably prone to cynicism. To positively impact vulnerable populations, law enforcement agencies need to entrust their progressive policing programs to officers and leaders who are capable of creating change by virtue of believing that change is possible. Such individuals are well-positioned to channel intangible passion and positivity into tangible outcomes.

Consideration 4: Take a community-focused approach to working with vulnerable populations. For law enforcement agencies, success hinges on engagement, and engagement, on trust. Unfortunately, a history of negative perceptions and interactions with the police has made many vulnerable populations skeptical of law enforcement. In this context, law enforcement uniforms can sometimes be a distracting factor for officers seeking inroads with at-risk individuals and communities. When appropriate, wearing soft uniforms and driving unmarked patrol cars can help law enforcement officers transcend police stereotypes and ingratiate themselves with populations that may historically have seen police as a threat instead of an asset.

Consideration 5: Use crisis intervention training to improve policing outcomes for citizens, police officers, and communities. Crisis intervention training for first responders promotes community partnerships, de-escalation techniques, and prearrest jail diversion for citizens experiencing a mental health crisis. Using crisis intervention strategies to police vulnerable populations not only promotes a more humane police culture, but also improves policing outcomes for both community members and police officers, whose safety is compromised when situations escalate toward use of force.

Policing in vulnerable populations is inherently challenging. Although law enforcement's mission—to serve and protect—is the same in vulnerable communities as it is in society at large, the circumstances under which this mission must be executed can be dramatically different. In particular, people affected by mental illness, addiction, and homelessness have distinctive needs and characteristics that raise the stakes of police encounters by imposing extra demands on law enforcement, as well as extra risks. Responding to such individuals in a way that is safe for all stakeholders requires police officers to assume new responsibilities outside the bounds of traditional law enforcement.

Indeed, police officers increasingly find themselves sharing duties with social workers, community organizers, and other advocates. Although their newfound roles can require law enforcement officers to balance new obligations, these expanded roles also can introduce officers to new opportunities for making positive impacts in the communities they serve. The result—material progress toward solving deeply rooted social problems—can simultaneously improve citizens' lives, reduce recidivism, decrease crime, and remind police officers why they entered law enforcement in the first place.

As guardians of their communities, it is law enforcement's responsibility to improve life and enhance public safety for all their neighbors. By working with community partners and stakeholders, law enforcement can develop strategies that accomplish both. ❖

This article features one of several case studies that will appear in the forthcoming, *Turning Pillars into Practice: Policing in Vulnerable Populations Guidebook*, which is part of the Advancing 21st Century Policing Initiative supported by IACP and the COPS Office. See the IACP Institute for Community-Police Relations at www.theIACP.org/icpr.

This project was supported by cooperative agreement number 2016-CKWXK-018, awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the authors 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 authors or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

Notes:

[1]National Institute of Mental Health (NIMH), "Any Mental Illness (AMI) Among U.S. Adults," http://www.nimh.nih.gov/health/statistics/prevalence/any-mental-illness-ami-among-us-adults.shtml; NIMH, "Serious Mental Illness (SMI) Among U.S. Adults," http://www.nimh.nih.gov/health/statistics/prevalence/serious-mental-illness-smi-among-us-adults.shtml.

[2]IACP National Law Enforcement Policy Center, *Responding to Persons Affected by Mental Illness or in Crisis* (Alexandria, VA: International Association of Chiefs of Police, 2014), 2, http://www.theiacp.org/Portals/0/documents/pdfs/MembersOnly/MentalIllnessPaper.pdf.

[3]IACP, *Improving Police Response to Persons Affected by Mental Illness* (Alexandria, VA: International Association of Chiefs of Police, 2016): 6, http://www.theiacp.org/Portals/0/documents/pdfs/ImprovingPoliceResponsetoPersonswithMentalIllnessSymposiumReport.pdf.

[4]Amy C. Watson et al., "Improving Police Response to Persons with Mental Illness: A Multi-Level Conceptualization of CIT," *International Journal of Law and Psychiatry* 31, no. 4 (July 2008): 359–368, http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2655327.

[5]IACP, *Improving Police Response to Persons Affected by Mental Illness*, 2.

[6]Ibid., 23.

[7]Sarah Netter, "Tucson Shooter Jared Loughner: Could Anything Have Stopped Alleged Gunman?" ABC News, January 11, 2011, http://abcnews.go.com/US/tucson-shooter-jared-loughner-stopped-alleged-gunman/story?id=12591246.

[8]All statements by Sergeant Jason Winsky were taken from an interview with Matt Alderton in May 2017.

FIRST-LINE LEADERSHIP

This training provides leadership and management skills to recently promoted and aspiring leaders and equips participants with knowledge to advance in their supervisory role.

The IACP First-Line Leadership (FLL) training features interactive and engaging group discussions and scenarios, taught by current and former law enforcement professionals. The course is three days in length and limited in size to allow for maximized time use and personalized attention. Focus areas include:

- **Communication and Managing Change**
- **Leadership and Risk Management**
- **Maneuvering in the Political Environment**
- **Community Needs Assessment and Engagement**

BRING FIRST-LINE LEADERSHIP TO YOUR AGENCY

Build the leadership capacity in your community and show dedication to your staff's professional development by hosting a training. For more information:

FirstLineLeadership@theIACP.org
www.theIACP.org/First-Line-Leadership
800.THE.IACP

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

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.

AUSTRALIA

Canberra
*Latter, Troy, Innovation Advisor National Security, Oracle

BELGIUM

Brussels
*Andrade, Meilyn, Head of Staff, AITP

BENIN

Conotou
Yaya, Soumaila, Colonel, National Gendarmerie

BRAZIL

Sao Paulo
Izumida, Denis, Major, Sao Paulo Military Police

CANADA

Alberta

Edmonton
Tawfik, Chad M, Superintendent/Chief of Staff, Edmonton Police Service

Grand Prairie
McKenna, Don, Superintendent, RCMP
*Wyant, Eldon, Municipal Administrator, RCMP
Manuel, Christopher, Superintendent, City of Grande Prairie

British Columbia

Surrey
*Livingstone, Laura, Police Officer, RCMP

Victoria
*Edwards, Stephanie, Staff Sergeant, Saanich Police Dept
*Walsh, Sherry, Sergeant, Saanich Police Dept

Manitoba

Winnipeg
Kolody, Scott, Commanding Officer D Division, RCMP

Ontario

Aurora
*Kays, Jodi, Detective Sergeant, Ontario Provincial Police
*Service, Dave, Sergeant, Ontario Provincial Police

Barrie
*Dufour, Toni, Sergeant, Barrie Police Service
*Richter, Rose, Staff Sergeant, Barrie Police Service

Belleville
*Aubertin, Rene, Staff Sergeant, Belleville Police Service
Barry, Chris, Inspector, Belleville Police Service
*Bonter, Natalie, Control Room Operator, Belleville Police Service

Caledon
*Kiamos, Kathe, Sergeant, Ontario Provincial Police

Cambridge
*Gamble, Peggy, Sergeant, Ontario Provincial Police

Coburg
*Enright, Andrea, Detective Sergeant, Ontario Provincial Police

Dryden
*Davidson, Cheryl, Detective Sergeant, Ontario Provincial Police

Garden River
Whitlow, Dave, Deputy Chief of Police, Anishinabek Police Service

Innisfil
*Chalmers, John, Sergeant, South Simcoe Police Service
*Tomlin, Matthew, Constable, South Simcoe Police Service
Van Dyke, John, Inspector, South Simcoe Police Service

Kirkland Lank
*Morgan, Carrie, Detective Sergeant, Ontario Provincial Police

London
*Burrow, Wendy, Sergeant, Ontario Provincial Police
*Quenneville, Andrea, Staff Sergeant, Ontario Provincial Police
*Rossevy, Paula, Staff Sergeant, Ontario Provincial Police

Midland
*Charlebois, Kathryn, Sergeant, Ontario Provincial Police

Napanee
*Ferguson, Dawn, Staff Sergeant, Ontario Provincial Police

North Bay
Houliston, Laura, A/Inspector, Ontario Provincial Police
*Purdon, Shelley, Civilian, Ontario Provincial Police

Oakville
*Craddock-Bijl, Julie, Staff Sergeant, Halton Regional Police Service
Odoardi, Anthony, Inspector, Halton Regional Police Service

Orangeville
*Archer, Mary Lou, Sergeant, Orangeville Police Service

Orillia
*Batchelor, Jennifer, Civilian, Ontario Provincial Police
*Belanger, Elizabeth, Detective Sergeant, Ontario Provincial Police
*Chapman, Amy, Civilian, Ontario Provincial Police
*Collins, Chris, Sergeant, Ontario Provincial Police
*Collins, Cynthia, Sergeant, Ontario Provincial Police
*Gonneau, Karen, Detective Staff Sergeant, Ontario Provincial Police
*Graham, Scarlett L, Staff Sergeant, Ontario Provincial Police
*Hald, Taylore Lea, Detective Sergeant, Ontario Provincial Police
*Hayman, Andrea, Civilian, Ontario Provincial Police
*Hoy Tait, Beverley, Civilian Manager, Ontario Provincial Police
*Kochan, Sue, Sergeant, Ontario Provincial Police
*Merriman, Nancy, Civilian Manager, Ontario Provincial Police

*Quigley, Jennifer, Sergeant, Ontario Provincial Police
*Trahan, Chantal, Civilian Manager, Ontario Provincial Police
*Wagg, Nancy, Civilian Manager, Ontario Provincial Police
*Withrow, Kelly, Sergeant, Ontario Provincial Police

Pembroke
*MacNeil, MaryAnn, Sergeant, Ontario Provincial Police

Rosslyn
*Harder, Diane, Detective Sergeant, Ontario Provincial Police

Smiths Falls
*McDowell, Natalie, Sergeant, Ontario Provincial Police

Thunder Bay
*Daniels, Rosa, Staff Sergeant, Ontario Provincial Police

Toronto
*Gentles, Rallion, Sergeant, Ontario Provincial Police
*Johnston, Angela, Special Constable, Univ of Toronto Campus Police
*Mailling, James, Constable, Ontario Provincial Police
*Sromek, Jillian, Special Constable, Univ of Toronto Campus Police

COLOMBIA

Bogota
Ortiz, Jose, Teniente Coronel, Policia Nacional de Colombia

ENGLAND

Chelmsford
Kavanagh, Stephen J, Chief Constable, Essex Police

North Somerset
Marsh, Andrew D, Chief Constable, Avon & Somerset Constabulary

GERMANY

Ansbach
Anderson, Michael, Chief of Police, Ansbach Police Dept

GUATEMALA

Guatemala City
*Alvarado, Mario, Director of Investigations, International Justice Mission
*Loyo, Bernardo, Criminal Investigation Specialist, International Justice Mission
*Reyes, Walfred, Criminal Investigator, International Justice Mission
*Villacorta, Edgar, Investigations Mentor, International Justice Mission

HONDURAS

Tegucigalpa
Angel Amaya, Miguel, Comisionado, Honduras National Police

IRELAND

Dublin
Twomey, John, Deputy Commissioner, An Garda Siochana

JAMAICA

Kingston
Hood, Karina S, Senior Superintendent of Police, Jamaica Constabulary Force
*Osbourne, Annette R, Senior Director Human Resources, Jamaica Constabulary Force

MEXICO

Mexico City
Garcia Nino, Mabel, Directora de Area, Secretaria de Seguridad Publica
Guerra Santibanez, Teresa, Jefa de Departamento, Comision Nacional de Seguridad
Lopez Hemer, Jose, Director de Sector, Policia Auxiliar CDX
Serrato Leon, Fabian, Director de Sector, Policia Auxiliar CDX
Verdugo Solis, Patricia, Subdirectora Operativa Area Norte, Secretaria de Seguridad Publica

Queretaro
Gonzalez Serrano, Miriam, Coordinadora General, Secretaria de Seguridad Ciudadana
Lopez Salazar, Marco, Comandante Operativo, Policia Estatal de Queretaro
Resendiz Hernandez, Hugo, Comandante Operativo, Policia Estatal de Queretaro

NEPAL

Kathmandu
Ojha, Prakash, Inspector General, Nepal Armed Police Force
Raj Regmi, Puskal, Senior Superintendent of Police, Nepal Police
Raj Regmi, Dilip, Chief Investigations Director, Nepal Police

NETHERLANDS

The Hague
*Roos, Jaap, Director, Roos Consultancy

NIGERIA

Abuja
*Anthony, Eze, Security Manager, Newark Security System Ltd
Abuja*Matthew, Ochepo, Police Inspector, Nigeria Police Force

Akure
Damilola, Oladunmoye, Assistant Superintendent of Police, Nigeria Police Force

Akwa-Ibom
Onukafor, Kingsley-Nkuma, Deputy Superintendent of Police, Nigeria Police Force

Ibadan
Adeyemi, Idowu, Deputy Commissioner of Police, Nigeria Police Force

Lafia
Agbo, Ali Garba, Chief Superintendent of Police, Nigeria Police Force

Lagos
*Albert, Olumuyiwa, Security Manager, Heineken/Nigerian Breweries PLC
*Daniel, Adaeze Princess, Procurement Consultant, Nigeria Police Force

Minna
*Ibrahim, Abubakar, Member, Police Community Relations Committee

Port Harcourt
*Osilonya, Kelvin, Managing Director Security, Krod Energy Resources Ltd

Victoria Island
*Rufai, Amoo Sulaimon, Inspector of Police, Nigeria Police Force

SAUDI ARABIA

Abqaiq
*Al-Marry, Abdulhadi N, Security Coordinator, Saudi Aramco Oil Co

Dhahran
*Al-Qahtani, Hwaizi Ayedh, Security Shift Coordinator, Saudi Aramco Oil Co

Jeddah
*Al-Gabasani, Anwar Eid, Security Supervisor, Saudi Aramco Oil Co

Ras Tanura
*Al-Qahtani, Ali Ayed, Supervisor I, Saudi Aramco Oil Co

Riyadh
*Al-Enezi, Hussain A, Security Liaison Officer, Saudi Aramco Oil Co

SOUTH AFRICA

Cape Town
*Raucher, Steven, CEO, RapidDeploy

Pretoria
Chauke, Hendrik, Major General, South African Police
De Klerk, Frans Albertus, Brigadier, South African Police
Roberts, Petrus, Director, South African Police

SPAIN

Madrid
*Godoy, Carlos, Sales Director, General Tactic

TAIWAN

Taoyuan
*Lin, Tsan Chang, Professor, Central Police Univ
*Shih, Chih Hung, Assistant Professor, Central Police Univ

UNITED ARAB EMIRATES

Abu Dhabi
Aldhaheri, Salem, Director External Areas Traffic Dept, Abu Dhabi Police

Dubai
Alfalasi, Ahmad, First Lieutenant, Dubai Police
Alhamrani, Saleh, Colonel/Deputy Director TQM, Dubai Police
Sanqoor, Adel, Lieutenant Colonel, Dubai Police
Wessels, Johan, Expert Consultant, Dubai Police
Yousuf, Abdulla, Lieutenant Colonel, Dubai Police

UNITED STATES

Alabama

Montgomery
Barnes, Clayton R, Chief State Bureau of Investigation, Alabama Law Enforcement Agency

Oxford
Waits, Brian, Lieutenant, Oxford Police Dept

Alaska

Barrow
Welch, Travis, Chief of Police, North Slope Borough Police Dept

Arizona

Phoenix
*Mentzer, Kenneth, Director of Community Development, Maricopa Co Sheriff's Office
Penzone, Paul, Sheriff, Maricopa Co Sheriff's Office
Tovar, Louis A, Commander, Phoenix Police Dept

Tucson
Vallejo, Moises, Assistant Special Agent in Charge, US Customs & Border Protection OPR

Arkansas

Conway
Harris, Chris J, Major, Conway Police Dept

California

Fresno
*Reyes, Marcos, Vice President, Kimberlite Sonitrol

Los Angeles
*Ehrhorn, Eric, Sergeant, Los Angeles Co Sheriff's Dept
*Jaeger, William, Lieutenant, Los Angeles Co Sheriff's Dept
*Katrikh, Mark, Director Museum Operations, Museum of Tolerance
Neal, Al, Captain, Los Angeles Police Dept
*Suarez, George, Sergeant, Los Angeles Co Sheriff's Dept
*Thompson, Don, Sergeant, Los Angeles Co Sheriff's Dept

Martinez
*Cronk, Janelle, Strategic Account Manager, Acadia Healthcare

Redwood City
*Gresham, Louis, CEO, Cape

Sacramento
Caligiuri, Christopher, Assistant Director, California Dept of Justice
Hoertsch, Kyle, Sergeant, Sacramento Co Sheriff's Dept
Siegl, William G, Assistant Commissioner, California Hwy Patrol

San Diego
Pitesky, Raymond M, Special Agent, FBI
Shaw, David, Special Agent in Charge, US Dept of Homeland Security ICE HSI

South Pasadena
Manukian, Avick, Detective, South Pasadena Police Dept

Yosemite
*Byerly, Julie K, Supervisory Park Ranger, National Park Service

Colorado

Colorado Springs
Pino, Peter, Chief of Police, Univ of Colorado Colorado Springs Police

Denver
*Farley, Conor, Senior Assistant City Attorney, Denver City Attorney's Office
Gagliardi, Ralph, Acting Deputy Director Investigations, Colorado Bureau of Investigation
*Ramirez, Ronald, Associate Professor, Univ of Colorado Denver

Delaware

Newark
*Tomanovich, John, President, Compass Technical Consulting

District of Columbia

Washington
Anderson, James E, Special Agent in Charge, US Secret Service
*Arietti, Rachael, Research Associate, Police Executive Research Forum
Chearney, Daniel P, Deputy Chief, US Secret Service Uniformed Division
Cogswell, Patricia, Assistant Director, US Dept of Homeland Security ICE DHS
*Cunningham, Robert, Business Development Director, New Zealand Embassy
D'Ambrosio, Michael, Special Agent in Charge, US Secret Service
Glady, William, Special Agent in Charge, US Secret Service
*Hagen, Lucas A, Student, American Univ
Hampton, Stephanie L, Assistant Director, US Dept of Homeland Security ICE OPR
Kovatch, George, Assistant Director, FLETC/DHS
McElwain, Patrick, Deputy Assistant Director, US Dept of Homeland Security ICE HSI
*McGrath, Jonathan, Senior Policy Analyst, US Dept of Justice National Institute of Justice
Nevano, Gregory, Deputy Assistant Director, US Dept of Homeland Security ICE HSI
Rodi, Louis, Deputy Assistant Director, US Dept of Homeland Security ICE HSI
Roy, Russell, Deputy Chief, National Park Service ISB
*Sedlacek, Eric, Director, Engility Corp
Settles, Clark E, Assistant Director, US Dept of Homeland Security ICE HSI
*Smith Pritchard, Samantha, Deputy Director Homeland Security, Office of the Director of National Intelligence
Vara, Jo Ann, Assistant Chief, US Border Patrol/DHS
*Villatoro, Fernando E, Student, American Univ

Florida

Coral Gables
Barnet, Henry, Lieutenant, Coral Gables Police Dept

Fernandina Beach
*Barnard, Bruce-Alan, Senior Legal Instructor, LEA Vstars US Inc

Golden Rod
*Muthu, Bala, Senior Vice President, Abcoln Fashions

Jacksonville
Burton, Lakesha, Lieutenant, Jacksonville Sheriff's Office

Miami
Diaz, Eldys, Executive Officer to the Chief, Miami Police Dept
Farmer, Esther, Major, Miami Police Dept
Papier, Nerly, Commander, Miami Police Dept
Selby, Mark, Special Agent in Charge, US Dept of Homeland Security ICE HSI

North Miami
Bage, Robert, Assistant Chief of Police, North Miami Police Dept

Orlando
Verdi, Kompel, Assistant Port Director, US Customs & Border Protection

Tallahassee
Brown, Terri, Captain, Florida State Univ Police Dept

Georgia

Cartersville
Dalman, Jeffrey, Major, Cartersville Police Dept

Glynco
Gregorius, James R, Assistant Director, FLETC/DHS

Marietta
*Davidson, Destiny, Emergency Communications Director, Cobb Co Emergency Communications Dept

Newnan
Cooper, Mark E, Deputy Chief of Police, Newnan Police Dept

Savannah
Gerbino, Mark, Chief of Police, Savannah Technical College Police Dept

Waynesboro
Blanchard, Lewis, Chief Deputy, Burke Co Sheriff's Office
Williams, Alfonzo, Sheriff, Burke Co Sheriff's Office

Hawaii

Honolulu
*Martinez, Marte, Professional Standards & Accreditation Manager, Hawaii Dept of Public Safety

Idaho

Meridian
Wills, Kedrick R, Colonel, Idaho State Police

Illinois

Chicago
Alexander, Dana, Deputy Chief of Police, Chicago Police Dept
*Blakely, Matthew, Executive Director, Motorola Solutions Foundation
*Goldstein, Brett, Managing Partner, Ekistic Ventures
Karnick, Thomas, Captain, Chicago Police Dept
*Zollar, Branden T, General Counsel, Safespeed LLC

Lakewood
Roth, Michael, Chief of Police, Lakewood Police Dept

New Lenox
Davis, Hilary B, Commander, New Lenox Police Dept

Rosemont
Shamoon, Shane, Lieutenant, Rosemont Public Safety Dept

Indiana

Crown Point
Paterson, William, Chief of Police, Lake Co Sheriff's Dept

Kentucky

Frankfort
*Jackson, David, Director of Transportation & Security, Intelligent Imaging Systems
Slinker, Jeremy, Major, Kentucky State Police

Henderson
Edwards, Briscoe, Major, Henderson Police Dept

Louisville
*Ross, Amber, Officer, Louisville Metro Police Dept

Louisiana

Harvey
*Jones, Christopher, Chief Technology Officer, Jefferson Parish Sheriff's Office

New Orleans
Annello, Thomas M, Deputy Special Agent in Charge, US Dept of Homeland Security ICE HSI

Oil City
Bass, Thomas, Chief of Police, Oil City Police Dept

Rodessa
*Sanders, Kenny, Expert Witness, Kenny Sanders

Maryland

Adelphi
*Dervenis, Teri, Student, Univ of Maryland University College

Annapolis
*Hernandez-Walter, Tania, Corporal, Annapolis Police Dept

Baltimore
Gaines, Daryl, Lieutenant, Baltimore Police Dept
Hill, Rodney, Chief of OPR, Baltimore Police Dept
*McKissick, John, Senior Security Specialist, Baltimore Gas & Electric

Fort Meade
Holmes, Michelle, Major, National Security Agency Police

Linthicum Heights
*Devera, Lorna Mae, Public Affairs, US Dept of Defense Cyber Crime Center

Rockville
Paul, Brian, Lieutenant, Rockville Police Dept

Massachusetts

Amherst
Gunderson, Jennifer, Captain, Amherst Police Dept

Cambridge
*Lubetsky, Ben, VP Sales & Business Development, VT MAK

Hampden
*Cooney, Michael, Sergeant, Hampden Police Dept

Marlborough
*Anderson, Steven, Equipment Sales Manager, MHQ
*Ribakoff, Patricia, Co Owner & EVP Customer Relations, MHQ

Quincy
McDonnell, Terence, Lieutenant, Quincy Police Dept

Waltham
Manning, Richard L, Detective Lieutenant, Waltham Police Dept

Michigan

Auburn Hills
McDonnell, Jill L, Lieutenant, Auburn Hills Police Dept

Detroit
Francis, Steve K, Special Agent in Charge, US Dept of Homeland Security ICE HSI
*White, Melanie A, Executive Manager-Policy, Detroit Board of Police Commissioners

Dimondale
Eddy, David, Lieutenant, Michigan State Police
Johnson, Jennifer, First Lieutenant, Michigan State Police
*Pemberton, Allison, Communications Analyst, Michigan State Police
Renz, Alan J, First Lieutenant, Michigan State Police
Yonker, Jeffery, Sergeant, Michigan State Police

Mount Clemens
Abro, Jason G, Lieutenant, Macomb Co Sheriff's Office

Shelbyville
*Wilkins, Dennis, Officer, Gun Lake Tribal Public Safety

West Branch
Luty, Christopher, First Lieutenant, Michigan State Police

White Lake
Keller, Daniel T, Chief of Police, White Lake Twp Police Dept

Minnesota

Duluth
Gaidis, Kent M, Chief of Police, Proctor Police Dept

Eden Prairie
*Rose, Matthew, Regional Sales Executive, GetWireless

Fort Snelling
Khu, Jae Alexander, Special Agent in Charge, US Dept of Homeland Security ICE HSI

Missouri

Arnold
Bransford, Michael, Major/Operations Commander, National Geospatial Intelligence Agency

Fort Leonard Wood
Jebb, Steffanie, Major, 701st Military Police Battalion

Saint Louis
*Boyer, LaDonna, Director Business Development, WWT Asynchrony Labs
O'Toole, Lawrence M, Interim Chief of Police, St Louis Metropolitan Police Dept

Nevada

Las Vegas
Pelletier, John L, Captain, Las Vegas Metropolitan Police Dept

New Hampshire

Durham
Holmstock, David, Captain, Durham Police Dept

New Jersey

Bayonne
Sisk, Drew, Chief of Police, Bayonne Police Dept

Cedar Grove
Cirasa, Joseph, Chief of Police, Cedar Grove Twp Police Dept

Howell
Fowler, Bernard P, Lieutenant, Howell Twp Police Dept

Montvale
*Lane, William, CEO/President, KFT International

New Brunswick
*Johnson, Laura, Senior Project Coordinator, Center on Violence Against Women & Children

Paramus
*Whiting, Christopher L, Detective, Bergen Co Prosecutor's Office

West Long Branch
*Gorman, Albert J, Specialist Professor, Monmouth Univ Dept of Criminal Justice

New York

Buffalo
Kelly, Kevin, Special Agent in Charge, US Dept of Homeland Security ICE HSI

East Syracuse
*Petrie, Jarod, Sergeant, Dewitt Police Dept

Hogansburg
*Boots, Nathan, Patrolman, Saint Regis Mohawk Tribal Police
*Cole, Faron, Patrolman, Saint Regis Mohawk Tribal Police
*Jacobs, Casey, Patrolman, Saint Regis Mohawk Tribal Police
*Robbins, Danielle, Patrolman, Saint Regis Mohawk Tribal Police
*Smoke, Julie, Patrolman, Saint Regis Mohawk Tribal Police

New Paltz
*Gabrielli, Robert, Director/Treasurer, New York State Crime Stoppers

New York
*Bardey, Alexander, President/Psychiatrist, Fifth Avenue Forensics
Clune, John J, Deputy Chief, New York City Police Dept
*Hamann, Kristine, Executive Director, Prosecutors' Center for Excellence
*Robinson, Leslie, President, Trance4mation Nation
*Schwartz, Julie, Senior Director Investigations, HBC

Tarrytown
*Gonzalez, Robert, Assistant Professor, St John's Univ

North Carolina

Asheville
Brown, Jonathan, Lieutenant, Asheville Police Dept

Durham
Reitz, Brian, Captain, Durham Police Dept

Fayetteville
*Pauly, David, Professor Applied Forensic Science, Methodist Univ

Mooresville
Chilton, Ronnie, Major, Mooresville Police Dept

Whiteville
*Cox, Aaron, Criminal Studies Instructor, Southeastern Community College

Ohio

Cleveland
Hodge, Jay, Chief of Police, Case Western Reserve Univ

Columbus
Minerd, Rick, Chief Deputy, Franklin Co Sheriff's Office

Greenville
Ross, Scot A, Lieutenant, Greenville Police Dept
Strick, Steve W, Chief of Police, Greenville Police Dept

Mount Sterling
*Rector, Lowell, Lieutenant Colonel Ret, US Marine Corps

Woodmere
*Johnson, Mark, Sergeant, Woodmere Police Dept

Oregon

North Bend
Young, Everett, Detective Sergeant, North Bend Police Dept

Pennsylvania

Philadelphia
Brown, Paul, Lieutenant, Philadelphia Police Dept
Cekada, Robert, Assistant Special Agent in Charge, ATF/Justice
*Goodman, Shira, Executive Director, Ceasefirepa
*Wigginton, Brian, Senior Systems Developer, Amtrak
Williams, Jewell, Sheriff, Philadelphia Sheriff's Office

State College
Jolley, Tyler, Chief of Police, Patton Twp Police Dept

South Carolina

Hampton
Sullivan, Jacob, Major/Assistant Chief of Police, Hampton Police Dept

Rock Hill
*Yearta, Charles, Sergeant, Winthrop Univ Police Dept

Tennessee

Brentwood
Hickey, Richard, Captain, Brentwood Police Dept

Germantown
Bright, Rodney A, Deputy Chief of Police, Germantown Police Dept

Harriman
Pacifico, Derek, Chief of Police, Harriman Police Dept

La Follette
Roehl, William C, Chief of Police, LaFollette Police Dept

Lexington
Roberts, Barry, Assistant Chief of Police, Lexington Police Dept

Pittman Center
Voncannon, Michael, Chief of Police, Pittman Center Police Dept

Red Bank
Simpson, Robert, Chief of Police, Red Bank Police Dept

Texas

Alpine
Scown, Russell, Chief of Police, Alpine Police Dept

Arlington
*Dove, Brett, Research & Development Manager, Arlington Police Dept

Dallas
*Greene, Kristen, Police Officer, Dallas Police Dept

El Paso
Staton, Jack P, Acting Special Agent in Charge, US Dept of Homeland Security ICE HSI

Fort Sam Houston
Wynder, Christopher, Provost Marshal, US Army Installation Management Command

Houston
Finner, Troy R, Executive Assistant Chief of Police, Houston Police Dept
Gonzalez, Ed, Sheriff, Harris Co Sheriff's Office
Harris, Harlan, Captain, Houston Police Dept

Pflugerville
Smith, Jason, Assistant Chief of Police, Pflugerville Police Dept

Weslaco
*Cano, Eloy, Sergeant, Weslaco Police Dept
*Pemelton, Billy, Lieutenant, Weslaco Police Dept

Utah

Lindon
Adams, Joshua, Chief of Police, Lindon Police Dept

Spanish Fork
*Gilbert, Aaron, President, ATEK Defense Systems LLC

Virginia

Chantilly
*Martin, Laura, Vice President, Engility Corp

Dulles
Wallace, Sean E, Policing Advisor, US Dept of State INL

Manassas
*Levi, Sheldon E, Chief of Police Ret, Occoquan VA

Manassas Park
*Walker, Dustin W, Police Officer, Manassas Park Police Dept

McLean
*Fengya, Darryl, Director for Operations Support, National Counterterrorism Center

Reston
*Fowler, Michael, Director, Engility Corp
*Harrigan, Thomas, Vice President, CACI International

Rosslyn
Gorman, Bartle B, Acting Assistant Director, US Dept of State Diplomatic Security Svc

Suffolk
Chandler, Alfred, Captain, Suffolk Police Dept

Waynesboro
Meeks, Rebecca, Captain, Waynesboro Police Dept

Washington

Marysville
Goldman, Jeff D, Assistant Chief of Police, Marysville Police Dept

Seattle
Sano, Eric, Captain, Seattle Police Dept

Wenatchee
Burnett, Brian K, Sheriff, Chelan Co Sheriff's Office

West Virginia

Bridgeport
*Morris, Stephen L, Project Manager, IBM

Harpers Ferry
Skero, Austin L, Chief Patrol Agent/XD, US Customs & Border Protection

Wisconsin

Brown Deer
*Koeppel, Amy, Sergeant, Brown Deer Police Dept
Kumbier, Lisa, Lieutenant, Brown Deer Police Dept

East Troy
*Jaielski, Jon, Police Officer, Town of East Troy Police Dept
*Knox, Craig, Police Officer, Town of East Troy Police Dept

Franklin
Williams, Louis, Lieutenant, Milwaukee Co House of Correction

Glendale
*Galbraith, Brian, Police Officer, Glendale Police Dept
*Guse, Eric, Police Officer, Glendale Police Dept
*Schieffer, William, Police Officer, Glendale Police Dept

Green Bay
Michel, Heidi, Lieutenant, Brown Co Sheriff's Office

Hartford
MacFarlan, Scott M, Lieutenant, Hartford Police Dept

Janesville
*Dammen, Aaron, Sergeant, Janesville Police Dept

Jefferson
*Hauser, Leigh-Anne, Dispatch Supervisor, Jefferson Police Dept
*Scheinkoenig, Rob, Sergeant, Jefferson Co Sheriff's Office
Szwec, Joe, Lieutenant, Jefferson Police Dept

Juneau
*Borchardt, Brittany, Sergeant, Juneau Police Dept

Milwaukee
Burmeister, Debra, Captain, Milwaukee Co Sheriff's Office
*Cleveland, Sean, Sergeant, Milwaukee Police Dept
*Grant, Sheronda, Sergeant, Milwaukee Police Dept
*Kelsey, Joseph, Sergeant, Univ of Wisconsin Milwaukee Police Dept
*Koleas, Pam, Civilian Records Management, Milwaukee Police Dept
*Ledesma, Elizabeth, Office Assistant, Milwaukee Police Dept
*Mech, Joseph, Special Agent, Wisconsin Dept of Justice DCI
*Roberts, Pamela, Human Resources, Milwaukee Police Dept

Portage
*Menard, Matthew, Sergeant, Columbia Co Sheriff's Office
Wagner, Todd, Sergeant/SWAT Commander, Columbia Co Sheriff's Office

Shorewood
*Ackley, Brandon, Sergeant, Shorewood Police Dept

South Milwaukee
Jaske, Peter, Captain, South Milwaukee Police Dept

Waupun
Louden, Scott A, Chief of Police, Waupun Police Dept

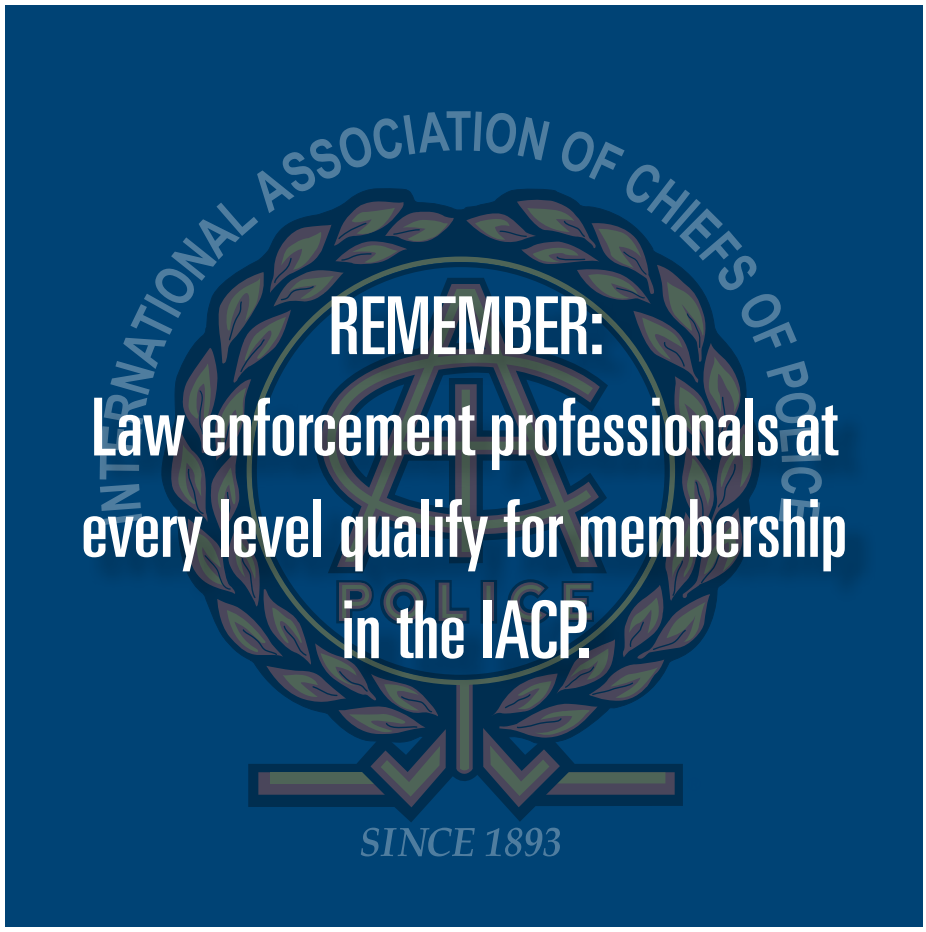
Wauwatosa
*Strands, Kyle, Sergeant, Wauwatosa Police Dept

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

Donald E. Moss, Deputy Chief (ret.), New York City, New York; Tappan, New York (life member)

Steve Palmer, Captain, Oxford, Alabama

Thomas J. Roche, Chief of Police (ret.), Gates, New York; Public Safety Communications Advisor, Rochester, New York (life member)



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.

Police Officer Craig E. Lehner
Buffalo Police Department, New York
Date of Death: October 13, 2017
Length of Service: 9 years

Police Officer Justin A. Leo
Girard Police Department, Ohio
Date of Death: October 21, 2017
Length of Service: 5 years

Trooper Daniel Keith Rebman, Jr.
South Carolina Highway Patrol, South Carolina
Date of Death: October 24, 2017
Length of Service: 1 year

Correctional Officer Wendy Shannon
North Carolina Department of Public Safety-Division of Prisons
Date of Death: October 30, 2017
Length of Service: 4 years

Deputy Sheriff James Wallace
Richmond County Sheriff's Office, Georgia
Date of Death: November 2, 2017
Length of Service: 7 years

Senior Trooper Thomas Nipper
Texas Department of Public Safety
Date of Death: November 4, 2017
Length of Service: 34 years, 10 months

Police Officer Jaimie Cox
Rockford Police Department, Illinois
Date of Death: November 5, 2017
Length of Service: 1 year

Product update

The **Police Chief** *keeps you on the cutting edge of law enforcement technology with monthly product announcements. For* ***free*** *in-depth information, visit us online at www.policechiefmagazine.org. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.*

Security console insert

Tuffy Security Products introduces its new patent-pending Model 322 Security Console Insert for 2011–2016 Ford Super Duty trucks with flow-through center consoles. The console insert integrates perfectly into the OEM console, maintaining a completely stock look, and allows full use of the factory accessory tray, accessory rubber insert, armrest, and lid. These inserts use heavy-duty, 16-gauge welded steel construction and feature a pick-resistant 10-tumbler double-bitted lock, plus a patented locking system. The Pry-Guard latch mechanism uses 1/8 in. (0.3175 cm) thick high-strength steel and includes premium-quality, full perimeter built-in weather seals to control moisture and dust intrusion.

For more information, visit www.tuffyproducts.com.

Ultra-miniature wireless video system

Integrated Microwave Technologies (IMT) offers the IMT DragonFly, an ultra-miniature wireless video system. It is available in a range of kits to fit various applications, including drones. It is compact and lightweight and features minimized power requirements, making it ideal for drone and mobile use. It features HD/SD-SDI or optional HDMI inputs, is only 1.85 in. x 1.38 in. x .51 in., and weighs less than 1.2 oz., providing long-range, reliable HD video transmission. It also features internal ISM and GPS anti-jam filters and is available in licensed and unlicensed frequency bands. Each kit comes with the accessories needed to plug and play the system with ease.

For more information, visit https://imt-solutions.com/product/dragonfly.

Push bumper fender wraps

Pro-gard offers Fender Wraps for HD Push Bumpers, a protection accessory for the front-end fascia of police vehicles. The wraps are bolted onto Pro-gard's HD Push Bumpers and are securely attached to the body of the car using the vehicle's OEM mounting points. Designed for quick, easy installation, they can be retrofitted to the Pro-gard HD Push Bumpers. They are constructed of strong but lightweight aluminum for durability, reducing front-end weight, and they have five inches of pushing surface height for added contact area and control around the widest area of the vehicle's front end. These products are immediately available for the Chevrolet Tahoe, Dodge Charger, and Ford Interceptor Sedan and Utility.

For more information, visit www.pro-gard.com.

Trauma care kit

The ProPac Hard Case Trauma Kit has all the tools necessary to stop traumatic bleeding, including two Quick Clot Combat Gauze LE hemostatic dressings (3" x 120'). The kit's contents are packed in a rugged hard-shell carry case and also include two Sam Splints II (36"); eye wash (4 fl oz.); two triangular bandages (40" x 40" X 56"); two 6" elastic wraps; a CPR, AED, and basic first aid guidebook; two C-A-T tourniquets; a CPR kit; a pair of trauma shears; two HyFin vent chest seals; and other trauma care items.

For more information, visit https://propacusa.com.

In-car video system

COBAN Technologies announces its COBAN FOCUS H1 intelligent in-car video system. These police dash cams use powerful artificial intelligence (AI)-based video analytics to identify vehicles and other objects in real time. Most police dash cam systems typically record video or ship the video back to the cloud for analysis. This system analyzes video from inside the car, allowing for new applications and much faster responsiveness. COBAN plans to support a variety of third-party applications on the system that will allow agencies to identify a wide range of objects, such as vehicle make and model, faces, weapons, dangerous movements or behaviors, and other AI-based applications. The system consolidates digital evidence from multiple sources, including up to six HD quality cameras, body cameras, and other sources. It is also fully integrated with existing DVMS and COMMAND digital evidence management software suites.

For more information, visit www .cobantech.com.

In-car protection package

The Officer Protection Package, a collaboration between InterMotive Vehicle Controls and Fiat Chrysler Automobiles, is being extended to cover all 2018 Dodge Charger Pursuit law enforcement vehicles at no charge. The package is designed to increase an officer's situational awareness when parked and working inside the vehicle. It uses InterMotive's Surveillance Mode Module and the Charger Pursuit's backup camera and rear detection technology to alert the officer of any movement at the back of the vehicle. New for 2018 is FCA US' Rear Cross Path detection, warning drivers of lateral traffic. The surveillance module is plug and play.

For more information, visit www .intermotive.net.

Self-report screening tool

A new self-report screening tool is available to assist justice and health professionals quickly gather detailed information about opioid use, allowing for more rapid referral to treatment services when appropriate. It also collects important information about the potential risk of an opioid drug overdose. Developed by researchers at the Institute of Behavioral Research (IBR) at Texas Christian University (TCU), along with the Center for Health and Justice at TASC (CHJ), the *TCU Drug Screen 5 – Opioid Supplement* can help determine earlier in the screening and referral process if there is an immediate need for services to address opioid use problems. The 17-question screening tool is a freely available resource for addiction and criminal justice professionals, including treatment providers, case managers, pre-arrest diversion and deflection staff, pretrial service providers, probation and parole officers, and jail administrators.

For more information, contact Dr. Kevin Knight at ibr@tcu.edu.

Personal safety lights

Guardian Angel announces its Elite Series of personal safety lights. Every feature of the Elite Series was developed with performance, safety, comfort, and utility in mind. Some of the distinguishing features of these lights are their polycarbonate exteriors and waterproof casings, making them virtually indestructible. Their innovative design provides over 2 miles of visibility. The Elite Series offers many different modes for lighting, depending on what the situation calls for. The lights feature a built-in neodymium rare earth magnet and several additional mounting accessories. One-touch activation allows for quick response.

For more information, visit www .archangeldevice.com.

Integrated digital investigation platform update

Magnet Forensics released its Magnet AXIOM 1.2 with Connections—a new feature that simplifies the discovery and visualization of relationships between files and artifacts and their activity. The new Connections feature leverages AXIOM's ability to pull cloud data, smartphone data, and computer data into a single case file to identify key pieces of evidence and connect them to devices, suspects, and other artifacts. Additionally, investigative teams will be able to use the update to discover relevant secondary pieces of evidence; learn where evidence came from; see where evidence is currently located; discover how evidence was shared (transfers, emails, texts, etc.) and with whom; and map out communications between contacts.

For more information, visit www .magnetforensics.com/law-enforcement.

Integrated shot detection and critical event management

Shooter Detection Systems announced the technology integration between its Guardian Indoor Active Shooter Detection System and Everbridge's leading Critical Event Management (CEM) platform to globally communicate critical incident details in an active shooter attack. The system simultaneously detects gunfire and relays this information via a floor plan map with shot location, sending shot location information via text and email to key personnel and building occupants, with no human involvement required. The integration of these technologies helps officers better respond to active shooter situations with incident details and instructions and managing the overall response to the threat.

For more information, visit www .shooterdetectionsystems.com.

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 12/17

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.

Securing Law Enforcement Facilities with Audio

By Richard Brent, CEO, Louroe Electronics, and Member, Board of Directors, Security Industry Association

With 1.1 million law enforcement personnel scattered across more than 12,000 local police departments and 3,000 sheriffs' offices in the United States alone, one must wonder if everything possible is being done to protect those who protect their communities.[1] Threats against judges, peace officers, court officials, and witnesses are now occurring with greater frequency, as police stations and courthouses are visited by a growing number of people, many of whom are agitated or in distress.[2]

Additionally, there have been several instances in which individuals or groups have committed acts of violence in these criminal justice institutions. For example, in June 2017, an inmate escaped custody from Coffee County Courthouse in Tennessee after his hearing. The inmate attacked a deputy, took control of the deputy's weapon, shot two deputies as he fled the premises, and later took his own life.[3] This is just one example that highlights the risks that officers, deputies, and other law enforcement personnel face every day in the line of duty.

The types of physical threats in police stations, jails, and courthouses can range from verbal threats to assaults. The U.S. Bureau of Labor Statistics estimates that police and sheriff's patrol officers have a higher risk of sustaining a work-related injury than most other occupations. According to a Bureau of Labor Statistics fact sheet released in 2016, the rate of fatal work injuries for U.S. police officers in 2014 was 13.5 per 100,000 full-time equivalent workers, compared to 3.4 for all occupations.[4]

Fortunately, recent advancements in security technology now address these types of risks and have transformed threat recognition, operations, and real-time response.

Technology Steps Up

Security technology not only acts as a force multiplier for law enforcement personnel, but also makes these public safety facilities safer, while improving operations and efficiency. Even prior to the installation of metal detectors in many courthouses and jails, video cameras were deployed in many criminal justice buildings and usually used to monitor intake areas, hallways, and common areas. The advantages of video monitoring include coverage of most high traffic areas and the ability to document assaults, theft, or other crimes. However, some disadvantages of monitoring by video alone include the following:

- potential for "dead spots" that are out of range of video cameras, such as locations in the shadow, or around corners where individuals can conduct illegal activity unseen
- ability to raise alarm for staff only *after* a physical assault is already under way
- documentation of physical assaults only after the fact

Video surveillance has proven useful in the overall monitoring of staff, visitors, and detainees in law enforcement facilities. Nonetheless, video monitoring alone is an incomplete system that shows only part of the story. For personnel seeking to proactively deter crime, deploying audio monitoring through microphones and sound sensors is the next logical, cost-effective step.

Audio Changes the Equation

Adding audio to a law enforcement facility's surveillance system expands a security team's awareness and changes the equation in several ways.

- **Widens Coverage**—Effective monitoring of police stations, courthouses, and detention facilities means covering large areas. Audio monitoring makes it possible to not only cover a greater area, but also enables "hearing" around corners and in the shadows.
- **Provides Context**—Viewing video of a detention facility or courtroom without audio is like watching a silent movie. When the dialogue and accompanying sounds are absent, motives and actions are open to interpretation.
- **Increases Situational Awareness and Provides Earlier Warnings**—One of the key hallmarks of successful security monitoring is the rate at which early intervention can disrupt incidents before they escalate. This means aggressive outbursts are caught before escalating into physical assaults. With microphones and audio analytics in place, staff will know when an altercation is developing so that deputies or police are able to intervene before it escalates into physical violence.
- **Substantiates Incident Reports**—When video of an incident is reviewed by security officers after the fact, the added component of sound can be the missing link that explains what really happened, making it much easier to resolve conflicting accounts of an incident report. In one Southern California detention facility, the audio recording verified an inmate was telling the truth. Although the inmate threw punches at another inmate, he was only doing so because he was threatened that if he didn't fight, he would be targeted next by the individual who started the altercation.[5] This example shows the critical difference audio can make.
- **Improving Evidence Collection**—Interview rooms produce court-admissible evidence. For this reason, all evidence collected must be of the highest quality for prosecutors. Vandal-resistant microphones can ensure that every word is captured for evidence. Moreover, audio monitoring systems are available that have mute functions, which can ensure privacy during meetings between detainees or inmates and their attorneys.

Greater Analytics for Transformational Threat Detection

The addition of an audio component to a visual monitoring system would contribute to a more complete picture of incidents—and, with the addition of audio analytics, the monitoring system is transformed in other unexpected ways. Audio analytics or detectors analyze noise through advanced algorithms, and, upon recognition of a pre-classified sound, they can send an immediate alert to security and law enforcement

Security technology not only acts as a force multiplier for law enforcement personnel, but also makes these public safety facilities safer, while improving operations and efficiency.

STRENGTH THROUGH COOPERATION®

Uphold **HONOR**

Build **TRUST**

Foster **INTEGRITY**

with **iacpnet.com**

Respond Quickly

Utilize up-to-date information

Update policies and standards

Train your force with relevant resources

Improve Outcomes

Develop Strategies with best practices

Leverage vetted information

Collaborate and exchange information with peers

Simplify Decisions

Adapt to Trends with e-mail briefs

Deploy proven directives

Adopt ready-to-use forms and materials

e-Libraries | Current Affairs | Networking | Portals | Publications | User Tools

Serving police leaders for over 25 years.

Learn more and make IACP Net part of your team. Visit CommandAnswers.com or call **800.227.9640** today!

25 YEARS 1991 2016

IACPnet

personnel. Because of the immediate detection and notification, breaking glass and gunshot detectors reduce the response time from minutes to seconds, which can make all the difference in high-risk situations.

The audio analytics technology on the forefront of innovation for law enforcement is aggression detection. Aggression detection software identifies the tones or sounds associated with human fear, anger, and stress. If deployed in a courthouse or police department, sheriffs can be notified when an interaction is turning verbally hostile and send officers to the area to intervene before physical violence take place. In other words, this technology is a preventive tool for assault reduction. By deterring even just one incident, law enforcement agencies can save thousands of dollars in investigation, medical, and court fees.

Monitoring and Privacy

In any discussion about audio-monitoring security technologies, it is important to talk about privacy. Many hesitate to implement audio solutions due to a lack of knowledge surrounding the recording policies. However, the U.S. federal law supports audio monitoring as long as there is no expectation of privacy or consent is given by one of the involved parties.[6] Consent may either by expressed or implied.[7] In public settings, such as in the common or intake areas in a detention facility, consent is implied because people may be easily overheard as others pass, so privacy is not expected. For common areas accessible to the public, a best practice to ensure the expectation of privacy is removed is to place signage that is easily and clearly visible that says, "audio monitoring on these premises." To address more specific questions about audio monitoring in your area, consider consulting your local attorney.

Conclusion

Ensuring that police departments and sheriffs' offices, as well as courthouses, jails, and other criminal justice facilities, are safe, secure, and effective is of prime importance, and audio monitoring can make a critical difference. As agencies move to upgrade their current security systems, the adoption of audio monitoring and sound detection technologies is likely to increase in the years to come, which can, in turn, increase the safety of both officers and the public. ❖

Notes:

[1]Brian A. Reeves, *Census of State and Local Law Enforcement Agencies, 2008*, (Bureau of Justice Statistics, Washington, D.C., 2011), https://www.bjs.gov/content/pub/pdf/csllea08.pdf.

[2]Timm Fautsko, Steve Berson, and Steve Swensen, *Future Trends in State Courts 2012*, (National Center for State Courts, Williamsburg, VA, 2012), http://www.ncsc.org/sitecore/content/microsites/ future-trends-2012/home/Better-Courts/~/media/Microsites/Files/Future%20Trends%202012/PDFs/CourthouseSecurity_Fautsko.ashx.

[3]Katie Grunik, "Inmate Shoots Two Tennessee Deputies to Escape after Court Hearing for Kidnapping Charges," Fox17 News Nashville, June 2017, http://fox17.com/news/local/tennessee-deputies-shot-after-inmate-escapes-after-court-hearing.

[4]Bureau of Labor Statistics, "Injuries, Illnesses, and Fatalities," August 2, 2016, https://www.bls.gov/iif/oshwc/cfoi/police-officers-2014-chart3-data.htm.

[5]Internal customer interview, October 8, 2014.

[6]18 U.S.C. 119 Chapter 119—Wire and Electronic Communications Interception and Interception of Oral Communications (2511)(2)(d), Office of the Law Revision Counsel United States Code, http://uscode.house.gov/view.xhtml?path=/prelim@title18/part1/chapter119&edition=prelim.

[7]Louroe Electronics, "Audio and the Law in Your Area," https://www.louroe.com/support/audio-the-law-in-your-area.

IACP
COLLECTION

Your online source for

OFFICIAL
IACP Products

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

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
POLICE
SINCE 1893

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

Order Branded Merchandise at the **IACP MARKETPLACE**

ROBERTSONMARKETING

The Role of Law Enforcement in Reducing Speeding-Related Crashes Involving Passenger Vehicles

By Nathan Doble, Transportation Research Analyst, Safety Research Division, and Ivan Cheung, Transportation Research Analyst, Office of Research and Engineering, National Transportation Safety Board

Speeding—exceeding a speed limit or driving too fast for road or traffic conditions—is one of the most common factors in motor vehicle crashes in the United States. From 2005 through 2014, there were 112,580 fatalities that resulted from crashes in which a vehicle's speed was indicated to be a factor, representing 31 percent of all traffic fatalities. Based on National Highway Traffic Safety Administration (NHTSA) Fatality Analysis Reporting System (FARS) and National Automotive Sampling System (NASS) General Estimates System (GES) data, speed-related crashes resulted in 9,283 fatalities and injured an estimated 336,742 people in 2014.[1]

The injuries in these speeding-related crashes were not limited to the occupants in the speeding vehicles. Occupants of non-speeding vehicles, pedestrians, and bicyclists accounted for 15.5 percent of the fatalities and more than 40 percent of the injuries. Of the speeding vehicles involved in fatal crashes, 77 percent of them were passenger vehicles, and 78 percent of all speed-related fatalities in 2014 involved a speeding passenger vehicle. The fatality and injury burden of speed-related crashes prompted the National Transportation Safety Board (NTSB) to conduct a safety study to identify and promote proven and emerging speeding countermeasures.

The NTSB used a combination of quantitative and qualitative methods that included stakeholder interview, with representatives from state and local law enforcement, transportation and highway safety agencies, research institutions, advocacy groups, and automobile manufacturers. Based on data analyses and the stakeholder interviews, the NTSB focused on five safety issues in its examination of speeding countermeasures: (1) speed limits, (2) data-driven approaches for speed enforcement, (3) automated speed enforcement, (4) intelligent speed adaptation, and (5) national leadership.

The 85th percentile speed of free-flowing traffic is the most common measure traffic engineers use to set and adjust speed limits for roadways. Raising speed limits to match the 85th percentile speed can lead to higher operating speeds, and thus, a higher 85th percentile speed. As a result of this pattern, many U.S. states have gradually increased the maximum speed limits on rural interstates over the years. However, the NTSB's safety study highlighted that there is not enough convincing evidence that the 85th percentile speed within a given traffic flow equates to the speed with the lowest crash involvement rate for all road types. Therefore, the NTSB called for a more balanced approach that incorporates factors such as crash history and the presence of vulnerable road users, such as pedestrians and bicyclists, when setting and adjusting speed limits. For crash history to be adequately evaluated, consistent police crash reporting is essential.

In addition, appropriately set speed limits must be enforced to be effective. Data-driven, high-visibility enforcement is an efficient way to use limited law enforcement resources—although it is not designed specifically to address speeding, Data-Driven Approaches to Crime and Traffic Safety (DDACTS) serves as an example of how law enforcement agencies can leverage traffic and crime data in targeting high-visibility enforcement.[2] Whether the successes of data-driven speed enforcement programs are sustainable depends upon the ability of law enforcement agencies to measure and communicate their effectiveness. According to the NTSB's findings, there exists significant room for improvement in law enforcement's reporting of speed-related crashes.

There is also inconsistency in how these crashes are reported among states. These variations can stem from differences in police crash report forms or how the officers are trained to report these crashes. For example, NHTSA and the Governors Highway Safety Association (GHSA) jointly publish the *Model Minimum Uniform Crash Criteria (MMUCC) Guideline*, which contains the standards for state crash reporting, but, for example, some states do not have both "exceed speed limit" and "too fast for conditions," on their state crash forms—the two attributes recommended in the *MMUCC Guidelines*.[3] One consequence of this inconsistency is that speed-related crashes in the United States are underreported, which can lead stakeholders and the public to underestimate the overall scope of speeding as a traffic safety issue. At the local level, underreporting hinders the effective implementation of data-driven enforcement programs. To address this issue, the NTSB has made a safety recommendation to several leading law enforcement associations to develop and implement a program to increase the adoption of speed-related *MMUCC Guideline* data elements and to improve consistency in law enforcement reporting of speeding-related crashes.

In addition to high-visibility enforcement, certain technologies can also help reduce speed-related crashes. Automated speed enforcement (ASE) is widely acknowledged as an effective countermeasure to reduce speed-related crashes, fatalities, and injuries, and the IACP has called for the use of ASE in high-crash locations in conjunction with traditional in-person traffic enforcement.[4] However, the NTSB found that only 14 states and the District of Columbia use ASE. Further, many states have laws prohibiting or placing operational restrictions on the use of ASE. In the NTSB interviews for the safety study, several law enforcement officers operating ASE programs stated that their state's restrictions prevented them from adequately addressing the speed-related crash hot spots in their communities. Although ASE can be controversial, public criticism of ASE often appears to stem from programs not following best practices. U.S. federal guidelines for ASE include best practices, but these guidelines are outdated and not well-known among ASE program administrators. The recommended removal

of legal obstacles to ASE deployment should also be accompanied by updated and widely disseminated guidelines for the technology's effective implementation.

Intelligent speed adaptation (ISA) is an in-vehicle technology that employs an onboard (GPS) or road sign-detecting camera to determine the speed limit. Some versions of ISA warn drivers when they exceed the speed limit, while others prevent drivers from exceeding the speed limit by electronically limiting the vehicle's speed. Although many automobile manufacturers are increasingly equipping their passenger vehicles with technologies relevant to speeding, these technologies often are not standard features and require the consumer to purchase optional packages. New car safety rating systems are one effective way to incentivize the manufacture and purchase of passenger vehicles with advanced safety technologies. Therefore, the inclusion of ISA in the New Care Assessment Program may help increase its development and adoption.

The current level of attention on speeding as a traffic safety issue is much lower than the situation warrants, especially considering that it is a factor in 31 percent of all U.S. traffic fatalities. Current federal aid programs do not ensure that states fund speed management activities at a level commensurate with the national impact of speeding on fatalities and injuries. Unlike alcohol-impaired driving, there is no U.S.-wide program to increase public awareness of the risks of speeding, nor is there an annual enforcement mobilization for speeding in which all states participate, similar to Click It or Ticket for seat belt use. In NTSB interviews, federal, state, and local traffic safety stakeholders repeatedly indicated that speeding has few negative social consequences associated with it, and there is not a leader campaigning to increase public awareness about the issue. These deficiencies also contribute to the underappreciation of the risks of speeding. The overall result is that speeding is a common behavior, even though surveys indicate that drivers generally disapprove of other drivers' speeding.[5] To gradually change public perceptions of speeding, a coordinated effort among safety advocacy groups, with strong leadership from the federal government, is needed. In addition, the participation of the law enforcement community is critical to such a coordinated effort.

Speeding increases the likelihood of being involved in a crash and increases the severity of injuries sustained by all road users in a crash. However, the public underestimates the scope of speeding as a traffic safety problem. Speeding is also not as socially unacceptable as other negative driver behaviors such as alcohol-impaired driving. To reduce speeding-related crashes, an integrated approach requiring all stakeholders to participate with strong national leadership is needed. ❖

Notes:

[1]All data and statistics in this column are from the National Transportation Safety Board (NTSB), *Reducing Speeding-Related Crashes Involving Passenger Vehicles, Safety Study*, (Washington, DC: NTSB, 2017), https://www.ntsb.gov/safety/safety-studies/Documents/SS1701.pdf.

[2]National Institute of Justice, "Data-Driven Approaches to Crime and Traffic Safety," March 18, 2014, https://www.nij.gov/topics/law-enforcement/operations/traffic/Pages/ddacts.aspx.

[3]NHTSA and GHSA, *Model Minimum Uniform Crash Criteria (MMUCC) Guideline*, 4th ed. (2012), 40, https://www.transportation.gov/sites/dot.gov/files/docs/MMUCC_4th_Ed.pdf.

[3]S&P Highway Safety Committee, "Automated Speed Enforcement," IACP Resolution adopted at the 114th Annual Conference of the International Association of Chiefs of Police (New Orleans, LA, October 16, 2007), 21–22, http://www.theiacp.org/Portals/0/documents/pdfs/Resolutions/2007Resolutions.pdf.

[4]AAA Foundation for Traffic Safety, *2014 Traffic Safety Culture Index* (Washington, DC: January 2015), https://www.aaafoundation.org/sites/default/files/2014TSCIreport.pdf; NHTSA, 2011 *National Survey of Speeding Attitudes and Behaviors* (Washington, DC: December 2013), https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/2011_n_survey_of_speeding_attitudes_and_behaviors_811865.pdf.

Putting the "I" in IACP

By Catherine M. Haggerty, Program Manager, IACP Education Team, Commander (Ret.), Austin, Texas

The IACP is the longest-standing and largest law enforcement leadership professional organization in the world. It was started in 1893 by a group of approximately 50 police chiefs who met to share ideas on improving crime detection and prevention. From these humble roots, the IACP grew into an organization whose membership now includes individuals in more than 155 countries worldwide. Annually, the IACP manages more than 40 national- and international-level grants and cooperative agreement programs, in cooperation with the U.S. Departments of Justice, Transportation, and Homeland Security and the State Department, in addition to grants from the Laura and John Arnold Foundation, John D. and Catherine T. MacArthur Foundation, the Motorola Foundation, and Bloomberg Philanthropies.

International Partnerships and Training

In collaboration with local, state, and federal partners, the IACP has recently been working to assist international partners in Africa, Europe, the Middle East, North Africa, and South America to lead change, develop and implement new policies and procedures, reform police training, and develop relationships among key stakeholders.

By leveraging the expertise of IACP's many law enforcement partners and members (along with IACP staff), we are able to help lead international police reform while also creating professional development opportunities for law enforcement leaders. Specifically, currently employed command-level officers serve as members of an IACP-led team collaborating with our international partners. These programs are an opportunity for current police leaders to create relationships, exchange ideas, and collaborate with their peers from other countries and cultures. The participating international officers are provided with high-quality training and exposure to best practices in all areas of 21st century policing.

The IACP develops custom-designed, high-quality training programs, study tours, and mentoring programs for our international partners and members. We demonstrate how law enforcement officials in the United States apply the six pillars of the 21st century policing report in their communities. The study tours, mentoring trips, and professional exchanges spur the development of long-lasting professional relationships between law enforcement leaders across the globe engaged in employing best practices. These avenues are also an excellent forum for facilitating interdisciplinary dialogue among criminal justice and allied professionals.

International Training Grants

IACP's international police reform efforts are funded by grants from the Department of State, by Department of Justice contracts, through bilateral agreements with specific countries, and through contracts with organizations or agencies.

INL Grants

The U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL) sponsors grants to help other countries' governments build effective law enforcement institutions. With INL support, IACP is building partnerships in Mexico with experts in the prosecutorial, law enforcement, forensic, medical, and social welfare fields. They will assist those professionals in moving forward with the development of their own multidisciplinary teams to address domestic violence and sexual and gender-based violence issues. Similar projects were recently completed involving high-level officials from Egypt. Both projects included training in the United States along with workshops in the host country.

Carl Maupin, IACP assistant director, and Catherine Haggerty, IACP program manager, working with the Brazilian Military Police on proactive traffic initiatives funded by the Bloomberg Initiative for Global Road Safety (BIGRS).

The IACP has also worked with law enforcement in North Africa to increase transparency and citizen engagement with the police. In Tunisia, IACP worked with INL on the creation of a Media and Community Relations Unit. In Morocco, IACP worked with INL on policies, procedures, and training related to evidence preservation and the creation of evidence lockers and rooms. The IACP also assisted Morocco's Director General of National Security (DGNS) with enhancements to the practices of their Internal Affairs Unit. In Nigeria, the IACP worked with INL and the Nigeria Police Force on the topic of academy and training reform.

ICITAP

The Department of Justice, International Criminal Investigative Training Assistance Program (ICITAP) focuses on capacity building with international police organizations.

ICITAP projects are funded through interagency agreements between ICITAP and the U.S. Department of State, the U.S. Department of Defense, and the U.S. Agency for International Development. In 2016 and 2017, ICITAP, Engility Corporation, and IACP partnered to deliver the Women's Leadership Institute (WLI) training for public safety officials in Nepal and South Africa. The IACP is participating in ongoing discussions to deliver WLI in additional countries.

Bilateral Training Agreements

Bilateral training agreements are partnerships made directly with the client agency or country to deliver state-of-the-art, customized training in

safety and security; leadership best practices; and traffic reform. In India, the IACP has worked with the Indian Police Service (IPS) and its national academy to deliver leadership training and executive seminars in the United States to the senior ranks of the IPS, as well as providing mentoring on-site in India.

The following projects and training opportunities are currently being provided by the IACP through bilateral agreements:

- In Saudi Arabia, the IACP is assisting Saudi Aramco with training to enhance engagements between the citizens and security services, as well as training on critical infrastructure protection.
- In Brazil, the IACP is currently working with the Bloomberg Foundation and Vital Strategies to enhance traffic safety and address fatal crashes resulting from speeding, not wearing seat belts or helmets, and impaired driving.

Benefits

To police partners: These programs afford IACP's law enforcement partners with professional development opportunities to their current and rising leaders. Police agencies that partner with IACP to help implement the activities and presentations for the study tours receive a career-enhancing opportunity for their mid- to upper-level management staff. Through short-term international deployments as part of an IACP-led team, they have the opportunity to train, mentor, and collaborate with their international colleagues. Engaging in international programming also expands an individual's cultural intelligence—and this added experience, in many cases, can eventually lead to leadership positions. Many of the law enforcement, public safety, and criminal justice officials who have taken part in these deployments report that the experience is life changing and has resulted in promotions, new job assignments, and post–law enforcement career opportunities such as consulting, both domestically and abroad. These programs also allow them to share their professional experience with their peers from other agencies while gaining an appreciation of global issues in policing and different cultures.

To recipient agencies: IACP assists with international police reform by encouraging international law enforcement organizations to construct positive, sustainable, long-term change within their criminal justice sector while adhering to many of the pillars of 21st century policing. These specialized international programs provide opportunities for international law enforcement officials and their organizations to observe other modern police services in action, thereby encouraging the adoption of internationally accepted standards for competent, ethical policing and public safety while fostering the development of international police leaders who can lead effective, ethical police organizations. At the same time, these programs encourage mutually beneficial and long-enduring relationships between countries' law enforcement organizations, drawing them into the international police community. ❖

For more information on international development opportunities or to inquire about customized training for your agency with the IACP Education Team, please contact Carl Maupin, assistant director, at Maupin@theiacp.org.

INDEX TO ADVERTISERS

The advertisers in this issue can help equip your department with the most efficient tools available today!

Always mention the *Police Chief* when contacting our advertisers.

Please contact ***The Townsend Group, Inc. at 301-215-6710*** *if you are interested in or have questions about advertising in* Police Chief.

The IACP does not recommend, endorse, or accept responsibility for the proper performance of any product advertised in these pages.

Police Chief Magazine – Online Edition
http://www.policechiefmagazine.org

Always mention the *Police Chief* when contacting advertisers.

FREE INFORMATION *with* QUICK ACCESS

Receive FREE information FAST from companies featured in this issue of the *Police Chief*

Online Edition Find the edition at **www.policechiefmagazine.org** and choose Index to Advertisers under Columns. Click the company's URL to navigate to its website.

Print Edition While reading the print edition, type the company's website address found on the Index to Advertisers page or directly from the advertisement.

Call the company, since phone numbers are found on the Index to Advertisers page and in their advertisements.

The PoliceChief — SUBSCRIPTION/ADDRESS CHANGE

ONLINE www.PoliceChiefMagazine.org/subscribe
FAX Joycelyn Newell 703-836-5386
MAIL Police Chief, 44 Canal Center Plaza, Suite 200 Alexandria, VA 22314

Name _____

ID Number *(on label)* _____

Title _____

Department/Agency _____

Phone (_____) _____

❑ Yes, sign me up for the IACP e-mail newsletter

Email: _____

❑ Address change *(ID number required)* _____

❑ Renewal *(ID number required)* _____

❑ New subscription

1-year subscription	$30.00
2-year subscription	$47.00
3-year subscription	**$63.75** ***Best Value!***

This section must be completed to process your order:

Agency/Affiliation
- ❑ Municipal/county police
- ❑ Sheriff's dept.
- ❑ State agency
- ❑ Federal agency
- ❑ Campus police
- ❑ Military
- ❑ Police academy
- ❑ Security
- ❑ Univ./college library
- ❑ Other

Rank/Occupation
- ❑ Chief executive
- ❑ Sheriff
- ❑ Command staff
- ❑ Supervisory personnel
- ❑ Line officer
- ❑ Police civilian
- ❑ Crim. justice professor
- ❑ Police equipment dealer/distributor/ manufacturer
- ❑ Other

Population of Jurisdiction
- ❑ Under 2,500
- ❑ 2,500 - 9,999
- ❑ 10,000 - 49,999
- ❑ 50,000 - 99,999
- ❑ 100,000+

DELIVER MAGAZINE TO: ❑ Home ❑ Business

Street address *(include apt. no.)* _____

_____

City _____

State _____ Zip _____

Fax (_____) _____

PAYMENT MUST ACCOMPANY ORDER

❑ Purchase order enclosed

❑ Check/money order enclosed (make payable to IACP/*Police Chief* Subscriptions)
U.S. dollars, drawn on U.S. banks only and mail full payment (no cash) with completed form to: Subscription Department, IACP, P.O. Box 62564, Baltimore, MD 21264.

Charge my: ___ Visa ___ MasterCard ___ Discover ___ American Express

Cardholder's name _____

Address _____

City _____

State _____ Zip _____

Phone _____

Card number _____

Exp. date _____

Signature _____

HONORED
TO SERVE

Law enforcement can receive discounts on OnStar services.

OnStar® is proud to assist those who serve our country and communities. To show our thanks, we are currently offering a discount on select services to law enforcement partners.

GET YOUR DISCOUNT NOW.
Push your blue OnStar button or call 1.888.4ONSTAR.