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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 Manuscripts must be original work, previously unpublished and not simultaneously submitted to another publisher.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



Law enforcement organizations that serve the global community on local, state, national, and multinational levels are required to constantly adapt to new security concerns and risks. As transnational crime, cybercrime, and associated threats continue to increase, collaboration, communication, and creativity are all essential to protect communities around the world. The information and recommendations in this issue can build and inform law enforcement's understanding of the most prevalent global and transnational challenges.

The Police Chief

September 2017
VOLUME LXXXIV, NUMBER 9

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

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Sharing Ideas and Information for a More Secure World

During the past year, as president of the IACP, I have had the opportunity to meet our members and law enforcement partners around the globe and witness firsthand the advantages of IACP's status as an international organization. It has been a truly remarkable and eye-opening experience.

From meeting with police leaders from around the world at the INTERPOL Annual General Meeting in Indonesia, to discussing the challenges facing the National Police of Colombia with the newly elected vice president of Colombia, to delving into key issues such as drugs and firearms with the Association of Caribbean Commissioners of Police in Aruba, I have experienced the power of international collaboration and the sharing of ideas, information, and solutions in improving global security. While it is inarguably true that every country—indeed, every community—has its own particular high-priority issues and its own challenges, it is also true that many challenges for law enforcement and for security are globally shared and should be addressed as such.

In addition to the international opportunities mentioned previously, IACP has also been able to host or participate in the following meetings and events around the world during the past year:

- Committee on Terrorism midyear meeting (London, England)
- Meeting with National Police of Colombia director and senior staff to discuss potential collaboration (Bogota, Colombia)
- IACP-initiated forum on 21st Century Policing in the Digital Age, hosted by IACP World Regional Chair, Garda Síochána Commissioner Nóirín O'Sullivan (Dublin, Ireland)
- Meeting with the heads of the Taiwan National Police Agency, National Immigration Service, and Criminal Investigation Bureau, along with other key staff (Taipei, Taiwan)
- Listening session with law enforcement leaders from across Canada on the issues, challenges, and solutions important to them, and the Canadian Association of Chiefs of Police Annual Meeting (Montreal, Québec)
- Meeting with Interpol's Secretary General, Jürgen Stock, to discuss mutually supporting efforts and potential collaborations (Lyon, France)

While it is inarguably true that every country—indeed, every community—has its own particular high-priority issues and its own challenges, it is also true that many challenges for law enforcement and for security are globally shared and should be addressed as such.

- Meeting with French National Police Director Jean-Marc Falcone along with Police Liaison to the United States, and the head of the Directorate of International Cooperation (Paris, France)
- Meeting with director of the German Federal Criminal Police, the *Bundeskriminalamt* (Berlin, Germany)

In the upcoming months, IACP will also be participating in the European Police Chiefs Convention in The Hague, Netherlands, and the Annual Meeting of the Association of South East Asia National Police in Singapore.

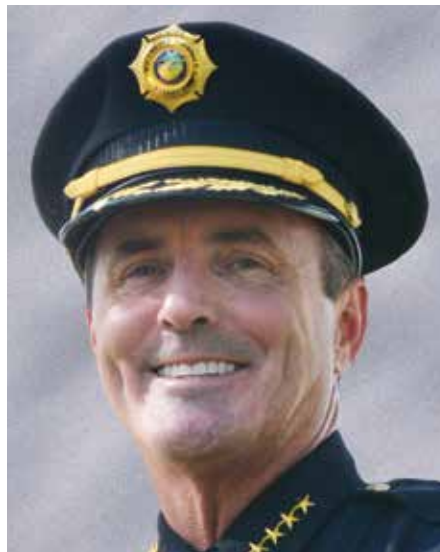
As evidenced by our international outreach during the past year, IACP's members and partners span the globe—representing 146 countries—and IACP's influence is just as widespread.

A number of global issues affect law enforcement organizations everywhere, regardless of size or type (federal, state, local, and so forth), including terrorism, transnational crime, cyber-crime, Going Dark, immigration, and geopolitical instability in some regions, to name a few of the many, many common issues. In addition to these cross-border issues, we are all striving to accomplish the same overarching goal—to protect our communities and fellow world citizens from crime, threats, and related dangers.

As real as these global dangers and threats are, collaboration and the sharing of ideas, information, and solutions can provide us with a way forward. In today's digital world, we need not be isolated or try to combat these threats alone. Every law enforcement agency has something to offer its colleagues, and IACP is working to facilitate this collaboration in two key ways: (1) by ensuring that the association leadership is consistently engaging with law enforcement leaders worldwide and (2) by constantly growing our membership to include the thousands of law enforcement thought leaders around the world, from chiefs to patrol officers.

In addition, one of the best ways for IACP members to engage with their colleagues around the world is at the IACP Annual Conference and Exposition—in 2016, representatives from 80 different countries attended IACP's flagship event. If you will be joining us in Philadelphia, Pennsylvania, this October, I encourage you to make an effort to meet and connect with our members from countries across the globe. The power of IACP is in its members—and by working together to tackle crime, violence, and related issues, we all become better at serving and protecting our communities from domestic and international threats.

I look forward to seeing you at IACP 2017! ♦



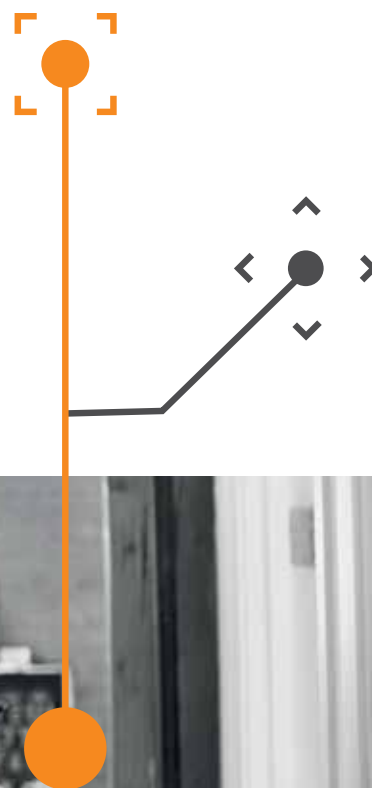
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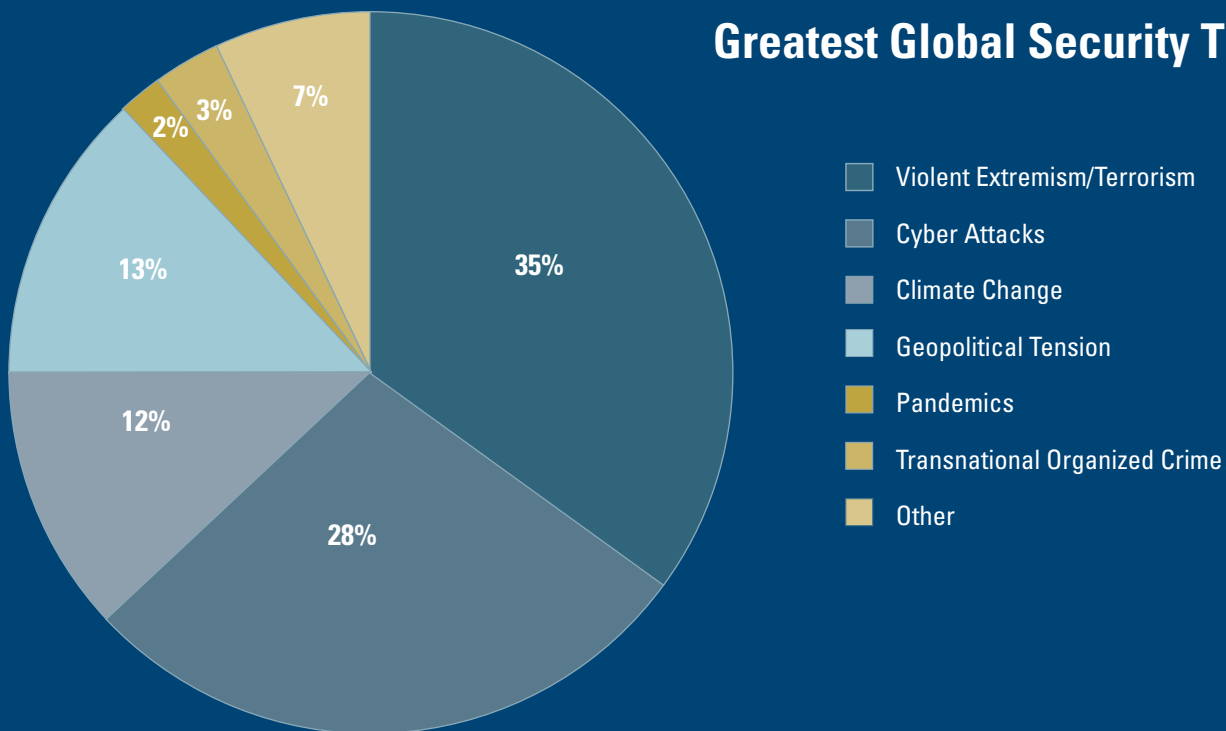
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Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

In July, *Police Chief* asked our readers what they consider to be the greatest threat to global security. Here is what you told us.

Greatest Global Security Threat



“The nexus between organized crime and terrorist organizations is prevalent and their shared use of supply channels, knowledge, and exchange of goods and services makes delivery systems like cyber a secondary threat, but just as troubling”

— Name Withheld, Canada

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YOUR TURN



What area of study do you think is most valuable to law enforcement officers?

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*The webinars include law enforcement-sensitive information; therefore all registrants will undergo a verification process to ensure they are current law enforcement officers, analysts, or law enforcement support personnel.

FY 2018 Commerce, Justice, Science Appropriations Bill Passes the Senate Appropriations Committee

By Sarah Horn, Assistant Director, Outreach, IACP, and Emily Kuhn, Project Coordinator, Office of the Executive Director

Maintain[ing] funding for core programs, including law enforcement and state and local public safety grants,” the FY 2018 Commerce, Justice, Science appropriations bill passed the Senate Appropriations Committee on a 30-1 vote.¹

Highlights from the bill include

- Law Enforcement Grant Programs at \$2.3 billion
 - » Support state and local law enforcement and crime prevention grant programs, the Office on Violence Against Women, and juvenile justice
 - » \$405 million for Byrne Justice Assistance Grants
 - » \$170 million for initiatives to address Rape Kit and other DNA evidence backlogs
 - » \$111 million for Comprehensive Addiction and Recovery Act (CARA) programs
 - » \$50 million for Drug Courts and Veterans Treatment Courts to combat the opioid and heroin epidemic
 - » \$70 million for Second Chance Act grants to reduce recidivism for adults released from jail by offering substance abuse treatment, employment assistance, and other rehabilitation services
 - » \$12 Million for COPS Office Anti-Heroin Task Forces grants
 - » \$7 million for COPS Office Anti-Methamphetamine Task Force grants
- Federal Bureau of Investigation (FBI) at \$9 billion
 - » \$87 million for the Innocent Images National Initiative to target and investigate sexual predators on the Internet
 - » Increased funding for cybersecurity
- Drug Enforcement Administration (DEA) at \$2.5 billion, with \$13 million to support enforcement groups that focus on dismantling heroin trafficking
- United States Marshals Service (USMS) at \$2.8 billion
 - » \$1.5 billion for federal prisoner detention expenses
 - » Continuation of the Adam Walsh Act to apprehend convicted sex offenders
 - » Continue responsibilities under the International Megan’s Law to alert foreign governments when registered sex offenders travel abroad
 - » Support efforts to establish a new Regional Fugitive Task Force
- Crime Victims Fund (CVF) at \$3.64 billion²

Read more about the bill at www.appropriations.senate.gov/news/majority/committee-approves-fy2018-commerce-justice-science-appropriations-bill.

Justice Department Announces Immigration Compliance Requirements for Byrne Memorial Justice Assistance Grants

The United States Department of Justice (DOJ) announced that they will be notifying FY 2017 Edward Byrne Memorial Justice Assistance Grants (Byrne JAG) recipients of “new conditions of their grants that will increase information sharing between federal, state, and local law enforcement, ensuring that federal immigration authorities have the information they need to enforce immigration laws and keep our communities safe.”³

Award recipients will be required to do the following:

- Certify compliance with section 1373

- Permit personnel of the DHS to access any detention facility to meet with an alien and inquire as to his or her right to be or remain in the United States
- Provide notice at least 48 hours in advance to DHS regarding the scheduled release date and time of an alien from custody when DHS requests such notice in order to take custody of the alien⁴

Specifically, DOJ will be focusing on section 1373, which is a federal statute that “generally bars restrictions on communications between state and local agencies and officials at the Department of Homeland Security with respect to information regarding the citizenship or immigration status of any individual.” The DOJ will ensure that grantees are complying with this section of the law, as well as withdraw or take back funds from jurisdictions who don’t abide by the grant agreement conditions, including section 1373 compliance.⁵

Read the full press release and policy backgrounder regarding the enforcement of these requirements at www.justice.gov/opa/pr/attorney-general-sessions-announces-immigration-compliance-requirements-edward-byrne-memorial.

Christopher Wray Confirmed as New FBI Director

The Senate confirmed Christopher Wray as the new director of the U.S. Federal Bureau of Investigation (FBI) by a 92-5 vote. Prior to his confirmation, the IACP Board of Directors had voted to endorse his nomination as the next FBI director. After reviewing Mr. Wray’s qualifications, the Board of Directors felt that Mr. Wray had the necessary experience to be an effective leader of the FBI.⁶ In his previous work experience in the DOJ, Criminal Division, Mr. Wray worked closely with law enforcement agencies, which provided him with valuable insight into “the challenges and complexities agencies face on a daily basis in order to safeguard the citizens they were sworn to protect.”⁷ Additionally, the Board of Directors felt that, during his career, Mr. Wray demonstrated an unyielding commitment to justice and upholding the rule of law and to successfully fostering and enhancing partnerships across the criminal justice spectrum.

Read the letter at www.theIACP.org/Portals/0/WraySupportLettergv2vt.pdf. ❖

Notes:

¹U.S. Senate Committee on Appropriations, “Committee Approves FY2018 Commerce, Justice, Science Appropriations Bill,” press release July 27, 2017, <https://www.appropriations.senate.gov/news/majority/committee-approves-fy2018-commerce-justice-science-appropriations-bill>.

²Ibid.

³U.S. Department of Justice, “Attorney General Sessions Announces Immigration Compliance Requirements for Edward Byrne Memorial Justice Assistance Grant Programs,” press release, July 25, 2017 <https://www.justice.gov/opa/pr/attorney-general-sessions-announces-immigration-compliance-requirements-edward-byrne-memorial>.

⁴U. S. Department of Justice, “Backgrounder on Grant Requirements,” <https://www.justice.gov/opa/press-release/file/984346/download>.

⁵Ibid.

⁶International Association of Chiefs of Police to Chuck Grassley and Dianne Feinstein, Letter of Support for Mr. Christopher Wray, July 10, 2017, <http://www.theiacp.org/Portals/0/WraySupportLettergv2vt.pdf>.

⁷Ibid.



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Building Financial Strength in Law Enforcement Families

By Nick Daugherty, Sergeant, Grand Prairie, Texas, Police Department

Officer wellness is an important contemporary topic in law enforcement, and many agencies and organizations have developed programs to help officers get in shape, expand their education, and deal with the mental stress of the profession. Unfortunately, one of the most neglected topics regarding officer wellness is financial health. In fact, officer finances has become an almost taboo subject that no one likes to discuss, even though it affects everyone. Every employed person makes and spends money, but what kind of stress does that money add to their lives when they don't have control of their money? The average officer will earn well over \$1 million in salary over his or her career, and some of the youngest officers will surpass \$2.5 million in earnings over a 30-year career.¹

With all that money, why do so many law enforcement officers and families struggle with financial stress? As with people in all professions and financial situations, the main reason is the lack of correct budgeting and the accumulation of debt. Many people have a bad case of "stuffitis"—the art of buying things one can't afford with money he or she doesn't have. Everyone, including officers, have made illogical choices with a lot of zeros on the end of them. It's also very common to think that making more money would solve the problem, but the reality is that the money is just a symptom of the problem; it's human behavior and culture that drives people to feed their desires before feeding their savings accounts. For instance, over 70 percent of people in the United States are living from paycheck to paycheck, and it is estimated that almost 25 percent of U.S. citizens' paychecks go toward debt payments.² Dave Ramsey, a financial wellness syndicated radio host, says that "personal finance is 80% behavior and 20% head knowledge," a statement that seems very accurate in light of these statistics.³

The number of officers this author has observed working 12-hour shifts, followed by 4 hours of overtime, sometimes two and three days in a row, just to stay afloat financially is extraordinary. These officers are exhausted, and, as a result, their work productivity is often well below where it should be. Exhausted officers aren't looking for bad guys; their main objective is staying awake! These officers are too involved in the effort to make ends meet at the expense of their safety and effectiveness. It has been fully studied and demonstrated that employees who are financially fit are more productive, use less sick leave, and have higher morale.⁴ Instead of worrying about paying the bills, financially fit officers are focusing on doing a great job in a profession they chose so that they could make a difference in others' lives.

Financial stress affects officers outside of work, as well. According to the Centers for Disease Control and Prevention, 40 percent of U.S. marriages end in divorce, and financial problems are routinely listed as a factor contributing to the divorce.⁵ All law enforcement officers know colleagues who have gone through divorces, and the experience can be extremely traumatic for those involved. Law enforcement is already a stressful job; once financial problems are added to the mix, it's not surprising that so many law enforcement officers go through this devastating life event.

According to the IACP National Symposium on Law Enforcement Officer Suicide and Mental Health report, *Breaking the Silence on Law Enforcement Suicides*, divorce itself is one of the stressors that can lead to

officer suicide.⁶ Law enforcement professionals are all aware of the tragic incidents of suicide in the profession. The enormous stress that accumulates with extreme financial pressures can lead to depression and extreme anxiety, which, in turn, can sometimes cause an officer to take his or her own life. Reducing stressors for officers can be helpful, and financial stress can often be avoided with education and mentoring. A solid financial foundation can give officers a stable platform and reduce stress.

What can law enforcement, as a profession, do to help officers with financial fitness? Six years ago, when Chief Steve Dye took command of the Grand Prairie, Texas, Police Department, he recognized the need to start instilling financial wellness into his officers. An officer in the agency, Nick Daugherty, had personal experience with financial stress, debt, and an addiction to "stuffitis," and after he devoted time and hard work to dig himself out of debt, Sergeant Daugherty was eager to share his lessons learned with colleagues. Thus, the Building Financial Strength in Police Families course was born at Grand Prairie. The total financial wellness class was designed to teach officers about the following topics:

- budgeting tips
- importance of wills and estate planning
- road maps for spouses to allow them to pick up the financial pieces after a tragedy
- adverse effects of debt on people's lives and strategies to eliminate it and live debt free
- life insurance planning (types and purposes for different policies)
- retirement planning (understanding one's pension, 457 plans, IRAs, and other retirement strategies)
- pitfalls officers fall into (the overtime cycle, failing to plan for emergencies)
- Dave Ramsey's seven "baby steps" to financial freedom⁷

Law enforcement must do a better job to develop programs like this course that help officers and employees learn about and benefit from financial planning. The Grand Prairie Police Department has helped its officers learn how to better manage their finances, so they can eliminate the stress that financial hardship brings. It's not an easy transition in the beginning, but, in the words of Dave Ramsey, "If you will live like no one else, then later you get to *live* like no one else."⁸ Imagine a department full of officers that are financially fit and able to focus on being the very best in the law enforcement profession—and make it happen! ♦

Sergeant Nick Daugherty has over 14 years of experience as an officer and sergeant for the Grand Prairie, Texas, Police Department, as well as being a registered investment advisor and Ramsey solutions master financial coach. He developed the class Building Financial Strength in Police Families, which is designed to teach officers the path to financial wellness, and has taught thousands of officers. Contact him at ndaugherty@gptx.org, 214-681-8771, or follow him on Twitter @financialcop.

Notes:

¹If an officer works 30 years in this career, he or she would need to average only an annual salary of \$33,333 in order to earn \$1 million over that time period. Most officers will average well over that amount, so they will make more than \$1 million over a 30-year career. In larger cities—where officers can make higher salaries, they can earn over \$2.5 million during a 20-year career.

²"The Smart Financial Wellness Solution," SmartDollar, <https://www.daveramsey.com/financial-wellness>.

³Dave Ramsey uses a variation on this 80/20 statement in most of his presentations and books. See for example, Dave Ramsey.com, "What's the Reason for the Debt Snowball?" Ask Dave, <https://www.daveramsey.com/askdave/posts/118295>.


⁴Stephen Miller, "Employees' Financial Issues Affect Their Job Performance," Benefits, SHRM Online, April 29, 2016, <https://www.shrm.org/resourcesandtools/hr-topics/benefits/pages/employees-financial-issues-affect-their-job-performance.aspx>.

⁵Centers for Disease Control and Prevention, "National Marriage and Divorce Rate Trends," November 23, 2015, https://www.cdc.gov/nchs/nvss/marriage_divorce_tables.htm.

⁶International Association of Chiefs of Police, *IACP National Symposium on Law Enforcement Officer Suicide and Mental Health: Breaking the Silence on Law Enforcement Suicides* (Washington, DC: Office of Community Oriented Policing Services, 2014), http://www.theiacp.org/Portals/0/documents/pdfs/Suicide_Project/Officer_Suicide_Report.pdf.

⁷Dave Ramsey.com, "Dave Ramsey's 7 Baby Steps," <https://www.daveramsey.com/baby-steps/?snid=start.steps>.

⁸Dave Ramsey.com, "What's the Goal of Financial Peace?" <https://www.daveramsey.com/blog/whats-the-goal-of-financial-peace>.



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Passing It Forward: Modeling Procedural Justice in the Workplace to Improve Public-Police Interactions

By Emily Owens, Associate Professor, University of California; David Weisburd, Distinguished Professor, Director, Center for Evidence-Based Crime Policy, George Mason University, Virginia; Karen L. Amendola, Chief Behavioral Scientist, Police Foundation, Washington, DC; and Geoffrey Alpert, Professor, University of South Carolina

Law enforcement agencies operate more effectively and efficiently when they are able to convince the public that officers aggressively arrest dangerous criminals while treating all members of the public fairly and equitably. In other words, officers must be both warriors, and guardians.¹ A recent emphasis on procedural justice has helped officers demonstrate that they are being fair and honest when dealing with individuals. The intention of this approach is to increase public cooperation and, ultimately, reduce criminal activity.

While this idea has been promoted heavily, there is scant evidence-based guidance for law enforcement managers to train officers to behave in a way that achieves the intended goals. In an effort to fill this gap, the authors worked with the Seattle, Washington, Police Department to develop a program to influence how officers think about their jobs and decrease officer behaviors that are perceived as unjust. To that end, an approach to supervisory debriefings that would allow supervisors to model procedural justice for their officers was introduced. In this experiment, the authors selected officers who were identified to work in areas where there was a higher chance of potentially problematic events occurring and a higher risk of negative encounters with the public—and provided supervisors with a number of questions designed to get at officers' thought processes and options during somewhat benign

encounters.² Using this approach, officers were treated with the same procedurally just elements that managers expected them to use with members of the public. The change was from a "just the facts" approach to a more cognitive interview process.³ The goal was that the officers would pass forward the ways they were treated by their supervisors to the members of the public they encountered in their day-to-day work. Over a six-month period, officers were randomly enrolled in the program, which the officers and their supervisors reported generally as unobtrusive. A randomized experiment was employed to evaluate the impact of this program using direct measurements of officer performance in the field. The conditions included the traditional debriefings that had been occurring and the new cognitive debriefings. The experiment was conducted between May and November 2013 (approximately a year after the Seattle Consent Decree was filed by the U.S. Department of Justice, Civil Rights Division).



In the experimental group, supervisors debriefed the events by asking the officer to recount what they learned about a particular event, what they expected, and what they observed. The officers were prompted to explain their thought process during the encounter

and whether they incorporated new information about the event as it unfolded or if they essentially switched to autopilot. As part of this process, supervisors asked open-ended questions that allowed the officer to direct the timing and pace of the debrief—a transfer of control that is atypical for interactions between ranks, which was designed to remind officers that authority does not always require mono-directional command-and-obey interactions.

Measurement of Outcomes

The experiment's goal was to determine whether officers who were exposed to the modeled behavior would resolve encounters differently than "identical" officers who were not exposed to the cognitive debriefings. Measures included the percentage of incidents that resulted in an arrest, the number of times an officer used force, and the number of citizen complaints filed against the officer. There was some concern that the training might influence the frequency and intensity with which officers engage with the public, but the data collected did not show any evidence of reduced engagement by officers in the experimental group, and the authors anticipated that officers in the experimental group would be *more* likely to interact with the community and also spend more time communicating with individuals than the officers in the control group.

Conclusion

The experiment's goal was to help "build a better cop"—one who would convince community members that officers are simultaneously guardians and warriors by engaging in more procedurally just encounters.

The results showed that officers who participated in the experimental conditions resolved incidents more successfully than those in the control groups. Specifically, officers in the experimental group made fewer discretionary arrests and used less force in encounters with the public. The largest reduction in arrests occurred among officers who were more likely to be working in areas where there was a moderate probability

The proposition is that if an agency incorporates procedural justice internally, officers will demonstrate procedural justice externally in the community.

of being in a “risky circumstance.” Overall, the authors conclude that non-disciplinary, cognitive, and procedural justice-based supervisory debriefs and meetings are a promising strategy for improving community-police relations.

Only limited attention has been paid to the evaluation of citizen-police encounters. There are very few, if any, experimental evaluations of law enforcement training programs on real-world outcomes. The training was based on the fundamental aspects of procedural justice (listening and explaining with equity and dignity), and the training aimed to change specific officer behaviors that cause public dissatisfaction with the police: arrest rates that are too high and use of force that is believed to be unjustified or results in disparate outcomes for members of minority groups. As supervisory tactics can reduce the rate at which officers engage in these potentially problematic encounters, this approach shows great promise as a low-cost, effective method for increasing police legitimacy. The proposition is that if an agency incorporates procedural justice internally, officers will demonstrate procedural justice externally in the community. In essence, through a simplified supervisory training and debriefing approach, agencies can provide their officers with an approach that they can pass forward (“pay it forward”) to members of the community with whom the officers interact. ❖

Notes:

¹Sue Rahr and Stephen K. Rice, *From Warriors to Guardians: Recommitting American Police Culture to Democratic Ideals*, New Perspectives in Policing Bulletin (Washington, DC: US Department of Justice, National Institute of Justice, 2015), <https://www.ncjrs.gov/pdffiles1/nij/248654.pdf>; Seth Stoughton, “Law Enforcement’s ‘Warrior’ Problem,” *Harvard Law Forum* 128, no. 6 (April 2015): 225–235, <https://harvardlawreview.org/2015/04/law-enforcements-warrior-problem>.

²The areas selected were based on the geographic locations in which high-risk encounters were most prevalent.

³Geoffrey Alpert, Jeff Rojek, and Jeff Noble, *The Cognitive Interview in Policing: Negotiating Control*, CEPS ARC Centre of Excellence in Policing and Security Briefing Paper 13 (Queensland: Australian Research Council, 2012).

A more detailed description of the evaluation and results are forthcoming in the *Journal of Criminology and Public Policy*.

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

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U.S. Supreme Court Strikes Down Ninth Circuit's Provocation Rule

By Michael J. Oh, Esq., Senior Assistant City Attorney, City of Henderson, Nevada, Police Legal Advisor, Henderson Police Department

In a recent case, *County of Los Angeles v. Mendez*, the U.S. Supreme Court overturned the "provocation rule" developed by the Ninth Circuit Court of Appeals in 1994. The provocation rule provided individuals shot by police with an additional vehicle through which to bring an action for an alleged excessive use of force.¹

County of Los Angeles v. Mendez

The Ninth Circuit case that led to the creation of the provocation rule involved two deputies who were assigned to a task force established to locate a wanted parolee named Ronnie O'Dell. O'Dell, who was classified as armed and dangerous, was spotted entering a grocery store. The deputies also received a tip from a confidential informant that a man fitting O'Dell's description had been seen in front of a local residence. One group of deputies searched the main house O'Dell was believed to be at, while other deputies searched the back of the property where there was a shack. Unbeknownst to the deputies, Angel Mendez and his girlfriend Garcia lived in the shack and were sleeping inside the structure. The deputies, who did not have a search warrant, opened the door of the shack without announcing their presence. Mendez rose from the bed, holding a BB gun. A deputy yelled "Gun!" and the other deputies opened fire, shooting both Mendez and Garcia several times. The original object of the search, O'Dell, was not found in the shack or elsewhere on the property.

Mendez and Garcia sued the deputies for three Fourth Amendment claims: a warrantless entry claim, a knock-and-announce claim, and an excessive force claim. The trial court awarded nominal damages on the first two claims. Regarding the excessive force claim, the trial court found the officers' use of force to be reasonable under *Graham v. Conner*, but held them liable under the Ninth Circuit's provocation rule. The trial court awarded damages of around \$4 million dollars. The Ninth Circuit affirmed the trial court's application of the provocation rule and held in the alternative that basic notions of proximate cause would support liability even without the provocation rule.²

The Provocation Rule

The provocation rule stated that a police officer may be held liable for his or her otherwise defensive use of deadly force when the officer's intentional or reckless action provoked a violent confrontation, if the provocation is an independent Fourth Amendment violation. In other words, the provocation rule creates an excessive use-of-force claim that would not otherwise exist but for the existence of another constitutional violation. If a court found that an officer's use of force was reasonable under *Graham v. Conner*, the court is asked to determine whether the officer violated the Fourth Amendment in some other way leading up to the alleged use of excessive force. Therefore, under the provocation rule, a separate Fourth Amendment violation would be deemed unreasonable as a matter of law.

U.S. Supreme Court Decision

In *Mendez*, the U.S. Supreme Court held that the Fourth Amendment does not provide a basis for the Ninth Circuit's provocation rule. The court pointed out that the provocation rule has been "sharply questioned" outside the Ninth Circuit and is incompatible with the excessive force jurisprudence.

The U.S. Supreme Court reiterated the existing jurisprudence in *Graham v. Conner* by stating that the reasonableness of use of force is evaluated under an "objective" inquiry that pays "careful attention to the facts and circumstances of each particular case."³ The court went on to state that "[t]he 'reasonableness' of a particular use of force must be judged from the perspective of a reasonable officer on the scene, rather than with the 20/20 vision of hindsight."⁴ The court further went on to state that the inquiry is dispositive: When an officer carries out a seizure that is reasonable, taking into account all relevant circumstances, there is no valid excessive force claim.⁵

In analyzing the provocation rule, the U.S. Supreme Court held that the rule provides an unsupported path to liability in cases in which the use of force was reasonable. By conflating excessive force claims with other Fourth Amendment claims, the provocation rule permits excessive force claims that cannot succeed on their own terms. Thus, the Supreme Court refused to alter or expand the framework set forth in *Graham*.

In addition, the U.S. Supreme Court rejected the Ninth Circuit's holding that found the

officers liable under basic notions of proximate cause. The Ninth Circuit concluded that the shooting was proximately caused by the deputies' warrantless entry of the shack, and held that when officers make a "startling entry by barging into a home unannounced, it is reasonably foreseeable that violence may result."⁶ But the Supreme Court held that, like the provocation rule, the proximate cause analysis conflated distinct Fourth Amendment claims and required only a weak causal link between the warrantless entry and the injuries attributed to it.

As a result, the U.S. Supreme Court vacated the Ninth Circuit's judgment and the case was remanded for further proceedings, specifically to revisit the question of whether proximate cause permits the respondents to recover damages for their injuries based on the deputies' failure to secure a warrant at the outset. ♦

Conclusion

While the decision by the Supreme Court does not end the case, the Supreme Court's opinion reinforces the *Graham v. Conner* factors in determining liability in use-of-force cases.

Notes:

¹See *Alexander v. City and County of San Francisco*, 29 F.3d 1355 (9th Cir. 1994).

²*County of Los Angeles, Calif. v. Mendez*, 137 S. Ct. 1539, 1547, 581 US ___, __ (2017).

³*Id.*, citing *Graham v. Conner*, 490 U.S. 386, 396, 109 S. Ct. 1865 (1989).

⁴*Mendez*, 137 S. Ct. at 1547, citing *Graham*, 490 U.S. at 396.

⁵*Mendez*, 137 S. Ct. at 1547.

⁶*County of Los Angeles v. Mendez*, 815 F.3d 1178 (9th Cir. 2017).

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Stopping Transnational Crime Before It Crosses U.S. Borders

One of the biggest threats to global security today is transnational crime, which, by definition, transcends borders and threatens the safety of U.S. citizens both at home and abroad. Transnational criminal organizations often originate and operate overseas, making investigative pursuit a complex undertaking for local, state, and sometimes even federal law enforcement.

Overseas operations and investigations are where the Diplomatic Security Service (DSS) excels. DSS is the most widely represented law enforcement agency in the world and is the organization best positioned to combat transnational crime abroad—before it becomes a U.S. domestic concern. DSS, the law enforcement arm of the U.S. Department of State, has more than 2,100 special agents serving at 275 embassies and consulates in 170 countries, as well as 31 domestic offices across the United States. It employs hundreds of local and foreign criminal fraud investigators, investigative assistants, intelligence research specialists, forensic accountants, and other experts with advanced investigative and analytic skills.

These resources, combined with the State Department's sustained presence throughout the world, allow DSS to fulfill several of the initiatives outlined in the U.S. president's February 9, 2017, Executive Order on Enforcing Federal Law with Respect to Transnational Criminal Organizations and Preventing International Trafficking. The executive order calls on the law enforcement community to comprehensively combat transnational crime, including enhancing U.S. cooperation with foreign counterparts against transnational criminal organizations, dismantling those criminal groups within and beyond the United States, and pursuing and supporting efforts to prevent the operational success of those organizations.¹

Over the decades, DSS has fostered relationships with a worldwide network of law enforcement agencies at the working and senior levels, giving us the on-the-ground access and know-how to pursue U.S. investigations with ties to a suspect or crime overseas. While our primary investigative mission is to deter passport and visa fraud—another item addressed in the president's executive order—these crimes nearly always include an international dimension and are typically tied to other criminal activities that affect U.S. citizens, including human, drug, sex, and wildlife trafficking; money laundering; terrorism; extortion; cyber offenses; and smuggling.

Consider the following: In the United States, the top three federal judicial districts for DSS-led passport fraud cases are the Central District of California, Southern District of Texas, and Eastern District of New York. All are districts where transnational organized crime groups operate, and all three include major ports of entry into the United States. Across the United States, 79 percent of the suspects DSS arrested in the past six years for passport fraud were foreign nationals, and, in calendar year 2016, DSS opened 1,143 visa fraud investigations, 76 percent of which were overseas cases.

While our domestic offices work with U.S. local, state, and federal law enforcement partners to build cases against these transnational criminals working within the United States, our DSS personnel posted overseas work with Europol, Interpol, the U.S. Combatant Commands, and law enforcement partners and governments worldwide to foil these networks at their roots before they become a problem within U.S. borders.

DSS special agents assigned to embassies and consulates overseas serve as the senior U.S. law enforcement representative in the respective country and the security advisor to the ambassador. These special agents, called

regional security officers (RSOs), liaise with foreign law enforcement personnel and agencies, train local law enforcement and security officers, and chair the law enforcement working group at post. RSOs are stationed at nearly every embassy and consulate in the world, including in regions where there is little other U.S. presence.

Our special agents who serve overseas have the law enforcement training and investigative skills to combat transnational criminal organizations, but their dual-hatted role as Foreign Service officers also benefits the U.S. law enforcement community. DSS special agents arrive in their assigned countries literally speaking the language, and the agents are well-versed in the protocols, culture, and laws of the countries in which they are navigating. Their linguistic skills and cultural competency facilitate more thorough, timely, and cost-effective investigations. In many cases, other U.S. law enforcement agencies turn to DSS special agents to assist with investigations overseas because of the agents' broad set of skills and on-the-ground relationships.

Many posts also have assistant regional security officer-investigators (ARSO-Is) who have led or assisted with thousands of transnational cases to stop crimes that directly affect U.S. citizens. ARSO-Is provide on-the-ground investigative assistance and coordination to stop foreign terrorists, sex traffickers, human smugglers, and fraudulent document vendors and to assist with fugitive returns. ARSO-I-assisted cases have led to convictions across the United States. In one recent example, a DSS ARSO-I assisted the Arlington County, Virginia, Police Department in closing a 17-year-old case involving a murderer who had fled to Guatemala after brutally killing his girlfriend.² In another case, a DSS ARSO-I found one of FBI's Most Wanted fugitives hiding out in Nepal, built a case against the New Mexico native, and helped return him to the United States to face justice.³ Additionally, the ARSO-I in Nogales, Mexico, worked with Mexican and U.S. law enforcement personnel to locate the men convicted of killing U.S. Border Patrol Agent Brian Terry in 2010.⁴

In addition to supporting investigations, ARSO-Is train foreign partners, airport employees, and other security personnel on document fraud detection and mitigation. Enhancing the capabilities and resources of our partners



*Christian J. Schurman,
Deputy Assistant Secretary for
International Programs*

around the world allows them to identify and deter crime in their respective countries before it develops into a U.S. operation.

When a transnational global network seems unreachable or a global criminal investigation hits an international wall, DSS stands ready to assist both at home and overseas. By working together, the U.S. law enforcement community—federal agencies, state police, county sheriff's offices, and city police departments—can answer the call to thwart transnational criminal networks, better secure our borders, and keep U.S. residents safe. ♦

Notes:

¹Presidential Executive Order on Enforcing Federal Law with Respect to Transnational Criminal Organizations and Preventing International Trafficking, February 9, 2017, <https://www.whitehouse.gov/the-press-office/2017/02/09/presidential-executive-order-enforcing-federal-law-respect-transnational>.

²Arlington County Government, "Subject Wanted for 1999 Murder in Arlington County Extradited to the United States," news release, September 9, 2016, <https://newsroom.arlingtonva.us/release/subject-wanted-for-1999-murder-in-arlington-county-extradited-to-the-united-states>.

³Federal Bureau of Investigation, "Long-Time Fugitive Captured," news release, August 12, 2014, <https://www.fbi.gov/news/stories/long-time-fugitive-neil-stammer-captured>.

⁴"Alleged Gunman from 2010 Killing of Border Patrol Agent Brian Terry Arrested," CBS, April 13, 2017, <http://www.cbsnews.com/news/alleged-gunman-from-2010-killing-of-border-patrol-agent-brian-terry-arrested-death-led-to-exposure-of-fast-and-furious-operation>.



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Catching Up to the Real National Security Threat: Transnational Crime

By Stephan Margolis, Lieutenant, Major Crimes Division, Los Angeles, California, Police Department



By 2030, the criminal landscape will change U.S. and European society as the more virulent and diversified transnational crime rapidly takes the place of the more familiar street crimes. Transnational crime's structure and form is adapted to maximize exploitation of the new world order of global trade, finance, travel, and communication. Transnational crime's explosive growth destabilizes emerging states, while corrupting institutions and infrastructure worldwide. Modern-day transnational crime is neither a logical extension of traditional organized crime (e.g., La Costa Nostra) nor street crime; rather, it is the product of two historical tipping points: the collapse of the Soviet Union and 9/11.

The Root of the Crime

The end of the Cold War signaled a rapid rise in economic globalization, yet many governments worldwide failed to keep pace with this growth. As national borders opened to goods, services, and labor, they also became porous to powerful and sophisticated organized crime groups. Well-schooled in gray and black markets, these criminals exploited existing gaps and vulnerabilities. These criminal groups benefited from the creation of fast-paced global markets against the backdrop of ill-prepared law enforcement entities.

Organized crime groups emigrated from across the globe to the West. The generic "Russian Mafia" spawned some 12–15 Eurasian criminal groups, including Armenian, Ukrainian, Chechen, Romanian, and Georgian branches.¹ The Middle East already had extant Israeli and Iranian organized crime groups, as did Asia with Chinese, Korean, and Japanese organized crime groups.

Collectively, they became known as transnational organized crime (TOC)—criminal groups without borders.

Since 1991, TOC's global footprint has left no continent unscarred, constantly restructuring social, economic, and political landscapes. In the United States, law enforcement's growing recognition of TOC's effect on society was seen from coast to coast—the California Department of Justice analysts provide law enforcement updates on the growing list of TOC crimes from extortion, fuel fraud, and insurance and medical fraud, to narcotics, loan sharking, and murder.² By mid-1990s, the U.S. Senate had held hearings on the harm of Russian organized crime in the United States.³

September 11, 2001, marked a sharp retreat from any progress made against the TOC threat in the United States. The very publicized terrorist threat demanded

resources. Law enforcement personnel needed for counterterrorism often had to come from among existing resources, with the default source being intelligence units. As a result, many organized crime units were defunded, downsized, or disbanded. TOC was on fewer radars. This new under-monitored and less-regulated environment allowed Eurasian, Iranian, Israeli, and Asian TOC syndicates to setup large-scale operations throughout Europe and the United States, paving the way for modern-day transnational crime.

The Adaptive Structure

Many government agencies, such as the National Security Council, the United Nations Office on Drugs and Crime, and the National Intelligence Council, have drafted reports addressing this global threat.⁴ However, despite the incredible growth curve



Trafficking of drugs, including cocaine, generates income to fund other crimes.



Counterfeit drugs produced in China and other countries are then transported and distributed by criminals in the United States.

of transnational crime, it is still not well understood.

What is known is that transnational crime is not confined to any crime enterprise or ethnic group. Unlike traditional organized crime types, transnational crime groups employ robust multi-business models, deriving multiple streams of incomes from innumerable criminal enterprises. Transnational crime's illicit activity has generated significant income—estimates exceed \$1 trillion annually, derived from money laundering; massive fraud; trafficking in humans, weapons, counterfeit goods, and drugs; cybercrime; contract murder; gambling; ID theft; protection and extortion rackets; loan sharking; and political corruption.⁵

Most important, transnational criminals have abandoned the confines of traditional national and ethnic criminal transactions in favor of joint ventures or enterprises. Los Angeles is illustrative of this dynamic; the following are a few examples of cases that Los Angeles Police Department worked in conjunction with other local and federal agencies:

- Israeli organized crime groups worked with Russian organized crime for money laundering, while working with black gangsters on extortions.⁶
- Chinese organized crime groups worked with U.S. citizens to distribute counterfeit drugs.⁷
- Croatian and Romanian organized crime groups worked together on a large-scale loan enterprise victimizing Hispanic immigrants.⁸
- Armenian organized crime groups worked with Armenian and Mexican street gangs and the Mexican Mafia

prison gang to conduct a variety of fraud and enforcement.⁹

The Face of Transnational Crime Is Evolving Faster than Law Enforcement Is Responding

Throughout Europe and North America, many transnational criminals "hide in plain sight" in their own national and ethnic-based communities. They use these communities as bases to build criminal organizational structures. Criminal organizations of the past had a hierarchical structure with ranks and lines of reporting, however, modern TOC entities are more fluid organizations, capable of rapid responsiveness.

Transnational crime groups have undergone many significant changes by adapting contemporary business models. Generally, the groups have flattened their organizational structure. This has created a more efficient flow of information and decisions through the elimination of excess vertical levels and structure. The TOC groups' willingness to embrace all levels of technology has enabled a wider spectrum of criminal activity, from cybercrime to bank fraud. These technocrats have pioneered successive generations of "plug-and-play" crime.

An example of plug-and-play crime is the use of a fabricated facade that exactly resembles and fits over an automated teller machine's (ATM's) face. The facade has a built-in skimmer and camera to capture the customers' identities and personal identification numbers (PINs). This facade takes less than 30 seconds to install and the same amount of time to remove. The device transmits the data gathered via Bluetooth to a nearby computer.

These types of crimes enable less sophisticated criminals to operate because all the "thinking" is built into the technology—hence, the evolution of "crime crews" that are easy to recruit, cheap, and expendable if caught by law enforcement. On the street, this stratagem manifests in low-skilled street gangs and international crews working high-tech crimes.

Another transnational crime business practice is to generate a low profile, called a minimal signal. The intent of this practice is to minimize detection and prevent law enforcement investigation. This is accomplished through a number of strategies and tactics including the following:

- Creating disposable businesses built on synthetic identities (a combination of real and fabricated data)
- Using sophisticated money laundering schemes where the value is rapidly moved through numerous nodes (e.g., stolen identities are used to purchase items from Target, which are subsequently resold on eBay, where the money is then used to buy counterfeit goods that are transported and sold out of the originating country)
- Committing violence strategically to send messages and leverage business
- Actively gathering intelligence on law enforcement and using sophisticated counter-surveillance in operations
- Adapting and changing the type of crime, location, or method when law enforcement investigates



\$3.2 million in stacks of one-hundred-dollar bills, seized from a transnational crime group.

The Need for Law Enforcement Action

The law enforcement response to this type of crime is not robust. In the United States, many law enforcement agencies concentrate on Part 1 Uniform Crime Reports (UCR) committed within their jurisdictions, and the rise and fall of the number of Part 1 crime reports is deemed the standard measurement of crime control. As such, these numbers direct deployment of scarce resources. Unfortunately, this incomplete metric lists only eight types of crimes. Many transnational criminals have migrated to more lucrative crimes, thus paving the way for others to follow. The continued result of using the current Part 1 UCR rates as a measurement distances law enforcement from seeing what crime has actually become. A small sampling shows the magnitude of this error.

- In Los Angeles, California, one criminal transnational crime enterprise netted over \$200 million. To illustrate the impact of the numbers, it is important to translate millions dollar losses into other UCR crimes. Using burglaries with a high average loss of \$2,230, one group of ten operatives' activities were responsible for the equivalent of 89,000 burglaries.¹⁰
- A transnational crime group working in San Francisco, California; Los Angeles; and Las Vegas, Nevada, netted millions in an ATM scheme with 3,540 victims. Due to the banks' financial practices, not one crime report was ever generated. Hence, the staggering victimization was not reflected in UCR, resulting in massive unrepresented statistics.¹¹
- A transnational crime leader used a corrupt mortgage broker, identified

rental and vacant houses, filed fraudulent reconveyance with the county stating that the property was now debt free and owned by a subordinate (who used a synthetic identity). The property was then sold outside of the knowledge of the real owner. This scheme was repeated over and over until it netted over \$50 million. The prime suspect fled the United States with the ill-gotten gain. The case took years to file due to the complexity of the case. The reporting mechanism was only **one crime report** of identity theft resulting in a loss in \$450,000.¹²

Let's Start the Conversation

After 9/11, law enforcement revamped itself to deal with a serious terrorist threat. Now, law enforcement faces another national security threat: transnational crime. Transnational crime has steadily grown into a high-volume, high-dollar, and high-consequence game. Despite worldwide recognition of the problem, transnational crime persists without any serious challenges.

History has shown that refractory malignant problems rarely surrender to indifference. Law enforcement must embrace the fact that without actively searching out and prosecuting transnational crime groups, they will continue to thrive. It is essential for local, state, federal, and international law enforcement, as well as prosecutors, to commit resources and to work on the problem together. Transnational crime units must be established in law enforcement departments around the globe.

Training and education are the critical key to aligning officers, deputies and agents, investigators, supervisors, managers, and executives. This is a requisite step to advocate for greater resources in the strategy to disrupt and dismantle transnational crime groups. ♦

Lieutenant **Stephan Margolis** is a 38-year law enforcement veteran, serving the last 28 years with the Los Angeles Police Department. During this tenure, he has managed patrol and detectives, as well as gang, narcotic, and anti-terrorism units. Currently Lt. Margolis is assigned to Major Crimes Division where he established the first municipal police Transnational Organized Crime Unit, which he manages. Lt. Margolis is currently a member of IACP's Transnational Crime Committee.

The IACP Transnational Crime Committee is committed to providing education to assist all law enforcement in the global fight against transnational crime.

Notes:

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⁸Los Angeles Police Department, Major Crimes Division, Transnational Organized Crime Section, arrest warrant, September 5, 2014.

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The Hidden Impact of Transnational Organized Crime on Front-Line Law Enforcement

By Ronald Hampton, Major, New Jersey State Police

As the tools of the law enforcement profession have evolved from the days of a billy club and whistle to body-worn cameras and Tasers, so have the tools available to criminals and criminal organizations. Although technology has advanced and policies have changed for frontline law enforcement officers, providing for both increased efficiency and a better way to police communities, the value of knowing the community has not diminished. Frontline law enforcement is most effective when officers know who and what their respective problems are, from the constant drunk and frequent shoplifter, to the problem house and open-air drug market. While each community has its own distinct challenges, a shared problem is impacting many towns, cities, and communities across the world that often goes unrecognized and unaddressed: transnational organized crime.

Impact of Transnational Organized Crimes on Communities

On August 4, 2007, four college students found themselves face-to-face on a dark school playground in Newark, New Jersey, with six killers, most of whom were members of MS-13, a gang that has often been labeled by law enforcement leaders as the most violent transnational gang in the United States. Within minutes of this chance meeting, Iofemi Hightower, Dashon Harvey, and Terrance Aerial tragically lost their lives. The sole survivor, Natasha Aerial, testified against the defendants, all of whom were subsequently convicted of or pled guilty to their crimes and received long-term

prison sentences.¹ All six suspects had prior interactions with frontline law enforcement, yet no one had recognized the potential for these six to commit such an organized attack in furtherance of the gang.

The level of violence often associated with MS-13 drew the attention of U.S. Attorney General Jeff Sessions who, earlier this year, made MS-13 a top priority for the U.S. Department of Justice. "We are targeting you. We are coming after you," said Attorney General Sessions at a press conference in Long Island, New York, where local law enforcement has been challenged to eradicate this violent transnational gang and reduce the level of fear within the community MS-13 has claimed.²

In 2010, in the tiny town of Vinton, Iowa, with a population of approximately 5,200 people, Homeland Security Investigations (HSI) arrested a Vietnamese couple who subsequently admitted to years of criminal activity that included money laundering, health care fraud, wire fraud, and harboring and transporting illegal aliens across U.S. borders to staff Chinese restaurants owned by the couple. Special agent-in-charge Mike Feinberg, whose office handled the investigation wrote, "These criminal enterprises exist in America's small towns as well as urban centers."³ The Vinton Police Department has less than 20 sworn officers who, like officers in every other local police department, are responsible for calls for service ranging from medical assists to aggravated assaults.⁴ The Vinton Police Department is not unique in its size. In fact, nearly 75 percent of all law enforcement agencies in the United States have 24 or fewer sworn officers.⁵ For these frontline law enforcement agencies, having the time and resources to address these types of transnational organized crimes, which in this case and so many others, also includes

culture and language barriers, is challenging at best.

The Washington think tank, Global Financial Integrity (GFI), which studies the illicit flow of financial instruments across the globe, has long examined the impact of transnational crime on economies around the world. In a March 2017 study, the group concluded that transnational crime is growing at a faster pace than many realize simply because law enforcement and others are not paying attention. The study estimated that transnational crime has an annual monetary impact of nearly \$2 trillion. Of those illicitly generated funds, the researchers estimated that nearly \$1 trillion is generated through various counterfeiting activities, while another \$600 billion is made by transnational drug trafficking organizations.⁶

The Challenges for Law Enforcement

How can the Vinton Police Department address the impact transnational organized crime has on its small community? How about Oakland, California, or Hattiesburg, Mississippi, or Tacoma, Washington? More importantly, do the frontline officers in these police departments know which transnational organized criminal groups are present in their communities? One can assume there are few, if any, drug-free communities in the United States, and the illicit substances that find their way into communities likely were trafficked there by a transnational drug trafficking organization. While frontline law enforcement agencies continue to fight the drug problems in their communities, they often do not have the resources to connect the dots between the end user and an international trafficker. Although these transnational drug trafficking organizations have expanded their reach across the globe, many of these dots

are concentrated within the same small town, yet remain hidden from the police officer working the street. If transnational drug trafficking wasn't a big enough challenge for law enforcement, officers must also be cognizant of the many other transnational organized crimes being committed, such as intellectual property crimes, wire fraud, extortion, human trafficking, and government program fraud.

As the world has become flatter with the globalization of economies, businesses, cultures, and technology, so has the criminal underworld. Opportunities once blocked by oceans are growing as rapidly as the use of social media. Transnational criminals and their organizations no longer have geographical boundaries and can conduct their modus operandi from a laptop computer in a coffee shop anywhere in the world—with seemingly absolute anonymity.

The impact transnational crime has on frontline law enforcement in the United States was previously examined by ICF International, a Fairfax, Virginia-based consulting firm. A 2005 report to the National Institute of Justice (NIJ), *State and Local Law Enforcement Response to Transnational Crime*, examined a 2000 NIJ study that focused on the same issue while also employing other research strategies to gauge the knowledge base of local law enforcement as it related to transnational crime, as well as how law enforcement was addressing the problem.⁷

The NIJ study in 2000 utilized a mail survey of a small sample of police officers and prosecutors to identify their understanding of the transnational crime threat in their jurisdictions. Drug trafficking was identified by respondents as the most significant transnational criminal threat, followed by other crimes such as money laundering, computer crime, and illegal immigration. What has remained consistent from that survey and the 2005 report was that most law enforcement agencies did not see transnational organized crime as an issue.⁸ The study also found that the true impact of transnational organized crime on frontline law enforcement is unknown. While this study was performed over a decade ago, a replication of this survey today would likely yield the same results. It is also likely that frontline law enforcement still lacks the knowledge and resources to be able to identify, assess, and report transnational organized crime to the appropriate investigative entities.

Without more research, will the real impact on frontline law enforcement ever be known? The opioid epidemic is certainly a good example of how transnational criminal organizations have fed a hungry consumer market with deadly doses of heroin that have forced frontline law enforcement to increase its enforcement activity while also challenging officers to develop new skills,

such as administering doses of Narcan to save lives. Cybercrime is another good example: in 2016, cyber thieves stole more than 2 billion personal records containing personal information that potentially could be used to open fraudulent credit accounts or to facilitate other acts of fraud.⁹ Such large-scale thefts of records will likely require frontline law enforcement to investigate increasing numbers of identity theft cases, which agencies might not be equipped to handle.

In early 2017, detectives with the New Jersey State Police investigating the theft of school textbooks at a warehouse discovered a pallet containing an odd mix of nearly 200 items, including iPhones, computers, high-end jeans, and snowboard bindings. The subsequent investigation identified nearly 70 independent victims with stolen identities whose credit cards had been compromised to purchase the items on the pallet. In addition, it was revealed that every major credit card company had been victimized in the scheme. None of the victims were aware their identities had been stolen or that their credit cards were used to make unauthorized purchases until detectives contacted them. All of the items discovered were intended to be shipped to two individuals in Russia. Had it not been for an inquisitive detective who saw something that appeared out of place, the 200 items would have been on their way across the Atlantic to the waiting hands of transnational criminals who may have never set foot in the United States. In the meantime, once the victims or credit card companies realized the thefts, 70 different local law enforcement agencies would be taking reports, conducting independent investigations, placing phone calls, serving subpoenas, and spending hours reviewing transaction records, all of which would likely lead to a dead end.

There is no single answer to this problem, and it is likely to get worse. MS-13 may be the easiest of transnational organized crime issues for local law enforcement to address in the future. They are violent, wear colors, and tattoo their faces so they stand out. Transnational drug trafficking organizations and their members are present in many U.S. cities and towns as well, but they tend to lie in the shadows and work hard to protect their identities from law enforcement, often exposing only the lowest of levels in the hierarchy, many of which are the street-level drug dealers who, more times than not, have no status in the organization. Transnational criminal organizations that conduct their business across the Internet or dark web are unlikely to be identified, let alone prosecuted. Regardless of their specific crime areas, transnational organized criminal groups will continue to impact people in small towns to large cities across the world, and those communities will rely

on frontline law enforcement agencies to be the first responders to their crises.

Conclusion

Frontline law enforcement agencies will always be best positioned to identify transnational organized crime, as they are the first to be called by the victims of these groups. Officers must be provided with the tools and training to identify, assess, and report such activity to the appropriate investigative entities. It is one thing to teach police officers how to recognize an MS-13 gang member; it is another to train them to look beyond the surface of the crime. It is critical to recognize that "[s]tate and local police departments can be very helpful in providing context for a transnational crime investigation on local customs and the existence of things 'looking out of place.'"¹⁰ ♦

Notes:

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THE PERFECT STORM: The Convergence of Gangs and Transnational Crime

By Angel M. Melendez, Special Agent in Charge, Homeland Security Investigations, and John Gibbons, U.S. Marshal, U.S. Marshals Service

Historically, local and regional street gangs have been a major problem for local police departments; however, the emergence of transnational gangs whose criminal activity takes place in more than one country has become an ever-increasing problem in the past few decades. These ruthless gangs often have sophisticated networks and exploit smuggling routes used to bring narcotics, people, and proceeds across international borders. Although members of transnational gangs can be seen operating within U.S. cities in ways akin to traditional domestic gangs, this is only the tip of the iceberg. Transnational gangs also have robust organizational leaders that typically reside outside the United States, thus extending their criminal networks and recruitment across the globe. The expanse of these networks tends to be underestimated, making it particularly difficult for law enforcement worldwide to effectively address the issue. The failure to appreciate the breadth of this criminal activity creates a perfect storm in which the gangs' nefarious activities are frequently conducted in plain sight of communities and law enforcement, but their support structure and far-reaching tentacles go unnoticed.

One gang that epitomizes that perfect storm is La Mara Salvatrucha (MS-13). In 2012, pursuant to Executive Order 13581, the U.S. Department of Treasury designated MS-13 a Transnational Criminal Organization (TCO). Prior to this, only four other organizations had earned such designation: the Brother's Circle, the Camorra, the Zetas, and Yakuza.¹ MS-13 originally operated in Los Angeles, California, but soon spread throughout the United States. Many of its members in the United States are undocumented immigrants from Central America—specifically the Northern Triangle region (Guatemala, Honduras, and El Salvador)—who form local MS-13 cliques that take direction from the group's foreign leadership. Money generated by local MS-13 cliques in the United States is funneled to the group's leadership in El Salvador, which, in turn, makes strategic decisions involving the expansion of operations into new territories.

MS-13 has an aggressive recruitment campaign, that is vital to its survival and proliferation. Traditionally, disillusioned youth in the United States have a propensity to align themselves with domestic gangs and supremacist groups. However, the lure for immigrant youths with little to no familial ties, living in a land they don't know or

might not understand, and often compounded by language barriers, is even stronger. Additionally, schools have essentially become "Ground Zero" for MS-13 recruitment. Many times, children as young as grade school age are being approached by MS-13 members to partake in gang activities to further increase the gang's membership. The gang has also targeted and exploited the vulnerabilities of those children who came to the United States as unaccompanied alien children (UAC).²



Tattoos, like this one on an MS-13 member, and other gang-related markers (e.g., color-specific clothes) can be valuable in efforts to identify gang members who may need to be located by law enforcement.

Profitable Partnerships: Transnational Gangs and Drug Cartels

Intelligence reports suggest that MS-13 and other notorious gangs are working with drug trafficking organizations and crime syndicates. These relationships are based on the opportunity to increase profits from illicit activities on both sides of the border. For example, Los Zetas, the Gulf Cartel, and the Sinaloa Cartel have “working relationships” with MS-13 and other well-known gangs such as the Bloods, Crips, Latin Kings, and Sureños, to name a few.³ This phenomenon is not unique to the United States. According to the Australian Federal Police, outlaw motorcycle gangs operating in Australia have similar “cooperation agreements” with Mexican-based drug trafficking organizations. These “partners in crime” thrive on the globalization of illicit activity, a superstorm that law enforcement around the globe must face head on.

The Storm for the World to See

Recently, the violence perpetrated by MS-13 cliques across the United States has garnered global attention, bringing to light not only their trademark violence, but also the group’s connectivity across the United States and its ties to its leadership in Central America.

U.S. cities along the East Coast have witnessed shocking MS-13 violence. On March 2, 2017, eight members of the vicious gang were arrested on Long Island, New York, for the September 2016 killings of best friends Nisa Mickens, 15, and Kayla Cuevas, 16. The horrific killings were carried out with a machete and baseball bats in retaliation over a gang dispute at Brentwood High School a few days prior. The investigation into the girls’ deaths led to the discovery of the skeletal remains of three teenage boys, also believed to have been killed by MS-13.⁴ Such heinous crimes leave the victims’ families and their communities scarred for life. Since January 1, 2016, 17 of 45 murders in Suffolk County, New York, have been connected to the brutal gang.⁵

Massachusetts has also been struck by the viciousness of MS-13, which has infiltrated the communities of Boston, Brockton, Malden, Revere, and Everett, extending across the state into western Massachusetts in the cities of Springfield and Pittsfield, closing in on the New York border. In the Boston Federal District Court of Massachusetts, the nationwide leader of MS-13’s Molinos clique was charged in relation to authorizing two murders. Oscar Duran (aka “Demente”), a Salvadoran national residing in East Boston, allegedly authorized the murders of Wilson Martinez, 15, who was stabbed to death in East Boston on September 7, 2015, and Christofer Perez de la Cruz, 16, who was shot and stabbed to death on January 10, 2016.⁶ Additionally, after a three-year investigation into the criminal activities of alleged MS-13 leaders, members, and associates in Massachusetts, an MS-13 member, Mauricio Sanchez (aka “Tigre”) pleaded guilty in Boston Federal Court on September 30, 2016, to the stabbing of a rival gang member in Chelsea in December 2015.⁷

Strategies, Solutions, and Partnerships

Addressing the convergence of gangs and transnational crime takes a whole-of-government approach, involving federal, state, and local governments. In February 2017, U.S. President Donald J. Trump signed Executive Order 13773, aimed at targeting transnational criminal organizations such as drug cartels and gangs like MS-13.⁸ It broadly orders U.S. federal law enforcement agencies to focus enforcement on these groups and increase intelligence sharing and cooperation. Some of the specific portions of the order will target groups like MS-13, which are primarily composed of undocumented immigrants. On April 28, 2017, this message was reiterated by U.S. Attorney General Jeff Sessions during a speech to local police commissioners and sheriffs in Long Island, New York, when he declared, “Transnational criminal organizations represent one of the gravest threats to American public safety today.”⁹

The executive order also commands federal law enforcement agencies to devote sufficient resources to the deportation of



HSI-led Operation Community Shield includes partnerships with tribal, local, state, and foreign law enforcement organizations to locate and investigate gang members in the United States.

immigrants in transnational criminal organizations and increase prosecutions of immigration and visa fraud. This strategy leverages the full force of federal authorities, to include civil immigration enforcement, to expeditiously remove public safety threats from U.S. communities when their criminal prosecution is not viable at that time.

As state, local, and federal agencies continue to develop strategies to decrease the footprint of transnational gangs in communities, the dismantling of the global network—the very core of these organizations—must also be addressed. To this point, gang experts are growing increasingly concerned with the prospect of traditional domestic gangs such as the Bloods and the Crips expanding their own global reach, in addition to utilizing the networks they already have in place. No strategy would be complete without working



As of August 2017, Operation Community Shield has resulted in the arrest of more than 7,000 MS-13 members.



Operation Matador, initiated by HSI, was developed in response to the dramatic rise in transnational gang violence in Long Island, New York.

with law enforcement partners in other countries. Symbiotic information and intelligence sharing to address vulnerabilities such as illicit pathways used to move people, money, drugs, and weapons across international borders are critical.

One source of information sharing is the Biometric Identification Transnational Migration Alert Program (BITMAP), an ICE-Homeland

Security Investigations (HSI)-led initiative that fills biometric databases with data collected from special interest aliens, violent criminals, gang members, fugitives, and confirmed or suspected terrorists encountered within illicit pathways. These data help HSI and its law enforcement partners form strategic pictures of the trends, networks, and individuals connected with these pathways.

Law enforcement capacity building in the Northern Triangle countries is also critical to addressing the challenges posed by the convergence of gangs and transnational crime. HSI has agreements with El Salvador, Honduras, and Guatemala for the creation of transnational criminal investigative units (TCIUs). These TCIUs comprise host nation-vetted law enforcement partners that work with assigned HSI special agents and analysts. It is a platform for information sharing and lead generation for investigations conducted in the United States, as well as in those countries.

Operation Community Shield, an international law enforcement initiative led by HSI, uses the agency's unique combination of expansive statutory and civil enforcement authorities to combat the growth and proliferation of transnational criminal street gangs, prison gangs, and outlaw motorcycle gangs throughout the United States. Working in partnership with state, local, tribal, and foreign law enforcement partners, the initiative helps HSI "locate, investigate, prosecute, and where applicable, immediately remove gang members from our neighborhoods and ultimately from the United States." This initiative was based on a 2003 ICE assessment of violent street gang activity in the United States and, to date, has resulted in the arrest of over 7,000 MS-13 members.¹⁰ The success of this initiative can be attributed to the strong partnerships forged with the state and local police departments that are on the front lines of the war against street crime.

Attacking the financial infrastructure that supports these organizations is also vital to a successful strategy. HSI was instrumental in

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Operation Matador has combined the strength and resources of four U.S. federal agencies and three local law enforcement agencies to arrest more than 110 confirmed gang members or affiliates, as of August 2017.

MS-13's TCO designation and has since utilized this powerful tool to strike the "financial heart" of MS-13. As a result of the designation, any property or property interests in the United States or in the possession or control of U.S. persons in which MS-13 has an interest are blocked, and U.S. persons are prohibited from engaging in transactions with MS-13.

In New York, HSI initiated Operation Matador (OPMAT) in response to the uptick in violence related to transnational gangs operating in Long Island. OPMAT employs the Department of Homeland Security's "Unity of Effort" model to help stem the rise in MS-13 recruitment, membership, and activity. While the short-term goal of OPMAT is to disrupt MS-13 criminal activity, the long-term goal is to help stabilize areas plagued by gang dominance. OPMAT brings together the resources and legal authorities of HSI, ICE Enforcement and Removal Operations (ERO), U.S. Customs and Border Protection, U.S. Citizenship and Immigration Services, the Suffolk County Police Department, the Nassau County Police Department, and the New York City Police Department. As of August 2017, a total of more than 110 confirmed gang members or affiliates had been arrested, the vast majority of whom are MS-13 members, along with individuals affiliated with the Sureños, the 18th Street Gang, the Latin Kings, Los Niños Malos, and Patria.¹¹

Weathering the Storm

Street gangs will continue to pose a serious domestic threat to many communities as their drug trafficking and other transnational criminal activities increase. Furthermore, it is expected that several U.S.-based street gangs will increase their relationships with international criminal organizations and drug-trafficking organizations as a means of expanding access to the global illicit drug market.

The key to combating this potential threat of increased cooperation between domestic and international gangs requires open lines of communication throughout the continuum so intelligence and information flow freely. This coincides with another proven effective tool to combat gang violence and activity, which is aggressive enforcement by state and local law enforcement. The intelligence gathered from seemingly innocuous street encounters, vehicle stops, or calls for service can often lead to the discovery of valuable gang-related

intelligence. The detailed documentation of contacts with known gang members including tattoos, gang names, gang-colored clothes, propaganda, codes of ethics, symbolism, initiation rituals, and recruitment or local hangout locations can often pay dividends if a gang member is later wanted for a crime or needs to be located.

Exploiting intelligence gathered during these encounters or discovered post-arrest can often assist with identifying relationships between gangs in a community and those operating outside, including their counterparts abroad. A thorough analysis of mobile devices obtained through consent or search warrant application can also provide a treasure trove of photographic, text, or telephonic data that can quickly help to further a gang investigation. Cross-checking a seized phone's contact list against known gang-associated contacts and phone numbers, identifying new contacts and phone numbers not previously known to law enforcement, and finding direct connectivity to known gang members both domestically and internationally are just a few of the methods that can be used to enhance investigations. Partnering with agencies such as HSI can provide an opportunity to further exploit intelligence collected by utilizing border-specific databases and through information-sharing with international counterparts.

One of the best methods to assist with identifying gang territories or locations frequented by a certain gang is zeroing in on neighborhood graffiti. Documenting and photographing gang graffiti can help the street officer have a better picture of whether the gang is expanding or having problems with rival gangs. Graffiti may even potentially identify members by their gang names.

In today's digital age, the exploitation of online social media used by gang members houses a plethora of valuable and actionable information. Gang members will often utilize social media to boast of criminal exploits, communicate with local or out-of-state gang affiliates, or post photos that may further link a person to a gang and recruit new members into their criminal organizations. Members often post messages using their gang monikers, as well as nicknames of other gang members, which can be cross-referenced with indexed data to assist in linking said monikers with their legal names when applicable. All the aforementioned data would be best stored in a central repository accessible to all federal, state, or local agencies engaged in this battle against increased gang activity.

It is imperative that law enforcement be fluid in the approach to combating transnational gangs. Failure to do so only strengthens the grip that a gang like MS-13 has on communities.

Weathering the storm is possible; in the end, no storm lasts forever. ♦

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⁵*Border Insecurity: The Rise of MS-13 and Other Transnational Criminal Organizations, Before the U.S. Senate Committee on Homeland Security and Governmental Affairs*, 115th Cong. (2017) (statement of Timothy D. Sini, Police Commissioner, Suffolk County, New York).

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press release, May 15, 2017, <https://www.justice.gov/usao-ma/pr/ms-13-gang-leader-charged-authorizing-two-murders-massachusetts>.

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A Regional Approach on Organized Crime: The Colombia Experience

POLICE LEADERSHIP IN THE SECURITY TRANSFORMATION PROCESS

By Cesar Mauricio Rodríguez, Police Officer, Head of Criminal Analysis National Office, and Luz Marina Bustos, Consultant, U.S. Embassy in Colombia, Deputy Director (Ret.), Colombia National Police

Organized crime is one of the main concerns in the global and regional public agenda. In political debates on security issues, organized crime constitutes a relevant player and promoter of crime-related dynamics.

In the case of the Americas, organized crime is understood in connection with new concepts of security and has particular relevance, not only because of the transition from the traditional national security model to the citizens' security in those regions, but also because of the integral, transnational dimension of criminal organizations that requires law enforcement to look toward a global risk scenario instead of the former, domestically focused approaches to crime and risk.

In this context, while contemporary organized crime shows some variations on a local scale, the overarching forms and purpose of transnational crime are similar across all regions and communities. Law enforcement worldwide is dealing with criminal models in complex networks without a defined territory. This flexibility in location and territories have led criminal organizations to shift from traditional vertical subordination models (top-down communication with defined leaders) into horizontal association models (multiple leaders across various localities). In addition, the ability to cross borders has allowed these organizations to maintain and develop a wider range of illegal, but profitable practices and sources of income.



Organized Crime and Drug Trafficking in Colombia: Historical Context

The Colombian situation derives from the critical influence caused by drug trafficking from its inception as a business in the region in the 1960s, when psychoactive substances, particularly marijuana, were in high demand in the United States. To take advantage of this market, illegal crops arose in some Central and South American countries, and the resulting measures adopted in Mexico and Jamaica aimed at eradicating large crops of marijuana in their territories caused the movement of these crops to Colombia.¹

This situation, which could have been a tragedy for Colombia, turned into a strategic opportunity and operational doctrine for the National Police, an institution that has been entrusted with the fight against drug trafficking in Colombia since the 1970s. The police were able to develop and promote a government political strategy that, given its comprehensive nature, has become a model of good practices used to fight organized crime based on the National Police's experience.

After the execution of the historic peace agreement with the FARC guerrillas on November 24, 2016, and turnover of rebels' weapons to the United Nations, the post-conflict phase began in Colombia, which placed the Colombian authorities in a role of preventing new episodes of violence and supporting the law enforcement institutions' skills to face new incidents and incarnations of organized crime.²

This history is the doctrinal basis that allows for Colombia's approach to organized crime at present, which has involved three

"wars" fought against the forms of organized crime in Colombia. As a result of these conflicts, Colombia went from a country in which the cartels were the main drivers of drug trafficking and responsible for the Colombia's criminal dynamics, to one that is the main model in the world used for fighting against drug trafficking.

1. First Conflict—Disarticulation of Large Cartels

The Medellín and Cali cartels were broken up through the implementation of an anti-drug policy in the 1990s with international support and cooperation, which allowed for the establishment of judicial tools such as extradition and technical assistance in terms of police aviation, eradication of illegal crops, and the application of new techniques for the investigation of drug trafficking criminal organizations.

2. Second Conflict—Disarticulation of Cartels Emerging in the Coast and North of the Valley

The consolidation of the anti-drug policy at a government level, based on police experience and international cooperation through the strengthening of sound institutions and was flexible to a changing and adaptive phenomenon, allowed law enforcement to move forward against new forms of organized crime.

In this case, new cartels, such as those of the Caribbean Coast region and north of the Magdalena River Valley, had inherited the management of drug trafficking and had incorporated large-scale economic, accounting models with influence on different legal businesses. Asset laundering is strongly linked to these organizations, thus requiring the police to incorporate investigation techniques based upon the pursuit of assets and to such actions as seizing property and tracing bank accounts and investments hidden behind lawful businesses in order to successfully combat these organization's and hinder their ability to sustain their trafficking apparatus and the entire drug trafficking logistics operation chain.

3. Third Conflict—Conventional Organizations and Drug Trafficking Symbiosis

A new challenge for the Colombian government and law enforcement was the connection of new organizations to drug trafficking through the production of drugs as a method for financing other criminal.

The cartels, whose sole purpose was drug trafficking, changed to or were replaced by organizations that used drug trafficking as the main financial source for other criminal actions. In addition, these organizations had the support of their armed structures, thus posing a threat to the institutions. These groups learned the other phases of the business that their forerunners had not controlled, such as traffic, commercialization, and distribution. By expanding their control over these areas, they became self-controlled groups that did not require intermediaries, thus generating greater economic capacity.

Characteristics of Organized Crime in Colombia

At least five main characteristics of current-day organized crime can be identified based on the experience in Colombia. These features appear to be common across other regions and globally:

1. Breakup of dominant relationships between criminal leaders and their structures, leading to a greater autonomy of the networks with a growing interdependency to perform the criminal transactions.
2. Imposition caused by violence and financing new local income.
3. Criminological alteration of the traditional localized threat toward a transition of phenomena to city-region territorial environments.
4. Diversified criminal income as a source of profits for criminals and small associated networks, instead of organized crime that is concentrated in a single group.
5. Absence of command and control, breakup of coordination lines, and a rather horizontal line in criminal relations, eased by the incorporation of technology and the cyberspace.



Strategy and Solutions

In Colombia, the police strategy against organized crime not only led the two main groups who participated in drug trafficking activities after the cartels—the *autodefensas* (paramilitary groups) and the guerillas—to a negotiation process, but the strategy was also sustained to avoid cycles of violence or the recycling of the business upon the rise of new, more local groups that intended to use the drug trafficking infrastructure left by these organizations.

The police strategy consisted of preventing new iterations of national and regional organized crime, thus avoiding the formation of structures with a national capacity that could own the business as had happened in the 1990s.

The focus on new criminal organizations that tried to take over the “business” and a strategy with a triple orientation toward their main criminal leaders, the structural base of the organization, and the crops and production have notably reduced drug trafficking as an expression of organized crime in Colombia and have limited it to a subregional phenomenon.

In this new perspective, a direct relationship is noticeable between sophisticated and interconnected organized crime and new violence and criminal environments causing negative impacts on citizens’ security. That is, at present, organized crime has reconfigured with “glocal” view translated in the use of technologies that connect illegal networks, links in the criminal chain, reinvestment and insertion in legal economies, and serious social impact affecting local cohabitation.

In the three main drug producing countries in the Americas—Colombia, Bolivia and Peru—there have been nearly 150,000 hectares of coca crops in the last few years. While still a large amount, it is a significant reduction from the 220,000 hectares reported since 2000.³ However, this means that, due to the reduction in the crops, in order to maintain illegal income, related criminal phenomena transform into organized crime groups that develop multiple income sources not only related to drug trafficking.

An example of the foregoing is the increase in the consumption of drugs derived from greater local production and distribution to the extent that is reaching a profitability similar to that of international distribution and is associated with illegal economies such as extortion, local trafficking of weapons, and urban violence.

The production of cocaine and marijuana in Central American countries and in the United States, from the conversion of coca base into cocaine in craft laboratories in these countries to supplying a growing local market, comes with consequences

related to local violence issues and leads to the growth of new trafficking types such as, for instance, human trafficking through the new migrants dynamics; weapons trafficking with greater flow and availability of local markets; and money trafficking with its relevant reconversion through asset laundering as a financing source for the organized crime groups.

The profiling of organized crime, as detailed in the three conflicts or “wars” previously discussed, and the National Police contributed to the creation of an integral policy that, in the past years, has connected more than 40 government institutions, resulting in a police-focused policy that also incorporates approaches for prevention; disarticulation of organizations; investigation of illegal finances; international cooperation; and judicial, investigative, and state coordination against any structure that facilitates drug trafficking or organized crime.

***In this new perspective,
a direct relationship
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sophisticated and inter-
connected organized
crime and new violence
and criminal environments
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on citizens’ security.***

The results are already evident. Apart from becoming an international reference in the fight against crime, Colombia achieved the largest reduction in homicides in the last 40 years, a reduction of almost 95 percent in kidnappings, and a general improvement of the security conditions. The National Police is an essential institution for post-conflict Colombia and citizen security, and it exports its crime management and fighting models throughout the region and to strategic partners in Europe and Asia.

The following are among the characteristics of the Colombian model:

1. Centralization of the strategy of police actions against organized crime

The National Police had available the skills of specialized offices such as criminal investigation and intelligence in an anti-narcotics unit that also articulated a specialized service to face these groups. Merging

these skills increased the availability of resources in real time and the channeling of international cooperation toward a focused goal of combating the transnational organized crime groups.

In this regard, the interaction between criminal intelligence and investigation was essential to defining an effective strategy against organized crime. This approach is called a “virtuous cycle,” which allows for three elements to merge through the concept of institutional and inter-institutional coordination: anticipation, production, and influence against the configuration of violent and criminal events.⁴

2. Creation of an operational unit dedicated to the main organizations

The so-called “Search Block” was composed of police officers and special groups who performed investigative and intelligence duties, which allowed for the creation of an operational “bubble” that included all of the skills needed for fast action and permanent operations deployment.

The information was gathered, processed, analyzed, and operated upon inside this group without the intervention of external instances. Additionally, the process of selecting and sharing the information—along with a direct and smooth channel of communication with the National Police General Director and, through it, with the National Government—guaranteed the secrecy of the operations.

For three years, this specialized group concentrated on the main strikes to these organized crime groups and the disarticulation of the so-called first-generation cartels, a situation that accompanied an internal modernization and transparency process. This circumstance gave the police autonomy, skills, and prestige inside the Colombian state, leading to the use of the police as a context for the country’s reform process that was framed by the so-called cultural transformation and institutional improvement program.⁵

3. International cooperation and creating the concept of shared responsibility

International cooperation was an essential component that added elements of training, technical assistance, the exchange of information, and the association of investigations with judicial processes such as extradition.

In this regard, the Colombia strategy entailed the internationalization of the problem, due to shared responsibility, and to generate a block of actions against all phases of drug trafficking, not limited to the countries of production but extended to the consumption markets and traffic areas, as well as the organizations in charge of the distribution abroad, applying the criterion that the offer of international assistance exists as long as a demand for drugs exists.

In terms of organized crime, this translates to a vision that goes beyond the police response. The solution must group together efforts by the judicial system and law enforcement and include coordination with finance, public and private economic activities, and governmental institutions. This blended approach guarantees that the police actions are not insufficient or temporary, which prevents cyclical expressions of violence or serious impact on the society's security.

4. Police modernization under a management model with transversal processes

The National Police had to rapidly adapt its structure, functions, and operational doctrine to the new challenges of organized crime as the crime groups evolved. In 1993, it conducted a comprehensive law reform that modified even its career regime for achieving a more efficient institution.

In this regard, the agency created specialized units, which guaranteed a greater exclusivity of resources in mission and intelligence, criminal investigation, anti-narcotics, anti-kidnapping, and anti-extortion aspects, among others. At the same time, in the following years, the institution incorporated an Integral Management System—SGI, in Spanish—which allowed the administrative and operating processes of the police to be

connected to Colombia's priorities—in this case the organized crime groups related to drug trafficking and terrorism.

5. Definition of specific operational strategies against each criminal phenomenon

Simultaneously, with the creation of the specialized offices, each unit was entrusted with a strategy to face the criminal phenomenon applicable to its mission. Today, there are 17 strategies against different expressions of crime. These strategies concern not only organized crime, but also citizens' security. These strategies ensure that the police plan their actions, administer resources, and allocate skills with follow-up indicators that allow measuring specific advancements against crime.

As these advances in the National Police and the Colombian government's work to combat organized crime demonstrate, the country continues to improve its response to organized crime, including drug trafficking and other illegal activities that are used to finance crime. Colombia's efforts continue to make it a model for other countries in the Americas and its partners in Europe and Asia. ♦

Notes:

¹National Police of Colombia, Antinarcotics Directorate *25 años de lucha frontal contra el narcotráfico en Colombia* [25 Years of Frontal Fight against Drug Trafficking in Colombia] (Bogotá, Colombia, 2012), 15.

²Sibylla Brodzinsky, "Colombia Signs Historic Peace Deal with Farc," *The Guardian*, November 24, 2016, <https://www.theguardian.com/world/2016/nov/24/colombia-signs-historic-peace-deal-with-farc-rebels>.

³United Nations, *Survey of Territories Affected by Illicit Crops 2014* (Bogotá, Colombia: UNODC, 2015).

⁴National Police of Colombia, Police Intelligence Directorate *DIPOL 15 años contra el crimen* [DIPOL 15 Years against Crime] (Bogotá-Colombia, 2010), 134.

⁵Pablo Casas Dupuy, Ángela Rivas Gamboa, Paola González Cepero, and Hugo Acero Velásquez, *Seguridad urbana y policía en Colombia* [Urban Security and Police in Colombia] (Bogotá, Colombia: Fundación Seguridad y Democracia, 2005), 30.

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THE SERIOUS AND ORGANIZED CRIME THREAT in the European Union



By Eleonora Forte, Research Officer, Europol; Tamara Schotte, Project Manager SOCTA 2017, Senior Strategic Analyst, Europol; Sascha Strupp, Strategic Analyst, Europol; and Pablo Pelaez, Europol Representative to the U.S. and Chairperson, ILEA

The European Union (EU) *Serious and Organised Crime Threat Assessment (SOCTA)* is a forward-looking document that both describes and anticipates emerging threats from serious and organized crime. It is Europol's flagship product providing information to Europe's law enforcement community and decision makers. The *SOCTA* provides a solid intelligence picture that aids the setting of EU priorities for the collective effort of tackling serious and organized crime in the framework of the EU Policy Cycle for Serious and Organised Crime.¹

The *SOCTA*, currently in its second iteration, delivers a set of recommendations based on an in-depth analysis of the major crime threats facing the EU. These recommendations are used by the Council of Justice and home affairs ministers to define priorities for a four-year cycle.

Europol provides a unique platform for information exchange and operational support for large-scale operations to EU member states and its strategic and operational partners. Based on this rich source of intelligence, the *SOCTA* is a vital tool for Europol's stakeholders.

The structure of the *SOCTA* reflects the security challenges facing the EU right now. These include criminal markets and organized crime groups, as well as crucial enablers or "engines of crime" that facilitate all other types of serious and organized crime.

The General Threat Posed by Serious and Organized Crime in the EU

More than 5,000 criminal groups operating at an international level are currently under investigation in the EU. Along with the threat of terrorism, these criminal groups represent a serious challenge to the security and economic stability of EU member states.

The criminal landscape remains highly dynamic and is constantly evolving. Criminal groups continuously adapt their business models to changes in demand and society. Between 30 and 40 percent of these criminal networks are loose networks, which have proven difficult to investigate. A fifth of these criminal groups come together only for a short period of time or for a single project. However, many criminal groups still feature hierarchical structures.

Technology is now a crucial crime enabler and key element to most, if not all, types of organized criminal activity. Diversity and poly-criminality are also main hallmarks of the criminal organizations operating in the EU, with almost half of these criminal groups involved in more than one type of criminal activity.

Criminal Activities

Drug trafficking

The production, trafficking, and distribution of illicit drugs remain key threats to the EU. They are carried out by more than one-third of the criminal groups active in the EU. Cocaine and cannabis remain hugely popular among consumers in the EU, and the market for synthetic drugs in the EU continues to expand, driven by the large-scale production of a wide variety of substances in the EU. Criminal groups export this diverse range of substances to destinations around the world.

The *SOCTA 2017* particularly highlights the online trade in drugs, acknowledging the use of technology by criminal organizations to maximise production output or facilitate the distribution of illegal drugs.

Cybercrime

Cybercrime knows no boundaries and, therefore, has impact on a global scale. It is

and will remain a key threat in the EU and beyond for the foreseeable future.

In the current digital era, societies and economies are driven by the "Internet of Things" and many people rely on Internet-connected devices for everyday tasks and activities. New opportunities constantly emerge for criminals in the form of ransomware and malware, card-not-present fraud, and the online trade in child sexual exploitation materials or the online-based trade in illicit goods.

The Internet in general and the dark net in particular provide an enhanced level of anonymity that is abused by criminal organizations to operate hidden away from the eyes of law enforcement.

Migrant smuggling

Driven by a variety of factors, including armed conflicts, the unprecedented migration crisis has had a significant impact on the EU. Even after the peak of the crisis in 2015, more than 510,000 illegal border crossings between border crossing points at the EU's external border took place in 2016 alone.

Almost all of the migrants arriving in the EU used the services provided by criminal organizations for part or all of their journeys. This has made migrant smuggling one of the most profitable criminal activities for organized crime groups in the EU. Additionally, in some areas in which migrants concentrate, new forms of criminality have risen, such as the trafficking of illicit commodities and fraud-related offenses intended to abuse the asylum and health care systems.

Organized property crime

Organized property crime represents a significant challenge to law enforcement authorities in the EU. Criminal groups engaged in this type of crime show a high degree of mobility and are active across a broad range of criminal activities, including burglaries, robberies, and vehicle crime. These criminals also use technology to, for instance, identify new methods of intrusion to ATMs or to guarantee anonymity in the online trade of stolen goods.

Reporting these types of crimes is a challenge in itself. Sometimes property crimes are merely considered petty offenses, a perception that can hamper complex investigations into potential links to organized crime.

Around 3,200 questionnaires completed and submitted by EU member states and partners highlight a steady increase in the number of burglaries committed by highly professional mobile organized crime groups (MOCGs) who move effortlessly from one member state to another.²

Trafficking in human beings (THB)

THB is a key threat in the EU and is linked to the migration crisis currently affecting the EU. Irregular migrants and asylum seekers

are believed to be increasingly targeted by criminal groups involved in THB. THB for labour exploitation involves victims of more than 58 nationalities in the EU.³

The recruitment of victims combines traditional methods such as reliance on family and word-of-mouth together with the new applications and the use of online platforms.

Cross-Cutting Crimes

In addition to the criminal threats already mentioned, three cross-cutting crimes have been identified by *SOCTA 2017*: document fraud, money laundering, and the online trade in illicit goods and services. These crimes are considered the real engines of organized crime since they facilitate all kinds of other criminal activities.

Document fraud

Document fraud is a key facilitator for organized crime. Fraudulent documents are both used and traded among criminal groups both to facilitate illicit travel or activities and to serve as an income source, and they represent a significant challenge in the fight against serious and organized crime. It is important to highlight that fraudulent documents have also been linked to terrorist activities.

Money laundering

In essence, money laundering is the most traditional facilitator for organized crime and provides criminal organizations with illegal proceeds to invest in the legitimate market and maximize their profits, which allows them to grow and diversify their activities.

In addition to traditional money laundering schemes, criminal organizations have adopted technological strategies, mostly provided by online advanced systems, such as crypto-currencies or online banking platforms that guarantee anonymity, security, and speed.

More and more highly specialized money launderers offer services exclusively to other criminal organizations, allowing them to focus on their own businesses without investing their own resources into complex money laundering schemes. Criminal and terrorist investigations have revealed common links to these syndicates that, in some cases, have diverted profits stemming from traditional organized crime activities to fund terrorist attacks.

Online trade in illicit goods and services

This is a global world connected by the Internet. Online platforms operating in the legal economy have been replicated by criminals in a parallel underworld, which puts illicit commodities at the disposal of customers worldwide via the dark net.

One clear example of the importance of illicit online trade is the recent takedown

of two of the largest criminal dark net markets, AlphaBay and Hansa, on July 20, 2016. More than 350,000 different illicit commodities, including drugs, firearms, and cyber malware were traded on these platforms. Two major law enforcement operations, led by the Federal Bureau of Investigation (FBI), the U.S. Drug Enforcement Agency (DEA), and the Dutch National Police, with the support of Europol, dismantled these hugely significant marketplaces.⁴

Firearms, in particular, are increasingly traded online, since the anonymity of the dark net allows individuals with no or limited connections to organized crime to procure firearms. Europol's assessment is that this trend will expand over the coming years, as well as the online trading of all kinds of commodities and drugs.

In addition to illicit commodities, criminal services are also traded online. The expanding crime-as-a-service (CaaS) business model provides customers with access to a wide range of criminal services, such as money laundering or cybercrime.

The EU's Priorities for the Fight against Organized Crime and Serious International Crime

Based on the SOCTA 2017 findings and other strategic documents, such as the *Malta Declaration and the EU Internal Security Strategy (2015-2020)*, the EU Justice and Home Affairs Council adopted the *Council Conclusions on Setting the EU's Priorities for the Fight against Organised and Serious International Crime Between 2018 and 2021* on May 18, 2017.⁵

This document sets out the following 10 priorities to be supported jointly by EU member states and all relevant strategic and operational partners, including the United States, as part of the four-year policy cycle:

1. **To fight cybercrime, by disrupting the criminal activities related to attacks against information systems**, particularly those employing a CaaS business model and working as enablers for online crime; by **combating child sexual abuse and child sexual exploitation**, including the production and dissemination of child abuse material; and by **targeting criminals involved in fraud and counterfeiting of non-cash means of payment**, including large-scale payment card fraud (especially card-not-present fraud), emerging threats to other non-cash means of payment, and fraud intended to enable other criminal activities
2. **To disrupt the activities of Organized Crime Groups (OCGs) involved in the wholesale trafficking of cannabis, cocaine, and heroin to the EU**; to tackle the criminal networks involved in the trafficking and distribution of multiple types of drugs on EU

markets; to **reduce the production of synthetic drugs and New Psychoactive Substances (NPS) in the EU**; and to **dismantle OCGs involved in NPS production, trafficking, and distribution**

3. **To disrupt OCGs who facilitate illegal immigration** by providing services to irregular migrants along the main migratory routes crossing the external border of the EU and within the EU, particularly focusing on those whose methods endanger people's lives, those offering their services online, and those using document fraud as part of their business model
4. **To combat organized property crime** by concentrating on **disrupting highly mobile OCGs carrying out organized thefts and burglaries across the EU**. This should include OCGs using new technologies or enhanced countermeasures that exploit the lack of interoperability of cross-border surveillance tools
5. **To fight against the trafficking in human beings (THB) in the EU for all forms of exploitation**, including sexual and labour exploitation, as well as all forms of child trafficking
6. **To disrupt the capacity of OCGs and specialists involved in excise fraud and missing trader intra community (MTIC) fraud**
7. **To disrupt OCGs involved in the illicit trafficking, distribution, and use of firearms**
8. **To disrupt OCGs involved in environmental crime**, more particularly **wildlife and illicit waste trafficking**
9. **To combat criminal finances and money laundering and facilitate asset recovery** in view of effectively confiscating the criminal profits of OCGs, especially targeting money laundering syndicates offering money laundering services to other OCGs and those OCGs making extensive use of emerging new payment methods to launder criminal proceeds
10. **To combat document fraud in the EU**, targeting OCGs involved in the production and provision of fraudulent and false documents to other criminals. ♦

Notes:

¹The EU Policy Cycle for Serious and Organised Crime in the EU provides a robust framework that brings together the law enforcement authorities of the member states, Europol, and a wide range of multidisciplinary partners in the fight against serious and organized crime. The Policy Cycle translates strategic objectives at the European level into concrete operational actions against serious and organized crime. The Policy Cycle is a methodology adopted by the EU in 2010 to address the most significant criminal threats facing the EU. Each cycle lasts four years and optimizes coordination and cooperation on the crime priorities agreed by all member states.

²Information based on questionnaires submitted to Europol for the SOCTA 2017.

³Ibid.

⁴U.S. Department of Justice, "AlphaBay, the Largest Online 'Dark Market,' Shut Down," press release, July 20, 2017, <https://www.justice.gov/opa/pr/alphabay-largest-online-dark-market-shut-down>.

⁵Other documents and initiatives taken into account for the setting of priorities follow: *The European Agenda on Security* and the *European Agenda on Migration*; the *EU Strategy and Action Plan for Customs Risk Management*; the *8th Action Plan (2016-2017) of the Customs Cooperation Working Party (CCWP)*; the *Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace*; the 2017 FRONTEX risk analysis; the *Action Plan on Illicit Trafficking in Firearms between the EU and the South East European Region (2015-2019)*; the *Post-2016 EU Strategy on Human Trafficking*; the *Council Conclusions and Action Plan on the Way Forward with Regard to Financial Investigation*; the *Council Conclusions on Countering Environmental Crime*; the *EU Drugs Strategy 2013-20* and the draft *EU Action Plan on Drugs 2017-20*; and the Council of the European Union, "Council Conclusions on Setting the EU's Priorities for the Fight against Organised and Serious International Crime Between 2018 and 2021," adopted at 3539th meeting (Brussels, Belgium, May 18, 2017), <https://db.eurocrim.org/db/en/doc/2723.pdf>.

The full SOCTA report can be accessed on the Europol website: www.europol.europa.eu/activities-services/main-reports/european-union-serious-and-organised-crime-threat-assessment-2017.

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The Diplomatic Security Service: On the Front Lines of Transnational Investigations

The Diplomatic Security Service (DSS) is the law enforcement arm of the U.S. Department of State and is charged with investigating illegal passport or visa issuance or use, identity theft, or document fraud that affects the department or the integrity of U.S. travel documents, along with crimes committed overseas in the special maritime or U.S. territorial jurisdiction. Because visa and passport fraud often intertwine with other illegal activities such as document fraud, sex and labor trafficking, terrorism, and money laundering, DSS has worked for decades with U.S. and foreign law enforcement and immigration partners to combat those crimes in the United States and other countries. With 2,000 special agents, hundreds of criminal fraud

By Kareem Parson, Special Agent,
Overseas Criminal Investigation
Division, Diplomatic Security Service

investigators, and analytic experts working around the world and in 31 U.S. field offices, DSS has on-the-ground relationships with an extensive global network of international law enforcement officials, immigration officers, and governments and agencies around the world, including Europol and Interpol. DSS offers a unique global investigative

resource to U.S. law enforcement: a sustained, global presence with the expertise, access, and skill to combat transnational crimes that pose a threat to the United States and those living there.

Additionally, worldwide programs administered by DSS, like Rewards for Justice (RFJ) and the Overseas Security Advisory Council (OSAC), help combat terrorism, mitigate global threats, and disrupt transnational crime. For instance, the RFJ program—which aims to bring international terrorists to justice and prevent acts of terrorism against U.S. persons or property—was what led DSS agents to find 1993 World Trade Center bomber Ramzi Yousef in Pakistan. Since RFJ's inception in 1984, the U.S. government has paid more than \$125 million for actionable information that put terrorists behind bars or prevented acts of international terrorism.¹

OSAC, an advisory committee that manages a network of 4,600 organizations; has a presence at 151 locations outside the United States; and represents U.S. businesses, academia, faith-based groups, and non-governmental organizations. These trusted public and private sector DSS partners create a nexus of security information and best practices critical in crisis situations. All OSAC constituents have access to embassy consular messages; social media feeds; and comprehensive reports on crime, terrorism, cybersecurity, political violence, natural disasters, health issues, and related mitigation tactics. Large international businesses and small organizations rely on OSAC and its information network to help plan and manage security measures for their overseas operations and for large-scale events like the FIFA World Cup and the Olympic Games.

It was an OSAC constituent who, in the thick of crisis response during an November 2015 attack on the Radisson Blu Hotel in Bamako, Mali, provided OSAC with a list



A DSS special agent (left) assists with the transfer of three narco-traffickers from a Central American country to the United States, July 3, 2010.

of U.S. guests staying in the hotel. With that information in hand, DSS special agents on the scene were able to quickly locate and rescue those trapped in their hotel rooms.²

Perhaps one of the most dynamic DSS overseas resources working on transnational cases, however, is the Overseas Criminal Investigations (OCI) Division and its assistant regional security officer-investigators (ARSO-Is). ARSO-Is are special agents assigned to U.S. embassies and consulates, who focus on criminal cases involving U.S. and foreign passports, visas, and other travel documents, which often lead to multi-agency transnational investigations.

The OCI and its ARSO-I program are on the front lines of the fight against transnational crime. Their investigations have stopped transnational criminal networks and organizations operating in California, New York, Florida, Minneapolis, Washington, Texas, and elsewhere in the United States, and have led to convictions of sex and labor traffickers, document fraud vendors, money launderers, and more. With a sustained presence in partner countries and strong relationships with foreign law enforcement, security, and immigration officials, ARSO-Is are positioned to deter transnational crime before it crosses U.S. borders. When transnational crime does occur within the United States, or a U.S. case involves an international suspect or crime, ARSO-Is and their colleagues can quickly leverage their extensive global network to support their U.S. law enforcement partners.

ARSO-Is also frequently support the U.S. Marshals Service (USMS) and other U.S. law enforcement entities with fugitive returns. As recently as June 2017, DSS assisted with the return of a USMS Top 15 Wanted Fugitive connected to the 2011 double murder of two sisters in Boston.³ In March 2017, an ARSO-I and DSS special agents posted in two African countries helped escort a fugitive charged with stealing the identities of disabled children and those in foster care back to Pennsylvania.⁴ And in 2014, DSS joined forces with U.S. law enforcement to return one of the FBI's Most Wanted fugitives, Neil Stammer, a man charged with child sexual abuse and kidnapping in New Mexico and who had fled to Nepal.⁵

Combating human smuggling and sex trafficking is a U.S. government and State Department priority, and DSS is increasingly a major partner to U.S. and international law enforcement in these often long-term, high-profile investigations that require overseas expertise. The ARSO-I at the U.S. Embassy in Seoul, South Korea, for example, worked a four-year investigation with the DSS New York Field Office, South Korean law enforcement, and several U.S. law enforcement partners to dismantle a transnational human trafficking criminal network smuggling South Korean nationals to the United States to work as prostitutes.

ARSO-Is bring a wide range of specialized training, as well as their overseas expertise, to transnational criminal investigations. In addition to foundational special agent training and overseas security management training, ARSO-Is receive instruction in immigration law; consular processes and databases for overseas criminal investigations; and, in most cases, the native language of the country in which they are working. As no U.S. law enforcement officer in another country has investigative authority beyond the walls of a U.S. embassy or consulate without authorization from the U.S. Congress and the consent of the host nation, partnerships with local authorities are key to the success of any investigation outside the United States, and language skills will often make or break those partnerships. That's where the "diplomat" element of diplomatic security comes in—the varied and in-depth training DSS special agents undergo enables them to communicate, navigate countries and cultures, and build relationships with local law enforcement anywhere in the world as soon as they arrive in-country. It also enables them to partner with foreign police to build local capacity to enforce local laws and pursue local prosecutions. When a global threat or crime occurs, ARSO-Is are already well-positioned on the ground and in sync with local authorities to work in concert on areas of mutual concern.



Top: A DSS special agent (right, wearing white shirt), greets a pilot from the Brazilian Federal Police, August 15, 2016. DSS collaboration with Brazilian authorities was critical to ensuring information flow and coordination of security operations for the 2016 Olympic Games in Rio de Janeiro, Brazil. **Bottom:** A DSS special agent (center) speaks with his Brazilian counterparts as members of the U.S. World Cup Soccer Team prepare to depart their hotel for practice in Sao Paulo, summer 2014.

In 2012, an ARSO-I in a Central American country with which the U.S. government does not have strong relations was investigating a smuggling operation that was trafficking a significant number of Indian nationals through the Central American country to a final destination in the United States. The ARSO-I's thorough investigation and diplomatic work with that country's immigration and government officials led to successfully disrupting the illegal flow through the country and a significant decrease in illegal border crossings at the U.S. southern border.

The case began when the ARSO-I found a number of trends pointing to a transnational smuggling operation in the Central American country. Smuggling organizations were exploiting the fact that the country did not require Indian citizens to obtain a visa to travel to or transit through the country. A majority of those smuggled shared a similar profile: single males between the ages of 16 and 26, carrying little to no luggage, who claimed the Central American country's capital city as their final destination. The migrants claimed to be traveling to the country in order to learn Spanish, and they carried fraudulent invitation letters from one of three local Spanish-language schools. As the ARSO-I investigated further, he found that groups of 20 to 40 Indian nationals would arrive at a specific airport and stay at one of a handful of local hotels for 2 to 10 days before departing the country by land.

The ARSO-I identified more than 900 Indian nationals who had been apprehended at the U.S.-Mexico border using the scheme.



Left: An assistant regional security officer-reviewer examines seized fraudulent documents at the U.S. Consulate General Ho Chi Minh City in Vietnam, May 2013. **Right:** Immediately after a counter-terrorism exercise, Diplomatic Security special agents and advisors discuss tactics with uniformed members of the General Services Unit (GSO) of Kenya's National Police Service on July 18, 2015. The exercise took place a week before the 2015 Global Entrepreneurship Summit. Special agents with the State Department's Bureau of Diplomatic Security partnered with Kenyan law enforcement, UN security, and the U.S. Secret Service to provide security support for the U.S. delegation attending the summit.

When the ARSO-I informed his local immigration counterparts, the country's government changed its policy to require an in-person interview for Indian nationals seeking transit visas. After the policy change, a northbound neighboring country began turning Indian travelers without visas back to the country from which they traveled, thus preventing alien smuggling organizations from using the country as a way point for their eventual attempt at illegal entry into the U.S.⁶

In another case, ARSO-Is in two Asian countries used their linguistic, diplomatic, and investigative skills to support a request from U.S. Customs and Border Protection (CPB) involving document fraud and human smuggling into Los Angeles, California.

The CBP noticed that a group of asylum seekers who had flown to Los Angeles, California, had boarded a plane in a non-visa waiver Asian country using passports from a third country in the region that does participate in the U.S. visa waiver program. Upon arrival to the United States, however, the individuals identified themselves as citizens of the non-visa waiver country, requested asylum, and falsely claimed that they had lost the passports they had used to board the plane.

The ARSO-I recognized elements of a familiar human smuggling pattern: an individual from a visa waiver country uses his or her true identity to schedule a flight to the non-visa waiver country, with a follow-on leg to the United States. A different individual from a non-visa waiver country uses his true identity to schedule a flight from his home country to meet the other traveler. Both travelers and a fraudulent document facilitator arrive at the same airport in the non-visa waiver country at the same time. The facilitator provides high-quality fraudulent passports to the two travelers and transfers the legitimate boarding passes between the two travelers inside the airport's secure area. The traveler from the non-visa waiver country boards the plane using the other's identity, and claims asylum upon arrival to the United States.

The investigation was complicated. The two countries involved in the transnational smuggling case have weak diplomatic ties, which required the ARSO-Is on the ground in each country to put on their diplomatic hats and ensure that information flowed quickly while they undertook the investigation. Conducting their research and outreach in both countries' native languages and working to

foster cooperation between two countries with a history of mistrust ultimately resulted in local law enforcement officials quickly identifying and arresting two suspects within two days of receiving their information from DSS. A month later, the investigation led to the arrest of a fraudulent document vendor from a third Asian country. Eventually, officials identified the primary alien smuggler, who turned out to be a dual national citizen of the United States and one of the Asian countries with an extensive, decades-long criminal history of human smuggling.⁷

The Asian human smuggling and document fraud investigation also provided the ARSO-Is an opportunity to train both countries' law enforcement and immigration officials, as well as international airline staff. One of the cornerstones of the ARSO-I program is bolstering foreign partners' capabilities through training on travel document security features, fraudulent document detection methods, imposter detection, suspect traveler profiles, and related illegal activities. Over the past decade, ARSO-Is and supporting DSS staff have trained nearly 150,000 individuals around the world.⁸ This training has contributed to officials in other countries successfully disrupting human smuggling rings, interdicting foreign terrorist fighters, and capturing high-profile fugitives before any of those crimes or criminals reached U.S. territory.

One excellent example of the impact DSS training can have can be found in Colombian officials' fight against the powerful, transnational Ipiales Trafficking Organization (ITO). In 2014, Colombian immigration officials shared statistics on third-country nationals' movements within Colombia with the ARSO-I assigned to the U.S. Embassy in Bogota. The ARSO-I began researching the stats and realized ITO was using a sophisticated network of safe houses, transportation routes, financial advisors, smaller human smuggling organizations, coyotes, fraudulent document vendors, and corrupt officials to move United States-bound individuals from Syria, Pakistan, Somalia, and Bangladesh through Colombia. ITO also paid criminal, paramilitary, and terrorist groups to move people, which in turn financed terrorist activities in Colombia.

The ARSO-I worked with Colombian officials and local law enforcement on all levels to combat the situation. He provided fraudulent document identification training to law enforcement and immigration officials as well as airport and airline personnel so

they could spot forged and fraudulent documents and identify entry and exit points along smuggling routes. As a result, the investigation grew and the Colombians boosted their presence at key locations and detained third-party nationals attempting to gain entry into the country. In addition, the Colombian police conducted raids on safe houses where immigrants in transit were kept.

Operation Easy Borders resulted in 223 arrests; 8 prosecutions; and the seizure of more than 300 passports, visas, and other travel documents in Colombia. The Colombians also seized over \$100,000 and identified more than \$2 million in wire transfers to ITO in Colombia from countries around the world.

The ARSO-I's training and assistance has led to Columbia increasing its focus on investigation and prosecution of transnational crimes, and it now has stronger immigration controls, more arrests and prosecutions, and tougher sentences for human smugglers. Although DSS and its Colombian partners dealt a major blow to ITO, smaller groups in Ipiales and Antioquia are taking control of the human smuggling trade in Colombia. The current ARSO-I in Bogota and neighboring countries continue to conduct operations in partnership with their foreign law enforcement and immigration counterparts to take down these new targets.

These are just a few examples of the types of support and resources DSS contributes to the U.S. law enforcement community's fight against transnational crime. Sex and labor trafficking, money laundering, human smuggling, international criminal networks—they all impact the safety of U.S. residents and overall U.S. security, but these crimes can be difficult for U.S. law enforcement to pursue when the investigation heads across borders. When these types of cases hit an international wall, DSS has the right people with the right combination of expertise and diplomatic know-how standing at the ready—around the world and on the front lines—to assist and move those international investigations forward. ♦

Interested in contacting DSS to support investigations or provide for investigative support, training, or both?

Contact the Criminal Investigative Liaison Office at DS_CR_CIL@state.gov.

Notes:

¹Rewards for Justice, "Program Overview," <https://rewardsforjustice.net/english/about-rfj/program-overview.html>.

²U.S. Department of State, Bureau of Diplomatic Security, "Embassies: On the Front Lines" in *Faces of Diplomatic Security: Year in Review 2015* (Washington, DC: Department of State, 2016), 5–8, <https://www.state.gov/documents/organization/258336.pdf>.

³Boston Police Department, "Update: Suspect Wanted in Connection to 2011 Double Murder of Two Sisters at 50 Harlem Street in Dorchester Located in Haiti," news release, June 13, 2017, <http://bpdnews.com/news/2017/6/13/6wlb61tzbxkpp7tfyyqwk4tsun1ofu>.

⁴Angela French, "RSO Freetown Helps Escort U.S. Fugitive Back to Face Trial," U.S. Department of State, Bureau of Diplomatic Security, press release, April 28, 2017, <https://www.state.gov/m/ds/rls/270558.htm>.

⁵Samuel Gibbs, "Suspected Child Abuse Fugitive Caught by Facial Recognition After 14 Years," *The Guardian*, August 13, 2014, <https://www.theguardian.com/technology/2014/aug/13/suspected-child-abuse-fugitive-caught-facial-recognition>.

⁶Department of Justice, "Foreign National Pleads Guilty in Houston to Human Smuggling Charges," news release, December 3, 2012, <https://www.justice.gov/opa/pr/foreign-national-pleads-guilty-houston-human-smuggling-charges>.

⁷DSS and host country, investigative data.

⁸DSS, internal data.



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40 UNDER 40

*Serving the leaders of today,
developing the leaders of tomorrow.*

The annual IACP 40 Under 40 Award recognizes 40 law enforcement professionals under the age of 40 from around the world who demonstrate leadership and exemplify commitment to their profession. The dedicated law enforcement professionals selected for the 2017 IACP 40 Under 40 award are current and up-and-coming leaders. They serve every day as crime analysts, special agents, troopers, chiefs, commissioners, lieutenants, and captains, among other roles, and they represent all types and sizes of law enforcement agencies, including state, local, federal, and military. These extraordinary leaders are driven by their commitment to improve their agencies and the personnel they work with. Regardless of rank, these law enforcement professionals have dedicated their careers to raising the bar for their communities and for those who serve their communities. These role models improve themselves by focusing outwardly on advancing those around them. They make sacrifices to ensure that their agencies and their peers are serving at their very best. Despite the numerous awards and accolades many of these individuals have already received, all of the 40 Under 40 awardees have emphasized that they are only one part of a team that is responsible for those accomplishments. The 40 Under 40



award winners know that, in order to truly improve the world that they live in and serve, they have to strive to improve their departments and those they work alongside. They understand that, especially in the law enforcement field, collaboration is vital for improved services.

Each winner was chosen for his or her demonstration of strong values and commitment to the law enforcement field. The winners began a career in law enforcement to protect people, especially those who cannot protect themselves. They emit positivity, genuine concern, and compassion, despite the many traumatic experiences that all law enforcement personnel face. They lead by example by providing training and mentorship for others, serving as role models, developing more effective methodologies for their departments, and taking advantage of every opportunity to build up those around them. The awardees have capitalized on their successes to improve their communities through community service, philanthropic programs, outreach, and education. They go beyond their roles in the law enforcement field to improve their communities in an effort to make the world a better place for their loved ones, the public, and future generations.

**The IACP is proud to recognize the following
law enforcement professionals through
the 40 Under 40 award.**

40 UNDER 40



Jeremy Alexander
Lieutenant
Chickasha Police
Department, Oklahoma
Age: 29

LIEUTENANT JEREMY ALEXANDER has always been a “fixer.” The law enforcement profession is a natural outlet for his desire to help others achieve—and surpass—their personal goals and standards. Even as a child, Lieutenant Alexander wanted people to come to him for help. Now, his rapport with officers enables them to feel comfortable bringing him their concerns, and he loves to work with the officers to address them.

Lieutenant Alexander’s problem-solving skills are invaluable to his fellow law enforcement officers and his agency. For example, when confronted with the problem of Chickasha Police Department’s aging fleet, Lieutenant Alexander quickly acted. He reached out to other agencies to obtain information about a vehicle lease program valued at approximately \$400,000, put together a presentation for city administration, secured financing, secured the vehicles, and successfully implemented the program. He acquired 11 new vehicles in one year, replacing approximately half of the agency’s fleet. He demonstrated his initiative again when he implemented a new K9 program, which he now oversees as K9 supervisor.

He is motivated largely by the accomplishments of his fellow law enforcement officers, and he feels fulfilled by his role in helping them achieve success. A natural leader who has mastered the balance of holding his team accountable while still building a rapport, Lieutenant Alexander recognizes his responsibility as a role model and leader and strives to engage and encourage those around him to excel personally and professionally.

I want every member of our ‘team’ to reach their own personal goals and far exceed the standards I set for them. I have found great value in putting myself second and those around me first.



Fatma Almamary
1st Warrant Officer
VIP Protection and
Security Motorcycle Unit,
Dubai Police
Headquarters, United
Arab Emirates
Age: 33

FIRST WARRANT OFFICER FATMA ALMAMARY grew up with an appreciation for law enforcement and a familial connection—her father served as an officer for 30 years and her sister also serves in law enforcement. As an officer, she wants to bring the same sense of security she felt in the presence of police officers as a child to her family and community.

An accomplished leader, Officer Almamary is a founding member of the female motorcycle protection unit in the vibrant city of Dubai, as well as a member of the Events Security and Management Committee. Her management skills and field expertise in motorcycle protection for VIP and sensitive—often international—events make her a valuable addition to her unit. She also sets time aside for personal development by taking leadership courses and is working toward a bachelor’s degree in business management at the Emirates Aviation College. Furthermore, as a reward for her exceptional work securing an international air show event, she has been promoted by direct decree of Sheik Mohammed Bin Rashid (the ruler of Dubai). Locally, she received a second-place Dubai Police Excellence award and a first-place commander’s award for excellence.

Officer Almamary is dedicated to giving back to her community, especially youth. She is a certified International Association of Athletics Federation youth coach. Her personal life serves as a strong, positive model for young women—in addition to founding a female unit, she is also a youth coach and a certified SWAT instructor, and has represented her agency in tae kwon do competitions, where she took first place.

As an officer, I am passionate about policing and love serving my community. I am trying to be a role model for all female officers in Dubai Police and across the country.



Mansoor Alrazooqi

*Lieutenant Colonel/
Director of the Virtual
Technology Center
Dubai Police, United Arab
Emirates
Age: 39*

LIEUTENANT COLONEL MANSOOR ALRAZOOQI's forward, creative thinking has not only revolutionized his agency, but also changed the face of policing and learning in his region. For example, Dr. Mansoor brought virtual training to the Dubai Police. These "serious games" force the learner to interact with scenarios and yield better results than passive learning: crime scene investigators who trained in virtual environments performed better by an average of 57.2 percent in real cases than those who learned in classrooms. Virtual training is also more cost-efficient. The cost of virtual training for 1,659 trainees on crime scene investigation and traffic accident investigation is 9.6 million dirhams. The field training cost for the same number of trainees on the same program is 79 million dirhams.

Dr. Mansoor began the virtual training initiative with traffic accident investigation and then implemented it in a growing number of areas until it became an integral part of training for Dubai Police, reaching 32 courses by 2016 and 4,000 Dubai Police employees passing training with over 2,000 training hours. Now, virtual training is used by the Ministry of Interior in the UAE and globally, by the National Tactical Officers Association. Also, smart games are now used as part of the Khalifa Empowerment Program for Students initiative to spread education and awareness, develop personal skills, strengthen national identity, and expose students to different cultural elements (traffic, criminal, environmental, and health) in an interactive and sensible way.

Finally, Dr. Mansoor enabled Dubai Police to become the first police force in the region to have a specialized in-house game development studio, leading the effort to develop awareness games to help the younger generation form valuable skills.

"I have always appreciated and respected those who put their lives on the line to protect and safeguard our communities. I joined Dubai Police to serve the community, maintain law and order, help to reduce and prevent crime, and improve the quality of life for all citizens and residents."



Amanda Arriaga

*Assistant Director of
Administration/Chief
Administrative Officer
Texas Department of
Public Safety
Age: 37*

AMANDA ARRIAGA, as chief administrative officer at the Texas Department of Public Safety, has initiated an extraordinary number of positive changes in her department and community. She established the agency's first ever Enterprise Project Management Office, which assists in the development and success of the executive director's initiatives by maximizing agency resources. She streamlined the agency's procurement and contracting practices, saving the department both time and money. She also created a weekly internal newsletter, *DPS News*. The newsletter has a section called "Fan Mail" that features compliments from the public to officers at the agency. In addition, she is an active member of the Austin legal community, and, while serving as the president of the Austin Young Lawyers Association in 2014-2015, she initiated "Reindeer Games," an event that provides a holiday party and grocery gift cards to foster families in Travis County, Texas. A role model for many female employees, she has championed opportunities for agency leaders to mentor agency employees interested in leadership positions.

She is motivated by her goal to protect the reputation of law enforcement officers and agencies. Her belief that the accomplishments of agencies go unrecognized, despite their innovation and forward thinking, drives her to present the reality behind the law enforcement profession. Amanda supports the agency and officers by managing behind-the-scenes functions in a way that allows DPS to work seamlessly, thus enhancing its reputation and credibility.

"Every day, I am able to use my skills to serve an important mission. That mission drives everything that I do."



Kim Audette
Crime Analyst
 Royal Canadian Mounted
 Police, Saskatchewan
 Age: 37

In 2013, **KIM AUDETTE** developed the crime analysis program from its inception in F Division within the Royal Canadian Mounted Police into a four-man operation that specializes in geographic profiling. During her time at the RCMP, Kim has trained several analysts and established best practice models within her division. She proactively identifies crime series within her division and recently identified the target responsible for a series of crimes, leading to an investigation of more than 200 offenses and resulting in 135 charges over four divisions, acquiring the suspect an unprecedented federal penitentiary sentence for property crime. As a result of implementing the intelligence-led policing model in her division, high-level strategic decisions based on analysis are being made for the first time.

In addition to her work in crime analysis, Kim coordinates her division's search and rescue team, and she is a PhD candidate in forensic psychology. Her dissertation focuses on identifying high-risk child offenders under the age of 12, with the intent of using her research to help RCMP establish a strategy for dealing with these child offenders.

Kim first became interested in law enforcement in 2012 as a psychology student when she discovered the intersection between psychology and the legal system. A career in law enforcement was an excellent avenue to fulfill both of her interests: human behavior and helping people, and the profession would allow her to apply her expertise in a practical and fulfilling way.

I love to help people, and I love to problem solve. To know that I am having a positive impact and making the work for frontline officers and investigators motivates me.



Michael Bal
Constable
 Youth Service Section,
 School Liaison Unit,
 Vancouver Police
 Department, British
 Columbia
 Age: 29

CONSTABLE MICHAEL BAL was first drawn to law enforcement by the stories of his father, a former Royal Hong Kong Police officer, who instilled Constable Bal with an appreciation for self-sacrifice and service. The young man's attraction to law enforcement was reinforced in high school by a liaison officer who taught Constable Bal the great impact that an officer can have on a community and its struggling youth. From the very beginning of his career, Constable Bal worked passionately to protect and foster youth by using empathy and compassion—and Twitter, on which he has more than 1,000 followers. He is inspired by the desire so many young people have to positively affect their communities.

He received the City of Vancouver Citizen of the Year award in high school for raising several thousand dollars for the Cops for Cancer foundation and for creating a service club. Then, after graduating, he volunteered to raise funds for Camp Phoenix, a summer camp for impoverished youth. A skilled crisis negotiator, Constable Bal was inspired by his experiences in the field to promote mental wellness in youth, so he partnered with a school counselor to establish a mental wellness club for students to help shed the stigma around mental illness. This initiative, funded by the Vancouver Police Foundation, has developed into a partnership between the Vancouver Police Department, Canadian Mental Health Association, Vancouver School Board, and Vancouver Coastal Health and intends to bring mental wellness workshops to every grade seven class in Vancouver.

Constable Bal was also one of two Canadians selected to serve as a U.S. Department of State Youth Ambassador Mentor, a role in which he helped youth in the program develop and implement service projects in regions across Canada.

Working with young people who demonstrate so much drive and energy motivates me to dedicate myself toward their goals and be the inspiration for them to reach for their best.



Jamie L. Brunnworth

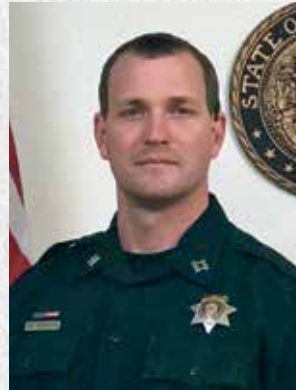
Special Agent
Illinois State Police
Age: 33

SPECIAL AGENT JAMIE BRUNNORTH has been the case agent in 36 homicide investigations and has assisted in more than 137 homicide investigations since 2009. Most of her investigations took place within East St. Louis, Illinois, which has a high homicide rate, and greater-than-average tension between law enforcement and the community. Her resiliency in the face of these challenges led to her current position as a hostage/crisis negotiator, report officer, and investigator for the Major Case Squad of Greater St. Louis, and a deputy commander of her district's Child Death Investigative Task Force.

In 2012, Special Agent Brunnorth was nominated for the Illinois State Police Officer of the Year award for her exemplary work on high-profile cases. In addition, she is an instructor for courses on death investigations at the Illinois State Police Academy. She has received numerous commendations for her success and is routinely sought out by her peers for advice, showing great leadership in helping others become better investigators.

Special Agent Brunnorth finds fulfillment in easing the pain of victims, especially children. The opportunity to positively impact victims' lives inspires her and motivates her to perform her best, both on the task force and as a board member for Prevent Child Abuse Illinois. She also works to help at-risk youth as a counselor at Team Illinois Youth Police Camp.

My career with the Illinois State Police has allowed me to become involved in something much larger than just one individual, and I feel grateful to have been given the opportunity to help others when they need it the most.



Alex Burchetta

Director of Operations
Pitkin County Sheriff's
Office, Colorado
Age: 38

When **DIRECTOR ALEX BURCHETTA** witnessed the events of 9/11, he felt a call to pursue a career in public safety. Shortly after beginning work as a deputy, he volunteered as a middle school lacrosse coach, which further inspired him to connect, lead, mentor, and give back to his community.

During his time as a deputy incident commander on the Colorado State Patrol incident management team, Director Burchetta worked alongside his colleagues to contribute as a valuable resource to the seven-day, statewide USA Pro Challenge professional bike race. Director Burchetta interfaced between the Colorado State Patrol and the local public safety agencies of each jurisdiction impacted by the race to ensure a safe event for participants and spectators. In 2015, he assumed the additional role of Pitkin County's interim 911 center Director of Communications, handling dispatches for nine public safety agencies and numerous municipal agencies in Pitkin County. He worked alongside industry professionals to manage the multiagency center despite staffing issues and relocation. Finally, as Director of Operations, he implemented a mentorship program in which non-FTO deputies helped mentor new deputies in the academy and beyond.

Director Burchetta is a member of Colorado Law Enforcement Training Academy's Advisory Committee; a representative of his incident management team at a Colorado State level; and a former member of the board of directors of Community Health Services, a nonprofit public health organization that provides the disadvantaged with medical care. He is motivated every day by his peers and his commitment to serving his community and his agency.

My experiences have provided me with a unique opportunity to truly do something more with my life; be a part of something greater than just myself but the cumulative efforts of many; and dedicate my life to activities which have a significant impact on the community in which I live.



Rob Burdess
Chief
City of Newton, Iowa
Age: 39

In 2015, when **CHIEF ROB BURDESS** became the youngest chief of police in Newton Police Department's history at the age of 37, his energy and natural leadership revitalized his department. Within 15 months of his appointment, the department implemented the first narcotics K9 program in more than 25 years and the first police motorcycle program in more than 70 years. They also re-wrote the department's 400-page policy manual, developed a countywide Crime Stoppers program and countywide Substance Abuse Coalition, and reduced the City of Newton's crime by over 20 percent, creating a more positive perception of the police department in the community and among staff.

Early in his career as an officer, Chief Burdess noticed that agencies often struggle to locate missing children and fugitives, so he trained a bloodhound puppy for search and rescue. The dog was quickly certified as a police K9, and Chief Burdess went on to become an internationally recognized trainer who has spent the past two decades training officers and implementing bloodhound units in Europe and the United States. More recently, as president of the Iowa State Police Association, he established the Iowa Law Enforcement Purple Heart Award to recognize critically injured or deceased officers and their families.

Chief Burdess was inspired to pursue a career in law enforcement by his father, who, as a volunteer firefighter, made a positive impact on his community. Chief Burdess was drawn to the service and comradery of the law enforcement community and is motivated by the meaningful work and impact law enforcement can have on a community.

“There is no greater reward than seeing others grow and succeed, and I am honored to be part of a profession where so many give their lives to something greater than themselves...being there for others in their time of need and making a positive difference in the lives of others is what drives me to come back day-after-day.”



Khalil El-Halabi
Sergeant
Woodway Public Safety
Department, Texas
Age: 30

When **SERGEANT KHALIL EL-HALABI** arrived in the United States with his parents after his family immigrated to escape the Lebanese Civil War, he was a toddler. At age 14, he watched the events of 9/11 unfold, and he decided to give back to the country that had given him so much. Now, he strives to protect his community from fear and violence.

Driven to bridge the gap between law enforcement officers and the communities they protect by replacing bias and animosity with compassion and love, Sergeant El-Halabi enjoys watching people's perceptions of him—and his badge—change as he takes the time to listen and help. He is motivated by finding purpose in his work and seeing the product of that work in the community's acceptance and trust in the agency.

Sergeant El-Halabi also works to change law enforcement's image through teaching. Known county-wide for his humility, professionalism, and integrity, he has the responsibility for teaching cadet courses in Professional Policing and Police Ethics throughout McLennan County, Texas. He also re-vamped a Citizens Police Academy, leading to its appearance on the front page of the *Waco Tribune Herald*.

Sergeant El-Halabi's other accomplishments include writing a highly viewed guest blog post for the IACP; receiving multiple awards; and leading the effort to fundraise about \$70,000 in sponsorships for the City of Woodway's annual festival benefiting fallen officers. Sergeant El-Halabi is currently working passionately to raise awareness of the rising levels of post-traumatic stress disorders in law enforcement, as well as the elevated rate of officer suicides.

“Law enforcement gives me an avenue for expressing my compassion for the people I come in contact with every day. I wanted to show people the good in humanity, that we are on this Earth to use our talents to enhance the lives of those we serve.”



Lynette Falzone
 Captain
 Special Investigations
 Division, Fort Lauderdale
 Police Department,
 Florida
 Age: 36

CAPTAIN LYNETTE FALZONE has consistently demonstrated her leadership capabilities since joining the Fort Lauderdale Police Department in 2000. In that time, she has worked tirelessly on an overwhelming number of projects and served in nearly every command in the department. Inspired to join law enforcement by her father's career in law enforcement and her experience in police explorers, Captain Falzone was hooked by the challenging, fast-paced, ever-changing atmosphere and knew that it would inspire her for years to come.

Among her accomplishments is a critical role in the development of a youth mentorship program that partnered with the Urban League of Broward County to help youth build life skills and self-esteem, which has been adopted by other law enforcement and social service agencies. She also streamlined her department's annual shift-selection process, seamlessly working around varying schedules and union contract interpretations, and organized commemorations of fallen officers in which she debriefed occurrences of officers killed in the line of duty on the anniversary of their deaths at their incident locations.

Captain Falzone also mentors children who have lost someone in the line of duty; serves on the Civilian Police Review Board to ensure that internal investigations are up to standards; and instructs courses in fair and impartial policing, firearms, defensive tactics, vehicle operations, and officer safety. Devoted to officer safety, she implemented a patrol vehicle and marine operations AED program and critical incident command kits for patrol commanders.

I feel blessed to work for and with a great group of professionals that are committed to taking bad people off the street and keeping the community safe.



Christopher Fisher
 Chief Strategic Advisor
 Seattle Police
 Department, Washington
 Age: 39

CHRISTOPHER FISHER is passionate about translating his research and data analytics experience into action within the Seattle Police Department, and he understands that data-driven, strategic plans are key to improving safety within departments and communities. Chris's leadership in this area and strong background in data analytics has helped his department maximize its crime data analysis and management, and his belief that agencies benefit from research-based solutions has greatly enhanced his department's approach to crime. His work in this area has been instrumental in shifting the focus from problems to solutions and has influenced the captains to become acquainted with data and come to meetings prepared to have meaningful discussions that take real-time crime data into account.

A proactive, innovative leader, Chris recognizes the benefit of cross-sector solutions. To this end, he has been a leader in the development of his department's Navigation Team, which connects outreach workers with the Seattle Police Department to provide resources for homeless individuals in Seattle. In order to guide this complex project to completion, he had to coordinate with City Hall and a number of other agencies. In addition, he assisted with the implementation of several open data initiatives in his department, which culminated in the release of data sets to the public. Under his leadership, the department has launched interactive dashboards on his department's website that allow the public to explore the data.

Chris's motivation to work with law enforcement is tied to his belief in justice. His continuing efforts are driven by the sacrifices and dedications of first responders, as well as his own commitment to help law enforcement provide the best services possible.

My experiences working side-by-side with law enforcement have allowed me to learn how to translate between research and action. Helping teams design and implement data-driven strategic plans to enhance public safety is my most effective way to give back.

40 UNDER 40



Erin K. Freidline
Lieutenant
Riley County Police
Department, Kansas
Age: 39

In 2016, the Riley County Police Department awarded **LIEUTENANT ERIN FREIDLINE** their top performer award. She was unanimously voted the “hardest working supervisor” that her shift sergeants—who possessed 76 years of combined experience in law enforcement—have ever had the privilege to work for.

Lieutenant Freidline developed her work ethic and sense of responsibility by growing up on a farm. When she was in sixth grade, she met an energetic, confident D.A.R.E. officer, and she was inspired to channel her hard work, sense of duty, and love of coaching toward a career in law enforcement. Today, she is motivated by the people she serves; she knows that valuing and supporting her employees will lead them to, in turn, appreciate the community members they serve. When tasked with improving community-police relations in the rural parts of the jurisdiction, Lieutenant Freidline applied her full effort, attending council meetings and meeting with stakeholders to ensure all voices were heard.

Her service-oriented mentality and work ethic have yielded impressive results. Lieutenant Freidline was the initial supervisor of her department’s Repeat Offender Program (ROP). By identifying and removing chronic offenders, her team measurably reduced crime. The ROP has grown into the most effective investigative program in her agency. She is now using the ROP basis to develop an intimate partner violence reduction initiative within the community. Also, Lieutenant Freidline is working on a women’s leadership development program to aid in mentoring and supporting the next generation of supervisors.

Lieutenant Freidline also received the National Institute of Justice LEADS scholarship, through which she learned to apply evidence-based policing practices in her department. In addition, she oversaw a First Responder Explorer Post, which united local fire, EMS, police, and emergency management.

I have always had the mentality to leave a person better than I found them. The idea of possibly making someone’s day better than it started keeps me motivated to give my best.



Jared Garcia
Lieutenant/Section
Commander
State Bureau of
Investigation,
Utah Department of
Public Safety
Age: 37

LIEUTENANT JARED GARCIA expertly handles a wide variety of responsibilities. He currently oversees sergeants who are assigned to major crimes, highway interdiction, cyber-crime and forensic technology, task force operations, refugee outreach, and more. Additionally, he excels at managing and tracking complex grants such as his department’s asset forfeiture grants and the Rocky Mountain High Intensity Drug Trafficking Area Grants.

Despite his large workload, Lieutenant Garcia willingly handles additional assignments when the need exists. For example, he oversaw an intelligence-sharing initiative to improve information sharing among a number of agencies, including creating policy and training to improve source development. His efforts in that area recently led to the recovery of stolen firearms and information, as well as the identification of a murder suspect. Lieutenant Garcia also assisted in the development of a statewide sexual assault training initiative. When progress slowed, he stepped into a lead role and succeeded in preserving multi-agency cooperation to move policy development forward.

Lieutenant Garcia was inspired to become an officer by his family, many of whom were involved with law enforcement. He is motivated daily by the impact he has had on his department. The ability to effect tangible, positive change inspires him to work hard. He believes that his success is directly correlated to the success of his organization and his subordinates; thus, he has made it his mission to help others succeed.

I believe I have made the most of every opportunity to provide service and leadership and, hopefully, bring positive changes to important initiatives. I believe I have consistently helped others to be successful and, in turn, continue to do my part in providing a safer environment for the people of Utah.



Jeremy M. Gaughan

Sergeant
Gurnee Police
Department, Illinois
Age: 38

When **SERGEANT JEREMY M. GAUGHAN** was 9 years old, he wrote a letter to his local sheriff. He told the officer that he loved the friendly sheriff book and that he wanted to be a police officer, too. He received an honorary Deputy Sheriff identification card, which he still keeps in his scrapbook. Later, when he was 21 years old, he graduated from the academy. Today, Sergeant Gaughan lives his childhood dream: he is an accomplished officer and a natural leader.

Sergeant Gaughan's accomplishments began early in his career. At 23 years old, he was awarded the Medal of Honor for ending the threat to several officers who were under fire. His hard work and dedication have led him to succeed in every role he has taken on. When he was in an undercover narcotics unit, he was responsible for the then-largest seizure (\$780,000 in assets) from a drug defendant in the county. As a lead investigator in a coin shop burglary, he succeeded in arresting three career criminals and recovering over \$300,000 in stolen merchandise. When he joined the Illinois National Guard, he was quickly chosen to lead as a young corporal and still continues leading soldiers in the U.S. Army Reserves at the rank of Sergeant Major. Over his past several years, Sergeant Gaughan has started the village's first-ever Police Explorer program, taking responsibility for the application process, scheduling, and budgeting. As overseer of the program, he is careful to foster future leadership.

His motivation has changed over the years. As a homicide detective, for example, he was inspired by the desire to give the victim a voice. Now, he is motivated by the desire to help others succeed and surpass him.

I want an officer or soldier who is subordinate to me to do so well that they pass me up and I work for them or at the very least become a great supervisor themselves. I think that is the true sign of a successful leader.



Andrew Gilreath

Chief/Director of Public
Safety
City of Folly Beach,
South Carolina
Age: 37

When **CHIEF ANDREW GILREATH** joined the Folly Beach Department of Public Safety, he encountered a broken department, fraught with upheaval and uncertainty. The discord of small-town politics during a change of administration, combined with substandard policies, low morale, and community dissatisfaction, had taken its toll on the department and its officers. Chief Gilreath revitalized the department, restoring trust and accountability, delicately navigating the political discord, re-writing and updating policies, and rebuilding a positive relationship between the community and the department.

The task was monumental—when Chief Gilreath stepped forward, he became responsible for police; fire, medical response, and rescue; dispatch; parking enforcement; and beach patrol units. Moreover, his department was responsible for the closest beach to Charleston, South Carolina, which is routinely ranked as one of the top tourist destinations in the world. Chief Gilreath's unique ability to balance law enforcement, political, and managerial duties resulted in an increase in community member and officer satisfaction with the department, a complete and near-immediate cessation of complaints, and a simultaneous fostering of tourism and stabilization of local residents.

Chief Gilreath was drawn to law enforcement because he felt called to public service. He derives meaning and inspiration from his work in the community. Early in his career, he felt fulfilled by apprehending "bad guys" and protecting his community; now, he enjoys building people up and watching them succeed. He believes that building strong individuals is the key to building a strong community.

As a leader, you will never be successful climbing up the backs of others. Hard work, honesty, and your strong character is the only way to build your leadership foundation.

40 UNDER 40



Brent Johnson
Chief of Police
Hopkins Police
Department, Minnesota
Age: 39

CHIEF BRENT JOHNSON's motto is "Going above and beyond is the expectation, not the exception," and his actions give truth to his words. He is always going the extra mile for the people he serves—he is especially passionate about supporting youth and fostering diversity within his community.

He has developed several programs to support young people and help them develop positive relationships with law enforcement. For example, in Operation Recess, officers play with children at local elementary schools during lunch and recess. Chief Johnson's Cops n Kids fishing program equips selected children with a life jacket, fishing pole, and tackle box that they can keep, and they spend a day on a local lake with an officer to learn fishing skills. This popular program continues to receive community funding every year. He also developed the Big Brother & Sister Program, which partners officers with a "little" from a local elementary school. The officers in the program spend an hour on duty, once a week, playing and connecting with their little.

He also strives to celebrate the diversity of the community. Hopkins Police Department serves approximately 20,000 people who, in total, speak more than 44 different languages. Chief Johnson supports the Joint Community Police Partnership, which allows his department to meet with a civilian multicultural advisory committee to share concerns and learn how to best serve this diverse community. He also seeks out diverse law enforcement candidates, providing them with partial funding for education and hiring them as officers when they successfully complete their degrees.

Chief Johnson finds motivation in the success and initiatives and the opportunities for him and his officers to have a positive impact on people's lives.

My motivation comes directly from my core values and truly wanting to make a difference in the community we serve. Every day I work toward making improvements for the betterment of the organization and the community.



Jeffrey A. Johnson
Sergeant
Roanoke County Police
Department, Virginia
Age: 38

SERGEANT JEFFREY A. JOHNSON's drive and capability to form strong relationships with his employees allows him to manage his responsibilities with exceptional competency. His supervision skills in his current roles—the Bike Patrol program coordinator for the Roanoke County Police Department and a team leader of the Bicycle Response Team—and his demonstrated ability to balance positivity and accountability inspired his peers to select him for the department's Leadership Award in 2013 and 2015.

Sergeant Johnson is also the primary administrator of the department's social media accounts. He has used this position to launch a variety of social media campaigns, such as the #Seatbelt selfie on Twitter for Click it or Ticket Month. He also hosted "Tweet-alongs" and initiated Coffee with a Cop in his agency to engage community members. These programs demonstrate Sergeant Johnson's commitment to building and strengthening positive community-police relations, a goal partially motivated by his own positive interactions with law enforcement as a youth.

In addition to his other accomplishments, following his assignment to the Criminal Investigations Division, Sergeant Johnson developed and implemented a new domestic violence program. He created a Domestic Violence Coordinator position, established a public education program regarding domestic violence, worked with the Commonwealth Attorney's Office to enhance prosecution of repeat offenders, developed a reporting plan to help identify high-risk victims, and implemented a creative lethality assessment tool to help high-risk victims connect to a local domestic violence service provider. Throughout every assignment, Sergeant Johnson has consistently displayed initiative and dedication in his mission to keep his community safe and involved.

The idea that you can be out in the community working on problems and do something tangible for the community that you live in is invigorating.



Sarah Krebs

Detective Sergeant,
Missing Persons
Coordination Unit,
Michigan State Police
Age: 39

DETECTIVE SERGEANT SARAH KREBS has always attempted to speak out for the lost, missing, and forgotten. Early in her career, she spoke before the Michigan State Police Executive Council to point out the shortcomings of the state's unidentified remains investigations, arguing that such investigations suffered from the lack of oversight and that there was a deficient number of records in state databases.

She spearheaded a variety of programs to help identify human remains cases and led community outreach to benefit the families of missing persons and allow them find closure. For example, Detective Sergeant Krebs established an event called "ID the Missing" that assists the county medical examiners with documenting and testing unidentified remains cases, many of which were never documented outside of the county morgues' archives. "Missing in Michigan" is held annually to unite the families of missing persons with law enforcement, enabling officers to collect family reference DNA samples and document previously unreported cases. This event also gives these bereaved families an opportunity to be heard, breathing new life into their unsolved cases. This program is now a model for other states' missing persons-related events.

Detective Sergeant Krebs also played a significant role in developing the Michigan State Police Missing Persons Coordination Unit (MPCU), which combines the efforts of law enforcement and medical examiners. Since 2016, the MPCU has positively identified more than 70 unidentified remains cases as missing persons throughout the United States; many of these are homicide cases that now have the crucial identification lead.

Detective Sergeant Krebs has also independently identified more than 200 incidences of undocumented, unidentified remains from county archives and unmarked graves. Her continuing work and dedication are motivated by the knowledge that each solved case can help a family move forward.

The knowledge that I can help people who have met with endless blockades and dead ends and provide them with answers about their loved ones is truly satisfying.



Edward R. Lennon, Jr.

Chief of Police
East Haven Police
Department, Connecticut
Age: 37

CHIEF EDWARD R. LENNON has led East Haven Police Department in its transformation from a deficient department, operating under a DOJ agreement for effective and constitutional policing, to a leader in not only the state of Connecticut but a regionally and nationally recognized agency. The settlement agreement required the department to undergo a multitude of changes, and Chief Lennon ensured that the department went above and beyond the mandated reforms, making East Haven Police Department a model for agencies working to make similar changes.

For example, during the 42 months that Chief Lennon served as compliance coordinator, his department re-wrote its entire policy manual. They also implemented methodologies and stringent training protocols that only the most progressive police departments use. In addition, technology upgrades and improvements were made, including access to the latest training methods and body-worn cameras for officers.

Due in great part to Chief Lennon's efforts, the East Haven Police Department achieved substantial compliance, on time, for every requirement in the agreement—an impressive, unprecedented feat. In fact, the department handled their transition so well that it has received numerous requests for assistance from other departments regarding policies, community-police relations, use-of-force training, and early intervention systems, and Chief Lennon brought his experience and expertise to the President's Task Force on 21st Century Policing in July 2015. Chief Lennon continues his work to improve his agency and its service to the community.

My primary motivators are challenge and effecting positive change. I take great pride in my duties and truly enjoy anything I can do to improve my law enforcement agency, our employees, and how we are viewed within our community.

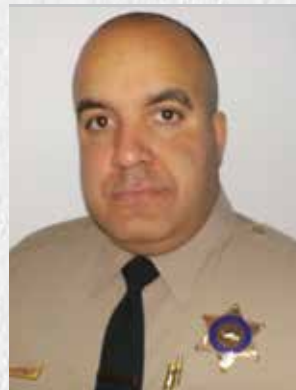


Ganesha M. Martin
 Chief
 Compliance
 Accountability, and
 External Affairs,
 Baltimore Police
 Department, Maryland
 Age: 39

When **CHIEF GANESHA M. MARTIN** realized that the Baltimore Police Department struggled to communicate effectively with the city's government, she took it upon herself to form a bridge between the two. She did not intend to stay with the police department for very long, but, when she saw how much the department had accomplished in the short time she had been there and saw that officers continued to bravely perform their duties without appropriate equipment, technology, training, or wellness programs, she decided to stay. Chief Martin now dedicates her skills to helping the department access the resources and upgrades it needs to improve—and to closing the chasm of distrust between officers and the communities they serve.

Chief Martin derives fulfillment from serving those who spend their lives serving others and is motivated by the changes she has been able to implement at her agency to benefit the officers and, thus, the community. In her time at Baltimore Police Department, the agency has, with her assistance, created a Compliance and Accountability and External Affairs Division, negotiated a consent decree less than five months after receiving an investigatory report by DOJ, developed and staffed a new, independent Officer Wellness Program, and procured the funds to purchase mobile data computers for police vehicles. Many of the reforms and initiatives put in place by Chief Martin preceded the completion of the DOJ's investigation, and her work has set the Baltimore Police Department on course to become an industry leader within a few short years.

I became determined to do all that I could to make the lives of our police officers and our citizens better. I decided to use every skill I had to help people reach their fullest potential. It is what I do every day, and it is the greatest opportunity I have ever been given in my life.



Oscar A. Martinez
 Sergeant
 Los Angeles County
 Sheriff's Department,
 California
 Age: 37

SERGEANT OSCAR A. MARTINEZ has taken advantage of every learning opportunity that has come his way, which has given him a wide breadth of knowledge on topics such as criminal justice, homeland security, terrorism, corrections, emergency management, and the military. His formal education has left him with a bachelor's degree in homeland security and master's degrees in criminal justice and organizational leadership. In addition, he is currently enrolled in law school and has been selected by the Los Angeles County Sheriff's Department to attend Force Instructor School.

While he is highly educated, Sergeant Martinez also has the hands-on experience in law enforcement to back up his knowledge. For example, despite working overtime on patrol assignment at his department's sister station, Sergeant Martinez was one of the first responders when the Sand Fire erupted in 2016. He established the initial unified command that ultimately put out the fire. During the several weeks it took to contain the historic fire, he returned to provide security for the evacuated areas.

Sergeant Martinez pairs his passion for learning with the ability to teach others what he has learned. For example, he created a patrol reference guide to help deputies in the field understand what policies need to be enforced—and why they need to be enforced, and he frequently updates deputies on recent court decisions during shift meetings. In addition to teaching others what they need to know, he also teaches them how to find resources and perform research. In teaching deputies how to teach themselves, Sergeant Martinez equips them with the tools they need to unlock their own potential for success.

I don't see law enforcement as a career. To me, it is a vocation, a call to lead others to a life of civility and help members of the different communities we serve with honor.



Michael Maville

Staff Sergeant/
Detachment Commander
Ontario Provincial Police
Age: 39

STAFF SERGEANT MICHAEL MAVILLE became interested in a career in law enforcement while working with the Canada Border Services Agency. He took pride in wearing a uniform, representing an organization, developing communication skills, and serving the public. After several information sessions with the Ontario Provincial Police recruiters, he applied to the agency and quickly moved up in rank. Since then, his career has afforded him experience in drug enforcement, general law enforcement, criminal investigation, forensic identification, and communications. This variety of experience has equipped him to be a self-sufficient and effective leader.

Staff Sergeant Maville's distinctions include receiving an accolade award for teamwork in 2010, winning a city police award of academic achievement for the highest GPA while attending Law and Security at Sault College, and being one of the first drug enforcement officers in the northeast region to complete a drug investigation using the Major Case Management format and the submission of electronic briefs.

Recently, in February 2017, Staff Sergeant Maville oversaw the local Push for Change, a community mobilization event. He played a leadership role in the multi-agency effort to raise awareness of youth homelessness and take steps toward education on and prevention of the issue. They raised over \$15,000 and brought the whole community together in support. They were so successful that Push for Change used the city of Sault Ste. Marie to film their promotional videos. In addition to overseeing the event, Staff Sergeant Maville ensured that the Ontario Provincial Police social media accounts were involved in the event and its promotion. His leadership for this event demonstrated Staff Sergeant Maville's commitment to service and the community, as well as his dedication to building public confidence and trust in his agency.

Regardless of what position or rank I have been in throughout my law enforcement career, I have always been motivated to create a positive work environment and to ensure public safety.



Gary P. Mounts

Lieutenant,
Criminal Enforcement
Division,
Maryland State Police
Age: 38

LIEUTENANT GARY MOUNTS has served with the Maryland State Police for 13 years. In his current role, he commands criminal enforcement in a region encompassing eight barracks across six counties in Maryland. Under his command, investigators have handled more than 300 cases, resulting in 237 arrests, as well as the recovery of 170 firearms, more than \$4 million in cash, and significant quantities of narcotics. He was also instrumental in the creation of Maryland State Police's new Heroin Investigation Unit, as well as writing the grant-funded program's budget.

Lieutenant Mounts' leadership skills were recognized by his agency's bureau chiefs, who tasked him with addressing a training deficiency involving interviews related to fatal motor vehicle crashes. He researched and developed a statewide training curriculum that includes the most up-to-date interview and interrogation techniques; the training was successfully implemented for troopers in the Field Operations Bureau.

A consummate leader, Lieutenant Mounts draws his motivation from his team members' successes and the mentorship opportunities afforded to him at his agency. His concern for his community is demonstrated by the use of his free time, during which he offers Internet safety courses for local schools and parent-teacher associations. He has also provided instruction on computer-related child exploitation to state prosecutors and arranged a program at the National Center for Missing and Exploited Children.

It brings me the greatest joy to see those I work with achieve their goals and advance their careers, knowing that I was able to play a role in helping them to their successes.

40 UNDER 40



Daniel Muñecas

Lieutenant
Doral Police Department,
Florida
Age: 39

LIEUTENANT DANIEL MUÑECAS has been a law enforcement officer for nine years, and he is currently the commander of the Neighborhood Resource Unit, which was nominated for the Crime Prevention Community Policing category by the Miami-Dade Law Enforcement Officer's Awards Committee in 2016. The Neighborhood Resource Unit oversees the school resource units and all duties pertaining to community policing. Lieutenant Muñecas is responsible for 16 schools and their youth programs and initiatives, numerous community homeowners' association meetings, and all training and community events in the city of Doral.

Lieutenant Muñecas strives to make a personal, positive impact on his community, especially on youth, and he has implemented a large variety of programs geared toward the safety and health of children. Some of his programs include Pedal with Police; Juvenile Safety Tip Line; Arrest Follow Up/Youth Intervention Program; Bike to School event; Crime Watch programs; Community Policing Ideology; Silver Club; Hide it, Lock it, or Lose it; See Something, Say Something; Chief for a Day; and the Project Scout. In addition, he teaches D.A.R.E. to fifth-grade students in his community and is an instructor for the Kids and the Power of Work program.

Lieutenant Muñecas is dedicated to helping the less fortunate and at-risk members of his community. In doing so, he has also improved the image of the Doral Police Department. The department's whole-hearted involvement with these programs allowed officers to establish trusting relationships and build bridges with the community.

“Having been brought up in a very positive environment, I have always wanted to give back to those who are less fortunate and to protect the lives of all community stakeholders. Helping others brings me joy, and I truly believe that my actions can have a huge impact on both my community and the world we live in.”



Ryan Murphy

Detective Police Officer
Phoenix Police
Department, Arizona
Age: 30

DETECTIVE RYAN MURPHY's childhood prepared him to become a passionate and effective officer; he is inspired by the recollection of the safe and happy community in which he grew up. Now, he realizes that such communities do not arise by accident—but are carefully cultivated by public servants—and he works hard to personally foster the growth of happy, safe, and healthy communities. As part of this mission, Detective Murphy strives to help the vulnerable populations in his community, such as children and older adults. For example, he has conducted investigations of frauds that target older adults and crimes against children.

Detective Murphy is currently assigned to a team called BEST that investigates organized commercial crimes. During the past three years on this assignment, he has personally arrested 98 suspects and investigated 1,950 cases, clearing 1,915 of them. Recently, he completed a case that culminated in criminal filings by the county attorney's office against 30 suspects for defrauding older adults across the county of millions of dollars. Records show the victimization of more than 5,000 people nationally. Officer Murphy helped seize \$7.4 million in cash to return to the victims.

Detective Murphy has not gone without recognition for his many accomplishments over the years. He earned 15 departmental commendations and awards for quality work, 5 commendations from private sector businesses and brand representatives for handling multijurisdictional investigations, and 1 commendation by the Federal Trade Commission for his exemplary work in the recent fraud case. However, the accomplishment he takes the most pride in is his responsible, reliable service to his fellow officers and detectives.

“By investing in and committing to our officers and citizens, we can improve the quality of our departments and communities.”



Angelique Myers

Public Information Officer
Round Rock Police
Department, Texas
Age: 35

ANGELIQUE MYERS is the sole public information officer for the Round Rock Police Department. She singlehandedly does the work of five employees and keeps the public engaged and informed. Moreover, she revolutionized Round Rock Department's perception of the media. Now, officers understand the important role that the media plays in keeping their department connected to the community. Officers are more confident being on-camera and fielding questions, and all staff recognize the power of social media. Because of Angelique's efforts, Round Rock Police Department is straightforward with the public, which has contributed to a more trusting and involved relationship with the community. She enables officers to tell their stories in their own words and helps the public to see the individuals behind the badges.

During her time at the Round Rock Police Department, Angelique introduced the first City of Round Rock Instagram account, which has gained more than 2,700 followers; redesigned the monthly internal newsletter; arranged basic media training for all supervisors in her department, thus equipping them to handle media on a scene without a PIO present; and facilitated multiple *American Crime* production shoots for ABC Network that were filmed at the Round Rock Police Department building.

The success and importance of Angelique's work illustrates the value of private citizen involvement with police departments. Because of her dedication to speaking for the officers in her department—and better yet, equipping her department to speak for itself—Round Rock Police Department is on the road to building a better relationship with its community.

In this age of social media and technological advancements, transparency with law enforcement agencies is key as our industry is changing in how we serve our communities. My job in law enforcement is to humanize our officers and the people behind the badge to the public.



Brandon L. Myers

Deputy Sheriff
Kitsap County Sheriff's
Office, Washington
Age: 31

DEPUTY BRANDON L. MYERS embodies the "people first, cops second" mentality of Kitsap County Sheriff's Office. He personally engages with individuals in his department and community to hear their needs and concerns, and then he comes up with ways to address them.

For example, when he noticed that the morale in his department was low, he investigated and discovered that the patrol scheduling and staffing were suffering. So, he made it his personal, year-long project to address the issue. He met with administrative personnel, guild representatives, other agencies, the department's communications partner, county payroll, and the legal department. Ultimately, he succeeded in implementing a new payroll schedule, creating new ways to dispatch, and determining new staffing numbers based on call volume. Now, overtime costs are down and morale has improved so much that the interest of lateral applicants has increased.

Deputy Myers also serves the youth in his community. He presides over the Central Stage Theater (CST), a nonprofit performing arts organization. CST recently partnered with a local school district to build a community theater and classroom space. His team has raised over half of the funds for the \$5,000,000 project in two years, in addition to providing \$5,000 annually for their summer camp scholarship and \$2,000 for college scholarships.

Finally, Deputy Myers serves as the Cadet Coordinator for the Explorer Cadet Post 1514. He is a designated field training officer who works as an evaluator and is the former committee chair of the Washington State Law Enforcement Explorer Advisors (WLEEA) Academy.

I believe officers must be willing to enforce the law while also recognizing that we serve as mentors to those in society who need guidance or suggestions on how to course-correct.

40 UNDER 40



Matthew W. Myers

Lieutenant
Peachtree City Police
Department, Georgia
Age: 37

When **LIEUTENANT MATTHEW W. MYERS** was 29 years old, he became the youngest person to achieve the rank of lieutenant in his agency. He assumed command of the agency's traffic division and implemented a variety of successful programs. Within his first five years heading this division, his programs reduced the average annual injury collisions by 21 percent, reduced DUI collisions by 17 percent, and reduced total collisions by 10 percent. His efforts resulted in three first place awards in the National Law Enforcement Challenge (NLEC), three NLEC Occupant Protection awards, NLEC Technology and Speed awards, and various state Governor's Challenge awards.

When he subsequently took command of the Criminal Investigations Division, his management practices led to a 50 percent reduction in the open case load in only three months. He also established a program that utilized volunteer personnel to reduce investigators' administrative workload and personally took on casework to maximize his unit's efficiency.

Lieutenant Myers has been appointed to the IACP Highway Safety Committee due to his expertise in that field. He has also assisted with overhauling the IACP *Highway Safety Desk Book*, served on the IACP's Technical Advisory Panel, and was elected as the third vice chair of IACP's Drug Recognition Expert Section. Lieutenant Myers also serves as the elected coordinator of the Metro Atlanta Traffic Enforcement Network; a member of the National Safety Council's Alcohol, Drugs, and Impairment Division; and is on the board of directors for a nonprofit organization called Let's Be Clear Georgia.

“*Law enforcement is an incredibly fulfilling career. Not only do I get the chance to help individual people at their moment of crisis, but working as a leader in this field allows me the opportunity to help shape the kind of society that I want my kids to grow up in.*”



Nicole Powell

Sergeant
Investigation and
Support Bureau,
New Orleans Police
Department, Louisiana
Age: 37

SERGEANT NICOLE POWELL recognizes the importance of bridging the gap between current law enforcement strategies and evidence-based research. She argues that quality research on topics relevant to law enforcement provides agencies, supervisors, and officers with strategies that reduce, prevent, detect, and control crime while ensuring the safety and wellness of officers. In the past year, Sergeant Powell has worked to fill the research gap in the New Orleans Police Department. She developed a collaborative, sustainable research partnership with academic and community partners in her area. To do so, she single-handedly reached out to executive leadership, federal partners, and a local university. In November 2016, she hosted a roundtable discussion with stakeholders and received input and support from all involved parties. Her end goal is to discover, through research and relationships with the community, “what works” and best practices in the face of ever-changing police needs and criminal activity.

In 2017, Sergeant Powell spearheaded a project designed to assess and expand in-house research as part of the National Institute of Justice's Law Enforcement Advancing Data and Science Agencies Program. This project will enable her agency to answer high-priority questions to strengthen their existing data system processes for safer, more effective policing.

Finally, Sergeant Powell participated on the panel *Priority Criminal Justice Needs Initiative* through RAND; spoke on the panel titled *Empowering Law Enforcement to Drive Their Own Research: Agency-Led Science and the Role of the “Pracademic” in Advancing the Police Profession* at The Academy of Criminal Justice Sciences Conference 2017; and is a member of an invitation-only, academic achievement-based, nationally accredited criminal justice honor society, Alpha Phi Sigma.

“*Knowing that I CAN make a difference is what motivates me.*”



Drew Robertson

Acting Sergeant/Team Leader
Greater Victoria Police Emergency Response Team,
Saanich Police Department, British Columbia
Age: 39

ACTING SERGEANT DREW ROBERTSON was thrust into a leadership position early in his career. When unexpected circumstances resulted in the removal of the team leader of the Greater Victoria Emergency Response Team (GVERT, or SWAT), Acting Sergeant Robertson, a relatively junior member and not a confirmed NCO, was promoted from tactical operator to acting NCO. His strong guidance and support for his team immediately boosted the morale of his teammates and created a smooth transition out of an untenable situation.

Acting Sergeant Robertson did more than maintain the effectiveness of his team during a sudden and difficult transition in leadership. He also went above and beyond, recognizing deficiencies and implementing new business practices that revitalized GVERT's operational procedures. For example, he revamped the recruit selection processes and operational protocols with great success. Then, he fostered relationships with outside agencies and promoted shared training sessions and information exchanges. This collaboration led to his creation of new lesson plans and training scenarios. Finally, he committed to bringing his team's operational procedures above the national standard by utilizing these working relationships to improve information exchange, skill set development, and training standards. Additionally, much of this work was completed on Acting Sergeant Robertson's own time. In spite of the rigorous requirements of his position—he must be on call 24/7—he expertly balances his duties with community-based volunteer work and his family life. His personal example inspires respect for him and his agency.

Acting Sergeant Robertson's dedication and commitment is both recognized and appreciated by the regional police chiefs. Today, GVERT thrives under his leadership.

From an early age, I was exposed to the camaraderie and sense of pride that is held by a group with a common purpose. I was seeking the challenge, service to community, and camaraderie that I have found in policing.



Francis S. Sabella

Master Sergeant/
Operations NCOIC
US Air Force/811th
Security Forces Squadron,
Maryland
Age: 31

MASTER SERGEANT FRANCIS S. SABELLA decided to pursue a law enforcement career on his 17th birthday, 16 days after the 9/11 attacks in the United States. He enlisted in the U.S. Air Force and dedicated himself to serving the community and his fellow officers.

Since then, he has been an active advocate of interagency cooperation. For example, Master Sergeant Sabella arranged training courses with the U.S. Department of State to ensure that the department's agents were familiar with motorcade routes, safe house locations, and on-base command and control procedures. He orchestrated a large-scale exercise to test interoperability while protecting the U.S. president and, as a result, enabled 150 federal agents to validate cutting-edge concepts, which were later adopted. His initiative in organizing regular interactions between agencies has resulted in more intelligence crossflow and fostered increased cooperation across the National Capitol Region. Many of the liaisons he established and the issues he addressed were outside the scope of his responsibility, yet he took initiative and tactfully addressed the owning authority.

His coordination abilities and work ethic served him well during the 2017 58th U.S. Presidential Inauguration. He was hand-selected to work as a law enforcement liaison for the Military District of Washington's Joint Task Force—National Capitol Region. In this position, he coordinated the overall security for the event, working with 26 law enforcement and intelligence community agencies, as well as the FBI's Command Tactical Operations Center, to protect more than a million attendees and millions of dollars in assets. For his service, he received the Joint Service Achievement Medal.

Continuous improvement is my primary ambition and what I strive for on a daily basis. I am extremely motivated by making every effort to improve myself and those around me in every situation.



Kevin Saupp

Director
State and Local Partner
Engagement,
DHS Office of
Intelligence and Analysis,
Washington, DC
Age: 37

Following the 9/11 attacks, **KEVIN SAUPP** recognized the need for greater collaboration between law enforcement and homeland security partners with the intelligence community. He dedicated himself to helping this collaboration take place, becoming a recognized expert in the domestic intelligence field. For example, he was one of the leading architects that developed version 2.0 of the National Criminal Intelligence Sharing Plan (2013), which codified the role of state and local law enforcement and fusion centers in the U.S. information sharing architecture. He also worked with countless committees, councils, and working groups to implement and mature numerous initiatives, such as the National Network of Fusion Centers, a decentralized network of state and major urban area fusion centers that facilitate the sharing and analysis of locally generated threat information with partners. In addition, he enhanced relationships with law enforcement by implementing an advisory body for the DHS Office of Intelligence and Analysis (I&A). This body united professionals from homeland security, intelligence, and law enforcement communities to provide guidance and feedback to I&A on many initiatives.

Kevin also sought to improve his own knowledge to better bridge the gap between the intelligence community and law enforcement. While working full time, he pursued learning opportunities regarding domestic law enforcement and intelligence matters, and completed programs such as the Homeland Security and Defense Program; an MS in Law Enforcement Intelligence and Analysis; an MS in Strategic Intelligence; and several certificates in leadership, management, and terrorism studies.

The role I play enables me to ensure state and local law enforcement are accepted and fully embraced as equal partners in protecting the homeland...There could be no greater motivator or satisfaction from supporting these efforts to more effectively enable state and local law enforcement.



LaRon Singletary

Captain
Administrative Services
Division,
Rochester Police
Department, New York
Age: 37

CAPTAIN LARON SINGLETARY spent most of his career as an officer devoted to crime prevention. He used that time to engage with his local community, businesses, and visitors. The sense of trust he developed with his community, as well as his increased familiarity with his area of responsibility, allowed him to design effective strategies to successfully reduce crime and the fear of crime in his geographical assignment. These same skills are valuable to him now in completing his duties as a captain.

His unique ability to connect with people makes him a gifted speaker. When Captain Singletary spoke at the annual National Organization of Black Law Enforcement Executives (NOBLE) conference in 2014, he impressed his audience with his energy and speaking ability. He engaged his audience in the problem of recruiting and connecting with millennial officers, and posed solutions that he found to be effective.

His other accomplishments include graduating from the Federal Bureau of Investigation—266th session (December 2016), carrying out his duties as vice president of the National Organization of Black Law Enforcement Executives (Western New York Chapter), becoming a Leadership Rochester Graduate, participating in the African American Leadership Development Program, and receiving the Messenger Post Media's 40 under 40 Award.

It is my responsibility to reach back and lend a hand in any way I can to encourage the next generation to keep powering forward and to make law enforcement better than it was yesterday.



Stephanie Slater

Public Information Officer
Boynton Beach Police
Department, Florida
Age: 39

STEPHANIE SLATER has personally given the Boynton Beach Police Department (BBPD) one of the most successful social media programs in the State of Florida. The secrets to her success are journalistic integrity, a passion for showing the person behind the badge, and a sincere desire to jointly help the officers and community she serves.

She organizes various drives in which the community and officers come together to help those in need as the local media broadcasts the event. For example, Stephanie's quarterly outreach drives encourage residents to donate diapers for mothers seeking emergency shelter from domestic violence, hygiene and school supplies for homeless and foster children, canned goods for the soup kitchen, and more than 2,000 books for daycares and preschools in Boynton Beach. She livestreams each event, encourages donators to accompany the officers on deliveries, and fosters the local media stories that cover her campaigns. In 2016, she held a Mother's Day diaper drive that collected 11,000 diapers and 30,000 wipes for victims of domestic violence. The civilians and children who interact with officers at these events build positive, lasting memories with the law enforcement officers in their communities.

Stephanie often uses social media as an additional way to build relationships. She made her department the first in Florida to use social media in 2007 with MySpace and YouTube. Now, the department has a presence and active following on all the social media sites. When citizens interact with the BBPD's social media pages—often leaving commendations for specific officers, which remain in the officer's file—they truly become part of the BBPD family.

I am motivated by a desire to change the public perception of law enforcement officers. As the public information officer, I am able to use my passion for storytelling to humanize the heroic work of law enforcement professionals.



Simon Slokan

Head of Public Order
Section, General Police
Directorate,
Slovenian Police
Age: 37

SIMON SLOKAN does not confine his efforts to his daily duties. His personal integrity, diligence, and innovation inspire him to take on a variety of additional responsibilities. For example, he strove to strengthen systematic and personal integrity within the Slovenian Police in 2008 by participating in the Working Group and the Police Directorate of Ljubljana, in which he discussed sensitive topics such as leadership by example and preventing false solidarity. In 2011, he became an essential member of the Committee for Integrity and Ethics in the Police, which advised the Director General of Police. In 2016, he became vice chairman of the committee. In this position, he worked to create systemic changes in police work; he established a systematic measuring of organizational climate, introduced methodical and transparent selection of executives at all levels of the hierarchy, and integrated integrity and leadership in training programs.

Simon's personal projects include introducing the ethical Phone the Police program, promoting gender equality, and implementing working meetings with the heads of the Slovenian Police. He is currently managing the duties of the chairman of the Committee for Integrity and Ethics and expertly balances these duties with managing police units. He solves conflicts that occur between units and individuals in his area of responsibility, which amounts to 100 people. He serves as an excellent example for his colleagues and exemplifies the virtues of integrity; self-presentation; the ability to inspire; initiative; intellectual curiosity; creative problem-solving; forward-thinking; and, first and foremost, the ability to inspire others to work as hard as he does.

I have always been encouraged by the satisfaction of people surrounding me. When I see that my subordinates and superiors are satisfied with my work, when I see that my work actually contributes to the development of people and the organization—this is what gives me the motivation and energy to continue work in the future.



Shayne Smith
Staff Sergeant
Royal Canadian Mounted
Police, Manitoba
Age: 39

STAFF SERGEANT SHAYNE SMITH has always focused on serving his community. For example, he has conducted domestic violence awareness presentations and facilitated several gang-awareness presentations to city businesses and the Chamber of Commerce. He also took steps to solidify the relationship between the Royal Canadian Mounted Police (RCMP) with communities, by arranging for RCMP members to interact with business owners, the general public, and customers in the downtown areas.

As Staff Sergeant Smith progressed in his career, he also expanded his focus to include those that he supervised. In 2012, shortly after arriving to a posting, Staff Sergeant Smith was placed in the role of acting detachment commander. He quickly discovered that morale was low and addressed the challenge head-on. He appointed two constables to be acting corporal supervisors to oversee day-to-day investigations, and he supported and mentored them until they became strong, independent leaders in their own right. Staff Sergeant Smith also met with each member of the RCMP and all administrative support staff to address concerns.

Furthermore, in another command posting Staff Sergeant Smith created a detachment mentorship program in which each corporal noncommissioned officer mentors and empowers a constable. He has also conducted school presentations for the purpose of recruitment; planned Youth Police Academies, and created annual team-building events at various postings, such as a shooting competition and tug-of-war challenge for charity.

Staff Sergeant Smith is presently deployed to Iraq for a one-year mission and provides training to Iraqi police officers in different areas, including community policing.

Throughout my career, I have strived to ensure quality service delivery to the communities in which I have served and have always been a strong proponent of enhancing community-police relations with a view to 'lead by example' and not just serve a community—but be a part of it.



Maureen Velez
Sergeant
Critical Incident Response
Team 4,
Tennessee Highway Patrol
Age: 39

SERGEANT MAUREEN VELEZ has been a Tennessee State Trooper for nine years. In that time, she has passed up multiple promotion opportunities. She is not motivated by ambition, but by a sense of justice and a desire to speak for those who have wrongfully been taken from this life. She believes that, as a photographer and as a member of her department's specialized crash reconstruction unit, she can bring compassion and justice to the world.

In 2015, Sergeant Velez was selected to attend the Northwestern School of Police Staff and Command. Usually this opportunity is afforded only to supervisors, but Trooper Velez's application was immediately accepted, and she was the only non-supervisor in attendance. Her leadership potential was recognized during the training: she was the only person from the THP to be elected as a class officer.

Now, in addition to her regular duties, she teaches new drivers the dangers of impaired and distracted driving and works with rescue squads to help develop a more coordinated scene response. Also, as a result of her initiative in obtaining her crime scene investigator certification, she is the only certified crime scene investigator in her department. This allows her to act as an expert witness and build solid cases to secure sentences for traffic-related crimes. She is one of four troopers featured on the Drive to Zero campaign banner used across Tennessee; she serves as an interview board member to hire new troopers; and she functions as an instructor for several THP training courses, including Traffic Crash Reconstruction and Advanced Crash Investigation.

I wanted to use my days on this earth to break the mold of the status quo. As a female, as a photographer, as someone who wants a world that is just, I felt that law enforcement would be the only way I could answer that calling.



Geert Verheyen

Commissioner
Midlim, Belgium
Age: 35

COMMISSIONER GEERT VERHEYEN spearheaded a difficult transformation in his agency. He successfully merged his local police corps, Midlim, with another local law enforcement agency. This merge presented several challenges, all of which Commissioner Verheyen successfully worked through with patience, determination, and diplomacy. He evaluated and improved the structure and setup of the newly joined agency, and was pivotal for the success of the merge and the resulting agency.

He also worked through the successful conversion of an isolated and segregated neighborhood in his area of responsibility, which was of pivotal importance to the success of the merge. The high level of hostility and violence toward police officers in this area made it difficult to improve community-police relations. He began by embarking on a consultative journey. Commissioner Verheyen got a broad buy-in platform locally and actualized a multidisciplinary approach that united the local community and the government in a cooperative effort. He, with his team, started from the outside, and, street corner by street corner, worked their way to the core of the neighborhood. Ultimately, the integration was successful.

Commissioner Verheyen also advocates for the role of innovation and technology in 21st century policing. In a fast-paced and ever-changing society, he believes that law enforcement needs to keep up. To that end, he arranged for the use of drones to manage big events and monitor traffic streams, making his agency a front-runner in the use of technology.

As a leader in my local law enforcement agency, Midlim, it is my key objective to be a servant that leads daily by continually interacting and engaging my team and the community—all in an effort to energize, encourage, and motivate my people so that they can have a positive impact.



Kevin J. Warych

Captain/Chief of Staff
Green Bay Police
Department, Wisconsin
Age: 38

CAPTAIN KEVIN J. WARYCH is the cornerstone of the Green Bay Police Department's community relations program. He is not content to coordinate from outside, but involves himself personally in the events and programs he organizes. This personal involvement is a contributing factor for his success in solidifying community-police relations in his diverse area.

For example, during the 2016 holiday break activities at the Boys and Girls Club, Captain Warych jumped wholeheartedly into every activity that he organized. He joined the community's youth as they played in the Bring Your Own 5 basketball tournament, talked with the older youth, ate donated pizza, and brought his son along to cheer on the teams. The event was a fitting cap on a year of hard work building trust in the community. During 2016, without fanfare, Captain Warych partnered with Black Lives United, Hispanic Outreach, Muslim advocates, and other community activists to improve the safety and quality of life for all Green Bay area community members.

Some of Captain Warych's other initiatives are the Badges Giving Baskets initiative, which engages residents in his community during Thanksgiving and ensures that all members of his community could enjoy the holiday season and time with their families, and the Goods for Guns program, which bought back more than 125 illegal or unwanted guns, helping to prevent future gun violence and injuries. Now, Captain Warych coordinates monthly meetings on diversity with community stakeholders to learn, address, and work through community concerns, giving protestors the ability to voice their concerns.

My son Brayden, who is 6 years old ... believes all police officers are the closest thing to superheroes. The way he looks at me, talks about me, and wants to be like me, is one of the single most important motivators I have in life.

PRODUCT FEATURE:

TRAINING PROGRAMS ADAPT TO MODERN NEEDS

By Scott Harris, Freelance Writer

Training has always been a key part of the law enforcement career continuum. In order to effectively police a population, officers need to stay informed on changes in the law, in technology, in methodology, and in criminals and crime, among other things.

According to data from the Bureau of Justice Statistics (BJS), from 2011 to 2013 (the last year for which federal data were available), about 135,000 (45,000 per year) entry-level officers entered basic training programs at 664 law enforcement training academies. Training covers a wide range of subjects, from report writing to defensive tactics to driving.¹

In a sign of the times, community-oriented policing and related subjects are gaining prevalence, according to the BJS report. In 2013, 97 percent of academies provided training in this area, up from 92

percent in 2006. In 2013, recruits were required to complete an average of more than 40 hours of training in this area.²

There is a full spectrum of training available to law enforcement agencies at any given time, and, increasingly, many providers offer online learning options to supplement or replace in-person training. However, the online world appears to be changing more than just the training environment—it is changing the training itself.

"I believe [training is] more important now than it was ever before due to social media," said Bruce Herring, assistant director of training at the Institute of Police Technology and Management, a training organization based in Jacksonville, Florida. "There is a lot of access to what officers do on a minute-to-minute basis. Keeping up with new laws and new trends is key."³

Follow the Evidence

At Command Presence, a private training agency headquartered in Brunswick, Georgia, instructors are offering a suite of training opportunities, all of which are grounded in research and law enforcement data.

"We're an evidence-based training company," said John Bostain, a former police officer and SWAT team member and now the president and lead trainer of Command Presence. "The research and the data are the basis of everything we do. We look at the data, and we develop specific mitigation strategies."⁴

How this translates for agencies is that trainees gain new expertise in the areas where they and their colleagues most need it, according to statistics.

"The term 'officer safety' is thrown around a lot, but what are the real threats?" Bostain explains. "They're not what people think.

Left: Command Presence officers evidence-based training tailored to an agency's specific needs; **Right:** Courses from the Institute of Police Technology and Management include hands-on exercises in procedures such as forensic scene mapping (Jacksonville, FL). Photo by Donald Barker, IPTM.





Students in Institute of Police Technology and Management courses are trained in specialized skills such as digital photography for traffic crash investigators (top left, Sewell, NJ; bottom left, Albany, NY) and shooting incident reconstructions and photography (right, West Sacramento, CA). Photos by Donald Barker, IPTM.

For example, the top cause of injury is the way we operate our vehicles, and they happen when we go on relatively minor service calls.”⁵

There are plenty of assumptions about the unique work that law enforcement professionals do. More than a few of those assumptions come from within the community.

Command Presence frequently tailors community-oriented training programs based on a given agency’s situation. The only private training agency with two recipients of the International Law Enforcement Educators and Trainers Association Trainer of the Year award on its staff, Command Presence aims to empower officers and maximize their safety while helping them become more knowledgeable about the people they are serving and the situations in which they serve. In Bostain’s philosophy, these two concepts are far from mutually exclusive.

“We’re increasing officer safety while increasing the quality of contacts with the community,” Bostain said. “Some people think the first has to somehow come at the detriment of the second, but that’s not the case. Respect is an officer safety issue... It is about looking at people as people and not as objects.” Simply put, Bostain half-jokes that the agency’s tactics are designed to help officers “stay safe and stay off YouTube.”⁶

That philosophy is more formally detailed in what Command Presence instructors call the Think CLEAR approach, a partial acronym for addressing issues around communication, legal authority, emotional intelligence, adaptive decision-making, and respect.

As the backbone for much of the Command Presence training programs, Think CLEAR seems to be making a clear impact. “The Think CLEAR approach is remarkable to say the least,” wrote Captain Scott Woodell, a recent trainee and director of training at the Georgia State Patrol. “Communication is the cornerstone of what we do and it is more important in today’s environment than ever before... The program curriculum and structure is outstanding. The course content is delivered in a format that keeps everyone

engaged, [and] engagement equals knowledge retention. I cannot speak highly enough of this program and the benefits it will have on the officers and administrators attending. On point and on time for the modern age.”⁷

A One-Stop Shop

Even as community policing occupies a larger slice of the training pie graph, plenty of other training needs remain. Many training organizations can help, but the Institute of Police Technology and Management is in an unusual position to do so because it offers several kinds of training under one metaphorical roof.

“A lot of training places center around one area of law enforcement training, be it forensics, or management, or what have you,” Herring said. “But we’re centered around any kind of training that law enforcement needs. We’re a full-service organization.”⁸

Some of the subjects the Institute of Police Technology and Management provides courses on are traffic, forensics, criminal interactions, and management. But agencies don’t receive cookie-cutter courses. Agency leaders can collaborate with the institute’s course designers and instructors to modify a given course or courses based on the agency’s needs.

“We customize the courses. It’s all customizable,” Herring said. “They call and say ‘Hey, we like this course but we need this and that added.’ We get with our experts, and we customize from there.”⁹



Students in a National Forensic Science Technology Center (NFSTC) course practice photographing latent prints, one of the many crime scene investigation skills offered by the organization.

that. "I think it's important to keep a consistent focus on these skills because they're perishable skills," Vivian said. "If you don't practice some of these skills, such as photography, you can lose them."¹²

From tactical training to community policing to specialized skills and more, the field of law enforcement training abounds with options for law enforcement agencies of all types and sizes. ♦

Notes:

¹U.S. Bureau of Justice Statistics, *State and Local Law Enforcement Training Academies*, 2006, 2013 (2016), 1, <https://www.bjs.gov/content/pub/pdf/slleta13.pdf>.

²*Ibid.*, 7.

³Bruce Herring (assistant director of training, Institute of Police Technology and Management), telephone interview, July 24, 2017.

⁴John Bostain (president and lead trainer, Command Presence), telephone interview, July 20, 2017.

⁵*Ibid.*

⁶*Ibid.*

⁷Scott Woodell (captain, director of training, Georgia State Patrol), 2017.

⁸Herring, telephone interview, July 24, 2017.

⁹*Ibid.*

¹⁰Chris Vivian (director of communications, National Forensic Science Technology Center), telephone interview, July 24, 2017.

¹¹*Ibid.*

¹²*Ibid.*

The Institute of Police Technology and Management, which now does about 10 percent of its instruction online, has approximately 200 instructors on its rolls, from active officers to retired federal, state, and local police. They offer training across the United States and have also gone overseas to nations including Saudi Arabia, Malaysia, and Indonesia.

"These Skills Are Very Tricky"

When training occurs, it can be good to know you are in expert hands. That's especially relevant when studying a highly technical side of the field.

One organization that can meet that need is the National Forensic Science Technology Center (NFSTC) in Largo, Florida. The NFSTC has been in existence since 1995, when it was established with help from the National Institute of Justice.

These days, according to Chris Vivian, the center's director of communications, the center and its training mission are more complex—and important—than ever. "Some of these skills are very tricky," she said. "It's always changing. So what training does is it creates a consistent base of knowledge. Consistency is very important."¹⁰

In a mix of online and hands-on environments, NFSTC instructors provide intensive courses in site exploitation and customizable scenario training, as well as online courses on topics like digital crime scene photography and DNA analysis.

Crime scene investigation (CSI) is a popular subject, as is a new area—digital forensics. The center just launched an online CSI assessment tool at www.csi-skills.com, a kind of simulator that guides users through a crime scene investigation and then grades their performance. A free online demonstration is available.

"We started off serving the laboratory, but now we broadened our training to include CSI," Vivian said. "Because forensics really starts at the crime scene."¹¹

From basic skills like photography to more technical ones, staying on top of new tools without losing the old ones is key for all law enforcement professionals—and training is what helps accomplish

PRODUCT FEATURE:

TRAINING PROGRAM PROVIDERS

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

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IACP 2017 Featured Highlights

SOLUTIONS FOR

A SAFER SOCIETY

IACP 2017 October 21–24
Philadelphia
PENNSYLVANIA

IACP 2017 will be taking place October 21–24, 2017, in Philadelphia, Pennsylvania, at the Pennsylvania Convention Center. It is not too late to make plans to join thousands of law enforcement leaders from around the globe for education, networking, and exhibits. There are more than 200 education sessions planned across 12 tracks, along with an exposition hall filled with more than 600 vendors providing solutions for a safer society.

Opening Ceremony

SATURDAY, OCTOBER 21,
3:30 P.M. – 5:00 P.M.

Kick off four days of high-impact education, networking, and exhibits with inspiration and motivation from one of today's most sought after leadership speakers. This year, Simon Sinek will dive deep into the nuances of leadership in the policing profession. Also, plan to attend his workshop session on Sunday morning at 8:00 a.m. for an open Q & A session.



agencies and the communities they serve. The IACP is now bringing this opportunity to the Annual Conference and Exposition attendees. Join IACP President Donald De Lucca, Deputy Executive Director Terrence Cunningham, and Executive Director/Chief Executive Officer Vincent Talucci to share your thoughts and insights and help IACP develop products and services to better serve you, your community, and your agency.

Pulse Night Club Mass Shooting, Orlando, Florida

SUNDAY, OCTOBER 22
10:00 A.M. – 11:30 A.M.

On June 12, 2016, the Pulse Night Club gained international attention as it became the scene of the deadliest mass shooting by a single gunman in U.S. history and the deadliest terrorist attack on U.S. soil since the events of September 11, 2001. Forty-nine people were killed and fifty-three were injured. Chief John Mina of the Orlando, Florida, Police Department will provide an in-depth look at his agency's response and the aftermath of this tragic event. This overview will provide information on the lessons learned, the takeaways from this incident, and the sheer magnitude of the event's effects on the community.

about how they work, why they do what they do, and what law enforcement leaders can expect in a modern media interaction. Learn how to balance keeping an incident and information flow under control without shutting down. Find out ways you can work with the media to more effectively share your message and communicate with those you serve.

How to Find, Hire, and Keep the Finest

TUESDAY, OCTOBER 24
1:30 P.M. – 3:00 P.M.

This session will examine various innovative approaches to recruitment, selection, and retention in the private sector and analyze how those approaches can be adapted to the field of law enforcement. In addition, the panelists, including representatives from the private sector and both large and small law enforcement agencies, will discuss the best practices that have been utilized successfully in their own agencies and businesses. The panel will then discuss potential hurdles to implementing these innovative approaches in small, midsize, large, and international law enforcement organizations.

Global Perspectives Series

The Forum: Share Your Challenges and Insights

SATURDAY, OCTOBER 21
10:00 A.M. – 11:30 A.M.

Over the past year, IACP has hosted a number of meetings with law enforcement leaders to listen and gain a better understanding of the distinct challenges law enforcement executives face within their

Turning the Microphone: How the Conversation with the Media Has Changed

MONDAY, OCTOBER 23
1:00 P.M. – 2:30 P.M.

Have you had a media interview that didn't go as planned? Do you watch the evening news and feel like the media has it all wrong? In this session, the IACP will turn the mic toward the media. Hear from reporters and anchors as they answer questions

Critical Issues Forum

TUESDAY, OCTOBER 24
10:00 A.M. – 11:30 A.M.

A panel of police executives and other subject matter experts will examine the effects of increased anti-police sentiment, the effects of this sentiment, and what it means for the law enforcement profession. The panel will be moderated by Jeff Pegues, CBS News Correspondent for Justice and Homeland Security.

Exposition Hall Highlights

Exposition Hall Hours

- » Sunday, October 22
10:00 a.m.–5:00 p.m.
- » Monday, October 23
10:00 a.m.–5:00 p.m.
- » Tuesday, October 24
10:00 a.m.–2:00 p.m.

The Hub

NEW!

The Hub is a new area in the center of the Exposition Hall that will showcase IACP resources and opportunities to learn and connect. Plan to visit the Hub daily for featured programming, meet-ups, professional development, and more. Sign up in advance to participate in mock interviews, drop off your resume for review to prepare you for your next step in law enforcement, or participate in media training with our Public Information Officers Section. You will also want to participate in the IACP 2017 Walking Challenge. Track your steps and check the leaderboard to have a friendly competition with your fellow IACP 2017 attendees for the most steps

taken. The top stepper at the conference will receive a complimentary registration for IACP 2018 in Orlando, Florida.

Exposition Hall Networking Event

SUNDAY, OCTOBER 22
3:30 P.M.–5:00 P.M.

Take the time Sunday afternoon to visit the Exposition Hall, meet with vendors, and connect with colleagues. Complimentary beverages will be served, and many of the vendors will offer refreshments in their booths.

Exposition Hall Areas

Entertainment Zone–Booth #4101 (Sponsored by The Zellman Group)

The Entertainment Zone is a fun space to meet colleagues, watch a game, or grab some popcorn. NFL games will be broadcast throughout the day on Sunday, and the latest sports news and highlights will run throughout the exposition.

Relaxation Zone–Booth #1859

Sit back and rest your feet with an infrared foot massage, unwind with a seated massage, or enjoy freshly baked cookies and some quiet time amidst the busyness of the conference.

CONNECT–Booth #801

Stay connected to the office and family back home with the CONNECT areas located throughout the convention center, including in the Exposition Hall. These areas offer charging tables and Wi-Fi accessibility.

Solutions Presentation Theater–Booth #825

Listen as manufacturers and distributors share best practices and product solutions for a safer society. Select exhibitors will showcase products and services to address your most challenging issues.



Dedicated Exposition Hall Hours

While the Expo Hall will be open Sunday and Monday from 10:00 a.m. to 5:00 p.m. and Tuesday from 10:00 a.m. to 2:00 p.m., we know there are many competing events. To help attendees take advantage of both the education sessions and the exposition, IACP has set aside dedicated times that provide uninterrupted time to visit and experience the Exposition Hall:

- » Sunday, October 22
11:30 a.m.–12:30 p.m.
- » Sunday, October 22
3:30 p.m.–5:00 p.m.
- » Monday, October 23
11:30 a.m.–1:00 p.m.
- » Monday, October 23
4:00 p.m.–5:00 p.m.
- » Tuesday, October 24
11:30 a.m.–1:30 p.m.





SOLUTIONS FOR A SAFER SOCIETY

IACP 2017 Sponsors: Solutions for a Safer Society

PLATINUM



IACP 2017

October 21–24
Philadelphia
PENNSYLVANIA



Join us in Philadelphia this October for thought-provoking presentations and industry-leading exhibitors — all offering solutions for a safer society.

IACP 2017 offers a wealth of opportunities to meet subject matter experts from around the world, connect with colleagues, and grow your network, including:

Chiefs Night

Join friends and colleagues at the Philly-Oktoberfest Chiefs Night, a multi-venue, family-friendly festival. Enjoy a variety of food in the Reading Terminal Market and entertainment in the Field House and on Filbert Street. Beyond the food and fun, gear up for friendly competition with interactive games and contests in the Grand Hall of the Pennsylvania Convention Center.

Committee, Section, and Division Meetings

Meetings at IACP 2017 offer scheduled time to connect with professionals with similar interests and roles. Discuss trending topics, address challenges, and generate collective ideas to take back to your organization.

Exposition Hall Networking Event

Drawing thousands of law enforcement professionals to the Expo Hall, this event provides the opportunity to test drive the latest offerings from 600+ exhibitors while catching up with colleagues and enjoying complimentary refreshments.

NEW Meet Ups in The Hub

Visit The Hub, in the center of the Expo Hall, for professional development and meet ups. Download the IACP mobile app to stay in the know and to build your daily networking schedule.

TO LEARN MORE AND
REGISTER VISIT
theIACPconference.org

GOLD

HARRIS

pwc

THE SAFARILAND GROUP

SAMSUNG

SILVER

ALL TRAFFIC SOLUTIONS

UBER

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BRONZE

351 Security Systems

CISCO

accenture
High performance. Delivered.

Hewlett Packard Enterprise

ARJ

Information Builders

CDWG PEOPLE WHO GET IT

LIVE EARTH

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.



BELGIUM

Brussels

*GayPara, Vanessa, Advisor, Belgian Federal Police

BERMUDA

Hamilton

Simons, Darrin, Superintendent, Bermuda Police Service

CANADA

Nova Scotia

New Glasgow

MacNeil, Eric, Chief of Police, New Glasgow Regional Police

Ontario

Brantford

*Blandford, Scott, Assistant Professor/Program Coordinator, Wilfrid Laurier Univ Brantford Campus

Toronto

*Kapoor, Vimal Scott, Medical Advisor, Toronto Police Service

*Manos, Leo, Director of Security, Trump International Hotel & Tower Toronto

Quebec

Montreal

*Lafreniere, Robert, Commissioner, UPAC Anticorruption Unit

IRELAND

Fermoy

Dillane, William, Chief Superintendent, An Garda Siochana

Navan

Healy, Fergus, Chief Superintendent, An Garda Siochana

MEXICO

Mexico

Mexico City

Chavez Leon, Katia, Directora General Adjunta, Comision Nacional Prev Y Erradicar La Violencia
Negrete Morayta, Alejandra, Comisionada Nacional, Comision Nacional Prev Y Erradicar La Violencia

Puebla

Puebla City

Llamas Martinez, Alicia De Lourdes, Directora, Fiscalia General Del Estado

Robledo Zugasti, Alonso Noe, Subdirector, Secretaria De Seguridad Publica De Puebla

San Pedro Cholula

Vega Jimenez, Rocio, Cordinadora Ejecutiva, Secretaria De Seguridad Publica De Puebla

Tehuacan

Varquera Serrano, Monica Lucia, Subdirectora, Fiscalia General Del Estado

SONORA

Hermosillo

Contreras Cordova, Claudia Indira, Delegada Regional y Coordinadora, Fiscalia General Del Estado
Martinez Ruelas, Rosa Irene, Jefe de Grupo, Secretaria De Seguridad Publica

Abril Fimbres, Norma Alicia, Coordinadora General, Fiscalia General Del Estado De Sonora

San Luis Rio Colorado/Sonora

Villalobos Chavez, Luis Carlos, Jefe De Grupo, Secretaria De Seguridad Publica De Sonora

NIGERIA

Abuja

*Okolie, Doris, Student, Univ of Abuja

Daura

Garba, Shehu, Chief Superintendent of Police, Nigeria Police Force

Ibadan

Uchenna, Egwuekwe Edwin, Chief Superintendent of Police, Nigeria Police Force

Ikeja

*Kelechi, Inyama, Corporal, Nigeria Police Force

Ilorin

*Olanrewaju, Hezekiah, Clergy/Chaplaincy, Mission for Africa Chaplaincy MAC Corps

Lagos

Ohuruzo, Ifeanyi Aham, Chief Superintendent of Police, Nigeria Police Force

Obalande

Abass, Tajudeen Abimbola, Assistant Superintendent of Police, Nigeria Police Force

*Eromosele, Ohiro, Inspector of Police, Nigeria Police Force

Omolayo, Sola, Deputy Superintendent of Police, Nigeria Police Force

*Oshungebo, Oluade Eytayo, Police Officer, Nigeria Police Force

*Sylvanus, Victor Maslous, Police Officer, Nigeria Police Force

Oshogbo

*Moses, Faniran, Inspector of Police, Nigeria Police Force

NORWAY

Oslo

Myklebust, Trond, Assistant Chief of Police, The Norwegian Police Univ College

UNITED STATES

Alabama

Ashland

Stanford, Joseph D, Chief of Police, Ashland Police Dept

Montgomery

Bickhaus, April M, Lieutenant, Alabama Law Enforcement Agency

Arizona

Chandler

*Mejia, Daniel, Sergeant, Chandler Police Dept

Sahuarita

Almodova, Sam, Lieutenant, Sahuarita Police Dept

Arkansas

Dallas*

Wolf, Caren, Sergeant, DFW Intl Airport Dept of Public Safety

California

Berkeley

Montgomery, Daniel, Lieutenant, Berkeley Police Dept
Okies, Joe, Lieutenant, Berkeley Police Dept

Burbank

Martinez, Jorge, Commander, BurbankGlendalePasadena Airport Police

Encino

*Rimmer, Meredith, Clinical Psychologist, Susan Saxe Clifford & Associates

Fullerton

Oliveras, Thomas, Lieutenant, Fullerton Police Dept

Los Angeles

Cortez, Natalie, Captain, Los Angeles Police Dept
Griffin, Jimell, Assistant Chief, US Marshals Service

Pacifica

Clements, Chris, Captain, Pacifica Police Dept

Pleasanton

Tamm, Penelope, Lieutenant, Pleasanton Police Dept

San Diego

Maranda, Thomas, Assistant Chief Deputy US Marshal, US Marshals Service

San Rafael

Pata, Raffaello, Lieutenant, San Rafael Police Dept

Starnes, David, Captain, San Rafael Police Dept

Santa Ana

Seman, Ronald, Commander, Orange Co District Attorney's Office

Ventura

Fryhoff, James, Captain, Ventura Co Sheriff's Office

Colorado

Colorado Springs

Gehrett, Rodney, Commander, El Paso Co Sheriff's Office

Denver

*Deitle, Cynthia, Director of Programs & Operations, Matthew Shepard Foundation

Fort Collins

*Cochran, Kim, Sergeant, Fort Collins Police Service

District of Columbia

Washington

*Frey, Charles, Officer, Pentagon Force Protection Agency

Salem, Ahmed, Assistant Director, US Dept of Commerce Office of Export Enforcement

Smith, Andrew, Chief Inspector, US Marshals Service

Florida

Miramar

Alvarez, Noel, Division Manager, Miramar Police Dept

Andina, Cesar, Captain, Miramar Police Dept

*Dubuisson, Carlette, Division Manager, Miramar Police Dept

*Lytle, Ryan, Officer, Miramar Police Dept

*Mendoza, Oscar, Sergeant, Miramar Police Dept

Nosowicz, Kevin, Captain, Miramar Police Dept

Tallahassee

*Ward, Kimberly, Executive Senior Attorney, Florida Dept of Hwy Safety & Motor Vehicles

Georgia

Albany

Smith, Derrell, Assistant Chief Police, Albany Police Dept

Athens

*Clevenger, Carlyn, Patrol Officer, Univ of Georgia Police Dept

*Jackson, Keondra, Patrol Officer, Univ of Georgia Police Dept

Brookhaven

Burke, Linda, Major, Brookhaven Police Dept

*Snively, David, Corporal, Brookhaven Police Dept

Dunwoody

*Bradley, Jared, Police Officer, Dunwoody Police Dept

Gainesville

*Thompson, John, Deputy Sheriff, Hall Co Sheriff's Office

Glynco

*Basenback, Matthew, Lead Law Enforcement Specialist, FLETC/DHS

*Bien, Daniel, Law Enforcement Specialist, FLETC/DHS

*Breed, George, Law Enforcement Specialist, FLETC/DHS

*Buck, George, Law Enforcement Specialist, FLETC/DHS

Hiram

*Johnston, Stephen, Sergeant, Hiram Police Dept

Homer

McFaddin, Carissa, Lieutenant, Banks Co Sheriff's Dept

LaGrange

*Hardy, Tytianna, Intern, LaGrange Police Dept

Lohr, Eric, Training Coordinator/Lieutenant, LaGrange Police Dept

*Sanders, Karen, Sergeant, LaGrange Police Dept

Milton

*Fies, Katherine, Accreditation Manager, Milton Police Dept

Tucker

Lewis, Jerry A, Captain Major Crimes Section, Dekalb Co Police Dept

Mooneyham, Marshall G, Director, Dekalb Co Police Dept

Illinois

Chicago

*Bard, Jacob, Associate, LEK Consulting

*Huberman, Ron, CEO, Benchmark Analytics

*Kremsner, Sarah, COO, Benchmark Analytics

*Watson, Amy, Professor, Univ of Illinois Chicago

Des Plaines

*Penze, Joan, Patrol Sergeant, Des Plaines Police Dept

Naperville

Arres, Jason R, Deputy Chief of Police, Naperville Police Dept

Indiana

Elkhart

Thayer, Todd S, Assistant Chief of Police, Elkhart Police Dept

Indianapolis

Harless, Todd, Sergeant, Indiana State Police

Treon, Terry, Lieutenant, Indiana State Police

Iowa

Des Moines

*Franklin-Tharp, Sara, Trooper, Iowa State Patrol

*O'Rear, Jewel, Trooper, Iowa State Patrol

Kansas

Overland Park

Jenkins, Keith, Captain, Overland Park Police Dept

Louisiana

Metairie

Shook, James A, Detective, Jefferson Parish Sheriff's Office

Plaquemine

Little, John, Sergeant Detective, Plaquemine Police Dept

Maine

Houlton

Ellis, Janenne, Supervisory Border Patrol Agent, US Border Patrol/DHS

Westbrook

Roberts, Janine, Chief of Police, Westbrook Police Dept

Maryland

Bethesda

*Jensen, Tenesha, Sergeant, Montgomery Co Police Dept

Fort Meade

Evans, Jason K, Colonel, NSA Police

Lewis, Jeffrey H, Chief of Staff/Major, NSA Police

Hyattsville

*Soden, Michael, Sergeant, Prince George's Co Police Dept

Middleton

*Ruderman, Jan, Head of Public Safety Practice, Samsung

Palmer Park

Harley, Thomas, Lieutenant Commander, Prince George's Co Police Dept

Raftery, Jacqueline, Major, Prince George's Co Police Dept

Potomac

McDaniel, Jennifer L, Assistant Inspector in Charge, US Postal Inspection Service

Silver Spring

*Bronson, Josh, Director of Training, IACLEA

Sykesville

*Kilgore, Shawn D, Sergeant, Sykesville Police Dept

Massachusetts

Barre

Sabourin, James, Deputy Chief of Police, Barre Police Dept

Beverly

Devlin, Michael, Captain, Beverly Police Dept

Holliston

Stone, Matthew J, Chief of Police, Holliston Police Dept

Norwood

Lyden, Sarah, Sergeant, Norwood Police Dept

Reading

Amendola, Christine M, Lieutenant/Support Services

Division Commander, Reading Police Dept

Brown, Kevin M, Lieutenant, Reading Police Dept

Michigan

Ann Arbor

Wong, Ian, Captain/Criminal Investigator, US Dept of Veterans Affairs Police

Detroit

*Mroczka, Edward, Deputy US Marshal/Criminal Investigator, US Marshals Service

Hastings

Leaf, Darin S, Sheriff, Barry Co Sheriff's Office

Niles

Logan, Melinda, Lieutenant, Michigan State Police Niles Post

Paw Paw

Hinz, Dale, First Lieutenant, Michigan State Police

Minnesota

Brooklyn Park

*Carnes, Julie, Forensic Analyst/Quality Manager, Target

Burnsville

*Wicklund, Christopher, Sergeant, Burnsville Police Dept

Duluth

Lukovsky, Nick, Deputy Chief of Police, Duluth Police Dept

Grand Marais

*Klozotsky, Heidi, Border Patrol Agent K9 Handler, US Border Patrol/DHS

Hastings

*Hentges, Amber, Detective, Dakota Co Sheriff's Office

Oakdale

*Kissner, Megan, Sergeant, Oakdale Police Dept

Mississippi

Jackson

*Johnson, Robert L, President/CEO, R L Johnson & Associates LLC

Missouri

Maryland Heights

*Buchanan, Antoinette, Police Officer, Maryland Heights Police Dept

St Charles

*Shields, Susan, Police Officer, St Charles Police Dept

Nebraska

Boys Town

Clark, William, Chief of Police, Boys Town Police Dept

Lincoln

Brookhouser, Tom, Captain, Lancaster Co Sheriff's Office
Clark, Josh, Captain, Lancaster Co Sheriff's Office

Nevada

Las Vegas

Sobrio, Joe, Lieutenant, Las Vegas Metropolitan Police Dept

New Hampshire

Hanover

Bodanza, Mark G, Captain, Hanover Police Dept

New Jersey

Brielle

Olsen, Gary J, Lieutenant, Brielle Police Dept

Newark

Stewart, James, Detective, Newark Police Dept

Pitman

McAteer, Daniel J, Chief of Police, Pitman Police Dept

Waretown

*Rogalski, Michal J, Detective/Sergeant, Ocean Twp Police Dept

Wayne

Martin, Laurence W, Captain of Detectives, Wayne Twp Police Dept
Pavlak, Donald R, Sergeant First Class, Wayne Twp Police Dept
Simpson, Robert, Lieutenant, Wayne Twp Police Dept

New Mexico

Santa Fe

Coleman, David W, Chief Investigator, First Judicial District Attorney's Office

New York

Cheektowaga

Wentland, Thomas, Lieutenant, Cheektowaga Police Dept

Guilderland

Cox, Curtis, Deputy Chief of Police, Guilderland Police Dept

New Rochelle

*Mitchell, LeRoy, Treasurer, New Rochelle Police Foundation

New York

McCann, Kenneth, Lieutenant, New York City Police Dept

North Carolina

Raleigh

*Ives, Leon, Supervisory Special Agent Ret, US Dept of Homeland Security HSI
Melvin, Alan, Major, North Carolina State Hwy Patrol

Ohio

Akron

Leeser, Jesse, Captain, Akron Police Dept

Eastlake

*Furrow, Mark, Patrolman, Eastlake Police Dept

Lakemore

Ray, Kenneth B, Chief of Police, Lakemore Police Dept

Oregon

Ashland

*Marical, Scott, Officer, Ashland Police Dept

Pennsylvania

Allentown

Tallarico, Louis A, Chief County Detective, Lehigh Co District Attorney's Office

Chester Springs

*Miles, Scott, Loss Control Manager, H A Thomson Co

Linwood

*Wojtowicz, John, Senior Inspector, US Marshals Service

South Carolina

Summerville

Rogers, Jon, Chief of Police, Summerville Police Dept

Tennessee

Clarksville

Smith, John R, Chief Deputy, Montgomery Co Sheriff's Office

Memphis

Cunningham, Sharon, Major, Memphis Police Dept
Jackson, Debbie, Lieutenant Colonel, Memphis Police Dept
Mason, Caroline, Lieutenant Colonel, Memphis Police Dept
Rudolph, Karen, Lieutenant, Memphis Police Dept
Sampietro, Mary Dana, Lieutenant Colonel, Memphis Police Dept

Nashville

Locke, Jason T, Deputy Director, Tennessee Bureau of Investigation

Texas

Amarillo

Birkenfeld, Martin, Assistant Chief of Police, Amarillo Police Dept
*Hill, Donna, Sergeant, Amarillo Police Dept

Dallas

*Cooper, Kara, Sergeant, DFW Intl Airport Dept of Public Safety

El Paso

Alanis, Orlando, Regional Commander Region 4, Texas Dept of Public Safety
Rodriguez, Waldemar, Special Agent in Charge, US Dept of Homeland Security ICE HSI

Fort Worth

Barclay, Arthur L, Deputy Chief of Police, Fort Worth Police Dept

Galveston

Rac, Nicholas S, Patrol Commander/Lieutenant, Port of Galveston Police

Houston

Baimbridge, Wendy, Assistant Chief of Police, Houston Police Dept
Bender, Lori, Assistant Chief of Police, Houston Police Dept
Dobbins, William, Assistant Chief of Police, Houston Police Dept

Gaw, Henry, Assistant Chief of Police, Houston Police Dept
Lopez, Pedro, Assistant Chief of Police, Houston Police Dept

Lancaster

Hooten, Kelly, Lieutenant, Lancaster Police Dept

Lubbock

Jobe, Wesley, Captain, Lubbock Police Dept
McClure, Leath, Lieutenant, Lubbock Police Dept

Port Arthur

Cole, Cory D, Deputy Chief of Police, Port Arthur Police Dept
Fratus, Michael J, Deputy Chief of Police, Port Arthur Police Dept

Utah

Ogden

Christensen, Clinton, Lieutenant, Ogden Police Dept

Virginia

Falls Church

*Lackey, Trey, Senior Principal Homeland Security, CSRA

Harrisonburg

Hoover, Thomas, Captain, Harrisonburg Police Dept

Herndon

*Campo, Paul J, President, EWA

Quantico

*Herman, Nikki M, Web Content Mgr/Deputy Public Affairs Officer, Naval Criminal Investigative Service
*Sorrell, John S, Special Agent, Naval Criminal Investigative Service

Richmond

Jacobs, John K, Captain, Univ of Richmond Police Dept

Suffolk

McCarley, John, Captain, Suffolk Police Dept
Patterson, Steve, Deputy Chief of Police, Suffolk Police Dept

Washington

Algona

*Schrimpscher, James, Sergeant, Algona Police Dept

Bellevue

McCracken, John, Captain, Bellevue Police Dept

Lake Forest Park

*Harden, Mike, Administrative Sergeant, Lake Forest Park Police Dept

Mercer Island

*Seifert, Mike, Sergeant, Mercer Island Police Dept
*Vickers, Michael, Sergeant, Mercer Island Police Dept

Pacific

*Hong, Joshua, Sergeant, Pacific Police Dept

Seattle

*Fisher, Christopher, Chief Strategy Officer, Seattle Police Dept

Snoqualmie

Almquist, Nick R, Captain, Snoqualmie Police Dept
*Moate, Dan, Patrol Sergeant, Snoqualmie Police Dept

Tacoma

*O'Dea, David, Senior Strategic Analyst, Bridgeview Consulting LLC

West Virginia

Charles Town

*Reeves, Jerome, Student, American Public Univ System

Huntington

*Hatfield, Rachael, Staff Psychologist, Huntington Veterans Affairs Medical Center

Monongah

Queen, Terry R, Chief of Police, Monongah Police Dept

Wisconsin

Appleton

*Allcox, Cathy, Administrative Services Supervisor,
Appleton Police Dept
Gady, Kelly, Lieutenant, Appleton Police Dept
Olson, Polly, Lieutenant, Appleton Police Dept

Fond Du Lac

*Austin, Jennifer, Trooper, Wisconsin State Patrol

Green Bay

*Wachowski, Lisa, Office Manager, Green Bay Police
Dept

New Berlin

*Komorowski, Erica, Police Officer, New Berlin Police
Dept

Tomah

*Gyllin, Charlotte, Trooper, Wisconsin State Patrol SWR

Waukesha

Chahal, Harmanjot, Inspector, Wisconsin State Patrol
SER

Wyoming

Cheyenne

*Ellis, Duane, Sergeant, Wyoming Hwy Patrol

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.

Irwin Mike Cohen, Special Agent in Charge (ret.), U.S. Secret Service; President, International Security Associates Inc., Dublin, Ohio (life member)

David Cox, Captain, Milton, Florida

William L. Durrer, Chief of Police (ret.), Fairfax County, Virginia; Daleville, Virginia (life member)

David L. Key, Chief of Police (ret.), Hendersonville, Tennessee; CEO, David L. Key & Associates (life member)

Bobby W. Langston II, Chief of Police, Rolesville, North Carolina

Ryland Matthews, Chief of Police, River Bend, North Carolina

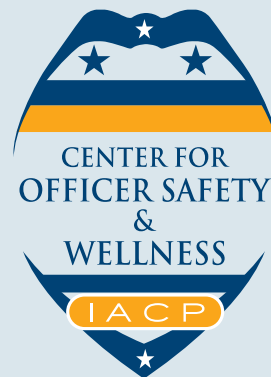
Richard J. Pennington, Chief of Police (ret.), Atlanta, Georgia; Pennington & Associates

Sara Jayne Poppe, Police Officer, Mount Crested Butte, Colorado

Edward D. Reuss, Captain (ret.), New York City, New York; Staten Island, New York (life member)

REMEMBER:
Law enforcement professionals at every level qualify for membership in the IACP.

SINCE 1893



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.

Trooper Joel R. Davis

New York State Police
Date of Death: July 9, 2017
Length of Service: 4 years
(with agency)

Trooper Michael Paul Stewart, III

Pennsylvania State Police
Date of Death: July 14, 2017
Length of Service: 3 years

Lieutenant D. Heath Meyer

Oklahoma Highway Patrol
Date of Death: July 24, 2017
Length of Service: 12 years

Lieutenant Aaron Allan

Southport Police Department, Indiana
Date of Death: July 27, 2017
Length of Service: 20 years

Deputy Sheriff Jason Fann

Yoakum County Sheriff's Office, Texas
Date of Death: August 5, 2017

Police Officer Gary Michael

Clinton Police Department, Missouri
Date of Death: August 6, 2017
Length of Service: 1 year

Detective Elise Ybarra

Abilene Police Department, Texas
Date of Death: August 6, 2017
Length of Service: 3 years
(with agency)



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

Name: _____ (Please Print)
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.

Membership Categories

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

☐ Active Member \$150
(sworn command level)

Associate Member:

☐ General \$150

☐ Academic \$150

☐ Service Provider \$250

☐ Sworn Officer—Leader of Tomorrow \$75
(sworn non-command level)

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

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: _____

- | | |
|--|-------------------------------|
| <input type="checkbox"/> Capitol Police Section | \$30 |
| <input type="checkbox"/> Defense Chiefs of Police Section | \$15 |
| <input type="checkbox"/> Drug Recognition Expert Section | \$25 |
| <input type="checkbox"/> Indian Country Law Enforcement Section..... | \$25 |
| <input type="checkbox"/> International Managers of Police Academy and College Training Section | \$25 |
| <input type="checkbox"/> Law Enforcement Information Management Section..... | \$25 |
| <input type="checkbox"/> Legal Officers Section | \$35 |
| <input type="checkbox"/> Mid-Size Agencies Section..... | \$50 |
| <input type="checkbox"/> Police Foundations Section..... | \$20 |
| <input type="checkbox"/> Police Physicians Section | \$35 |
| <input type="checkbox"/> Police Psychological Services Section | (initial processing fee) \$50 |
| (Must be a psychologist. Upon admission to the section, \$50 processing fee applies to annual dues) | |
| <input type="checkbox"/> Public Information Officers Section | \$15 |
| <input type="checkbox"/> Public Transit Police Section..... | No charge |
| <input type="checkbox"/> Railroad Police Section..... | No charge |
| <input type="checkbox"/> Retired Chiefs of Police Section | No charge |
| <input type="checkbox"/> Smaller Department Section..... | \$20 |
| <input type="checkbox"/> State and Provincial Police Alumni Section | No charge |
| <input type="checkbox"/> State and Provincial Police Academy Directors Section..... | No charge |
| <input type="checkbox"/> State and Provincial Police Planning Officers Section..... | No charge |
| <input type="checkbox"/> University/College Police Section – Initial Member | \$50 |
| <input type="checkbox"/> 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/province 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 in providing 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. Included in this section are gaming enforcement, public transportation, housing authority, airport police, seaport police and natural resources.

Railroad Police Section

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

Retired Chiefs of Police Section

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

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 enforcement training.

State and Provincial Police Planning Officers Section

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

State and Provincial Police 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.

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 and surveillance cameras

Vicon Industries, Inc., introduces a new line of 6MP and 12MP panoramic cameras with fisheye lens. The camera's extremely wide angle and highly detailed imaging allow it to provide coverage of an area that would typically require as many as four traditional HD security cameras, while eliminating blind spots. Server-side image dewarping, as well as edge-based dewarping at lower resolutions, enable the camera's video to be displayed in a variety of formats that remove the visual "fisheye" distortion, including panoramic and quad-view. Featuring Wide Dynamic Range (WDR), true day/night functionality, and smart IR illuminator LEDs, the cameras deliver crisp images in any lighting conditions. Indoor and outdoor models make them suitable for installation anywhere.

For more information, visit www.vicon-security.com.

Pocket-sized mobile fingerprint scanner

Integrated Biometrics LLC offers its breakthrough mobile fingerprint enrollment and verification FIVE-0. The FBI-Certified, AFIS-compatible 10-finger scanner that fits easily in a pocket and can run for hours using power provided by a smartphone. These compact units are extremely rugged and deliver high-quality scans under conditions that limit other technologies, such as dirt, heat, cold, bright lights, and direct sunlight. It comes in two versions. The embedded unit integrates easily into OEM solutions from identity solution providers. The standalone FIVE-0 product contains a USB-C port, from which it draws power using a standard USB connection to a smartphone, tablet, or laptop.

For more information, visit <https://integratedbiometrics.com>.

Automatic license plate reader processor

3M is proud to announce the 3M Mobile ALPR Processor SX4. Designed specifically for versatile on-street law enforcement environments, the Mobile ALPR Processor SX4 has undergone essential upgrades to its hardware and operating software, including a faster processor and smaller design. It simultaneously supports up to four-color and infrared 3M Mobile ALPR Cameras, providing accurate reads on license plates across a wide range of applications, including parking enforcement, site security, local law enforcement, and highway patrol. Along with improved processing speeds, the processor is built with additional enhancements, such as a larger hard drive and more memory storage.

For more information, visit www.3M.com/ALPR.

Video redaction solution

Intrinsics Imaging Inc. announces FastRedaction.com, an automated video redaction solution that can be used entirely online. As body-worn cameras gain widespread adoption, police departments face the challenge of redacting videos for public release. FastRedaction.com provides a fast, inexpensive, and highly secure way to protect privacy and increase transparency. Faces are automatically redacted as the video is uploaded. When videos are opened for editing, faces are already masked and marked with tracking numbers. Tools include a Follow-Anything Tracker, allowing users to drag a box on top of any object such as a license plate and automatically propagate the masked object through the rest of the video.

For more information, visit <https://fastredaction.com>.

Investigative search tool

Spokeo introduces Spokeo for Law Enforcement, an investigative search tool for law enforcement officials that brings together public records and social media data. Most law enforcement departments rely on a variety of people search databases to locate persons of interest or to check court, birth, death, marriage, and divorce documents. Spokeo for Law Enforcement connects investigators to more than 12 billion records linking traditional public records with social media data. The search tool provides fast, easy-to-navigate results within seconds. The quick and easy access to social media data, in particular, helps officials better track down, monitor, and contact individuals.

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



Electric bicycle

Enabled Enterprises, along with manufacturing partner Cruise Car, Inc., has developed a specialized, high-quality electric bicycle. The EE 750 Electric Patrol Bike, built and sold by military veterans, has multiple task applications for police departments. This fat tire, all-terrain bike is perfect for streets and trails. It can go through sand, snow, and grass or cruise the streets all day on a single charge. It is a very effective patrol vehicle and a positive community relations builder. All bikes have durable, rust-free aluminum frames and powerful 48V 750W motors. The three-speed settings allow for seven-speed manual pedaling; pedaling with electric assist; or, with the twist of the wrist, full electric power up to 25 mph.

For more information, visit www.enabled.vet.

Handheld chemical detection and identification device

908 Devices announces the release of MX908, a second-generation handheld chemical detection and identification device powered by the company's patented and award-winning high-pressure mass spectrometry (HPMS) technology. Designed for true trace-level detection and identification across a variety of CBRNE and Hazmat response missions, MX908 complements the success of 908 Devices' first-generation device M908. The device features an upgraded all-hazards target list, which includes a broader spectrum of chemical warfare agents (CWA), as well as explosives and high-priority toxic industrial chemicals (TIC). The target list will continue to evolve to include new threat categories that will address the chemical dangers currently fueling community epidemics, public safety concerns, and military response. It is easy-to-use and shelf-ready and provides chemical detection and identification of solids, liquids, and vapors within seconds.

For more information, visit <http://908devices.com/products/mx908>.

Robot platform

Sarcos Robotics announces the availability of its Guardian S robotic mobile Internet of Things (IoT) platform, designed to improve worker safety and enhance efficiency. The Guardian S is a first-of-its-kind, cloud-connected mobile IoT platform that provides inspection and surveillance capabilities in challenging environments. Delivering extended run times and long-range wireless operations, while remaining portable and cost-effective, the platform represents an entirely new class of robotic solutions. It integrates the Microsoft Azure cloud computing platform and the Microsoft Azure IoT Suite, and leverages Windows 10 for the tablet controller. The cloud computing platform enables customers to collect, store, and analyze sensor data in environments or for applications where it is not feasible to deploy fixed sensors.

For more information, visit www.sarcos.com.

No-cost supply support

With many states and municipalities facing budget issues, local law enforcement agencies are often forced to allocate funding in other areas, which can deplete supplies. In response to the basic supply needs of law enforcement agencies facing budget shortfalls, CopsDirect, a San Francisco Bay Area-based nonprofit, has officially launched to provide real-time support at no cost to police and sheriff departments throughout the United States. Police and sheriff departments make supply requests directly to the nonprofit, which then seeks to deliver the requested items as quickly as possible. CopsDirect is funded predominantly through citizen donations.

For more information, visit www.copsdirect.org.

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HSI Forensic Laboratory: A Unique Resource for Law Enforcement

By Mike Prado, Division Chief, Homeland Security Investigations, IACP Visiting Fellow, and Betsy Self, Program Manager, IACP

As criminals and criminal organizations continue to engage in increasingly sophisticated illegal activity that often spans multiple jurisdictions, it is vitally important that law enforcement utilizes all available resources to combat these activities. The importance of forensic science and its application in the collection and analysis of evidence is more important than ever to investigations, as it is often the only way to definitively link an individual or organization to a crime scene or ongoing criminal activity.

The unparalleled changes to investigations has reinforced the strategic partnership between HSI's Cyber Division and the Law Enforcement Cyber Center (LECC). The LECC is a central repository for tools crafted by qualified subject matter experts in cybercrime and cyber investigations. The LECC vets its sources carefully and is selective in the distribution of relevant content to law enforcement and prosecutors.

While most law enforcement agencies in the United States have access to a local or regionalized forensic laboratory to conduct standard scientific analysis, the Homeland Security Investigations (HSI) Forensic Laboratory, located just outside Washington, DC, represents a unique and critically important resource to law enforcement agencies, and it routinely assists in investigations spanning a broad spectrum of criminal activity.

The HSI Forensic Laboratory is the only U.S. crime laboratory that specializes in the scientific authentication, analysis, and research of domestically and internationally produced fraudulent travel and identity documents. The scientists and examiners at the HSI Forensic Laboratory are certified subject matter experts credentialed by the American Society of Crime Laboratory Directors Laboratory Accreditation Board (ASCLD-LAB) and have access to the most sophisticated technology available to conduct examinations and analyses of state, U.S. government, and foreign identity documents. Furthermore, in July 2016, the HSI Forensic Laboratory completed a five-year renovation and expansion project that significantly enhanced its capabilities. The laboratory space quadrupled, and it now contains over 40,000 square feet of space devoted to the scientific analysis of documents, latent prints, and digital media.

In an era of increased multijurisdictional, and often transnational, criminal activity, the authentication of identity documents can be crucial in a variety of investigations. Whether investigators need assistance in determining the veracity of documents presented or seized that have been used to facilitate fraudulent activity, or investigators are attempting to link the manufacture and distribution of fraudulent identifications, the HSI Forensic Laboratory utilizes the most technologically advanced techniques available to assist HSI special agents, as well as other federal, state, and local law enforcement investigators.

In addition to fraudulent document analysis, the HSI Forensic Laboratory provides invaluable assistance related to narcotics and bulk cash smuggling investigations, firearms violations, child exploitation investigations, and human smuggling and trafficking investigations.

With such a broad and truly global responsibility, the HSI Forensic Laboratory is organized into the following sections: Operations, Questioned

Documents, Latent Prints, Digital Media Evidence, and Polygraph Program. Collectively, these five sections provide immense support to the field across the entire spectrum of programmatic areas under HSI's investigative purview, as well as assistance to state and local partners throughout the United States and international law enforcement partners around the world.

The Operations Section routinely provides training and operational support to U.S. and foreign law enforcement officers. Its fraudulent document detection training programs and ongoing liaising with other federal, state, and local agencies and foreign governments promotes common efforts for combating document fraud and other criminal activity. The Operations Section also creates and distributes document intelligence alerts and reference guides for law enforcement and disseminates investigative leads to the field. In addition, it maintains the HSI-FL Reference Library, the premiere resource for the scientific authentication, testing, research, and analysis of travel and identity documents. The library contains over 300,000 records, including genuine exemplars, altered and counterfeit documents, prototypes, intelligence alerts, and training and reference materials, and it is the U.S. government's largest repository of genuine and authenticated document exemplars.

The Questioned Documents Section conducts forensic examinations on a full range of documents to determine authenticity, authorship, and the presence of alterations to original documents. Examiners also employ the latest technological tools and techniques to conduct analyses of handwriting, hand printing, typewriting, printing processes, papers, inks, and stamp impressions. Types of document examination also include indented writing analysis, reconstruction of shredded documents, and typewriter and thermal ribbon analysis.

The Latent Print Section provides a full scope of latent and inked print processing, examination, and identification services. Fingerprint specialists examine all types of evidence, including drug packaging and paraphernalia, bulk cash wrappings, firearms, ammunition, computers, currency, and compact discs. Unidentified latent prints are queried in various Automated Fingerprint Identification Systems (AFIS) including the Office of Biometric Identification Management's (OBIM) Automated Biometric Identification System, known as IDENT, which contains records of more than 70 million individuals who have had contact with U.S. immigration and customs officials.

The Polygraph Program conducts polygraph examinations in support of a wide variety of HSI investigations, including counter-proliferation, human smuggling and trafficking, national security, and narcotics and have been successfully utilized to assist local law enforcement in joint investigations.

The Digital Media Evidence team consists of specialists who have the capability to enhance digital multimedia evidence, including audio, video, and still image files. These files typically come from surveillance video; audio recordings from wiretaps, body wires, or telephone calls (including intercepted communications); and still images from digital cameras or a frozen frame of digital video. These types of evidence have proven invaluable in the identification of individuals observed in online child exploitation images and other criminal activity that involves the capture of an individual on audio or video.

Overall, the capabilities of the HSI Forensic Laboratory and its employees are unparalleled and represent a unique resource for law enforcement.

Agencies interested in leveraging these resources can request assistance from HSI's laboratory, which is a technical hub for subject matter experts that support investigations with forensic analysis. The HSI Forensic Laboratory is accessible to all state and local law enforcement in the United States at no cost to the requesting agency. Agencies should note that no jurisdictional conflicts or federal endorsement is required for local law enforcement to take advantage of the lab. This means that the investigation does not have to be a federal investigation in order for law enforcement agencies to access HSI's resources. In addition, having the HSI Forensic Laboratory assist law enforcement will not interfere with investigative process of the principal agency. In recent years the IACP's Law Enforcement Cyber Center (LECC) has greatly strengthen its partnership with ICE's Homeland Security Investigations (HSI) Cyber Division, which includes the Forensic Laboratory, to be a promotional advocate for the extensive training and highly valued resources that HSI provides to local law enforcement. ❖

Additional information on the Forensic Laboratory can be accessed directly at www.ice.gov/hsi-fl. This resource and more can also be accessed through the Law Enforcement Cyber Center's page, "Free Training for Law Enforcement," at www.IACPcybercenter.org/topics/training-2/free-training-for-law-enforcement.

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Police Collaborate with Sheriff and Courts to Implement “No Refusal” in Roanoke County

By Howard B. Hall, Chief of Police, Roanoke County, Virginia, Police Department, and Joseph E. Orange, Sheriff, Roanoke County, Virginia, Sheriff's Office

In 2015, more than 10,000 people were killed in traffic crashes caused by alcohol- and drug-impaired drivers in the United States.¹ Even though tremendous progress has been made in combating this problem through better laws, public education, and advanced enforcement techniques, the number of deaths in 2015 still increased from 2014.² This increase highlights the need for effective law enforcement response to the issue, including strict enforcement of DUI laws. When impaired drivers are arrested, a vital piece of evidence is the chemical test. All states have implied consent laws, which require drivers who have been arrested for impaired driving to submit to a chemical test and provides sanctions for those drivers who do not. Despite the associated penalties, over 20 percent of drivers stopped for suspicion of DUI generally refuse to submit to a test.³

The “no refusal” process is designed to ensure that important chemical test evidence is obtained during impaired driving investigations. It uses the search warrant as a mechanism to compel a blood test. While this sounds relatively simple, it involves coordination with law enforcement, jail personnel, medical staff, prosecutors, and courts. Collaboration among these groups is necessary to ensure that the process is timely, efficient, and abides by all legal requirements.

The legality of the no refusal process is grounded in the Fourth Amendment to the U.S. Constitution. In general terms, a search is not permissible in areas where a person has a reasonable expectation of privacy unless a search warrant is issued. This basic principle was affirmed in the case of *Missouri v. McNeely* in 2013. In this case, a driver was compelled to submit to a blood test without a warrant. The U.S. Supreme Court ruled that, with very limited exceptions, an involuntary blood draw related to an impaired driving investigation requires a search warrant.⁴ The court expanded on this decision in *Birchfield v. North Dakota*, ruling that



“blood tests are significantly more intrusive than blowing into a tube.”⁵ While reaffirming the need for a search warrant for a blood withdrawal, the court also upheld the use of criminal penalties for those that refuse a breath test. In effect, these cases upheld the constitutionality of no refusal, which is based on the use of search warrants to obtain blood evidence.

From a police chief's perspective, the no refusal process allows important evidence to be obtained during the investigation of an impaired driving offense. That evidence may be inculpatory or exculpatory, but, in either case, it is available for a judge or jury to use to determine the guilt or innocence of a suspect. In order for no refusal to be feasible, it must be designed in a way that necessitates a minimal amount of time from the investigating officer and all other participants in the process.

From a sheriff's perspective, this process offers the opportunity to engage in a collaborative effort to promote traffic safety and help develop effective impaired driving cases. The capability of jail staff to facilitate blood withdrawal (phlebotomy) and other investigative steps is an important component to making the no refusal process efficient for all parties involved. It provides another public safety benefit by eliminating the need to remove an arrestee from a secure environment to a medical facility.

Roanoke County, Virginia, began to consider the feasibility of using no refusal in 2014, when an opportunity to participate in training

became available. The supervisor of the police department's traffic unit attended a no refusal workshop hosted by Mothers Against Drunk Driving. This provided an opportunity for the agencies involved in the arrest, processing, and initial appearance of offenders to collaborate on developing a no refusal process that works in the Roanoke County community.

Using the information provided at the workshop, the process was reviewed to determine if it was legally feasible, and the partners that would need to participate were briefed. Key elements of this assessment include the following:

- Virginia law provides authority for judicial magistrates to issue search warrants. This is extremely important because magistrates, as opposed to judges, are available seven days a week and 24 hours a day.
- In Roanoke County, all arrestees are transported to the court's docket, where they have an initial appearance before a magistrate. The court docket is located adjacent to the Roanoke County Jail.
- The Roanoke County Sheriff's Office, which operates the jail, has jail medics who are trained to attend to the medical needs of inmates. The medics are trained in blood withdrawal.
- The Code of Virginia allows for technicians who are trained to withdraw blood to be certified by a judge for the purposes of drawing evidentiary blood samples.⁶

Due to the above information, each of the key partners agreed to participate. The chief magistrate of the 23rd Judicial District of Virginia agreed to support the concept and assist with the availability of a search warrant template and computer access to facilitate the search warrant application. All magistrates were instructed in the process and their responsibility for determining probable cause and issuing the search warrants, when justified.

Within the sheriff's office, the medical supervisor is a key person in the implementation of no refusal. He or she has specific knowledge as to the type of equipment that is required not only to participate, but to do so in a safe and efficient manner. The supervisor identified the qualified staff members for certification by the court. The expenses associated with implementation included the purchase of a phlebotomy chair and

an inventory of blood draw kits. Experience has shown that it is desirable to have kits available in the jail, as those carried by patrol officers are sometimes expired or in poor condition due to the length of time between usages.

The Roanoke County Police Department developed procedures for officers to follow when the process is being used. When a suspect refuses to submit to the chemical test as required by the Code of Virginia, the arresting officer advises him or her that a search warrant application will be submitted to a magistrate and, if the warrant is issued, a blood test will be required. When a warrant is issued, the suspect is taken to the jail medic for the blood draw. The blood sample is then submitted as evidence and forwarded to the Virginia Department of Forensic Services for analysis. Police and sheriff personnel jointly developed protocols for handling arrestees during the process, including officer safety and the allowable use of force. Blood draws are not forced from violent or combative prisoners—in these cases, additional criminal charges are placed against the defendant.

Generally, the Roanoke County Police Department uses the no refusal process during high-profile enforcement operations, which often coincide with national campaigns. In those instances, information related to the process is included in the material provided to the media for dissemination to the public. Initially, the process received quite a bit of interest; however, as

it has been used more frequently, it is generally included as merely one element of wider media coverage. Police officers also have the discretion to use no refusal at other times as they deem necessary. Generally, these discretionary situations occur as a result of injury crashes or when the suspect is a repeat offender (which can be a felony offense in Virginia).

Since Roanoke County's implementation of no refusal started before the *McNeely* decision, compliance with its provisions was practically seamless. The process implemented for no refusal is simply used to comply with the provisions of this decision. The implementation also simplified preparations for adding drug recognition experts (DREs) to the available impaired driving countermeasures. Virginia is working, through the Highway Safety Office, to expand the use of this critical tool in drugged driving cases and the Roanoke County Police Department was able to train one DRE. Since the no refusal process already included working with the medical staff at the jail for blood withdrawal, it became very easy to work with them to establish a drug evaluation area at the jail, as well. Sheriff personnel have made time available to assist with the evaluation process and obtain the blood evidence, which improves the efficiency of the evaluation.

The implementation of no refusal in Roanoke County has been a very successful, collaborative effort, which has resulted in a "one-stop shop" for blood withdrawals for impaired driving cases.

Fortunately, most suspects consent to the required test, so it's not necessary to obtain a large number of search warrants. Although there was some negative feedback from certain citizens and groups, no refusal implementation has been well received by the community, the commonwealth's attorneys, and the courts. There have been no significant legal challenges to the use of this evidence. Roanoke County law enforcement agencies have found that the no refusal process was relatively easy to implement and has provided for more effective impaired driving investigations. ♦

Notes:

¹Centers for Disease Control and Prevention, "Impaired Driving: Get the Facts," June 16, 2017, https://www.cdc.gov/motorvehiclesafety/impaired_driving/impaired-driv_factsheet.html.

²Alison Betts, "Just Released: NHTSA Reports Largest Jump in Drunk Driving Deaths in 10 Years," *SoberingUp*, September 1, 2016, <https://www.scrampsystems.com/blog/2016/09/nhtsa-reports-largest-jump-in-drunk-driving-deaths-in-10-years>.

³National Highway Traffic Safety Administration, "Breath Test Refusal Rates in the United States – 2011 Update," *Traffic Safety Facts*, March 2014, https://www.nhtsa.gov/staticfiles/nti/pdf/Breath_Test_Refusal_Rates-811881.pdf.

⁴*Missouri v. McNeely*, 569 U.S. ____ (2013).

⁵*Birchfield v. North Dakota*, 579 U.S. ____ (2016).

⁶Code of Virginia 18.2-268.5.

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IACP Provides Engagement Opportunities for Members

By Meghann Casanova, Program Manager, IACP

Over the past few years, IACP membership has grown significantly, from 24,000 members in 2014, to just over 30,000 members as of June 2017—the highest number of IACP members to date. While membership alone contains many benefits, some members may be wondering how to become more involved with the IACP or how IACP determines its legislative and topical priorities. The answer to both lies with the IACP sections, committees, and policy councils, and, although not the only avenues, our sections, committees, and policy councils are some of the best and most direct ways to become involved with IACP and to have a voice in determining the association's priorities.

The strength of any membership organization comes from its members. The IACP draws upon the breadth, depth, and diversity of our members' experiences to address the challenges and priorities of the profession in a timely manner. Both committees and sections play an integral role in the work of this association. The IACP relies on its committee and section members to provide subject matter expertise to address the most crucial issues currently facing law enforcement. These member groups develop best practices, resolutions, reports, white papers, guidelines, fact sheets, critical issue messaging briefs, and brochures. They also support the development of programs and model policies. For example, the following is just a small sample of the training events, publications, and products developed by committees and sections:

- The Law Enforcement Information Technology Section (formerly the Law Enforcement Information Management Section) hosts the IACP Technology Conference every year and provides training, professional development, and a national forum for law enforcement executives, operational managers, and technology and research staff to share best practices and lessons learned on a broad array of new and emerging technologies.
- The Vehicle Crimes Committee will soon release two new documents. *Information Gap Recommendations* addresses information gaps pertaining to auto theft and related crimes, data that might be missing to assist in the identification of stolen vehicles and criminals, risks

associated with the information gaps, and possible solutions and recommendations to bridge those gaps. The second document, *Auto Theft Educational Awareness Report*, is designed to educate law enforcement executives, their departments, and the public about the importance of and connection between vehicle crime and subsequent violent crime.

- The Computer Crime and Digital Evidence Committee will soon release *Managing Cybersecurity Risk: A Law Enforcement Guide*. This committee provides subject matter expertise to the Law Enforcement Cyber Center (www.IACPcybercenter.org).
- The Drug Recognition Expert Section represents professionals associated with drug recognition and hosts the annual Drugs, Alcohol, and Impaired Driving Conference, providing a platform to share management, training, administrative, and practicing concerns in the field of drug recognition and impaired driving.
- Each year the IACP Human and Civil Rights Committee partners with the Law Enforcement Exploring Program to mentor young police explorers at the IACP Annual Conference and Exposition.

Explorers shadow their assigned chief at IACP workshops, panels, business meetings, and a scheduled tour of the exposition hall. While it is only a few days, this program can have a profound impact on the life of a young person considering the law enforcement profession, and it exposes each explorer to the vast range of topics addressed by the law enforcement field.

Sections are composed of members from across the world and have a broad focus. For example, there are sections for police personnel who serve in specific types of jurisdictions, like the Indian Country Law Enforcement Section, Capitol Police Section, and University/College Police Section. Other sections represent specific law enforcement-related professions, like the Public Information Officers Section, the Police Physicians Section, and the Legal Officers Section. They are designed to allow all IACP members with an interest (and appropriate qualifications, if applicable) in a specific aspect of law enforcement to share information, experiences, and lessons learned with their peers.

Like sections, committees are composed of IACP members from across the world; however, they typically focus more narrowly on a specific topic and are limited to 30 people. Members must

Captain Robert Bigham was awarded a Life Time Achievement Award by the State and Provincial Police Academy Directors Section.



be appointed by the IACP president, and they serve for a defined term (typically, three years).

Each committee falls within a policy council, which is designed to facilitate communication, cooperation, and coordination among the committees of the IACP. Policy councils are intended to serve as a forum for members of the IACP to collaborate on issues of importance to the law enforcement profession in a timely, focused, and flexible manner. Simply put, a policy council is a group of like-topic committees working together for the good of the association. For example, the Technology Policy Council is made up of the Communications and Technology, Computer Crime and Digital Evidence, and the Criminal Justice Information System committees, while the Investigations Policy Council includes the Environmental Crimes, Forensic Science, and Police Investigative Operations committees. There are 10 policy councils in total.

Policy councils are also designed to function on a volunteer-to-volunteer basis. Each policy council is chaired by a member of the IACP Executive Board. While board leadership ensures that the activities of the councils and committees are coordinated and aligned with the overall direction and strategic priorities of the association, it also, more importantly, provides committees with a direct line of communication to the IACP Executive Board.

There are many ways to get more involved with the IACP beyond simply being a member. More information on sections, including a complete listing and description of each section, as well as a link to join sections, is available at www.theIACP.org/sections. For more information on committees, please visit www.theIACP.org/committees or contact the member engagement team at committees@theiacp.org. By participating in committees and sections, you help IACP stay abreast of emerging issues and provide a unified voice for the law enforcement community. ♦

MEMBER OPPORTUNITIES

COMMITTEES

Arson and Explosives
Aviation
Civilian Law Enforcement – Military Cooperation
Communications and Technology
Community Policing
Computer Crime and Digital Evidence
Crime Prevention
Criminal Justice Information System
Education and Training
Environmental Crimes
Firearms
Forensic Science
Highway Safety
Homeland Security
Human and Civil Rights
Juvenile Justice and Child Protection
Narcotics and Dangerous Drugs
Patrol and Tactical Operations
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Statement of Ownership Management and Circulation

USPS Form 3526

Filed with the Postmaster, Alexandria, VA

October 1, 2017

The Police Chief is owned and published by the International Association of Chiefs of Police (IACP), 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-1592. The Publisher is IACP, the Editor is Gene Voegtlin, and there are no stockholders.

In the preceding 12 months (October 2016 through September 2017), the average number of each issue printed was 27,195, distributed as follows: 22,788 paid circulation mailed, 3,946 free or nominal rate circulation mailed, and 809 copies not distributed.

The actual number of copies of the September 2017 issue was 26,266 printed, distributed as follows: 21,834 paid circulation mailed, 3,828 free or nominal rate circulation mailed, and 854 copies not distributed.

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