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Policing is always evolving, and the IACP knows that the next great idea can come from anyone. We asked law enforcement professionals and community members to share their ideas to improve or advance policing, and the best of these ideas are included in this issue. Some center around local initiatives or programs an agency has implemented, while others are still in the "idea" stage. As you read these great ideas, consider how they might work or be adapted for your agency—sometimes all it takes is an innovative idea to catalyze change for the better.

The PoliceChief

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ARTICLES

DEPARTMENTS

COLUMNS

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Enhancing Communications Efforts with Law Enforcement and the Public

This has been a particularly difficult year for law enforcement. We have all seen and experienced the angry, anti-police rhetoric and witnessed the heightened scrutiny of the profession.

At the same time, we continue to face the daily threats and dangers of the profession. According to preliminary data compiled by the National Law Enforcement Officers Memorial Fund, 64 law enforcement officers have been killed in the line of duty during the first half of 2015. This represents a 3 percent increase over the same period in 2014.[1]

When I came on board as IACP president, I did not imagine the extent to which I would be defending the profession as a whole. I have had countless media interviews with national U.S. affiliates such as Fox News, CNN, PBS, ABC, *The Washington Post*, *The New York Times*, *The Wall Street Journal*, the Associated Press, and others—too many to list them all. In each of those media appearances, I spent time explaining law enforcement's actions, challenges, and concerns and the work we are doing to safeguard our communities, further enhance our relationship with the public, and build trust. Not only have I spent my time educating the media, which hopefully trickles down to the public, I have also been actively involved in discussions with the U.S. administration, government officials, and members of the U.S. Congress. I have testified before the U.S. Congress, provided important feedback on legislation as it is being drafted to ensure it takes into account law enforcement considerations, and participated in several meetings with the White House and federal officials on policy items of concern. I have enjoyed the challenge every step of the way, and I know that my successor, Chief Terrence Cunningham, First Vice President of the IACP, will continue to defend the profession and actively work to showcase all the positive things law enforcement officers do on a daily basis.

Based on feedback we heard from you, our members, we realized it was imperative that we showcase the positive side of law enforcement and arm our members with the tools they needed to speak up for the profession. In response to this, we launched the Protect and Serve Initiative and the #WhyIWearTheBadge campaign.

The Protect and Serve initiative was launched in February 2015. This involved the creation of a webpage that provides officers and executives with the tools and resources they need to educate the public on the role of law enforcement and help build sustainable community relationships. The site brings together a collection of new and existing resources. On the webpage, you will find good stories from the field, talking points, model policies, facts and figures about law enforcement, research reports, legislative resources, communications materials, and much more.

We have enjoyed showcasing positive stories on law enforcement on Protect and Serve, the shining examples of the things you do for your communities day in and day out that often go unrecognized or noted. I also hope the fact sheets and talking points we have put together have helped enhance your communication with your communities on an everyday basis and during tough conversations or when an incident arises.

In May 2015, the IACP launched the #WhyIWearTheBadge campaign to highlight the diversity and commitment of law enforcement professionals. Officers from all over the world are using the hashtag #WhyIWearTheBadge to share photos, videos, and stories on social media platforms such as Twitter, Facebook, YouTube, and Instagram. The public needs to hear why we do what we do. Future law enforcement leaders need to know why wearing the badge is so important. Our communities need to know that we care and take the call to serve and protect very seriously.

Richard Beary, Chief of Police, University of Central Florida Police Department, Orlando Florida

Our goal is to keep this campaign going. Please continue to share your stories on social media using the hashtag #WhyIWearTheBadge.

In addition to public outreach, and the Protect and Serve and #WhyIWearTheBadge initiatives, we have been actively working on an internal plan to enhance our communication efforts publically and with the IACP membership. We have already offered several webinars during my time as president to provide important IACP information and to provide timely updates and analyses on issues of importance like the release of the President's Task Force on 21st Century Policing report. The IACP board also recently participated in a media training session to better prepare us all for media interviews and learn how to enhance our messaging and outreach. The session was extremely informative, and we plan to offer the same session at the IACP conference, so you, too, are better prepared in your dealings with the media.

In closing, we need to all work together to fight public misconceptions and to showcase the good work we do on a daily basis. Thank you for your service and the daily sacrifices you make in order to keep our communities safe. ❖

Visit the Protect and Serve webpage at **www.theiacp.org/protectandserve**. For more information on #WhyIWearTheBadge, visit **www.theiacp.org/whyiwearthebadge**.

Note:

[1]National Law Enforcement Officers Memorial Fund, news release, "64 Law Enforcement Officer Fatalities Nationwide in First Half of 2015," July 21, 2015, http://www.nleomf.org/newsroom/news-releases/mid-year-report-2015.html (accessed August 17, 2015).

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THE DISPATCH

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 considered the greatest recent innovation in policing. Here's what you told us.

> "While all of the choices presented have offered law enforcement significant advances, Intelligence-Led Policing involves the synthesis of these under a holistic roof, supported by each individual pillar. The foundation underneath all of it, though, is an agency-wide commitment to improving the operating landscape with the available resources over the long-term, not simplistic remedies that yield only short-lived results."
>
> —Jeremiah A. Daley
> Director
> Philadelphia-Camden HIDTA

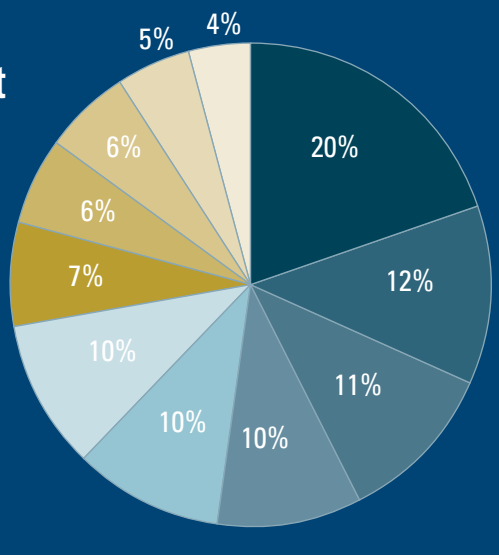
> "Intelligent use of all available CCTV and imagery from any source is a major tool for LE globally."
>
> —Jim McBrierty
> Detective Superintendent (Ret.)
> United Kingdom

> "Social media, without a doubt, has truly changed policing… because it can create an issue, drive a cause, and change the conversation, all with the click of a button."
>
> —Dionne Waugh
> Digital Communications Manager
> Jefferson County, Colorado, Sheriff's Office

> "In July 2014, our chief created [the position of] Social Media Officer. I started a Facebook, Twitter, YouTube, and Instagram. The response has been all positive, and it has created a transparent and much better working relationship with the community. A fantastic opportunity to share information and our PD with the community."
>
> —Michael Wilk
> Public Information Officer
> Chicopee, Massachussetts, Police Department

Best Recent Innovation in Law Enforcement

- Camera technology
- Social media
- Predictive policing/analytics
- Mobile devices for the field
- Other
- Crime mapping
- Biometics, facial recognition, DNA analysis
- Community policing
- Intelligence-led policing
- GPS tracking
- Fusion centers, regional task forces



> "With facial recognition, I can see a future where we will know when a thief enters a mall or other place they should not be in and will be able to prevent them from stealing.
>
> DNA has been a game changer for those of us in investigations. With DNA, we are able to go after the person who we know was there as opposed to guessing who we think it was."
>
> —Marty Earley
> Sergeant
> Bloomington, Minnesota, Police Department

> "Crisis Intervention Teams (CIT)…reduce injuries to officers and those with a mental illness as long as the officers volunteered to become CIT officers and the department does not just train everybody. It must be in the officer's heart to want to interact with those with this illness to be truly effective and to promote a true partnership between police and the community."
>
> —Name Withheld
> Ohio

FROM OUR READERS

Did an article stir your interest or remind you of your own experiences? Do you have a comment you want to share with other *Police Chief* readers? Send a note to letters@theiacp.org and you may see your letter in the magazine!

YOUR TURN

What area or skill set do you wish you had received more training in?

Visit www.policechiefmagazine.org to tell us what you think and look for the results in the November 2015 issue of *Police Chief*!

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

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Appropriations Update; Get Involved in Policy and Legislative Efforts at the IACP Annual Conference and Exposition

The resolutions process is the cornerstone of IACP's policy development. Through this process, the association membership addresses critical issues facing law enforcement.

By Sarah Guy, Manager, Legislative and Media Affairs, IACP

The U.S. House of Representatives and U.S. Senate returned from recess on September 8, 2015. They are now working to finish the annual appropriations bills to keep federal government operations open past September 30, 2015, the end of the federal fiscal year. However, if Congress Democrats and Republicans cannot resolve their differences over the mandatory budget caps that are currently in place through the Budget Control Act of 2011, there is a potential for a government shutdown. (Budget caps limit the budget authority and spending levels provided by discretionary appropriations in the given fiscal year.) Democrats want the budget caps to be lifted for both defense and non-defense spending, while Republicans have said they will accept increases only for defense spending by about $40 billion. U.S. President Obama has said that he will veto any bill that increases only defense spending. It is likely that a three-month continuing resolution (CR) will be passed by September 30, rather than longer-term funding bills, in order to provide more time for a deal to be reached.

Get Involved in Policy and Legislative Efforts at the IACP Annual Conference and Exposition

In a little over a month, many of you will be joining us at the IACP Annual Conference and Exposition in Chicago, Illinois, on October 24–27, 2015. If you don't already have plans to join us, make sure you register and make the trip! It will certainly be worth it.

The IACP Annual Conference and Exposition is the largest and most important law enforcement event of the year—more than 14,000 public safety professionals come together to learn new techniques, advance their knowledge and careers, and equip their departments for ongoing success.

Choose from 200+ workshops in 12 targeted tracks and learn proven strategies and crucial information that you can put to use right away. Attendees will also benefit from more than 650 exhibitors who will be there to showcase their latest offerings to fully equip law enforcement professionals and agencies.

While at IACP 2015, make sure you stop by IACP Central, your one-stop-shop for all things IACP, located in the Central Concourse. At IACP Central, you can speak with IACP staff members to learn more about programs and services, training, and membership opportunities. Attendees will also have the opportunity to participate in grassroots advocacy at our Advocacy Station where staff will assist you in sending letters to your U.S. congressional members on some of the most important issues affecting your community.

In addition to the Advocacy Station, attendees will not want to miss the opportunity to attend the IACP business meeting on Tuesday, October 27, 2015. IACP resolutions will be a focal point to the business meeting.

The resolutions process is the cornerstone of IACP's policy development. Through this process, the association membership addresses critical issues facing law enforcement. The resolution binds the official actions of the IACP staff and activities and serves as the guiding statement in accomplishing the work of the association.

Each year, individual members, committees, sections, and divisions are given the opportunity to submit resolutions for membership's consideration. The deadline to do so each year is no less than 60 days prior to the annual conference. The submitted resolutions are then reviewed by the IACP Resolutions Committee to identify any areas of question or concern. During the review process, the Resolutions Committee may request that other IACP Committees and Sections or relevant subject matter experts review and comment upon the proposed resolutions. Once the review process is complete, the Resolutions Committee presents the resolutions to the membership for ratification during the business meeting at the IACP Annual Conference.

A list of proposed resolutions will be emailed to IACP members and posted on the IACP website in early October (under Top News). ❖

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IACP Center for Officer Safety and Wellness: Current Overview of Programs and Resources

By Ian Hamilton, Project Manager, Center for Officer Safety and Wellness, IACP, and Sam Capogrossi, Project Manager, Officer Safety and Wellness, IACP

Since its founding in 2012, the IACP Center for Officer Safety and Wellness (the Center) has emerged as the leading repository for resources designed to guide law enforcement in a range of officer safety and wellness topics. Over the past year, the Center has released a series of new resources for the field and has embarked on a number of new initiatives to further engage, inform, and educate officers on emerging trends and programs pertinent to safety and wellness. The IACP strives to ensure that all law enforcement professionals have the resources that they need to remain heathy and safe both on and off the job.

This overview showcases the Center's current and forthcoming work, and the IACP encourages law enforcement professionals to request copies of the resources noted or to inquire about any of the Center's current initiatives. In addition, the IACP is continuously looking for input from the field to share promising practices in the areas of officer safety and officer wellness. To request material from the Center or to share your stories, please contact officersafety@theiacp.org.

Officer Physical Well-Being

Law enforcement officers who are physically sound are better equipped to face the demands of the profession and protect themselves from serious injury or death. Developing healthy nutrition habits is one way that officers can improve themselves physically and be more effective while on duty. In partnership with the Bureau of Justice Assistance (BJA), the Center has developed two resources that offer guidance in the area of nutrition: (1) an easily carried trifold to help officers make better decisions when it comes to choosing meals while on patrol and (2) a companion fact sheet designed for law enforcement leaders that contains information on how agencies can prioritize nutrition guidance and education as part of academy and in-service trainings.

Additionally, with the assistance of BJA, the Center also recently developed a Doctor's Visit Checklist pamphlet containing a list of recommended questions that law enforcement officers should pose to their physicians. The law enforcement profession differs from many other professions (e.g., irregular shift times, high-stress situations, and potentially violent encounters with suspects), so it is imperative that officers regularly visit their doctors for annual physicals and health screenings and pose the right questions that directly address the demands of the job and the potential associated health risks.

Also in development to complement the nutrition resources and the doctor's visit pamphlet is another forthcoming resource for agencies on how to develop or enhance a departmental physical fitness program. This piece will provide a comprehensive checklist of considerations for agencies in establishing successful fitness programs (e.g., access to gyms, whether to mandate fitness testing or make optional, liability and police union considerations, and developing regimen and programming). By incorporating success stories from agencies with existing physical fitness programs, this resource will be designed to serve agencies of various types and sizes.

Officer Mental Well-Being

The IACP also recognizes that the mental well-being of law enforcement officers is just as important to their safety as their physical health. As such, the Center continues its work in the areas of officer mental health and suicide prevention. The Center's staff continues to promote the *Breaking the Silence on Law Enforcement Suicides* report released in 2014 and will be using the recommendations therein to develop best practice guidelines for how agencies of all types and sizes can develop and implement mental wellness programming to address such issues as on- and off-the-job stressors, post-traumatic stress disorder (PTSD), mentoring programs, and officer suicide prevention and intervention techniques.

Tactical Officer Safety

Whether it involves officers suiting up in their body armor, buckling their seat belts before heading out on patrol, or maintaining vigilance and situational awareness at all times while on duty, the Center is working to reinforce the many ways officers can increase their safety while on duty. With the assistance of BJA, the Center has developed *Are You Ready for Duty?*, a poster that provides a list of different considerations that may potentially make an officer vulnerable to serious injury or an attack by a perpetrator. It covers a wide array of potential vulnerabilities, including physical, mental, and situational circumstances of which every officer should be aware. The poster is an ideal addition to any police department building or barracks where it can be regularly viewed by officers and its messaging can be reinforced.

IACP/DuPont Kevlar Survivors' Club

The IACP/DuPont Kevlar Survivors' Club supports the overarching vision of the IACP Center for Officer Safety and Wellness and was created with the following mission goals in mind:

- To reduce death and disability of officers by encouraging officers to wear their personal body armor each day they are on duty.
- To recognize and honor those brave officers who, as a result of wearing their personal body armor, have survived a life-threatening or disabling incident.
- To serve all of the law enforcement community by collecting these important data and sharing valuable information and insight related to survivors.

IACP and DuPont are working to obtain detailed information about these assaults and incidents that will benefit the entire law enforcement community and assist in the development

of improved training strategies to account for and prepare officers for future incidents.

Membership and Application Process

The application process for the IACP/DuPont KEVLAR Survivors' Club provides ample space for the nominating officer to tell his or her story of survival and victory during the life-threatening incident. The officer may choose to keep the information contained in the application anonymous if preferred. The nominating agency is the sole determinant on how the award is presented to the officer. The IACP and DuPont ask that the award presentation be used to reinforce the importance of wearing body armor daily. It is sincerely hoped that this presentation will foster a greater relationship between the agencies' command staff and their operational units.

To become a member of the IACP/DuPont KEVLAR Survivors' Club, the officer must have survived a potentially life-threatening incident as a result of wearing personal body armor. The types of incidents that qualify a candidate for membership include firearm assaults; attacks with knives, clubs, chains, and other weapons; motor vehicle collisions; fires; and explosions. Any brand of body armor or ballistic material is acceptable for consideration, and membership is open to officers from anywhere in the world.

Following the receipt of a completed award application, the application will be verified by the club administrator, ensuring that the facts qualify the candidate for membership. It should be noted that club candidates must be nominated by their chief or supervisor prior to filing the application. Upon approval of the application by the club administrator, the agency head will be notified that the applicant has been accepted into the club.

Monthly Line-of-Duty Death Summary Reports

In partnership with the Officer Down Memorial Page (ODMP), the Center began releasing monthly summary reports of line-of-duty deaths among U.S. law enforcement personnel to IACP membership. These reports provide the law enforcement community with current information on the causalities of these tragic deaths and identify trends so that agencies can be more aware of the risks being faced by officers.

It is important that the resources and the guidance developed by the IACP's Center for Officer Safety and Wellness reach all of those in the law enforcement profession, from line officers to police executives. It is for this reason that law enforcement officers are encouraged to engage with the Center by requesting the resources that they view as valuable to their agencies and, in turn, by offering the IACP recommendations on how we can improve the work that we're doing.

The staff of the Center believes that there is a great deal of work on the horizon. Remain apprised of all of the Center's work by regularly visiting www.theiacp.org/CenterforOfficerSafetyandWellness. ❖

IACP's Center for Officer Safety and Wellness focuses on all aspects of an officer's safety, health, and wellness, both on and off the job. Topics that the Center covers range from mandatory vest and seat belt wear policies to nutrition recommendations and wise financial decision making. The Center wants to ensure that law enforcement professionals have the resources they need to remain healthy and safe.

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

Concussions in Law Enforcement

By David M. McAlpine, MD, Department of Emergency Medicine, Mayo Clinic, Rochester, Minnesota, and Matthew D. Sztajnkrycer, MD, PhD, Department of Emergency Medicine, Mayo Clinic, Rochester, Minnesota, and Medical Director, Rochester Police Department, Rochester, Minnesota

A concussion or minor traumatic brain injury (mTBI) is defined as an impact to the head or forceful motion of the head resulting in any of the following: (a) a brief alteration of mental status such as confusion or disorientation, (b) a loss of memory for events immediately before or after the injury, or (c) brief loss of consciousness.[1] Currently, data do not exist that look specifically at the frequency of concussions in law enforcement officers. However, as a consequence of both intentional assaults and accidental blunt trauma, many officers might sustain concussions in the line of duty. The purpose of this study was to determine the prevalence of self-reported concussions among sworn officers of the Rochester (Minnesota) Police Department and personnel of the Olmsted County (Minnesota) Sheriff's Office.

The Study

A total of 139 officers and deputies began the survey, representing 84.8 percent of all potential respondents. Of these respondents, 40 officers (29.0 percent) reported having at least one concussion before beginning their careers in law enforcement. Involvement in contact sports was significantly associated with a diagnosis of concussion. After beginning their careers in law enforcement, 32 officers (25.3 percent) reported seeking medical attention due to possible concussion. Of those who sought medical attention, 23 sought care on a single occasion, while 9 sought care on more than one occasion. A health care professional told 20 of the respondents that they had sustained a concussion. Of these 20 officers, 12 were among the 40 who reported having sustained concussions prior to beginning their law enforcement careers.

Car accidents were the leading cause of concussions (31 percent), while falls accounted for another 28 percent, and assaults accounted for 12 percent. Of note, more than one quarter (26 percent) of concussions reported in the current study occurred during training evolutions and contact sports. Half of all officers presenting for medical evaluation received advanced neuroimaging. Twenty-two percent were admitted at least overnight for observation and further evaluation. Eighteen of 32 respondents who sought medical care reported missing at least one day of work; 4 missed one day, 8 missed two to seven days, and 2 missed more than two weeks of work.

The majority of affected officers reported that symptoms lasted less than a week. However, self-reported concussion symptoms persisted for more than one year after the initial event in 19 percent of officers. This raises questions regarding the short- and long-term impact of concussion events on these officers, both personally and professionally. As a profession, law enforcement personnel are tasked with making rapid complex decisions under dynamic and uncertain conditions. Data from sports and the military suggest that concussions are associated with persistent neuropsychiatric sequelae.[2] No information is available to assess the short- and long-term impact of concussion on officer performance and decision making. Further study is needed to better evaluate this question.

Unfortunately, although ongoing care is needed in order to understand long-term effects, less than half of all officers reported any medical follow-up after the initial evaluation for concussion. Being admitted to a hospital, rather than seen in the clinic or the emergency department, did not change the likelihood of subsequent follow-up. While law enforcement–specific guidelines do not currently exist, robust sports medicine return-to-play and military return-to-duty processes have been developed.[3] Military guidelines may be particularly relevant to law enforcement and include a recommendation that all personnel with presumptive concussions be removed from duty for 24 hours. If the service member is symptom-free after 24 hours, progressive return to activity occurs, resulting in return to full duty in 72 hours.[4]

Limitations

This study has several limitations inherent to survey-based research, including recall and response bias. The results may not apply to other agencies as law enforcement work environments are highly variable. The geographic area in this study is suburban and has relatively low violent crime rates, particularly when compared to larger cities. Further study involving diverse law enforcement environments would be useful to determine the generalizability of the study's findings.

Conclusion

Concussions are a common cause of occupational injury in sworn law enforcement officers and result in extended work absences and protracted symptomatology in a significant proportion of affected individuals. Further study is needed to evaluate long-term outcomes of concussions in this population and the implications for fitness for duty.

Action Items

- In the absence of law enforcement–specific outcomes data, management recommendations can be extrapolated only from sports medicine and military literature.
- Law enforcement officers should be considered an at-risk group for repetitive concussions and subsequent adverse outcomes.
- The reported causes of concussion provide potential focus areas for subsequent risk mitigation via occupational health and training endeavors. These include seat belt use, appropriate protective equipment during training evolutions and on patrol (e.g., weather appropriate footwear during winter months to limit slips and falls), and trainer awareness and oversight to mitigate forceful blows to the head.
- Departments should consider establishing a surveillance program to identify the frequency and specific causes of concussion, as well as to provide long-term follow-up for affected personnel.
- Concussion screening, follow-up, and development of return-to-duty guidelines

provide important directed intervention opportunities. Current sports medicine and military guidelines utilize an incremental activity approach with close medical monitoring for symptom return. ❖

Notes:

[1]National Center for Injury Prevention and Control, *Report to Congress on Mild Traumatic Brain Injury in the United States: Steps to Prevent a Serious Public Health Problem* (Atlanta, GA: Centers for Disease Control and Prevention, 2003), http://www.cdc.gov/traumaticbraininjury/pdf/mtbireport-a.pdf (accessed August 5, 2015).

[2]Kevin M. Guskiewicz et al., "Association between Recurrent Concussion and Late-Life Cognitive Impairment in Retired Professional Football Players," *Neurosurgery* 57, no. 4 (October 2005): 719–726; Shannon C. Miller et al., "Risk for Addiction-Related Disorders Following Mild Traumatic Brain Injury in a Large Cohort of Active-Duty U.S. Airmen," *American Journal of Psychiatry* 170, no. 4 (April 2013):383–390; Billie A. Schultz et al., "Assessment and Treatment of Common Persistent Sequelae Following Blast Induced Mild Traumatic Brain Injury," *NeuroRehabilitation* 28, no. 4 (2011): 309–320; Craig J. Bryan and Tracy A. Clemans, "Repetitive Traumatic Brain Injury, Psychological Symptoms, and Suicide Risk in a Clinical Sample of Deployed Military Personnel," *JAMA Psychiatry* 70, no. 7 (July 2013): 686–691; Casserly R. Whitehead et al., "Airmen with Mild Traumatic Brain Injury (mTBI) at Increased Risk for Subsequent Mishaps," *Journal of Safety Research* 48 (2014): 43-47.

[3]National Center for Injury Prevention and Control, *Implementing Return to Play: Learning from the Experience of Early Implementers* (Centers for Disease Control and Prevention, 2013), http://www.cdc.gov/headsup/pdfs/policy/rtp_implementation-a.pdf (accessed August 5, 2015); Kimberly G. Harmon et al., "American Medical Society for Sports Medicine Position Statement: Concussion in Sports," *British Journal of Sports Medicine* 47, no. 1 (January 2013): 15–26; Karen L. McCulloch et al., "Development of Clinical Recommendations for Progressive Return to Activity after Military Mild Traumatic Brain Injury: Guidance for Rehabilitation Providers," *Journal of Head Trauma Rehabilitation* 30, no.1 (January/February 2015): 56–67.

[4]McCulloch et al., "Development of Clinical Recommendations for Progressive Return to Activity after Military Mild Traumatic Brain Injury."

The authors are grateful for the support of the men and women of the Rochester Police Department and the Olmsted County Sheriff's Office.

Supreme Court Decision Casts Doubt on Hotel Registry Ordinances

By Ken Wallentine, Chief of Police (Ret.), Vice President and Senior Legal Advisor, Lexipol LLC

A recent decision by the U.S. Supreme Court not only invalidates a Los Angeles city ordinance requiring law enforcement access to hotel registries, but contains significant ramifications for cities with similar laws, as well as for public safety data collection and access in general.[1]

The Los Angeles Case

A Los Angeles city ordinance requires that hotel guest registers "shall be made available to any officer of the Los Angeles Police Department for inspection... at a time and manner that minimizes any interference with the operation of the business." Neither the hotelier's consent nor a search warrant is required for an officer to demand to see the guest register. The ordinance also specifies particular information that the hotel must obtain from a guest and that the hotel must retain the records in or near the hotel office for no less than 90 days.[2]

Los Angeles hotel owners Naranjibhai and Ramilaben Patel sued, asking that the law be struck down as "facially unconstitutional." A law is facially unconstitutional if there is no possible application of the law that could ever be constitutional. The trial court upheld the ordinance on the grounds that hotels have "no reasonable expectation of privacy" in their guest registry. On appeal, the city conceded that there was some minor privacy interest, but argued that the inspections were permissible administrative searches that don't need a warrant. The Court of Appeals added a complicating wrinkle to the case by resting its decision largely on the more esoteric question of whether a Fourth Amendment challenge on a facial basis is ever proper.

The U.S. Supreme Court ruled against the city, striking down the challenged portion of the hotel ordinance. (The portion of the ordinance that requires creating and maintaining the hotel registry is unaffected by the decision.) Four justices dissented. Justice Scalia penned the main dissent, joined by Chief Justice Roberts and Justice Thomas. Scalia criticized the majority's application of the three-part test previously employed to assess warrantless searches of "closely regulated industries." He would have found the LAPD inspection of the hotel registries to be "reasonable" under the Fourth Amendment. Justice Alito, joined by Justice Thomas, strongly argued that the facial challenge must fail, and he outlined five scenarios that likely would have resulted in constitutional application of the city ordinance.[3]

Industry Regulation and Facial Challenges

The decision to strike down the Los Angeles ordinance provides a glimpse into the court's thinking on two broader issues: (1) if the hotel industry should be classified as "highly regulated" and (2) if facial challenges are ever proper.

On the issue of regulation, law enforcement amicus briefs in this case addressed the significant threat of human trafficking and the critical role that regulating and inspecting hotel registries plays in detecting traffickers. The U.S. Supreme Court has previously held that the operators of "highly regulated" businesses hold a sharply limited expectation of privacy deserving of Fourth Amendment protection. Thus far, the court has found only four industries to fall into the "highly regulated" classification (auto junkyards, stone quarry mining, firearms dealers, and liquor distributors).[4] The City of Los Angeles argued that the transient lodging trade should be classified as a "pervasively regulated industry." The Supreme Court disagreed, noting that classifying hotels "as pervasively regulated would permit what has always been a narrow exception to swallow the rule."[5]

On the issue of facial challenges, the city had argued that facial challenges under the Fourth Amendment are never proper because such challenges lack the concrete factual context to examine the challenged law "as-applied." A facial challenge to a law attacks the legislative action—the very enactment of the law or regulation. On the other hand, an as-applied challenge attacks the executive action—the enforcement of the law or regulation.

The most compelling argument in the amicus briefs supporting the city is that the U.S. Constitution prohibits action (for example, enforcement) by a government official, but does not prohibit the creation of the law. Georgetown University Law Professor Nicholas Rosenkranz explained to the court: "Properly understood, a 'facial challenge' is nothing more nor less than a challenge to legislative action, and an 'as-applied challenge' is nothing more

nor less than a challenge to executive action."[6] Ultimately, the court held that facial challenges under the Fourth Amendment are not categorically barred or even "especially disfavored."

In total, an all-star legal cast filed 18 amicus briefs in this case. While this may not pique the interest of many officers, the briefs do reveal just how far-reaching this case could eventually be. One of the amicus curiae briefs was filed on behalf of Google, the Electronic Frontier Foundation, and the Electronic Privacy Information Center. Clearly, Google and the others saw the connection with a company's ability to protect customer information from government inspection. This portion of the decision may well pave the way for facial challenges to future regulations aimed at capturing electronic data in the interest of promoting public safety.

Immediate Aspects

There are, however, far more immediate and practical facets to the narrowly divided court's opinion. Foremost, the challenged portion of the Los Angeles ordinance was held to be unconstitutional, meaning that Los Angeles Police Department officers must now use an administrative subpoena to obtain access to the registers. Further, the city must allow an opportunity for a precompliance review hearing whenever a hotel operator objects. Of course, a hotel may still voluntarily share its guest information with law enforcement officers: "Absent consent, exigency, or the like, in order for an administrative search to be constitutional, the subject of the search must be afforded the opportunity to obtain precompliance review before a neutral decision maker."[7]

The majority opinion noted that officers can issue administrative subpoenas, "which are typically a simple form, can be issued by the individual seeking the record—here, officers in the field—without probable cause that a regulation is being infringed," to easily obtain hotel registries. The court cited the existence of more than 300 administrative subpoena provisions in federal law.[8] However, not all states have similar provisions, and some may well balk at police officers issuing subpoenas in the field.

The court's decision strongly suggests that any administrative search scheme must include an opportunity for the recipient of an administrative subpoena to "question the reasonableness of the subpoena before suffering any penalties for refusing to comply." Moreover, the court's suggestion for handling the objection of a hotelier—for an officer to "guard the registry until the required hearing can occur, which ought not take long"—presupposes a bureaucracy with an immediate review hearing available.[9] Such a suggestion will prove impractical for many agencies.

Many cities across the United States have laws similar to the Los Angeles city ordinance. The court's opinion technically invalidates only this ordinance, but it provides direction for resolving similar challenges and, ultimately, will inform deliberation over the validity of any government regulatory scheme requiring record keeping or the inspection of conditions or premises. Chiefs in jurisdictions with similar hotel registry ordinances should consult with their legal advisors on continued enforcement. ❖

Notes:

[1]*City of Los Angeles v. Patel*, 576 U.S. ___ (2015), https://supreme.justia.com/cases/federal/us/576/13-1175/case.pdf (accessed July 21, 2015).

[2]*Id.*

[3]*Id.*

[4]*New York v. Burger*, 482 U.S. 691 (1987) (inspection of an auto junkyard); *Donovan v. Dewey*, 452 U.S. 594 (1981) (safety inspection of stone quarry mining operations); *United States v. Biswell*, 406 U.S. 311 (1972) (inspections of firearms dealers); *Colonnade Catering Corp. v. United States* 397 U.S. 72 (1970) (regulatory oversight of liquor distribution).

[5]*Patel*, 576 U.S.

[6]Brief for the Manhattan Institute for Policy Research as Amicus Curiae in Support of Petitioner, *City of Los Angeles v. Patel*, No. 13-1175 pp. 3-4.

[7]*Patel*, 576 U.S.

[8]*Id.*

[9]*Id.*

The Priority Enforcement Program

Many of you are likely aware that the law enforcement work at U.S. Immigration and Customs Enforcement (ICE) falls primarily within two units: Homeland Security Investigations (HSI) and Enforcement and Removal Operations (ERO). As director, one of my main objectives is to help strengthen cooperation, collaboration, and information sharing with our law enforcement partners across the United States and around the world. None of us have unlimited resources, and, as public servants, it is incumbent upon us to make smart decisions with the funding we are given to get the job done.

Our agents and officers at HSI are focused on investigating and dismantling dangerous criminal networks that traffic in narcotics; counterfeit goods; and, worst of all, people. For example, in June 2015, our office in Maryland reported the sentencing of two U.S. citizens to a combined 90 years in prison for their roles in a deeply disturbing human trafficking operation in which young women were kidnapped for prostitution.[1] Unfortunately, cases like this are all too common and the victims are often children and young adults who will carry both physical and psychological scars for the rest of their lives. This and other HSI investigations have featured excellent cooperation with several state and local police departments, illustrating the importance of collaborative efforts to our shared national security missions.

ICE is also a leader in investigations involving the sexual exploitation of children and child sex tourism, and we have developed new investigative methods and tools to combat these crimes. For instance, ICE launched the Operation Predator app, which makes it easier to report and identify suspected child exploitation. This is the first time a smartphone app has been used by U.S. federal law enforcement to seek the public's help with fugitive and unknown suspect child predators, and it has been increasingly helpful in solving cases.

On the civil immigration side, our enforcement efforts are led by nearly 5,700 law enforcement officers who make up the ERO component of ICE. These dedicated officers enforce U.S. immigration laws by identifying and apprehending priority aliens, detaining these individuals when necessary, and removing them from the United States.

Here again, our ability to build effective partnerships with local law enforcement is critical to our success. We are seeking to strengthen the relationships between ICE field offices and local police and sheriff departments through a new collaborative effort known as the Priority Enforcement Program (PEP). Through PEP, ICE seeks to develop policies and procedures that support community policing while ensuring that ICE takes custody of dangerous criminals before they are released into the community. PEP is a balanced, commonsense approach that places the focus where it should be: on criminals and individuals who threaten public safety.

PEP begins at the state and local level when an individual is arrested and booked by a law enforcement officer for a criminal violation, and his or her fingerprints are submitted to the Federal Bureau of Investigation for criminal history and warrant checks. The same biometric data are also sent to ICE so that our officers can determine whether the individual is a priority for removal, consistent with a clearly defined set of enforcement priorities. That part of our process remains the same. What has changed is that ICE is now replacing its current detainer with a

Sarah Saldaña, Director, U.S. Immigration and Customs Enforcement

We are seeking to strengthen the relationships between ICE field offices and local police and sheriff departments through a new collaborative effort...

"Request for Voluntary Notification of Release of Suspected Priority Alien" and "Immigration Detainer – Request for Voluntary Action." Basically, we now seek the transfer of a removable individual who has been convicted of serious crimes or, in the alternative, a notification that a priority alien is going to be released from the local jurisdiction.

Our shared overarching goal is public safety. The purpose of PEP is to remove individuals who are considered high enforcement priorities, which includes individuals who have been convicted of serious crimes, those actively and intentionally engaged in gang activity, and those who are threats to U.S. national security. PEP will enable us to work together to take custody of such individuals before they are released from prisons or jails, directly back into our communities.

Visiting the communities we serve and speaking with those affected by the hard work of our officers, agents, and investigators once again affirm the words of U.S. President Obama when he put forth his commitment to reforming the United States' immigration system last November; "[W]e didn't raise the Statue of Liberty with her back to the world, we did it with her light shining as a beacon to the world. And whether we were Irish or Italians or Germans crossing the Atlantic, or Japanese or Chinese crossing the Pacific; whether we crossed the Rio Grande or flew here from all over the world—generations of immigrants have made this country into what it is. It's what makes us special."[2] As ICE Director, I take great pride in those words. While our workforce is dedicated to ensuring the safety and security of the U.S. way of life, we also are committed to enforcing the laws that help make that way of life available to all people in the United States.

Though still in my first year on the job, I am proud to work alongside so many dedicated women and men who comprise the ICE

workforce. We strive to support Secretary Jeh Johnson and the mission of the U.S. Department of Homeland Security. Our efforts to secure U.S. borders and prevent terrorism require both courage and determination, as well as a commitment to the ideals upon which the United States has stood for nearly two and a half centuries—and that includes the value of welcoming those seeking a secure and better life while ensuring the safety of the public. ❖

Notes:

[1]Vanessa Junkin, "Two Convicted in Wicomico Human Trafficking Cases," DelmarvaNow, June 12, 2015, http://www.delmarvanow.com/story/news/local/maryland/2015/06/12/human-trafficking-wicomico-eastern-shore/71133482 (accepted July 22, 2015).

[2]Barack Obama, "Remarks by the President on Immigration" (speech, Del Sol High School, Las Vegas, Nevada, November 21, 2014), https://www.whitehouse.gov/the-press-office/2014/11/21/remarks-president-immigration (accessed July 16, 2015).

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IACP WORKING FOR YOU

In the mission to support the law enforcement leaders of today and develop the leaders of tomorrow, the IACP is constantly involved in advocacy, programs, research, and initiatives related to cutting-edge issues. This column keeps you up to date on IACP's work to support our members and the field of law enforcement.

Smaller Agency No-Cost Technical Assistance

IACP's Smaller Law Enforcement Agency Training and Technical Assistance program, funded by the U.S. Department of Justice, Bureau of Justice Assistance, is offering customized technical assistance consultations to local law enforcement agencies that serve populations of 50,000 or fewer. The consultants can assist with designing shift schedules, developing community surveys, and creating strategic plans; other technical assistance needs will be considered as well.

For information about technical assistance services for smaller agencies, contact Jennifer Styles at styles@theiacp.org or 703-647-6804.

TIM Video for Traffic Reporters

The Traffic Incident Management (TIM) Subcommittee is pleased to announce the release of a new video, *Traffic Incident Management: The Role of the Traffic Reporter*. This short video is designed to engage traffic reporters and introduce them to the valuable role that they play in traffic incident management through informing the public on traffic incidents and educating them on relevant laws such as Move Over, Move-It, and Quick Clearance. IACP encourages law enforcement leaders to reach out to their local traffic reporters and share this video with them.

The video is available on IACP's YouTube channel (www.youtube.com/watch?v=XAXKD-Ox0eA&feature=youtu.be). Learn more about TIM at http://timnetwork.org.

Monthly Line-of-Duty Death Overviews

Each month, IACP's Center for Officer Safety and Wellness sends members a summary of the line-of-duty deaths from the preceding month via email. The summary includes an overview of the causes of death, as well as other information such as average tour-of-duty lengths and a comparison to data from the same month of the previous year.

The overviews also provide information about officer safety–related topics and links to resources from the Center for Officer Safety and Wellness. ❖

To learn more about IACP's Center for Officer Safety and Wellness, visit www.theiacp.org/CenterforOfficerSafetyandWellness or contact the Center at officersafety@theiacp.org

Note: *Every effort has been made by the IACP Law Enforcement Policy Center staff and advisory board to ensure that IACP model policies incorporate the most current information and contemporary professional judgment on the issues. However, law enforcement administrators should be cautioned that no "model" policy can meet all the needs of any given law enforcement agency. Each law enforcement agency operates in a unique environment of federal court rulings, state laws, local ordinances, regulations, judicial and administrative decisions, and collective bargaining agreements that must be considered. In addition, the formulation of specific agency policies must take into account local political and community perspectives and customs, prerogatives, and demands; often divergent law enforcement strategies and philosophies; and the impact of varied agency resource capabilities among other factors.*

Policing has a long and storied history, but as any textbook can tell you, it is also constantly evolving.

Sometimes, the evolution of policing is catalyzed by a particularly innovative idea. Being innovative is challenging and sharing a new idea takes courage, but it can lead to more ideas, research, policies, practices, and evolution for the profession. *Police Chief* sent out a call for great ideas to improve the field of law enforcement. We know great ideas can come from anywhere and anyone—and they did! We regret not being able to share them all, but the following pages showcase the best of the many ideas we received. The authors of these ideas come from all over the world, from a number of different fields, and from all different ranks. The more than 40 ideas involve new local initiatives and innovative programs, as well as ideas not yet put into play. They are sorted into the following topic areas, though many go beyond these simple categories:

- Data-Driven Policing
- Policy & Reform
- Police-Community Relations
- Training & Education
- 21st-Century Policing
- Officer Safety & Wellness
- Working with Youth

Ranging from Chinese social media to the intelligence paradox to connecting with high school students and more, the Great Ideas that follow are creative, thought provoking, and relevant—perhaps one of these is the spark you've been looking for to move your agency forward!

CONTENTS

Probability Model for Mitigating Civil Unrest and Enhancing Effective Police Response

By **Mark E. Lomax,** Major (Ret.), Pennsylvania State Police, Executive Director, National Tactical Officers Association

Social unrest, civil disobedience, riots, protests, and clashes with the police are not novel occurrences in the United States. The country was founded on the principles of civil disobedience—just think of the Boston Tea Party. The 19th Amendment for women's suffrage was brought to the forefront by the civil disobedience of Susan B. Anthony. While the Civil Rights Act of 1866 gave some U.S. citizens equal protection under the law, it took nearly 100 years of protests, riots, and clashes with law enforcement before discrimination based on race, color, religion, sex, or national origin was outlawed by the Civil Rights Act of 1964. The freedom to gather and protest against the legal norm is a constitutional right in the United States; however, criminal acts such as vandalism and property damage that may accompany civil disobedience must be curtailed and handled by law enforcement to protect the safety of others and property.

Recent civil unrest in Baltimore, Maryland, shows there continue to be clashes between those who are advocating for what they believe are their inalienable rights under the U.S. Constitution and the government, which is personified by law enforcement.

Law enforcement is never the sole catalyst for civil unrest. Incidents are caused by a perfect storm of several variables that together contribute toward the growing conflict. By looking back in the history of civil unrest, we can find several factors that are repeated in those situations. The ability to anticipate will always be an advantage to law enforcement, yet policing has been more of a reactive process than a proactive tool when it comes to civil unrest.

What if there was a plausible model to anticipate civil unrest? A probability model could be used as a predictor of potential contributing factors that may lead to civil disorder. Looking back over the past 100 years, certain commonalities appear with civil unrest situations, and the convergence of several variables contributes to violent confrontations between communities and law enforcement. There is never a lone single action of law enforcement that precipitates a civil unrest situation; rather, it is a single act of law enforcement that ignites the tinder accumulated over time. So what are the commonalities that contribute to the flashpoint, which, as we observed in Ferguson and Baltimore, can catch fire so quickly? Immediately, one finds two overriding similarities in occurrences of civil unrest in the United States: (1) the clashes have usually been between law enforcement and the communities it polices, and (2) most clashes begin in communities of color, though they can involve other marginalized communities.

Looking at this from a STEEPLED (social, technological, economic, environmental, political, legal, ethical, and demographic) analysis point of view, it is evident that the aforementioned areas, when skewed, are contributors to civil unrest situations. One of the first modern race riots, the Harlem Riot of 1935, was sparked by rumors of the beating of a teenaged shoplifter. The riots, which resulted in three deaths and injured hundreds, was one of the earliest documented clashes between law enforcement and communities of color in the United States. The clashes continued through the riots of post-World War II, to the riots of the 1960s, to the Native American upheavals in the 1970s. The commonalities of these include the following:

- Most common months of occurrences—April, May, August, and September
- Time of day—evening (dusk or darkness)
- Precipitating incident
- Usually starts with a minor interaction between police and citizen
- False information and rumors quickly spread throughout community
- Race factor (white police and minority communities)
- Previous indicators (complaints, protests, etc.)
- Economic competition
- High unemployment levels
- High dropout rate in schools
- Strained police and community relationships
- Acquittal or not guilty verdict of police in an incident
- Perceived corruption and abuse of power
- Perception of police or government conducting a practice of abuse, harassment, and misconduct against the community
- Years of strained relationships and perceived inequalities or abuse of power

Based upon a preliminary review, there are overlapping areas that are shared among incidents of civil unrest in the United States. A "Probability Model for Mitigating Civil Unrest and Enhancing Effective Police Response" would include an in-depth analysis of such events in modern history to identify commonalities in social, economic, environmental, political, legal, ethical, demographic, and technological factors. It would also be a proactive tool to anticipate, mitigate, and, if necessary, properly respond to acts of civil disobedience. Moreover, effective de-escalation training, proper equipment, and the use of community resources, such as clergy, community leaders, teachers, business owners, and nonprofit associations, would assist in mitigating major civil unrest events. Developing a probability model of recurring areas of concern would provide law enforcement with a barometer for anticipating potential community conflicts. It is recommended that a holistic approach be taken to mitigate civil unrest by being proactive in communications with all stakeholders in a community prior to any act of civil disobedience.

Civil unrest in the United States is never an isolated incident. It is always an accumulation of unresolved issues that boil over into a violent interaction with law enforcement, who are the most visible arm of the government. Often, there is overreaction from both sides of the confrontation, with tragic results. ❖

One Place Family Justice Center Protection Order Database

By **Billy Caulfield,** Investigator, Montgomery County, Alabama, District Attorney's Office, Alabama, Captain (Ret.), City of Montgomery, Alabama, Police Department, and **Sarah Green,** Victim Advocate, Family Sunshine Center, Montgomery, Alabama

As law enforcement officers know, a large proportion of the calls for service we respond to are domestic violence calls, and many of these calls involve protection orders. Prior to 2013, in the state of Alabama, there were no means by which law enforcement officers were able to verify and confirm an existing protection order unless the victim had a copy of their order or the courts were open. Communication, coordination, and collaboration are all needed to hold offenders accountable and increase victim safety. Now, in Alabama, there is a way for law enforcement to have available accurate and current information on the status of protection orders: The One Place Family Justice Center Protection Order Database.

In 2010, in Montgomery, Alabama, the state's first Family Justice Center, One Place, opened its doors to make it possible for victims of domestic violence, sexual assault, stalking, child abuse, and elder abuse to receive services in one location. One Place's concept is that service providers are co-located, so victims receive services in an efficient and timely manner. One Place Executive Director, Steve Searcy, made it a long-term goal for One Place to create a Protection Order Database that law enforcement and court officials could use to access 24-hours-a-day, "real-time" information on protection orders. One Place received a federal grant from the Office of Violence Against Women's Encouragement to Arrest and Enforce Protection Orders program to meet this goal. Through funding from this grant, One Place was able to hire an investigator employed by the Montgomery County District Attorney's Office, and a victim advocate employed by the region's domestic violence service provider, The Family Sunshine Center. The two individuals work as partners and part of their duties include maintaining and overseeing the Protection Order Database.

The Family Justice Center Protection Order Database is designed to be used by law enforcement and court personnel to provide quick and useful information in prosecuting and enforcing domestic violence cases and violations of protection orders. The database is multi-jurisdictional, covering the entire state of Alabama.

In the database is information on defendants who are enjoined by a protection order. The information includes protection from abuse orders, conditions of release, domestic violence arrest history, and police reports relating to the defendant. This information can be useful to those who are responsible for arresting and sentencing domestic violence perpetrators. It will help assess the dangerousness of the offender and enable viewing of the defendant's history of domestic violence. Individuals who have access to the database include law enforcement officers, prosecutors, court personnel, and judges. One Place Family Justice Center and the Administrative Office of Courts partnered to make information on protection orders accurate in real time. Users are now able to view protection orders throughout the state of Alabama as soon as they are granted by the courts.

The database has been particularly useful in the city of Montgomery, Alabama. Domestic violence calls for service involving protection orders are extremely high risk for both patrol officers and victims. Providing officers with pertinent information about an offender's history of domestic violence and protection orders quickly and easily is essential to help them identify and determine the best way to respond to a domestic violence call. In Montgomery, emergency call takers and dispatchers are using the database to give police officers details and information pertaining to defendants enjoined by protection orders while they are en route to a scene. Officers are also able to pull up the database on their vehicle computers or smart phones to actually see the protection order and determine conditions of the order.

In order to spread information across the state on enforcing protection orders, the law as it relates to protection orders, and the use of the Protection Order Database, the investigator and the victim advocate train law enforcement officers across the state of Alabama. Training on these issues helps to encourage the uniform enforcement of protection orders across the state.

In addition to overseeing the Protection Order Database and training law enforcement officers, One Place's investigator and victim advocate maintain contact with high-risk victims over time to help ensure that their offender is not violating the protection order and that they continue to have access to safety and services. This partnership has proven to be a proactive way to reach out to victims and to monitor or prevent the violation of protection orders. The investigator and the victim advocate contact victims by phone, in court, and by going and checking on them in person.

The One Place Family Justice Center, through its working relationships, communication, and coordination with law enforcement, the courts, and service providers, is able to hold those who violate protection orders accountable and increase safety. The Protection Order Database is a valuable tool that does just that. ❖

To learn more about the Protection Order Database, contact Investigator Billy Caulfield at **BillyCaulfield@mc-ala.org.**

IACP provides numerous resources for law enforcement officers seeking to learn more about domestic violence and victims of domestic violence, including *Protecting Victims of Domestic Violence: A Law Enforcement Officer's Guide to Enforcing Orders of Protection Nationwide.*
Visit **www.theiacp.org/Police-Response-to-Violence-Against-Women#Domestic_Violence** for this and other resources.

Domestic Violence Risk Assessments: Increasing Accountability and Engaging with Victims

By **Shellie Enright,** Domestic Violence Prevention Coordinator, Brooklyn Park, Minnesota, Police Department, and **Mark Bergeron,** Sergeant, Brooklyn Park, Minnesota, Police Department

Brooklyn Park, Minnesota, located on the west bank of the Mississippi River, is the fourth-largest city in the Twin Cities metropolitan area with a highly diverse population of more than 77,000 residents. The city's police department consists of patrol, investigative, and support services divisions. The Brooklyn Park Police Department (BPPD) has a history of collaborating with a variety of justice systems and community organizations for the purposes of improving capacity for law enforcement and for building community engagement.

In 2011, the police department established goals to improve the delivery of services to victims, reduce the likelihood of further victimization, and increase offender accountability. To help meet these goals, the police department hired a domestic violence prevention coordinator (DVPC). The police department also examined all practices in effect and made several important changes to meet the outlined goals.

The DVPC conducts a review of all domestic violence cases filed with the police department and then utilizes the risk assessment information gathered on scene by officers to analyze each case using the Ontario Risk Assault Risk Assessment (ODARA) tool. The ODARA, developed in Ontario, Canada, is an empirically tested and validated domestic violence risk assessment tool to assess for recidivism, as well as the frequency and severity of potential further assaults. Based on the case review and ODARA assessment conducted by the DVPC, additional follow-up will be conducted. This follow-up often includes a visit to the victim's residence by the DVPC and an officer.

The home visit conducted by the DVPC provides victims with the opportunity to speak about their concerns directly with the DVPC and an officer and ask questions regarding their case. The visit also allows officers to check for order violations that may be occurring, photograph injuries that may be more visible a few days after the assault, or learn other information about the case that may not have been initially reported by the victim. If the victim has not been in touch with Cornerstone, BPPD's partner advocacy agency, the home visit provides an opportunity to connect them.

Another key aspect of the DVPC's role is the review of domestic-related 9-1-1 telephone calls and jail calls for evidentiary value. This information, along with information gathered during the home visit, is shared with case detectives, advocacy services, and criminal justice partners for more effective case prosecution and offender supervision.

To support prosecutions, the DVPC and an officer conduct all domestic-related subpoena services. This allows the DVPC to address concerns the victim may have related to upcoming court proceedings. The assisting officer will follow up on any reported order violations or other efforts by the offender to prevent testimony.

A proper patrol response to a domestic report during the initial stages is significant to a successful case outcome. To ensure a robust patrol response, all BPPD officers were provided updated training related to interviewing techniques, report writing, and digital photography. Emphasis was placed on understanding cultural barriers, displaying empathy for victims, documenting the assault in context of past abuse, and conducting proper scene and injury photography. Patrol officers now complete a Domestic Supplement (risk assessment form) on scene, which provides the foundation for the ODARA screening later conducted by the DVPC. This document is immediately sent via email to advocacy and probation services. In addition to the mandated Crime Victim's Resource Card given to each victim, officers now provide a Domestic Violence Information Sheet. This document provides more detailed information related to frequently asked questions from domestic violence victims. If an arrest is made, patrol officers will conduct a formal Q&A interview (known as a Scales Interview in Minnesota) with the offender at the detention facility.

Because it is not always necessary to have filed a police report in order to be granted an Order for Protection (OFP), the police do not have contact with some domestic violence victims. To remedy this, the DVPC proactively reaches out to these victims once the OFP has been served to the respondent. The DVPC's goal is to increase victim awareness of the resources available and reduce fears the victim may have concerning filing an official report for a new order violation or past abuse.

The outcome of this work has been successful as our conviction rate for domestic assault and related crimes has increased over 240 percent since 2010. The police department continues to review its practices and implement changes as necessary to ensure we are meeting the needs of our diverse community, domestic violence victims, and criminal justice partners. ❖

Figure 1: Response To Domestic Case—First 24–48 Hours

911 Call/Police Response
- » On-scene investigation
- » To arrest or not to arrest
- » Scales interview

Patrol Paperwork
- » Domestic Packet (Medical Release/Victim's Domestic Violence Supplement/Victim Information/ Advocate Agency Pamphlet)
- » Crime Victim Notification Card

Cornerstone Advocacy
- » Domestic Supplement faxed over to Shelter/Advocacy/ Probation within 4 hours
- » Victim contacted

Domestic Violence Coordinator
- » ODARA Assessment/Lethality
- » Determine if Knock/Talk Follow-up is needed
- » Investigation/Ongoing Prosecution Assistances
- » Monitor Jail Call/Obtain 9-1-1 calls for Investigator and Prosecutor

Legal Advocates
- » Victim Safety Planning/Follow-up
- » Court Support

The Crucial Role of Collective Efficacy in Data-Driven Crime Prevention Policies

By **Craig D. Uchida,** PhD, Justice & Security Strategies, Inc., and **Beau Thurnauer,** Deputy Chief, East Hartford, Connecticut, Police Department, Chair, IACP Crime Prevention Committee

The idea of the "community" is critical to community policing and crime prevention, yet many community policing efforts underestimate the role that residents play in crime control or simply pay lip service to community involvement. While police play an important role in crime control and are legally authorized to do so, the vast majority of crime control actually results from the everyday activities of citizens. An effective crime control strategy is one that not only acknowledges and embraces the importance of citizens in preventing crime, but seeks to enhance their ability to do so.

Through rigorous research efforts, we have found that the theories of collective efficacy and social cohesion can help police departments develop community-based crime control. We define "collective efficacy" as the collective ability of residents to produce social action to meet common goals and preserve shared values—their effectiveness as a group. "Social cohesion" refers to the emotional and social investment in a neighborhood and sense of shared destiny among residents (i.e., we're all in this together).

Collective efficacy and social cohesion are associated with levels of crime. When residents meet with each other and interact, they form social ties. In well-functioning neighborhoods, there are a large number of social ties between residents; in poorly functioning neighborhoods, there are fewer of them.

Residents with close social ties tend to watch out for each other and their property. They will make sure kids are not getting into trouble, monitor people hanging out, and generally provide a sense of safety within the neighborhood. Collective efficacy, therefore, refers to the degree to which you trust your neighbors to provide this sense of safety and to intervene if something happens.

Social cohesion refers to the emotional and social connection that comes with close social ties; it is the "sense of community" shared by residents of a neighborhood. In neighborhoods with high social cohesion, residents trust each other and experience a sense of belonging in the neighborhood. This sense of belonging comes from an increased emotional, social, and economic investment in the neighborhood—areas where people own homes, send their kids to local schools, and "put down roots" tend to have higher social cohesion.

Research shows that neighborhoods with high collective efficacy have lower rates of violent crime. Additionally, residents perceiving high levels of social cohesion experience less fear of crime. This suggests that one way to reduce crime is to encourage the development of collective efficacy and social cohesion within neighborhoods.

Certain neighborhood conditions make it difficult to develop collective efficacy and social cohesion. Neighborhoods where residents come and go and stay for only short periods of time experience lower levels of collective efficacy and social cohesion. Low-income neighborhoods and neighborhoods where residents have lower levels of education and lower levels of employment also experience lower levels of collective efficacy and social cohesion.

The Police Role

Understanding collective efficacy and social cohesion gives more depth to the police role within the community. Police know that their presence and visibility have an impact on influencing behavior. What steps can the police take to encourage these two vital concepts?

Collective Efficacy

- Know of and contribute to community meetings; encourage their formation if necessary.
- Spend time in parks and initiate contact with adults and children; they will learn to trust you and each other.
- Be visible at community centers; continued appearances will make you "one of the crowd."
- Neighbors meet and network in shared spaces (like parks); be a part of that informal system.

Social Cohesion

- Bring together residents of neighborhoods or members of housing authority organizations to encourage interaction and discuss crime issues.
- Establish crime watches to bring people in the community together while also reducing crime and establishing extra eyes and ears for the police department.

Innovation and persistence are necessary to make these concepts work, but, by fostering collective efficacy and social cohesion, you can revitalize neighborhoods and reduce crime.

There has never been a better time to establish connections with the citizens we serve. When something goes wrong, the police need the support of the people they serve. Utilizing these concepts both helps prevent crime and builds long-lasting community bonds and trust. ❖

For more information, see **www.ncjrs.gov/pdffiles1/nij/grants/245408.pdf.**

Sharing Data Among Agencies and Across Borders

By **Joseph Ferrandino,** Associate Professor, Criminal Justice, Indiana University Northwest

Over the last three years, public safety agencies throughout northwest Indiana have created a unique, cost-effective, and wide-reaching data sharing network that has transformed law enforcement practices and possibilities.

These agencies, including some of the most historically violent cities in the United States, have committed to sharing data across jurisdictions and agencies and with the public in unprecedented ways through the Northwest Indiana Public Safety Data Consortium (NWIPSDC).

The consortium is funded by an annual donation from the Northern Indiana Public Service Company (NIPSCO) and administered by Indiana University Northwest's Associate Professor of Criminal Justice, Joseph Ferrandino, an arrangement that gives free access to all public safety agencies in the region for a total cost of $10,000 per year. There are currently 25 agencies that seamlessly share information on the ArcGIS Online network, including police departments, sheriff's offices, probation, parole, and private partners.

Ability to Map, Analyze, and Share Data

The NWIPSDC network brings several features to each department that were previously absent.

First, each agency has the opportunity to interactively map and analyze anything they want about their individual jurisdictions in order to provide more efficient and effective services.

Regardless of the system the agency uses, all files are turned into shapefiles, a feature that permits data sharing between agencies within the network, overcoming a major limitation in data sharing across counties and agency types. This feature separates the NWIPSDC from many other types of information sharing networks.

Each agency, working with Indiana University Northwest, has created its own customized "commonality of picture" applications that are available to entire departments and some individualized units within departments. Taken a step further, the interwoven layers of information feed back and forth within the network to maximize their usefulness and availability. For example, police have access to all probationers (from three counties) and parolees that live within their jurisdictions. These files, which are updated weekly, give police knowledge about known offenders and has led to several police departments taking the step to do "address verifications" for probation officers, an activity that had not been done prior, but is now a shared responsibility for both police and probation with the goal of providing more effective supervision. As an added benefit, all police calls for service, which are also updated weekly, feed back into the probation and parole applications so that they can query offender addresses to determine if police have been to the residence.

Policing Across Boundaries

The sharing of information in this format also has the benefits of giving each agency a crime map that extends around its own borders, as many agencies can see only the crime that occurs within their borders, missing valuable information about crime and criminals. This network also provides flexibility for departments as they decide what crime or activity is a problem within their communities, making the tool and its features as adept at handling traffic accidents and thefts in one jurisdiction as it does homicides, shootings, and robberies in another. Many departments are able to share their interactive applications with the entire department, something a department with ArcGIS Desktop alone cannot do.

In the first year alone, participating networks applied for over $1 million in grants using data derived from the system, and three cities were jointly awarded a Project Safe Neighborhood grant in 2014. All of the data for that grant are collected using our ArcGIS Online account linked to a free, mobile ArcGIS Collector application.

Cost Savings

If every agency independently bought their own commonality of picture software, they would be limited in data sharing and the cost would likely be in the millions annually. Instead, 25 agencies have free access and control of their own information, how it is shared, and how the applications are built, and they are innovating in ways they never imagined.

The NWIPSDC design holds potential for areas in which many jurisdictions are clustered together; where agencies cannot afford expensive private systems, but also cannot afford to not analyze, query, and share information; where police and other public safety agencies can enact partnerships with universities that serve regions rather than cities; and for areas that do not have connected crime analysis divisions, but do have crime that crosses these boundaries.

Community Policing, Public Involvement

One of the greatest benefits of this network and its structure has been the creation of public crime map applications that allow citizens to interactively search crime, click on map points to bring up information, and play a more active role in stopping crime. Ten law enforcement agencies in northwest Indiana make a weekly crime map available on the website of the second largest Indiana newspaper, *The Times of Northwest Indiana*.

For example, Gary, Indiana, has a detailed homicide map that follows each and every homicide from event to conclusion, with citizens able to follow cases and provide information. The law enforcement agencies of northwest Indiana, in conjunction with our myriad of partners, have found it beneficial to seamlessly share data with each other and the public in the most effective and cost-efficient way possible. This approach has enshrined cooperation and collaboration, introduced data-driven and intelligence-led policing efforts, and sparked innovation in countless ways.

This cost-efficient initiative and its resulting benefits can be replicated in many regions throughout the United States if university expertise is networked with police innovation, and both leverage the private sector to increase public safety and enhance regional information sharing. ❖

Past Predicted: How the Intelligence Paradox Undermines Our Ability to Solve Crimes

By **Apollo Kowalyk,** Staff Sergeant, Edmonton Police Service, Alberta, Canada

A paradox is defined as a situation, person, or thing that combines contradictory features or qualities. Unfortunately, it also describes how records management systems work at cross purposes with the information needs of police investigations.

The architecture of conventional database systems is rooted in the industrial thinking of the World War II era. O.W. Wilson, an early voice of police reform, reflected this frame of mind when he wrote the book on police records classification in 1942.[1] The influence of his prescriptive methods is still evident today, manifesting itself in the "tyranny of the casefile," which U.S. Senator Richard Shelby identified in a 2002 Senate Committee Report on the need for post-9/11 intelligence reform.[2] This "casefile mentality" characterizes the way in which law enforcement agencies gather and organize information according to a sequential case number and store it in file folders, electronic or otherwise, where the information quietly waits for somebody to find it through a precise search. Centralized record keeping was intended to provide greater control over police operations, but criminal intelligence was never part of the equation.

This is why law enforcement agencies continue to struggle with an intelligence paradox—the ability to generate investigative insight is hindered by the very systems that store the data we need to solve crimes.

"Bolt-on" solutions have been incorporated with little success. Hotspot maps are generated to show trends and patterns, but this postdictive approach—based on the post-mortem analysis of criminal activity—is of limited use to frontline police officers. The notion of predictive analytics has generated some attention in recent years, but is mere conjecture at this point. It is almost impossible to predict where criminal activity will occur in the near future, except perhaps at an aggregate level, such as the anticipation of an increase in assaults at an entertainment district during Friday and Saturday nights. Criminal activity might average out over time; however, science does not work in terms of averages. Just like you can drown in a lake that averages three feet deep, crime statistics can be misleading.

But the problem runs deeper than this. Clearance rates are driven by arrests made by patrol officers who catch the perpetrator at the scene or identify a suspect through information provided by the victim or witness. This is not a new phenomenon. The startling difference in clearance rates, in a comparison of investigations involving named and unnamed suspects, was recognized in a 1966 study within the Los Angeles Police Department, which lay buried in the voluminous 1967 publication, *The Challenge of Crime in a Free Society*.[3] Clearance rates were approximately *seven times higher* when a suspect was identified early in the investigation. This disparity still exists and has enormous implications for investigative practices today.

This can be explained by an unsolved problem in computer science, commonly referred to as the P=NP problem. It asks whether a difficult problem, whose solution is easily verified, could have been easily solved. For example, confirming a password is much easier than trying to figure it out in the first place. This speaks to the importance of having a named suspect at the start of an investigation; relevant information flows forth from various databases once you know where to look. However, without a named suspect, that same information remains hidden from view because the investigator might not know where to look for it—or that it even exists.

The P=NP problem has real-world applications; for example, school shootings and terrorist attacks often occur without warning, with the attacker's identity and motive becoming clear to investigators only in

hindsight. Identifying a suspect prior to a spree killing or terrorist attack allows police to intervene and prevent a potentially catastrophic incident, but this type of investigative success is often dependent on luck in the absence of sophisticated intelligence-gathering practices, which require a level of investment far beyond what the vast majority of police agencies can afford. Therefore, the best solution is one in which the records management system itself does this work—but how?

Resolving the Intelligence Paradox

Most analytical insight occurs in unexpected ways, often when people least expect it, but we can't rely on serendipity and happenstance to solve crime. Although records management systems are good at storing data, they are poor at matching related data points to generate leads. Automated, intuitive algorithms are required for a task of this magnitude, increasingly important to mission and enterprise needs in a post-9/11 world.

IBM's Jeff Jonas refers to this as a process of "sensemaking," in which "data talks to data" within a Context Computing model.[4] Once entered into the system, each new datum automatically introduces itself to other data points and decides whether a connection exists, perhaps resulting in the unexpected discovery of certain relationships or patterns that raise a red flag. The ability to discover leads that can solve crimes or protect an officer's life through enhanced situational awareness will one day become the gold standard for analytical algorithm design, measured by the ability to increase clearance rates by making use of information we didn't even know we had. Only then will we overcome the intelligence paradox. ❖

Notes:

[1]O.W. Wilson, *Police Records: Their Installation and Use* (Chicago, IL: Public Administration Service, 1942).

[2]*September 11 and the Imperative of Reform in the U.S. Intelligence Community*, Additional Views of Senator Richard C. Shelby, Vice Chairman, Senate Select Committee on Intelligence, December 10, 2002, http://fas.org/irp/congress/2002_rpt/shelby.pdf (accessed July 24, 2015).

[3]Herbet H. Isaacs, "A Study of Communications, Crimes, and Arrests in a Metropolitan Police Department," *Task Force Report: Science and Technology: A Report to the President's Commission on Law Enforcement and Administration of Justice* (Washington, D.C.: U.S. Government Printing Office, 1967), https://www.ncjrs.gov/pdffiles1/Digitization/174NCJRS.pdf (accessed July 24, 2015).

[4]Jeff Jonas, "G2 Is 4," *Jeff Jonas* (blog), January 29, 2015, http://jeffjonas.typepad.com/jeff_jonas (accessed July 23, 2015).

Did this idea or another idea in the magazine catch your attention, make you think, or spark your own idea?
If so, *Police Chief* would love to hear about it. Send a letter to the editor at **letters@theiacp.org** (or mail a letter to us), and you might see it in a future issue of *Police Chief.*

Using Science to Improve the Practice of Interviewing and Interrogation

By **Christian A. Meissner,** PhD, Professor, Department of Psychology, Iowa State University, and **Mark Fallon,** Director, ClubFed LLC, and Chair, High Value Detainee Interrogation Group Research Committee

During the "War on Terror," the Central Intelligence Agency's (CIA's) operations subjected hundreds of suspected terrorists to harsh interrogation techniques, which were often criticized as constituting torture.

The release of the U.S. Senate Intelligence Committee's report on the detention and interrogation program highlighted the use of so-called enhanced interrogation to elicit information. While proponents claim these methods were necessary to compel uncooperative detainees to divulge important information, critical analysis fails to justify their use.

A 2006 Intelligence Science Board report concluded that the U.S. government's interrogation practices were largely devoid of any scientific validity.[1] In fact, the last significant investment in research on interrogation practices occurred more than 50 years ago. Interrogation tactics used today by law enforcement, military, and intelligence staff are, instead, grounded in the experience of investigators who train others.

For the past five years, the U.S. government, through its High Value Detainee Interrogation Group (HIG), has funded a significant science program that is identifying and testing the most effective means of acquiring intelligence and gaining cooperation from interviewees.

The law enforcement community in the United States and overseas is now playing a key role in supporting and developing this new science.

The HIG was created by U.S. President Obama in 2010. It is an interagency group comprising practitioners from the Federal Bureau of Investigation, the CIA, and the Defense Intelligence Agency. The operational mission of the HIG is to conduct interrogations of high-value terrorism suspects. In addition, the HIG was tasked with developing a research program to assess the effectiveness of current interrogation practices and to develop novel, science-based methods.

Today, a team of internationally renowned psychologists from the United States, Sweden, the United Kingdom, Australia, Southeast Asia, South Africa, and the Middle East are doing exactly that in collaboration with the law enforcement community.

In working to develop new methods of intelligence interviewing, the research team—with the oversight of Human Subjects Review Committees that protect the rights and welfare of study participants—has produced more than 60 studies, including experimental research, interviews, surveys of interrogation professionals, and systematic analysis of criminal and counterterrorist interrogation interviews. Once new methods are developed they are scientifically compared with existing practices at U.S. government interrogation training facilities.

This research program has assessed the importance of social relationships, active listening, and personal rapport in eliciting information. The researchers have developed methods that enhance memory recall and evaluate strategic questioning tactics that can help an interviewer judge whether a suspect is telling the truth or not. They have also assessed the impact of the interview context (e.g., the set up of the interview room) and the role of culture and language, including the influence of interpreters.

The team of psychologists is clearly able to show that interview strategies based on building rapport and seeking to understand a suspect's motivation to cooperate are more effective than accusatory practices that attempt to raise anxiety levels, fabricate evidence, and minimize a suspect's perception of their own culpability.

The researchers have conducted surveys of intelligence and law enforcement interrogators, interviewers, and debriefers to learn their views regarding the effectiveness of interrogative approaches. The HIG is also carrying out in-depth interviews of U.S. military and intelligence interrogators with high-value detainee experience. And, in order to provide an objective assessment of what actually happens in an intelligence interview, researchers have analyzed videotaped interrogations from major crimes

cases in the United States and counterterrorism cases in the United Kingdom.

These studies offer an unprecedented perspective on the challenges, successes, and mediators of overcoming resistance and collecting important information from non-cooperative sources. This scientific testing has also provided a new framework for interrogation training.

HIG researchers are now working with the U.S. Air Force Office of Special Investigations and a major civilian law enforcement agency to introduce science-based methods into their formal training programs and to assess their effectiveness.

By advancing the science and practice of intelligence interviewing, the law enforcement community is better able to evaluate what makes a good interviewer, to consider new approaches to gaining information from criminals and terror suspects, and to use innovative methods to detect deception.

And so, just as advances in basic and translational research in medicine have helped to improve health care in the United States, this HIG-sponsored research in the behavioral sciences is enabling law enforcement, military and intelligence personnel to incorporate the latest research to enhance the practice of interviewing and interrogation.

This scientific validation, which results in new approaches that enable interviewers to do their highly skilled and complex work even better, could not be achieved without the support of our forward-thinking law enforcement agencies.

Supporting the HIG research program is a committee that provides a forum for discussions among policy makers, professional associations, science communities, and non-governmental organizations such as human rights and bioethics communities and practitioners. The chair of this group is the IACP's IMPACT Executive Committee vice-chair, Mark Fallon, who formally served as the FLETC Assistant Director, NCIS Deputy Assistant Director, and NCIS Academy Director. He said,

> *Science will not translate for the practitioner community without measurement. Once we know how to measure an interrogation's success and failure, and interviewer performance, we can assess what we are doing and what we need to do better.*
>
> *This research program not only gives practitioners access to the latest discoveries but focuses on helping experts in the field to incorporate these discoveries into new and even more effective interrogation methods.*[2] ❖

Notes:

[1]Robert Fein et al., *Educing Information Interrogation: Science and Art Foundations for the Future* (Washington, D.C.: National Defense Intelligence Council, 2006), http://www1.umn.edu/humanrts/OathBetrayed/Intelligence%20Science%20Board%202006.pdf (accessed July 23, 2015).

[2]Christian Meissner, Susan Brandon, and Mark Fallon, *Interrogation: Expanding the Frontiers of Research and Practice?* (High Value Detainee Interrogation Group, 2015), 45, http://fliphtml5.com/xaga/cwpt (accessed July 23, 2015).

A new publication, *Interrogation: Expanding the Frontiers of Research and Practice*, shares findings with interrogation professionals, U.S. government trainers, and the public.

Want to Reduce Drugs in Your Community? You Might Want to Deflect Instead of Arrest

By **Jac Charlier,** Director of Consulting and Training, Center for Health and Justice

While on patrol, police officers routinely encounter people who have substance use disorders (SUDs). In the United States, adults who were arrested in the past year for any serious offense were four times more likely to have used an illicit drug than those who were not arrested.[1] Additional research shows that 87 percent of males tested positive for at least one illicit drug at the time of arrest and 40 percent tested positive for two or more.[2] Following arrest, in part or directly related to their drug use, those arrested might land in jail or prison. While it is estimated that SUDs occur in 68 percent of the jail population and 53 percent of the state prison population (compared to just 9 percent of the general U.S. population), only 12 percent of the incarcerated population will actually receive drug treatment while in custody.[3] This usually means they will soon be back in their communities (disproportionately communities of color) without having received treatment for the disease of addiction, will start re-using drugs, and may soon have their next contact with police. We have also come to understand the harmful, unintended collateral consequences of repeated and extended contact with the justice system for those low-risk citizens who, due to their addiction, might be better treated in the community. To address this pervasive and costly situation, our citizens, our communities, and our police need solutions that call upon the resources of both the public safety and the public health systems, as well as reflect the desires and concerns of the local community; solutions that reduce crime, reduce drug use, save dollars, and seek to build a more just justice system that enhances police legitimacy in the community.

Building on the White House Office of National Drug Control Policy (ONDCP) Justice Leaders Systems Change Initiative (JLSCI), the Center for Health and Justice (CHJ) at TASC, the Montgomery County (Maryland) Police Department (MCPD), and the Police Executive Research Forum (PERF) have jointly developed a system solution to this persistent challenge faced every day by police across the United States. The solution, known as the Montgomery County Deflection Model (the Model), is a pre-booking deflection (diversion) model focused on the SUD populations who have a high likelihood of repeated contact with police due to their untreated addictions and the attendant criminogenic effects (i.e., those effects statistically related to criminal activity).

The Montgomery County Model brings evidence-based practices currently used in other parts of the criminal justice system to policing at the front end of the justice continuum, such as risk-need, screening and assessment, rapid access to and retention in treatment, neutral case management, peer mentoring, and data-driven deflection decision making. "Front end" justice deflection is a still uncharted area of policing, but it is receiving more attention daily. This is due to the simple fact that the only way into the justice system is through the police at the front end in the form of 14 million arrests a year. This scenario is ripe for innovation and a wide variety of entrepreneurial efforts are critical to developing the pieces that will ultimately form comprehensive solutions that work in a variety of jurisdictions. None of the few known existing efforts are yet proven to be effective, although Seattle LEAD is the furthest along operationally and recently released its first evaluation (March 2015). As such, it is important for the field to implement a variety of innovative models and strategies and to evaluate these various efforts rigorously.

The Model contains both prevention and intervention aspects. If no criminal charges are present, the focus is on prevention. If criminal charges are present (from a list of eligible offenses), then the focus is on intervention. Prevention stops *future entry* into the criminal justice system following police contact by providing the individual with a case manager and peer mentor and access within two days to treatment that will reduce criminogenic (criminal) behavior. Intervention stops *immediate entry* into the criminal justice system (because there are

criminal charges that could be otherwise brought against the person) following police contact by providing a case manager and peer mentor and real-time access to treatment to reduce the likelihood of repeat criminal activity (i.e., future contact with the police, possibly of a more severe nature), while safely retaining the person in the community. Intervention also reduces the likelihood of collateral consequences from justice processing and the negative impacts associated with even short-term incarceration for low-risk individuals. Both prevention and intervention involve voluntary entry into treatment. Those entering through the intervention contact also involve some level of coercion (charges held in abeyance can be filed) to retain them in treatment.

The Model begins when a police officer observes behaviors that might indicate behaviors related to drug use, with or without criminal activity necessarily being present. Following this, the police officer screens the individual to determine that person's criminogenic risk (using the Proxy Risk Tool) and treatment need (using TCUDS) profile. Certain individuals (Prevention–High Need; Intervention–Low Risk, High Need) would be deflected to community-based case management services for full assessment and referral to treatment resources to address their underlying SUDs. Neutral case managers, working 24/7/365, monitor individuals' treatment program compliance and share this information with system partners. Decisions on cases are made using a collaborative model. Case managers focus on rapid treatment access, retention, motivation, engagement, and completion. In addition, case managers make referrals to ancillary services, such as housing, employment, food, clothing, and recovery support. Finally, deflection participants are offered linkage to a peer mentoring network.

The Model represents an innovative solution that will reduce drug use in the community and, hence, reduce the demand for drugs, a main driver of crime in many local jurisdictions. ❖

Notes:

[1]Larry J. Siegel, *Criminology: Theories, Patterns, and Typologies,* 11th ed. (Belmont, CA: Wadsworth, 2013), 502.

[2]Dana Hunt and William Rhodes, *Arrestee Drug Abuse Monitoring Study Program II in the United States, 2008* (Ann Arbor, MI: Inter-university Consortium for Political and Social Research, 2010).

[3]The numbers vary for adults but range from 7.6 percent to 12 percent. Jennifer C. Karberg and Doris J. James, *Substance Dependence, Abuse, and Treatment of Jail Inmates, 2002* (Bureau of Justice Statistics, July 2005), NCJ 209588, http://bjs.ojp.usdoj.gov/content/pub/pdf/sdatji02.pdf; Faye Taxman et al., "The National Criminal Justice Treatment Practices Survey: Multilevel Survey Methods and Procedures," *Journal of Substance Abuse Treatment* 32, no. 3 (April 2007): 225–238, http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2266083/pdf/nihms21104.pdf (both accessed August 7, 2015).

For further information or if you have questions, please contact **Jac Charlier,** Director of Consulting and Training, Center for Health and Justice; **jcharlier@tasc.org** or **Sean Goodison,** Senior Research Associate, Police Executive Research Forum; **sgoodison@policeforum.org**.

A Modern, Simple, No-Cost Solution to Ensure Reasonable Use of Force

By **Chuck Joyner,** Special Agent (Ret.), Federal Bureau of Investigation

Many officers are hesitant to use proper, legal, and reasonable force against a resisting subject. A few officers may use excessive force, not because of evil intentions, but due to not understanding the laws regarding reasonable use of force. Both situations are potentially devastating for police departments and the communities they serve. The answer to these issues is to provide practical, clear, and thorough training and to properly document this training. Officers must be confident and committed when a situation requires use of force. This confidence comes from a comprehensive understanding of laws dictating what constitutes reasonable force.

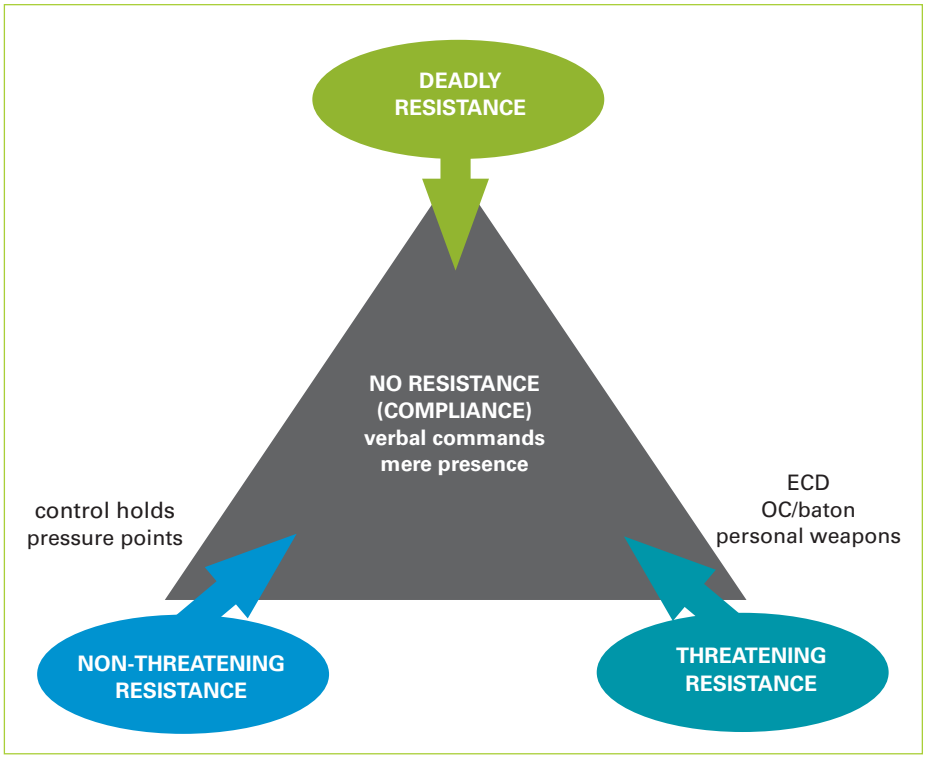
A majority of current officers were trained using a traditional use-of-force continuum model and continue to think of a use-of-force encounter in those terms. This has had devastating effects in the courtroom and on public perception. Many agencies have discontinued using a continuum, recognizing that it is outdated, has no legal basis, and does not accurately reflect the dynamic encounter between an officer and a resisting subject. The continuum model misleads an officer to continuously move up the continuum until he or she finds a tool that works. This is acceptable until the legal line has been crossed and the use of that tool is no longer "reasonable." The continuum depicts an ever-escalating use of force, which is certainly not the desired outcome. It also encourages a jury and the public to view a use-of-force incident in a "scorecard" mind-set (e.g., "The bad guy was unarmed, so why did the officer shoot him?"), rather than correctly examining the threat posed to the officer.

A modern use-of-force model, which has been adopted throughout the United States, including at the Texas Department of Public Safety and the Texas Commission on Law Enforcement, is the Dynamic Resistance-Response Model (DRM). The DRM was first introduced in the September 2007 issue of the *FBI Law Enforcement Bulletin*. The DRM was created to accurately reflect the dynamic encounter between a resisting subject and an officer and is based entirely on court decisions. The courts have generally recognized four levels of resistance. These are listed below, as well as the law enforcement tools deemed appropriate to overcome each level of resistance.

1. No Resistance; lawful tools: presence, commands, and control techniques
2. Non-Threatening Resistance; lawful tools: pressure points, control holds, take-downs, and come-along techniques
3. Threatening Resistance; lawful tools: electronic control weapons (ECWs), pepper spray, impact weapons, and personal weapons
4. Deadly Resistance; lawful tools: firearms or any other available tools

There are several advantages of the DRM. As dictated by the U.S. Supreme Court decisions in *Graham v. Connor* and *Tennessee v. Garner*, a reasonable response is based upon the officer's perception of the threat. The DRM also adheres to the three-prong test established by *Graham v. Connor*. The DRM emphasizes that the objective of every officer is to obtain control or compliance, and the model depicts every encounter moving to a successful resolution rather than a constant escalation. For example, if an officer is using a self-defense tool (ECW, pepper spray, etc.), it is because the officer has encountered a threatening resistance. The use of those tools is not to punish, but to obtain control or compliance. Once that objective has been accomplished, then the administration of the self-defense tools ceases.

By adopting the DRM, teaching lawful, effective defensive tactics (DT) is simplified. Officers have been provided with an array of secondary weapons to make them and the subject safer. By incorporating the use of secondary weapons into training, correlated with the threat level of the subject, officers can make confident, committed, and lawful decisions regarding the appropriate use of force. ❖



Two-Step Solution to Fractured Police-Community Relationships

By **Ernest Brown,** Chief of Police, Darien, Illinois, Police Department

The greatest singular threat to the law enforcement community in the United States is likely not the ever-increasing number of violent assaults on police officers. Instead, the greatest threat is the perception of the police by the public that we serve. The way to mitigate this threat is to start at the beginning.

In most law enforcement agencies, especially the medium to large metropolitan areas, rookie police officers following academy training are generally assigned to the busiest areas of the city. As a result, the young officers fall prey to the volume of calls for service, preconceived notions of incumbent and senior officers, and the need for acculturation.

In communities across the United States that are deemed busy from a law enforcement standpoint, a lot of shortcuts are undertaken by police officers. These shortcuts are not based upon a lack of professionalism or an absence of inclination to serve. They are based upon several factors: volume of work; desire to impress peers and supervisors; and a flood of negative information that is positively reinforced, often through social profiling rather than criminal profiling.

Stated in another way, the negative information from incumbent officers and, frequently, academy instructors frame a way of thinking that is not based upon police science (i.e., criminal profiling). The result is social profiling, and, ultimately, the new officer will develop behaviors that will positively reinforce the negative information received. The volume of work simply does not allow the new officer to develop those skills necessary to identify the precursor behaviors that precede most, if not all, criminal conduct, and the new officer develops practices that result in encounters that are not in the best interest of law enforcement or relationship building. Last, but certainly not least, one of the greatest desires of a new officer is to gain acceptance from his or her new family in terms of both colleagues and superior officers.

When these factors are all taken in tandem, the result is a continuing fractured relationship with the public that is already suspicious of the motivations of municipal police, and a polarization of the new officer with an "us-against-them" attitude. This process ultimately ensures a continuation of the flawed relationships between the citizens and the law enforcement agency that years of community-oriented policing was intended to correct.

The remedy for this problem is relatively simple, but the police administrator and city governors will need to be willing to endure a painful transition period in terms of reallocation of resources while the new protocol matures. The first step is to have instructional designers work in tandem with behavioral analysts to develop academy blocks of instruction on criminal profiling. The second step is to initially assign all new officers to the slowest areas of the municipality.

Assigning newly hired officers to the least busy segments of the city allows them a period of unrushed acculturation where the officers can be legitimately groomed on becoming efficient crime fighters and community engagement specialists. This slower pace will allow the new hire to become acclimated to varying needs and expectations by the public. It will allow the officer to understand the nuances of the core processes associated with the arrest and booking of arrested persons. The result will be a higher level of respect for the great responsibility placed upon members of society who can deny another citizen freedom. It will also allow for a practical application of criminal profiling principles and eliminate blanket police actions that often deny basic civil rights and result in law enforcement decision making that is not framed constitutionally.

The benefits to the agency and the police administrator are a better trained officer; better community relations; a decrease in complaints; an increase in the "right" people being stopped, detained, or arrested; and, ultimately, a more positive perception of the agency and a positive sense by the public because the law enforcement community is getting the right people. For the sake of this discussion, the right people should be construed to be those individuals, who based upon past history and behaviors, are most likely to be actively engaged in the commission of criminal acts or have a high propensity to do so. This represents police legitimacy and procedural justice at their highest application. Clearly, there is also a benefit to city governors in reduced litigation, reduced payments based upon litigation, and an overall increase in customer satisfaction.

This is an exhaustive process and will require an exceedingly great amount of patience. It will serve every community well, but will be significantly productive for those communities with large ethnic minority populations, where relationships are, in many cases, already strained and getting worse.

The merit in moving to such best practice is more than likely already evident in each department. There are a small and fairly select number of officers in each department that have mastered the art of criminal profiling. These officers, in general, have very high arrest and conviction rates; very low to non-existent complaint histories; and are highly respected by peers, superiors, and prosecutors because their cases always result in quality prosecutions.

Both phases of this protocol are equally important and should complement each other. However, I believe it important to implement such practices as swiftly as possible, even if done separately. ❖

In response to events in Ferguson (MO), New York City (NY), and Cleveland (OH), the IACP held a National Policy Summit on Community-Police Relations in October 2014 to open dialogue on community-police relationships.

Find the report from this summit, released in January 2015, at **www.theiacp.org/Portals/0/documents/pdfs/CommunityPoliceRelationsSummitReport_web.pdf.**

Adult Civil Citations: A Practical Tool in the Sea of Reform

By **Greg Frost,** President, Civil Citation Network

The criminal justice system, specifically law enforcement, is in the midst of extensive calls for reform. The recommendations are coming from almost every part of the political spectrum and every sector of our communities. In the middle of this sea of reform, the President's Task Force on 21st Century Policing has recommended that "Law enforcement agencies should consider adopting preferences for seeking 'least harm' resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions." Since March 2013, two law enforcement agencies in Florida's Second Judicial Circuit have been involved in a pilot project that created a new practical tool that addresses this specific recommendation.

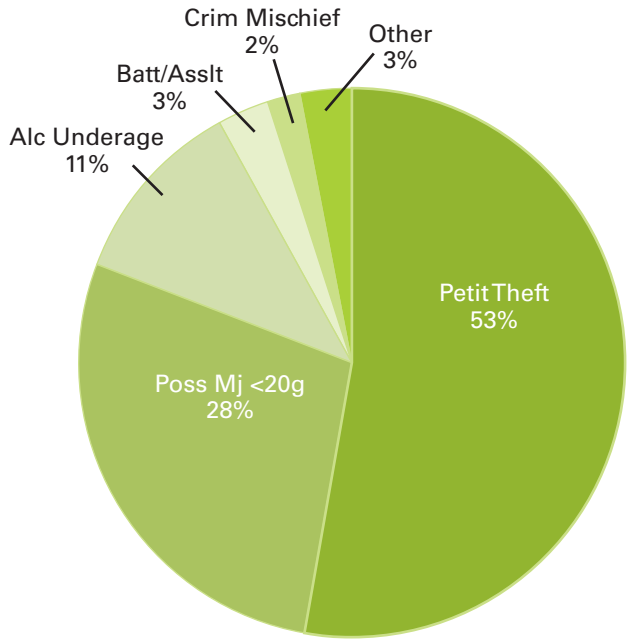
The Adult Civil Citation program is a partnership between the Tallahassee Police Department; Leon County Sheriff's Office; and DISC Village, a non-profit human services provider. The program was started in reaction to emerging research that shows first-time misdemeanor arrests lead defendants into a system where the administration of justice is a rapidly moving assembly line. In a study conducted by the Department of Criminology and Criminal Justice at University of Tampa, it was documented that in Florida's misdemeanor courts, overloaded dockets result in 85 percent of arraignments being completed in three minutes or less, with 70 percent of the defendants pleading guilty or no contest.[1] One of the study's conclusions is that misdemeanor defendants who are not a threat to public safety should be diverted to penalties that are less costly to taxpayers. Also addressing the cost of criminally prosecuting minor offenses, the Florida Taxwatch Center for Smart Justice recently recommended implementation of adult civil citation programs as a diversion tool for low-level offenders.[2]

A policy project conducted by the American Bar Association recommends that, because of costs associated with the growing number of misdemeanor cases and the negative impact the criminal justice system has on offenders, "first-time adult offenders are in need of rehabilitation and treatment, as opposed to a conviction and incarceration."[3] Their recommendation recognizes the harm that is done to individuals who are arrested for a minor offense. In many cases, even when the person is not convicted, just having an arrest record results in serious consequences, including loss of employment, difficulty acquiring future employment, loss of housing, and family problems.

The Tallahassee/Leon County Adult Civil Citation program, managed through the Civil Citation Network, emphasizes public safety with accountability that acknowledges there is a victim for every crime committed. At the same time, the program focuses on intervention strategies that reduce the likelihood of offender recidivism. Issuing a civil citation in lieu of arrest provides Tallahassee police officers and Leon County deputies a new tool that leads to a positive outcome. Through the use of sanctions and sophisticated, evidence-based early intervention strategies, participants are equipped with skills to correct inappropriate behavior patterns, thereby reducing future recidivism.

Through the network's online program application, law enforcement and community agencies assign, track, and manage participants' in-person or online engagement. Required sanctions and interventions are individualized based upon a full needs assessment and can include drug screenings, community service, targeted behavior change interventions, and other relevant sanctions. Initial results of an informal 24-month study show approximately 80 percent of the Adult Civil Citation program participants successfully completed it. Of those who successfully completed the program, only 5 percent were arrested locally for a new offense during the 12-month period following program completion.

Adult Civil Citations Issued March 2013–January 2015



What makes the Adult Civil Citation program different from other diversion programs is that it is "pre-arrest." Law enforcement officers have the discretion to issue eligible first-time misdemeanor offenders a citation that diverts the person away from the criminal justice system. If the offender accepts responsibility, voluntarily agrees to participate in the program, and successfully completes all sanctions, he or she avoids having an arrest record. Traditional pretrial diversion programs start when the offender is arrested and criminally charged. While adjudication can be withheld or charges can be dropped by the prosecutor upon completion of a pretrial diversion program, the defendant still has an arrest record. In most jurisdictions, if defendants are not convicted, there is an expungement process to remove their arrest record. The process, however, can be complicated and the associated expense usually means lower-income individuals are excluded.

Many of the criminal justice reforms being recommended seek ways to bring fairness to individuals who previously would have been marginalized by the criminal justice system. Justice demands accountability; but it also demands fairness and balance. Adult civil citation programs provide this equilibrium in a way that improves public safety without jeopardizing a person's future because he or she committed a minor offense. ❖

Notes:

[1]Alisa Smith and Sean Madden, *Three-Minute Justice: Haste and Waste in Florida's Misdemeanor Courts* (Washington, D.C.: National Association of Criminal Defense Lawyers, July 2011), http://www.nacdl.org/WorkArea/DownloadAsset.aspx?id=20794 (accessed July 17, 2015).

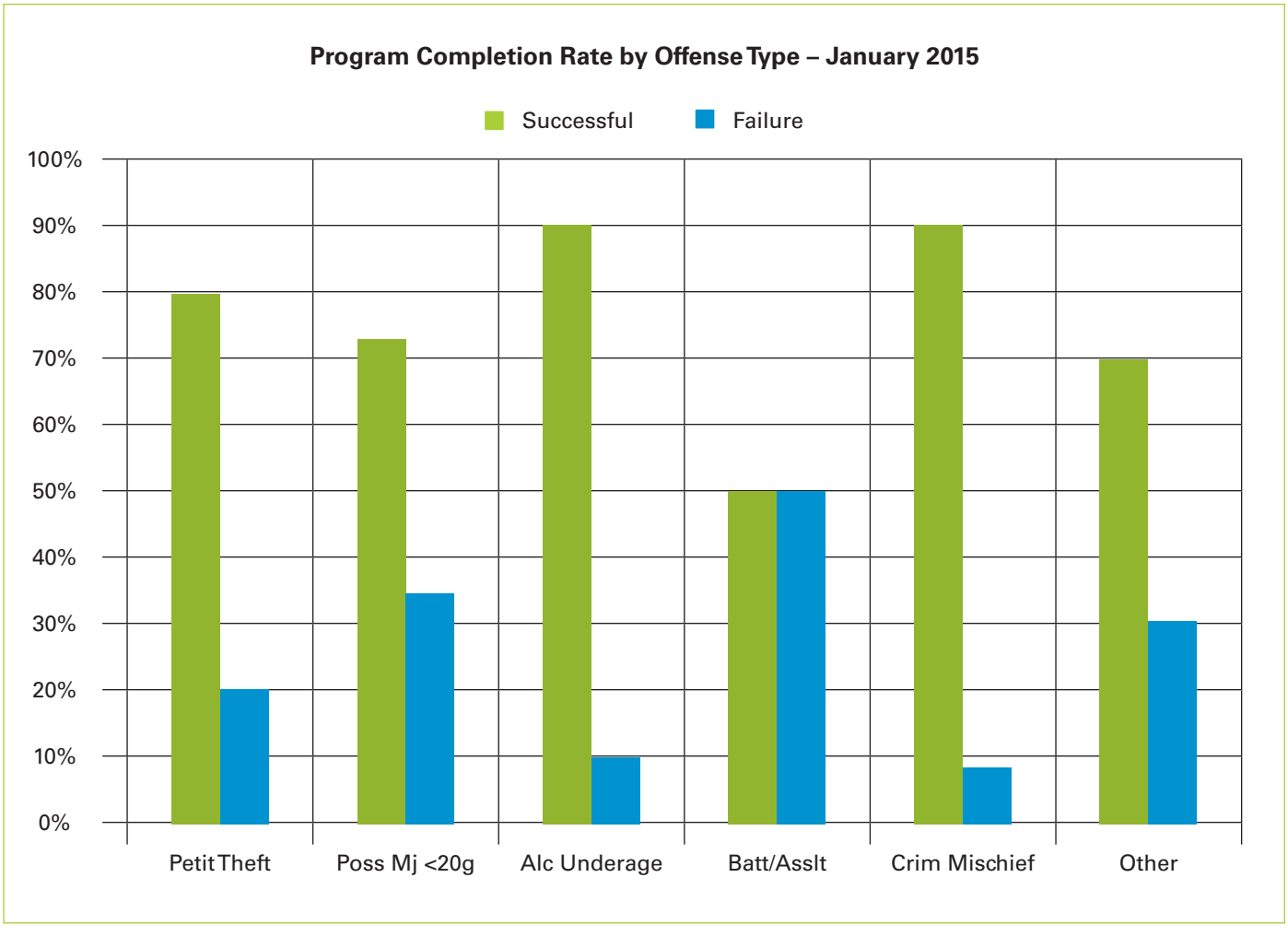
[2]Dan McCarthy, *Over-Criminalization in Florida: An Analysis of Nonviolent Third-Degree Felonies* (Tallahassee, FL: Florida TaxWatch, April 2014), http://floridataxwatch.org/resources/pdf/ThirdDegreeFINAL.pdf (accessed July 17, 2015).

[3]American Bar Association Criminal Justice Section, *State Policy Implementation Project: Civil Citations for Minor Offenses*, 2012, http://www.americanbar.org/content/dam/aba/administrative/criminal_justice/spip_civilcitations.authcheckdam.pdf (accessed July 17, 205).

Great Ideas

Additional details about the program are available at **www.civilcitationnetwork.org.**

The Civil Citation Network is a non-profit organization created and supported through a private foundation. Its mission is to advocate the use of adult and juvenile civil citations with integrated intervention services. Communities across the United States have access to the Network's research and evaluation services, website data resources, integrated technology platform, and technical assistance related to the implementation of civil citation programs. Through participating, communities' civil citation programs improve public safety and reduce criminal justice system costs. Equally important, through the Civil Citation model, individuals are held accountable for committing a minor crime without the lifelong negative consequences of being arrested.



Blending Procedural Justice and Police Legitimacy into Police Culture

By **Jacinta M. Gau,** Associate Professor, University of Central Florida, Orlando, Florida, and **David Gorby,** Patrol Sergeant, Perry, Florida, Police Department

Employees of all types of organizations work under informal behavioral guidelines that spring from shared attitudes toward the demands of the job. In policing, occupational cultural attitudes are largely grounded in the ways officers feel toward civilians. Officers are trained and socialized to maintain the edge when interacting with civilians. In addition, officers tend to band together fraternally, both on and off the job. While some elements of the police occupational culture are beneficial or even indispensable, this set of attitudes can hamper police-community relations. Civilians may interpret officers' demeanors, tones of voice, and actions differently than officers intend. The command presence, for instance, may seem to the officer to be correct in light of his or her training and experience; however, to the civilian, it can seem cold or intimidating. Likewise, officers' desire to support one another can outwardly appear like overzealousness or insularity.

In the past few years, the idea of police legitimacy has gained ground in academic writings, police leadership circles, and popular discourse. Police legitimacy revolves around governance by consent—under this framework, officers garner widespread voluntary compliance not through threats of arrest or force but, rather, by convincing the public that obeying the police is the right thing to do. Research confirms that people are more likely to comply with officer commands during encounters and to cooperate with police on a broader scale (such as by providing information about crimes and offenders) when they believe that officers work hard to do what is right for the community.

The theory of procedural justice predicts that the quality of treatment officers lend to complainants, victims, and suspects indicates the level of respect those officers have for civilians and, indeed, the extent to which they respect the law itself. Procedural justice increases the likelihood that civilians comply with officers' commands. Indifferent, disrespectful, or unduly coercive actions delegitimize police in the eyes of the community, making it difficult for police to obtain compliance because civilians feel no internalized obligation to obey. Officers may be left having to resort to threats or force to secure cooperation, but this can backfire—coercion used in the absence of legitimacy breeds defiance.

Police legitimacy, then, is won or lost on the street according to the precepts of procedural justice, yet it is also on the street where cultural attitudes shape officers' responses to members of the public. At face value, procedural justice and police culture appear to stand in direct opposition to one another. Officers may find it incongruous—even hypocritical—for them to be expected to demonstrate concern for people's needs while simultaneously meeting departmental rules and protecting their own safety. Attitudinal indoctrinations begin in police academies. Trainers reinforce the necessity for safety, sometimes at the expense of respectful and dignified discourse during civilian interactions. Additionally, organizational pressures to complete tasks quickly so officers can move on to the next call for service, combined with often over-encumbering paperwork and data entry, impede officers' ability to focus on procedural justice; in this way, these organizational performance pressures can hinder positive socialization with civilians. The prioritization of case solving over human relations may also lead officers to wonder who has time to engage in seemingly arbitrary conversations with civilians concerning points that are often unimportant to the case at hand.

The solution is to weave the tenets of procedural justice into the occupational culture so that they become part of the norms and values officers internalize. There are methods to mitigate organizational and cultural pressures and get officers into the habit of using justice-based principles. First, academy and in-service trainers, along with first-line supervisors, must stress the long-term benefits of procedural justice. They must explain to officers that procedural justice will make their encounters safer and more productive.

Second, trainers, management, and direct supervisors must dispense with organizational pressures for quantity and begin to stress the quality of encounters. The policy dubbed the "numbers game" emphasizes arrests and citations as measures of officers' activities and performance. More progressive performance measures would account for officers' ability to deliver high-quality services to the community.

Third, management should think about paperwork reduction as a means of alleviating conversational restraints in the field. Officers would feel less pressure to terminate encounters quickly if they did not have to devote so much time to paperwork.

Lastly, and possibly most importantly, police leaders should use the socialization process to ingrain the tenets of procedural justice into the occupational culture. Police organizations are made up of humans, and humans require socialization to learn and grow. Management must demonstrate a commitment to procedural justice by personally endorsing it and encouraging enlightened field supervisors to engage in group socialization of their subordinates. Subordinates' beliefs are heavily influenced by informal discussions with supervisors, so pro-procedural justice attitudes can have trickle-down impacts. Over time, police leaders can use the socialization process to convince officers of the merits of procedural justice, especially in a fraternal setting complete with a backdrop of comradery conducive to group acceptance.

These strategies—along with others police leaders may devise—will help ingrain the police culture with the importance of high-quality treatment of civilians. Police leaders, managers, and supervisors are key to infusing police culture with the conviction that procedural justice improves officer safety and effectiveness. This merging of culture and justice will ensure that police are both fair and effective. ❖

Arrests and Pretrial Detention for Minor Offenses Should Be a Last Resort

By **Cherise Fanno Burdeen,** Executive Director, Pretrial Justice Institute

The law enforcement community carries both tremendous responsibility and great pride in protecting public safety in a manner that is fair and even-handed. In recent years, police have become increasingly charged with serving communities and individuals who have drug use and mental health issues and who are struggling in poverty. Current policies and practices that rely on a full custodial arrest process for even minor, nonviolent charges are counterproductive to addressing the needs of these individuals and achieving public safety. More fundamentally, these practices erode community trust. There are practical and effective ways to address the issue.

Right now, law enforcement arrests more than twice as many people for nonviolent drug crimes than for violent crimes. Statistics show that officers encounter far more people who engage in drug use or disorderly conduct than people who have allegedly committed violent crimes.[1] Yet, officers routinely make arrests for such low-level charges, needlessly pushing millions of people deeper into the system, creating arrest records, and jailing them pretrial, sometimes for periods longer than they would face upon conviction.

These practices are ineffective at addressing what are often the underlying drivers of low-level crime: substance abuse, mental health issues, and chronic poverty. Individuals who are charged with nonviolent offenses in these situations should be directed to relevant services, while still being held accountable for any alleged offense. Even short periods of pretrial incarceration yield negative outcomes, particularly for those suffering from behavioral and health problems. When people are needlessly arrested and jailed, every passing day increases the chances that they will lose their jobs, housing, and family connections and increases their likelihood to commit a crime in the future.

The overuse of arrest for minor offenses also damages the public faith in law enforcement institutions that officers work so hard to create. The fear of arrest, and all the harms that come with it, for even minor infractions, alienates communities that see a system that rewards individuals who can buy their freedom, penalizes those so poor they must remain behind bars until their trials, and takes time away from police who need to investigate violent crimes and real threats to public safety. Our men and women in uniform know firsthand that high arrest rates have not been the primary drivers for recent decreases in crime and, in fact, act as system stressors that hinder effectiveness. Meeting the needs of the community—safety, trust, equity—requires fewer and more targeted arrests.

We all expect accountability for law violations, but we also expect proportionality; what happens to a person arrested for a crime should match the severity of that alleged offense. The public has begun to question the legitimacy of systems that are overly harsh and that subject individuals to the damaging impact of arrest and detention for no clear reason.

There are options that lie between arresting a suspect and taking no action. Increasingly, jurisdictions issue citations or summonses that do not require booking and custodial arrest. To help make the decision whether to arrest or to cite and release, police can use field-based risk assessment tools to supplement their discretion. These instruments are easy to administer and are more accurate than subjective judgement in helping officers determine which individuals, because of their alleged offense or offense history, can be safely released and, in some cases, if they need to be directed to behavioral health treatment.

Leadership from the law enforcement community to acquire and use the latest tools to aid officer discretion is essential. Making the best decisions possible in the field will help stem the cycle of re-offending and restore public trust in law enforcement institutions.

Law enforcement must also work to change the belief held by many lawmakers and members of the public that more arrests and fuller jails are signs of success. Such measures aren't justice or common sense and don't make us safer.

Public safety is best achieved when officers have the most effective tools to make the right decisions to reach the best outcome for each individual encountered. When we operate this way, it ensures that those who need help get it, those who present a danger are handled appropriately, and the public sees the authority of law enforcement institutions as fair and legitimate. It's time to reduce arrests and bookings and restore peace and order. ❖

Note:

[1]Federal Bureau if Investigation, *Crime in the United States, 2013* (Washington, D.C.: 2014), table 32, Ten-Year Arrest Trends, https://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2013/crime-in-the-u.s.-2013/tables/table-32/table_32_ten_year_arrest_trends_totals_2013.xls (accessed July 24, 2015).

THE PRETRIAL JUSTICE INSTITUTE

The Pretrial Justice Institute (PJI), opened its doors on March 1, 1977, as the Pretrial Services Resource Center. PJI's core purpose is to advance safe, fair, and effective juvenile and adult pretrial justice practices and policies that honor and protect all people. PJI works to achieve its core purpose by moving policy makers and justice system stakeholders to adopt and implement practices and policies through

- educating key stakeholders;
- moving stakeholders to action;
- working in key states to advocate for change;
- developing messages, stories, and media coverage in support of change; and
- connecting local jurisdictions to assistance.

Learn more at **www.pretrial.org.**

Unjust Arrest: Means of Police Harassment

By **Naim Ahmed,** BPM Principal, Bangladesh Police Academy, Sardah, Rajshahi, Bangladesh

There are three principal functionaries in the administration of the criminal justice system: the police, the judiciary, and the correctional services. Each component complements the others to reach the common goal of social defense for keeping peace in society. Police officers, as the frontline component of the criminal justice system, are the protectors of law and order and the "finders of truth." Fundamental functions of the police are protection of people's lives and property, enforcement of laws, prevention and detection of crime, and maintenance of public order. One of the important functions of the police is to bring offenders before justice. This does not necessarily mean just to arrest a person and place him or her before the judge; rather, it means collecting sufficient evidence against the suspect through investigation and presenting the evidence before the court to secure a conviction. Arresting an individual without logical, genuine, and sufficient grounds is contrary to the protection and promotion of human rights. All human beings, whatever their rank or status in the society, have the right to live with dignity in a free, democratic society. Police have to protect human rights in line with the establishment of rule of law and the principle of democratic policing. Democratic policing—as opposed to regime policing—is based on norms and values derived from democratic principles and is a widely accepted approach to contemporary policing.

Arrested persons should not be the victims of wrongful, illegal, and unjust arrest by the police. Wrongful arrest is physically detaining someone without proper legal authority. Other common wrongful arrest situations include arrest by a police officer of the wrong person. This may not be a big problem in an economically developed democratic society, but it can be a severe problem in developing countries, especially those that are characterized by colonial pasts, political unrest and instability, fledgling democracy, poverty, conflict, weak and ineffective state institutions, inequitable distribution of state wealth, lacking rule of law and good governance, and poor human rights conditions. Police are seen there as serving the regime and not the people and more often associated with violations of laws and individual rights with impunity, rather than the protection of them, and a lack of accountability. They are facing accusations of abusing authority to harm innocent people through torture, extrajudicial killings, disappearances, excessive use of force, failure to follow due process, bias, corruption, and the arrest of innocent people for the purpose of extortion.

In some regions, abuse of police's power to arrest is one of the prominent sources of corruption in the police. The National Police Commission report, India, pointed out that nearly 60 percent of the arrests are unnecessary and unjustified.[1] Such unwarranted arrests are also causing huge additional expenditures for the country to maintain prisoners in the jail.

Investigation of a case is a part of the judicial process; therefore, the police must be independent in the discharge of such functions. A capable investigator has acquired knowledge and skill through training and experience, but he or she must also strictly adhere to the code of ethics in his or her investigations.

Police exercise their discretion to enforce the law of the land. The power to exercise discretion is limited by the law and administrative policy, as any decision that falls outside the parameters of the law is illegal. The question arises whether police discretion should come into control in order to prevent abuse of police authority. It may be dangerous to control police discretion because officers may face challenges from the suspects to arrest them. Training and socialization to help officers develop professionalism and ethical decision making could be the better solution to manage police discretionary powers.

Causes of unfounded and unjust arrests could also be viewed from a different angle. They might be caused by

1. **Ill intentions:** The arrest is made with an intention of personal gain. This amounts to a criminal act of wrongful confinement and should be dealt with accordingly.
2. **Inefficiency and inexperience:** Innocent people become the victim of the incompetency of the officer and appropriate action should be taken for a consequence of incompetency.
3. **Influence or pressure from outside, powerful, and influential quarters:** The officer could not resist the pressure of powerful individuals to make an unjust arrest. This is an act of cowardice that should be dealt with appropriately.

The training is the foundation on which the general efficiency of the police rests. Discipline is an integral part of basic training and can fall into two categories: self-imposed and enforced. Self-imposed is self-guided, based on high morals and strong ethical values; enforced discipline is imposed by rules and regulations with the provision of punishment to violators. Strict enforcement of discipline could be established following two basic principles: (1) establishment of individual accountability and (2) moving the punishment of wrongdoers outside the police force. Setting a mechanism for "policing the police" is imperative.

A police officer should have developed from the very onset of his police career a philosophy and an ideological base that arrests are made to deliver true justice, not driven by any bias, emotion, or other illegal force.

Political commitment is a critical and fundamental factor in the campaign for just arrests. Active rights groups play an important role in the discourse, and incorporating and addressing the issue with all associated stakeholders, though challenging, is crucial. ❖

Note:

[1]Law Commission of India, *Consultation Paper on Law Relating to Arrest: Part 1; Law of Arrest*, 9, http://lawcommissionofindia.nic.in/reports/177rptp2.pdf (accessed July 24, 2015).

The Voice of the Heroes: Afghan Police Radio Station Garners Public Support

By **Mohammad Ayub Salangi,** General, Acting Minister of Interior, Senior Deputy of Interior Minister for Security, Kabul, Afghanistan

To fight crimes and terrorism in a better manner while garnering public support, the Ministry of Interior (MoI) has launched a police radio station in Kabul City.

Radio Police FM is the first of its kind in Afghanistan and is on the air in Kabul and neighboring provinces. It is set up in a new, high-tech studio in the Public Affairs Directorate of the MoI, and has a staff of 10, including two presenters. The radio airs programs in Dari and Pashto languages from 7:00 a.m. to 4:00 p.m. daily, except on Fridays, when the station follows a half-day schedule.

At the inauguration ceremony of the Radio Police FM in January 2015, General Mohamad Ayoub Salangi, Acting Minister of Interior and Senior Deputy Interior Minister for Security—also a member of IACP—said that "[Radio Police] is an excellent way to bridge the gap between public and police and teach people about laws. Moreover, the public will be urged to support police in order to improve law enforcement."

General Salangi also said that the police would leave no stone unturned to implement laws without any discrimination, adding, "The purpose of this initiative is to strengthen the relations between the people and police and through Radio Police FM, people will be able to help the police in preventing enemies' plans from succeeding."

Once fully in place, Radio Police FM will feature a mix of entertainment, such as music, call-in shows, Afghan Police information, and first-hand news. It will not only entertain, but also inform the public about the service and achievements of people and in which areas public support is needed. For instance, the Chief of Community Policing will run a weekly show, promoting the 1-1-9 emergency hotline to report crimes, cases of corruption, and suspicious activities. This will encourage people to help the police, report crimes and criminals, and provide feedback on policing efforts.

Afghans, in general, and Kabul citizens, in particular, have voiced their pleasure over establishment of Radio Police FM. In interviews, some Kabul citizens said that this radio program will be instrumental in educating the public and increasing awareness of law enforcement efforts without any favoritism, ultimately closing the distance between the public and police.

In an encouraging move to recognize Afghanistan's National Security Forces, and particularly to appreciate the sacrifices of Afghan National Police, the Director of Public Affairs department of MoI named the program, "The Voice of the Heroes," as a colloquial name for the newly established Police Radio FM 96.5.

MoI's public affairs department believes that Radio Police FM is not a one-way channel of communication; it will actively engage with listeners and eventually instill trust and confidence in the police force. This radio channel will enable listeners to communicate directly with MoI officials and share their concerns, complaints, and suggestions, and receive security-related information firsthand.

Other important objectives of this radio program are to help counter the malicious propaganda of insurgents, strengthen counterterrorism and counternarcotics efforts, and fight against crimes in Afghanistan.

According to MoI officials, Radio Police FM is the start of a large-scale project that will initially cover Kabul province and its surroundings, and, in the near future, its coverage will extend to other provinces of Afghanistan.

The current Radio Police FM programs in Kabul will be fine-tuned according to the audiences' needs before reaching out to the provinces in the near future.

Moreover, the station will hopefully provide an opportunity for MoI's international advisers to inform audiences of their mandate and the continuing support they are offering to reform policing and the wider justice sector in Afghanistan.

The launch of Radio Police FM comes as the MoI's 1-1-9 emergency helpline is gaining traction in six provinces of Afghanistan, allowing citizens to inform the police about any suspicious activities that they see or hear about.

MoI's emergency 1-1-9 helpline has already helped the police in neutralizing a number of insurgent plans in different parts of the country. So far, this service has helped MoI and Afghan Police institutions in the provinces establish constructive ties with the public by receiving information from them that allowed police to prevent hundreds of explosions, including suicide bombings, in different areas of Afghanistan, especially on roads and highways. ❖

Reaching Out to Diverse Communities via Social Media

By **Sandra Spagnoli,** Chief of Police, San Leandro, California, Police Department

The San Leandro, California, Police Department has implemented Weibo, a Chinese social media resource, to improve communications with the Chinese community in San Leandro and throughout the Bay Area region. In a report by the *Business Insider* in 2013, San Leandro was ranked the fifth most diverse city in the United States.[1] Additionally, Weibo has millions of users in the Bay Area and throughout the United States. Community outreach can be a challenge for local governments due to language barriers and trust. Recognizing the need to be able to work with the entire community, the San Leandro Police Department sought effective ways to enhance communications with the significantly large Chinese population it serves.

The San Leandro Police Department made a commitment to find a new and innovative solution for better and more effective communication with the Chinese-speaking community. Sina Weibo (Weibo) was identified as a potential solution to aid in the communications efforts. Weibo is a Chinese microblogging social media site based in China. Similar to social media sites such as Facebook and Twitter, Weibo is one of the most popular sites in China and used by well over 30 percent of Internet users with a market penetration similar to that of Twitter in the United States. As of 2012, it has over 503 million registered users, many of whom reside in the United States and San Francisco Bay Area. About 100 million messages are posted each day on Weibo. After researching this social media platform, the department identified this tool as having the greatest potential to most effectively communicate with the local Chinese community. There was only one other law enforcement agency using this platform, the Alhambra Police Department in California, with 40,000 followers, which is where San Leandro learned about the platform.

Social media outreach has been instituted by many public agencies across the United States. The major challenge to sustain a successful program is allocating a dedicated resource to manage the sites. Because Weibo is a Chinese social media site, finding a bilingual staff member to manage the site proved to be an initial challenge for the department. The department recognized this as an opportunity to reach out to the community to collaborate on this project, thereby partnering with someone who could assist the department in a meaningful way. One of the founding members of the Chief's Advisory Board was Mr. Cartier Lee. As a Chinese-speaking bilingual community member, he volunteered to take on this specialized and unique task. In October 2014, Mr. Lee stepped up to the challenge and created a Weibo account for the San Leandro Police Department. He helped to create a manner for the department to send out crime prevention information; share updates and program information; and, more importantly, gather input from the Chinese community. He also helps communicate important information, as well as answering questions and providing the needed access to the department and staff. The program was an instant success and has grown exponentially.

Key to the success of Weibo is assigning dedicated staff to manage the account. Mr. Lee has volunteered countless hours to managing the Weibo site. Through his hard work and dedication, the San Leandro Police Department now has more than 221,000 followers, which is significant since it was only recently launched. The feedback from community members has been tremendous. The department has received phone calls, Christmas cards, and written correspondence from Chinese community members thanking the agency for this effort to improve communication and relationships. Perhaps the most gratifying result has been the interest from several California law enforcement agencies that are now corresponding with the San Leandro Police Department in order to bring the program to their agency. This one effort by the San Leandro Police Department has the potential to positively impact the relationship between law enforcement agencies and the Chinese-speaking community throughout California. Through the use of social media and community involvement, the department has been able to improve community relations at no cost to the taxpayers. The results are measurable through the large number of followers (which is growing weekly) and daily correspondence with community members. Additionally, the department has collaborated with local media partners to maximize the exposure and increase the publicity and awareness of this effort. The department now has monthly interviews with *Sing Tao News* and continues to receive callers during the show who are thanking the department for the communication, program information, and overall efforts at building partnerships with the Chinese community. The program continues to prosper and grow, mostly due to the efforts of a dedicated volunteer for the department. It is significant to note that the program is fully operating with volunteer efforts only, which provide immeasurable results to the department.

Communicating with a highly diverse community can be a challenge for local government, especially for a law enforcement agency. The San Leandro Police Department has embraced the challenge; Weibo has created an opportunity to meet these important goals to enhance communication with the Chinese-speaking community. ❖

Note:

[1]Megan Willett, "The Most Diverse Cities In The US," Business Insider, July 8, 2013, http://www.businessinsider.com/the-most-diverse-cities-in-the-us-2013-7 (accessed August 13, 2015).

Cartier Lee has been a founding member of the Police Chief's Advisory Board and volunteers his time to coordinate Weibo.

AC4P Policing: Cultivating Positive Police-Community Relations

By **E. Scott Geller,** PhD, Alumni Distinguished Professor, Center for Applied Behavior Systems, Department of Psychology, Virginia Tech, and **Bobby Kipper,** Director, National Center for the Prevention of Community Violence

Throughout the years, experts have struggled to define the term "police culture." For most, this label means a reactive approach to keeping people safe by using punitive consequences to punish or detain perpetrators of crimes. As a result, more attention is given to the negative *reactive* side of policing than a positive *proactive* approach to preventing crime by cultivating an interdependent culture of residents looking out for the safety, health, and well-being of each other. We believe police officers can play a critical and integral role in achieving such a community of compassion—a culture of actively caring for people (AC4P).

The AC4P Movement

Scott Geller coined the term "actively caring" in 1990 while working with a team of safety leaders at Exxon Chemical in Baytown, Texas. His vision was to cultivate a brother/sister keeper's culture in which everyone looks out for each other's safety on a daily basis. The team agreed "actively caring for people" was an ideal label for this company-wide paradigm shift. Most people do care about the well-being of others, but relatively few individuals "act" on behalf of such caring. The challenge was to get everyone to act effectively on their caring—to *actively care*.

Following the Virginia Tech (VT) tragedy on April 16, 2007, when an armed student took the lives of 32 students and faculty and injured 17 others, the AC4P concept took on a new focus and prominence for Dr. Geller and his students. In a time of great uncertainty and reflection, those most affected by the tragedy were not thinking about themselves, but rather were acting to help classmates, friends, and even strangers heal. This collective effort was manifested in an AC4P movement for culture change, making the inclusive spirit of the Hokie community even stronger. Dr. Geller and his students envisioned applying the principle of positive reinforcement to spread this AC4P movement beyond VT's Blacksburg campus.

They took green silicon wristbands, embossed with "Actively Caring for People," and added a numbering system to enable computer tracking of the AC4P process: *See, Act, Pass,* and *Share* (SAPS). The SAPS process asks individuals and groups to look for AC4P behavior and reward such AC4P behavior with a green wristband.

Wristband recipients are then requested to look for AC4P behavior in others and pass on the wristband. They are asked to document this exchange (including the nature of their AC4P behavior) at the AC4P website, along with the wristband number. In this way, a positive recognition process is tracked worldwide as AC4P communication.

Let's consider the profound value of police officers becoming AC4P agents of cultivating cultures of interdependent compassion. We believe such a proactive AC4P approach can help shift the common perception of the police officer as one who reacts to criminal activity with negative consequences to the police officer as a community servant who helps to prevent crime with positive consequences. Now more than ever this perceptual and protocol shift is needed.

Shifting Perceptions and Procedures

Bobby Kipper's career in policing began in the mid-seventies when he became a police officer in his hometown in southeastern Virginia. He spent the first decade in the department patrolling various neighborhoods and learning that police basically exist as a reactive force to reduce community conflict and crime. He and his colleagues played the role of the community's "hammer" against crime. Disorder and disobedience were met with negative consequences. Such reactive policing was defined as incident-driven policing.

Substantial research has established this form of policing to have limited impact on preventing or reducing crime. Bobby argues this has negatively affected the perception of the police officer's role in the community through the lens of both police officers and the citizens they serve. No one calls the police when things are orderly and positive, and few commend a police officer for preventing unlawful behavior. Instead, interpersonal interactions involving police focus on the negative choices and behaviors of the citizens. And the media's focus on a few dramatically adverse interactions between police and citizens exacerbates a negative perception and mistrust of police officers.

The division between reactive-punitive and proactive-relational policing is the cause of much controversy facing law enforcement today. There's no doubt law enforcement could have a greater impact through proactive relationship-building than the typical reactionary measures. The need to institutionalize a change in thinking, attitude, and behavior is obvious. How can we make this happen?

First, we must move beyond programs and adopt a process mind-set. Programs end, but a process continues, evolves, and successively improves. We believe this process can be AC4P Policing. AC4P has been researched, implemented, and proven successful in various settings across the world, from industry to educational and community settings. But it has not yet been implemented by police officers.

The AC4P process is based on applied behavioral science and involves a shift in mind-set about the role and nature of "consequences." With AC4P, consequences are used to increase the quantity and improve the quality of desirable behavior. Police officers need to be educated about the rationale behind using more positive than negative consequences to manage behavior and trained on how to deliver positive consequences in ways that help to cultivate interpersonal trust and actively caring behavior among police officers and the citizens they serve.❖

For more information contact Bobby Kipper at **bobbykipper@solveviolence.com.** To learn more about the AC4P movement, visit **www.ac4p.org**.

Mindful Conversations: Historical Trauma, Policing, and Cultural Competence

By **Sharlene Graham Boltz,** JD, Professor of Law, Salmon P. Chase College of Law, Northern Kentucky University, Highland Heights, Kentucky

Recent events in Baltimore, Maryland, and Tulsa, Oklahoma, have revealed festering wounds that serve to thwart effective policing in the United States. These wounds persist as a consequence of a collective absence of courage to confront difficult issues with mindful, intentional reflection and self-examination of those systems that exacerbate the historical traumas experienced by our inner-city communities. The protests on the streets are an expression of frustration and outrage by citizens who are historically traumatized by systems they are powerless to alter. And yet, as tensions mount, the time to consider alternative approaches to address the concerns of traumatized citizens and frustrated law enforcement is urgent. Time is up!

Mark Wynn, former Nashville, Tennessee, police lieutenant and nationally recognized expert stated, "When you train someone to be a cop, anyone in this country, you train them to challenge when confronted. You train them to interrogate when suspicious. You train them to [use] fighting skills that no one else has. You train them how to use weapons. You train them how to deal with conflict. You teach them all these skills, and then you add all of that to someone who is violent, you've got a lethal combination on your hands…"[1] While these comments were provided in the context of domestic abuse, those statements are no less true when the issue involves perceptions of misuse, if not the realities of abuse, of power by a law enforcement officer. If the stated goal is to provide a community with effective policing by law enforcement, then such policing must be provided with a deep understanding of historical trauma and a deliberate infusion of cultural competence. The answer requires a commitment to engage in systemic, moderated, and mindful trauma-informed conversations that examine historical traumas, policing agendas, and the cultural competencies desperately needed to address persistent tensions. No quick fixes will suffice. No limited series of public town hall meetings, which merely provide a forum for all sides to give voice to grievances, will serve the purpose of peaceful and purposeful informed policing of diverse communities.

Mindful conversations of the issues expressed by these protests can be painful. The conversations will expose bias and prejudice, both implicit and explicit, which are uncomfortable and painful to witness. And yet, as anyone who has experienced the process necessary to clean a wound so that healing can occur will attest, pain and discomfort is unavoidable and necessary.

Three collaborative models of restorative justice are worthy of consideration when designing a structured process of mindful conversations. The first program to consider is the Peacemaking Program of the Judicial Branch of the Navajo Nation, which seeks to establish a transformative process of healing from conflict. A component of the Peacemaking Program, particularly relevant to current tensions experienced between law enforcement and communities, is the Life Value Engagements Program. Life Value Engagements consist of a designated instructor who guides an individual or a group through a deliberative process of problem solving. The Life Value Engagements Program requires personal accountability and a willingness by the participants to grapple with sensitive issues through dynamic dialogues through the lens of stories and teaching, thus allowing for levels of self-realization to emerge.[2]

A second model to consider is based on the Truth and Reconciliation Commissions created in the aftermath of apartheid in South Africa. Truth Commissions are utilized internationally by countries emerging from severe social conflict. These commissions operate on the principle assumption that the investigative process itself and resulting historical narratives will lead to justice and reconciliation. Admittedly, Truth Commissions have received mixed reviews for their effectiveness.[3] However, the structure and other lessons learned by their creation that can contribute to the restoration of faith and trust in law enforcement are noteworthy.

Final consideration should be given to the work of Lee Mun Wah and The Art of Mindful Facilitation.[4] The practice of mindful facilitation seeks to stimulate authentic dialogues on race, gender, and sexism issues that can plague an institution. The mindfully facilitated conversation structure is informative and would support the goal to improve the relationship between law enforcement and the public, develop cultural competencies, and provide effective community policing.

This mindful conversation should be moderated by individuals trained in mindful engagement of difficult conversations and educated in the concerns of law enforcement and the citizenry. Those dialogues should be conducted internally within police departments and state-wide law enforcement agencies, as well as externally with the citizens directly impacted by historical trauma. Some of the issues raised will not be novel

and will involve complex, intersecting issues of class, race, and ethnicity, as well as historical policing practices that have contributed to the traumatization of the community at issue. However, systemic change demands that participants roll up their collective sleeves, be brave and committed, and get to work.

The cost of systemic engagement in mindful conversations does not exceed the amounts paid to citizens who have experienced excessive policing that reveals the absence of cultural competence and an understanding of historical traumas. The cost of moderated, mindful conversations is an investment in effective community-policing strategies that engage the concerns of all constituencies. The trauma experience caused by the death of a human being on our city streets merits the greatest scrutiny by all professionals who answer the call to serve. ❖

Notes:

[1]Mark Wynn (police lieutenant (ret.), Nashville, TN, Police Department), interview by FRONTLINE, "How to Combat Officer-Involved Domestic Violence," November 23, 2013, http://www.pbs.org/wgbh/pages/frontline/criminal-justice/death-in-st-augustine/how-to-combat-officer-involved-domestic-violence (accessed July 27, 2015).

[2]Peacemaking Program of the Judicial Branch of the Navajo Nation, *Plan of Operations*, July 30, 2012, http://www.navajocourts.org/Peacemaking/Plan/PPPO2013-2-25.pdf (accessed July 27, 2015).

[3]Michal Ben-Josef Hirsch, Megan Mackenzie, and Mohamed Sesay, "Measuring the Impacts of Truth and Reconciliation Commissions: Placing the Global 'Success' of TRCs in Local Perspective," *Cooperation and Conflict* 47, no. 3 (September 2012): 386–403.

[4]Lee Mun Wah, *The Art of Mindful Facilitation* (Los Angeles, CA: StirFry Seminars and Consulting, 2004).

Safe Summer Nights: Community Engagement—One Hotdog at a Time

By **Todd Axtell,** Assistant Chief, Saint Paul, Minnesota, Police Department

Law enforcement agencies understand that community engagement builds trust and reduces criminal activity within the communities we serve. What we, as law enforcement professionals, sometimes forget is that we do not have to go about this important task of engaging with the community by ourselves. It is okay to accept help and guidance from our community partners. In Saint Paul, Minnesota, we learned that we needed our community partners to do it right.

During the spring of 2014, Tom Campion, a Saint Paul resident and owner of Superb Meats, contacted me with an idea. Over breakfast, Mr. Campion offered to recruit some local business owners and community leaders to join him in serving food in the most challenged areas of Saint Paul. He wanted to bring the Saint Paul community together in a way that had not been done before. Mr. Campion offered to donate, prepare, and serve hotdogs and hamburgers for the community in cooperation with the Saint Paul Police Department.

The goal was that the community would not just come out to eat a free meal, but get to know their neighbors and, even more importantly, their neighborhood police officers. A simple plan for a hotdog and hamburger cookout snowballed into a 13-week program throughout Saint Paul called Safe Summer Nights. This program ultimately evolved into a large joint cooperative operation between the Saint Paul Police Department and other neighborhood businesses. Mr. Campion drew overwhelming support from local restaurateurs and businesses, in addition to other anonymous donors and dozens of volunteers. The dedicated group of volunteers and organizers contributed food, beverages, and treats, along with their valuable personal time. Together, they served more than 10,000 meals at recreation centers and parks throughout Saint Paul during the summer of 2014.

These Safe Summer Nights events attracted thousands of attendees and enabled our officers and residents to become acquainted over a meal, rather than during times of trouble. Specialty units—including SWAT, ODU, Motors, K9, and Mounted—and street officers attended the events. The program was a big hit with the kids and our community at large. Saint Paul Parks and Recreation provided a climbing wall and bounce gym, and officers gave out "Junior Crime-Fighter" stickers and baseball cards to the youngsters. While parents chatted with officers, their kids enjoyed time visiting with our canines and horses and sitting on our police motorcycles. One of our more creative officers volunteered to be a face-painter. The connections we made with the community at these 13 events over the summer were priceless.

Aside from building community relationships, Safe Summer Nights had a remarkable effect on crime as well. During the evenings when these events occurred, crime was nonexistent in those neighborhoods and overall crime dropped over 6 percent in Saint Paul (2014 vs. 2013). We understand that there is no specific community outreach event that will reduce crime on its own, but we have no doubt that Safe Summer Nights greatly contributed to the community's livability and sense of safety during those events.

Mr. Campion's dedication to and stewardship of Safe Summer Nights events connected our community to police in a way that we had not observed before in Saint Paul, Minnesota. This created lasting bonds of cooperation and improved trust and understanding.

The Safe Summer Nights program was so successful that it is continuing in an even bigger way this year (2015). The program has been recognized in the media and received many awards from the American Red Cross and other accredited organizations. ❖



Community Policing Efforts in Columbia Heights, Minnesota

Matthew J. Stiehm, EdD, Consultant, Stiehm Solutions Consulting, LLC; **Scott Nadeau,** Chief, Columbia Heights, Minnesota, Police Department; and **Erik Johnston,** Sergeant, Columbia Heights, Minnesota, Police Department

In 2008, the Columbia Heights Police Department (CHPD) was stuck in a rut of high crime per capita and repeated calls for service. The new administration recognized a change in policing strategy was needed to make any meaningful headway. What resulted was an organizational transformation that put community-oriented policing (COP) at the forefront and a department-wide philosophy that converted patrol officers from call-takers to empowered problem solvers.

Inception and Implementation

To initiate this transformation, the CHPD implemented the position of Community Policing Coordinator—a sworn officer whose full-time job was split between establishing community partnerships and acting as a liaison for other officers tasked with community policing responsibilities. Officers were trained by direct supervisors through in-service activities on best practice methods for dealing with problem areas and building relationships using a combination of intelligence-led and COP-based policing methods. While the coordinator often served as a spearhead for various community-based efforts, the heavy lifting was done by all of the officers and supervisors throughout the department. Officers of the CHPD were first encouraged to become involved in at least one of the police department's community policing initiatives designed to forge positive relationships with the community. Eventually, non-sworn officers were introduced into the lineup and participation in community policing initiatives became required.

Having officers interface with the public, especially the community's youth, in a positive way quickly transformed the relationship between the officers and the community they served. After three years of having officers heavily involved in community policing initiatives, the time spent by officers on proactive COP activities went from almost zero to over 4,000 hours in one year.

The change in strategies resulted in measured improvements in many areas. The most notable difference was a consecutive 30-year low in reported crime, with the Columbia Heights crime rate decreasing at a much better rate than county, regional, state, and U.S. indices. The CHPD received recognition from local and county elected officials, received the International Association of Chiefs of Police Community Policing Award for 2012, and observed a drastic reduction in youth-related crimes and arrests of juveniles. In 2014, a community survey was conducted by the CHPD, and 94 percent of the respondents rated the police department positively and indicated that they felt safe from crime in their neighborhood.

Evaluation

Between 2007 and 2013, crime went down in every category, with many categories seeing reductions over 50 percent, including both violent and property crimes. An analysis shows that juvenile arrests did not fall in the first year of COP-related efforts, but fell considerably over time, totaling 50 percent during the six-year period. Adult arrests also showed a sharp decline.

In summary, the CHPD recorded a significant reduction in both reported crime and juvenile arrests following the implementation of a department-wide community policing philosophy. At the same time, the police department improved its relationship with the community and strategic partners. Our findings support the assertion that COP effectiveness is tied to organizational structure, direction, and support. We continue to make the case that COP is not the job of the one or the few, but is really a core department philosophy that requires participation at all levels. The following is a list of recommendations based on the experience in Columbia Heights.

Recommendations

The COP approach requires that a more traditional law enforcement agency transform itself to align with COP principles.

- Help officers understand the core principles of COP through training on all aspects of COP and actively involve officers in the learning process.
- The best way to plan for a transition to COP is to have a detailed strategic plan that covers all of the goals and objectives desired. All department personnel, including line staff, should have input on the plan, and the plan should be reviewed regularly (e.g., monthly or quarterly) to ensure that the transition, goals, and objectives are being accomplished.
- Incorporate community feedback and consider a variety of forums in which you can receive this feedback, which should be incorporated into strategic planning and decision-making processes.
- Ensure that COP is not just the job of the few, but is everyone's job on some level. It is only through active participation that most officers will have a full understanding of the true meaning and benefits of COP. Officers not properly trained or actively involved in COP will often have misconceptions on what COP is and what it seeks to do in the community. Officers should be actively encouraged or required to participate in COP-related activities on a regular basis.
- Agency resources and budgets should be aligned with making COP a priority and ensure that resource allocation is consistent with the agency's COP strategy. ❖

A full copy of the research study may be found at **www.chpolice.com**.

Houston's Homeless Outreach Team

By **George T. Buenik,** Executive Assistant Chief, Houston, Police Department, Houston, Texas

Police officers in major cities have been tasked to deal with people suffering from mental illnesses and drug addictions, as well as people who are living on the streets. City and county jails often find themselves housing persons with mental illness, drug addicts, and homeless people. Most of these incarcerated people have committed some minor crimes that have come to the attention of the police, but jail may not be the proper place for them. Social service agencies have a better chance of assisting and changing people's situations than incarceration in jails. Houston Police Department's (HPD) Police Chief, Charles A. McClelland, Jr., firmly believes in this philosophy, and he created the department's Mental Health Division (MHD), which is currently commanded by Captain Wendy Baimbridge. The Homeless Outreach Team (HOT) was placed under the supervision of this division because many of the chronic homeless population struggle with mental illnesses or drug addictions.

HPD started up HOT in 2011 to provide better service to those people with mental illness and those people living on the street. The HOT team is made up of one sergeant, four officers, and three case managers from the Mental Health and the Mental Retardation Authority (MHMRA) of Harris County, Texas. Sergeant Steve Wick, the team's current supervisor, developed and implemented the program. The team works closely with several organizations, including but not limited to SEARCH Homeless Services, Star of Hope, Salvation Army, U.S.VETS, DeGeorge Veterans Housing, and Goodwill. MHMRA case managers ride with Houston police officers in a marked vehicle to address calls for service involving either people with mental illness or people who are homeless to provide them with advice, services, referrals, transportation, and housing alternatives. The HOT also proactively approaches consumers in a friendly non-confrontational manner to check on their wellness. HOT's mission is to reduce the number of people living homeless on the streets of Houston. It includes intervention and outreach efforts for individuals who are homeless due to life-altering events, mental illness, addictions, or other disabilities. The team's duties and responsibilities include engaging the homeless community and acting as a liaison between the homeless community, service providers, law enforcement agencies, and the citizens of Houston. They further provide for the safety of the community, consumer, and Projects for Assistance in Transition from Homelessness (PATH) caseworker. HOT provides valuable assistance and expertise to police officers on the street who do not interact with this population on a daily basis.

HOT officers assisting the homeless found out that many did not have the proper identification to obtain state and federal benefits. HOT has worked with the Texas Department of Public Safety and the Social Security Administration to develop a process for obtaining replacement identification for people who are homeless. This process has allowed many people to properly claim benefits that they were eligible for, but could not receive due to lack of proper identification. It also has enhanced the police relationships with Houston's homeless population. HOT officers know the names of the people living on the street and check with them on a regular basis to see how they are doing. Homeless people now come forward to report when they are victims of crime. This relationship has also assisted in developing information on criminal leads in and around the areas where the homeless reside. Officers know who lives in certain areas and can approach them for assistance in solving cases.

HOT makes approximately 200 consumer contacts per month and made over 4,500 referrals for service in 2014.[1] Officers patrol areas where the homeless congregate on foot patrols and with marked vehicles and bicycles. An all-terrain vehicle is also used to reach homeless encampments in heavy brush or wooded areas.

The success of the MHD is due in large part to the collaboration that exists between the Houston Police Department, mental health professionals in Houston and Harris County, and advocacy groups. HOT has received national and international recognition for their collaborative approach to addressing the homeless issues utilizing community policing strategies. We believe that HPD is the leader in this fieldwork, and this program has benefited all police officers, MHMRA case managers, Houston citizens, and the consumers who receive the services provided.❖

Note:

[1]Houston Police Department, Mental Health Division, *2014 Annual Report,* Homeless Outreach Team (July 2015).

The Case for Training Reserve Officers to Handle Internal Affairs Investigations

By **Chuck Russo,** PhD, Program Director, Criminal Justice, American Military University

Internal affairs investigations can be delicate matters with much at stake for individual officers and the reputation of the agency. Agencies owe it to themselves, their officers, and their communities to conduct a professional, fair, and unbiased internal affairs investigation each and every time. However, many agencies are forced to take a haphazard approach due to a lack of resources within their full-time staff.

When an internal affairs investigation is required, it is generally assigned to a patrol or administrative sergeant or lieutenant with other duties and responsibilities; an investigator or detective trained and experienced in investigating criminal cases; or a member of the agency administration who must conduct the investigation while performing other various duties and responsibilities. In addition to needing to balance existing and new responsibilities, this person often has personal and professional conflicts of interest with the accused officer.

It is critical that agencies properly train an individual as an internal affairs investigator who is dedicated to this function. To meet this standard, agencies should consider their reserve personnel.

Why Do Agencies Have Reserve Officers?

There are more than 15,000 law enforcement agencies in the United States with fewer than 100 sworn personnel. In order to meet community needs, many departments have turned to reserve or part-time officers to complement full-time sworn personnel.

Reserve personnel often come to an agency following a rewarding career at another agency. These officers often have years of advanced training; some are decorated investigators, proven agency managers, or experienced road officers who want to stay involved in law enforcement.

While it is common for reserve officers to work road positions, it is not common for them to serve in administration roles. I would argue that, in many cases, these individuals have both the experience and the ability to effectively fill the role as a trained part-time internal affairs investigator.

Why Reserve Personnel Make Good Internal Affairs Investigators

One direct benefit of having reserve officers serve as internal affairs investigators is that their livelihood is not tied directly to the agency. They generally do not rely on the agency paycheck or benefits to sustain them or their family. Therefore, they are likely to be less influenced by political pressures and hidden agendas and may be viewed as less biased by both the officers and the community at large. Internal affairs investigators have nothing to gain or lose by conducting the investigation—their only agenda is to find the facts.

Proper training in internal affairs investigations is vitally important. Just as there are intricate rules and procedures that must be followed while conducting a criminal investigation, there are a set of rules for an internal investigation. These rules and procedures differ on many key points and, if violated, could jeopardize the entire internal affairs investigation and the reputation of the agency.

There will be times when there are not ongoing internal affairs investigations. When this is the case, the reserve officer can also conduct background investigations for the agency, further reducing the workload placed on the full-time agency staff.

Reserve officers are valuable resources for an agency. Using them for internal affairs investigations is one way that law enforcement leaders ensure that these officers are being used effectively. ❖

Better Leadership Development for Law Enforcement

By **Joseph A. Schafer,** PhD, Department of Criminology and Criminal Justice, Southern Illinois University, Carbondale, Illinois

Policing is becoming an increasingly complex profession. Agencies and personnel are continually given new reporting and activity mandates that expand the tasks and obligations they must fulfill. Difficult financial times, coupled with higher personnel and operational expenses, force agencies to make tough choices about priorities and the level of service they can provide. Changes in the background, skill sets, and aspirations of new officers challenge traditional assumptions about how to motivate, lead, and develop officers over the course of their careers. The proliferation of video-recording devices among both officers and citizens raise a huge range of new legal, procedural, and relationship challenges between agencies and the public they serve.

Simultaneously, controversial incidents have cast renewed public and government scrutiny on police officers, police agencies, and the policing profession. Leaders are increasingly finding they must answer difficult questions and try to explain how some events, while tragic, do not reflect bias or error on the part of officers. The public increasingly wants transparency and accountability for the police, while expecting police officers to be perfect in making split-second decisions with incomplete information. The present scrutiny demonstrates how important it is to have regular, effective, and principled leaders guiding the profession.

From 2006 to 2008, I had the opportunity to survey and interview officers attending the FBI National Academy program. The Police Leadership Study (PLS) focused on leadership practices and leadership development. One of the frequently posed questions was how often participating officers witnessed effective leadership practices. One-third of the PLS participants reported that they seldom, rarely, or never saw effective leadership practices within their agency. These officers were not simply saying their immediate supervisor is not a strong leader; one-third reported they almost never saw effective leadership practices *anywhere* in their organization.

There are a number of quality leadership training programs available to agencies across the United States. The IACP and other entities offer an assortment of leadership training experiences of varying durations targeting the needs of leaders of differing ranks and contexts. These types of efforts are key in providing officers with knowledge and discussion of leadership theories, research, challenges, and experiences. But are they enough to develop effective leaders for tomorrow? Can simply attending a course or series of courses develop effective leaders?

When new officers begin their careers, field training programs complement the educational experiences provided in preservice academies. Probationary officers are not left to learn the job equipped only with the academy's classroom learning and scenarios. Officers apply that foundation of knowledge by performing their duties under the supervision of an experienced veteran. As the probationary officer progresses through the experience, they are given greater levels of responsibility and greater degrees of independence.

PLS participants were asked how police agencies might develop more effective leaders. Taken as a whole, the development model officers described tended to emulate the academy and field training approach used for new officers. Respondents endorsed the foundational knowledge currently provided in various leadership training programs. This is loosely akin to a pre-service academy in that students are educated and allowed the chance to apply their knowledge in scenario-based activities. What is needed next is a development experience that affords the opportunity to take that knowledge and apply it in the field under the guidance of an effective supervisor. This might differ from a field training program in that those with more experience might serve more as mentors to those with less experience. Unlike a field training officer system, experienced leaders might not have a formal say in promotional decisions or outcomes.

Clearly there cannot be a "one size fits all" approach to leadership development. The incredible variety in the size, resources, and context of law enforcement agencies would make that impossible to achieve. What is needed, however, is the establishment of programs that build on classroom leadership development experiences. In this way, leadership development can be more than an academic exercise. New leaders can receive better feedback and guidance about their decisions and approaches. Experienced leaders might also learn by being given the opportunity to reflect on what they have learned and how they approach their leadership responsibilities.

Now more than ever, the profession needs to do a better job developing personnel to lead it into a positive direction in the years to come. The challenges confronting the policing profession are not simply challenges for front-line personnel. Leadership is becoming increasingly common, yet approaches to leadership development in policing have not advanced enough. If the profession is going to continue to provide effective, efficient, and equitable service to the public, it must do a better job not only at hiring and retaining quality personnel, but also at developing those officers to lead the profession into a stronger future. ❖

THE IACP NEW POLICE CHIEF MENTORING PROJECT

The IACP New Police Chief Mentoring Project, supported by the Bureau of Justice Assistance, is a cost-free professional development opportunity and includes complimentary resources to assist experienced and newer chiefs. This project matches experienced mentor chiefs with newer chiefs for three to six months of formal or informal mentoring, supported by the Mentoring Project team.

Check out IACP's resources for new chiefs and mentors or get more information at **http://iacpmentoring.org.**

Interested in becoming a mentor or mentee? Register or search for matches at **http://mentorboard.jobtarget.com/dpo.**

Police Training at the Next Level: Enhanced CIT

By **Keith Cummings,** Captain, Spokane, Washington, Police Department

In March 2006, an unarmed man with mental disabilities named Otto Zehm died two days after a physical encounter with police gone awry, it shocked the city of Spokane, Washington. Mr. Zehm resembled the description of a man who was reported to have committed a robbery of two teenage girls at an ATM a short distance away. Officer Karl Thompson responded, using baton strikes and a Taser during his encounter with Mr. Zehm. A few years later, Officer Thompson was convicted of civil rights violations (excessive force) and sent to federal prison. This 2006 encounter drew attention to the need for crisis intervention team (CIT) training, which focuses on improving the way law enforcement officers and the community respond to people experiencing mental health crises.

As part of the 2012 settlement in the civil case against the City of Spokane, CIT training became mandatory for all officers in the Spokane Police Department (SPD). A team of researchers from the Washington State University (WSU) Department of Criminal Justice and Criminology has been assisting the city to ensure the training is evidence-based and measurable.

Dr. Lois James and Dr. Stephen James of WSU both serve on the police chief's Mental Health Steering Committee that was tasked with curriculum development. Based on their experience with earlier projects funded by the U.S. Department of Justice; National Institute of Justice; and the U.S. Department of Defense, Defense Advanced Research Project Agency, they conducted an expert focus group and survey to understand the dynamics of encounters with people in crisis, to assess what elements of a CIT encounter determine its level of difficulty, and to determine what constitutes good performance within a CIT encounter.

Their work resulted in three tools: a set of metrics to evaluate scenario difficulty and officer performance; a training needs analysis that specified the most difficult and frequently encountered elements of CIT encounters that can be used to build training scenarios; and a set of learning objectives for use in CIT training. These same tools can also be used to measure an officer's performance in real-life situations (e.g., from body-worn camera footage). Completed in late 2013, the project was funded by the SPD's Forfeiture Asset Fund. The results have been used to help build the Enhanced CIT Training Curriculum.

After 14 years of providing CIT to Spokane law enforcement and mental health professionals, the SPD, Frontier Behavioral Health (FBH), and WSU together developed a new model, Enhanced Crisis Intervention Training (ECIT) based on the WSU research conducted by Dr. Lois James and Dr. Stephen James, which showed a desire for enhanced communication skills. In April 2015, 14 officers and 5 mental health professionals were selected to participate in the first ECIT class, which was based on the concepts of Motivational Interviewing (MI). ECIT training is divided into three stages—classroom, immersion, and reflection. The 24-hour classroom component began with instruction on the basic principles of MI followed by mock scenarios that included participants' application of MI in a number of situations, including suicide intervention, adult mental illness, substance abuse and co-occurring disorders, adolescent disorders, and developmental disabilities. The scenarios were followed by a review of fundamental CIT skills such as suicide and homicide risk assessments, intervention tactics, policy, and case law review.

The immersion component of ECIT included 32 hours at community sites where participants were able to apply MI and other principles in real-time situations. The immersion sites were designed to provide participants with contact with various age groups and settings and with professionals who have frequent contact with individuals with mental illness and co-occurring disorders. Mandatory immersion sites included Providence Sacred Heart Medical Center's Psychiatric Triage Unit; FBH's Crisis Response Services; SPD's Downtown Precinct (mental health professionals only); ride-alongs with SPD officers (mental health professionals only); Spokane Regional Health District's Methadone Clinic; and Excelsior Youth Center. Participants were also encouraged to select two optional immersion sites that were of interest to them for an additional eight hours of training. Those additional sites included Spokane County Detention Services; Northwest Autism Center; Detox/Sobering; Spokane Public Schools Security Department; and the following FBH facilities: Evaluation and Treatment, Stabilization, Integrated Co-Occurring Services (ICOS), Homeless Outreach Team, and Mobile Community Assertive Treatment (MCAT) Team.

The reflection portion of the training included a panel discussion with two officers and a student who were involved in an active shooter incident at a Spokane high school in 2005. The former student agreed to speak with the class about his experience. Afterward, ECIT participants were able to discuss how MI techniques might have helped officers at the time determine what signs and symptoms may have indicated the former student had a mental illness and was at risk for suicide or homicide.

The ECIT course concluded with a final set of mock scenarios where MI instructors were on scene to provide participants with immediate feedback on their application of MI concepts. Lastly, experts presented on the topics of resilience and how ECIT participants can adapt in the face of adversity, trauma, tragedy, and threats, in addition to their own personal sources or stress.

The SPD continues to work closely with mental health providers across Spokane County. This collaboration has led to the organization of the "TEAM-conference" (Together Everyone Achieves More) on first responder and mental health services partnerships. Visit **http://team-conference.org** for more information on this training opportunity.

The officers who attended the ECIT training work a variety of shifts across the entire city of Spokane. An evaluation that is currently under way will help identify the impact these highly trained officers have on critical incidents. It is anticipated that they will be able to utilize these new skills in multiple crisis situations and prevent them from developing into lethal encounters. ❖

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Training High School Students for Careers in Law Enforcement

By **Mark Moe,** Teacher, Criminal Justice, Fivay High School, Hudson, Florida

After a 26-year career with the Pasco Sheriff's Office in the Tampa area of Florida, I retired and entered my second career: teaching. I teach criminal justice in a high school in Florida. While valuable, this program did not provide an industry certification. As it stands, the students leave high school and head to work or to college, and many students who want to start a career in law enforcement join the military, instead. Since many police agencies do not hire 18-year-olds as officers, the students look to other alternatives.

About two years ago, I was introduced to a former chief in south Florida who teaches a telecommunications course at a high school. She said that 100 percent of her students get hired at local police agencies. Clearly, students trained in telecommunications were attractive candidates.

With that teacher's success in mind, combined with an understanding of what police agencies are seeking in new hires and why students look to alternatives to policing careers, the Pasco County Schools will begin offering a four-year Criminal Justice Program with an Industry Certification as a Telecommunications E-911 Dispatching Certificate for the district's high school students for the 2015–2016 school year. Therefore, when they finish high school, the students will have four years of law enforcement training per the standards of Florida's Department of Education and Department of Health. Approximately 20 students each year will be certified. These students will be ready to start work immediately after graduation.

This is a great opportunity for agencies that have problems hiring dispatchers. The joint effort between the local agencies will give the students an opportunity to job shadow in this career and apply for the agency before they finish the class. ❖

For more information about this program, please contact the author at **mmoe@pasco.k12.fl.us**.

Graduate Program Furthering the Professionalism of Law Enforcement

By **Tracey Gove,** Police Chief, West Hartford, Connecticut, Police Department

As part of the overarching mission of the West Hartford Police Department, one of the stated goals is *To Further the Professionalism of Law Enforcement as a Whole.* To meet that goal, the department has become a leader in training and education throughout the state and offers a variety of unique training programs that have been very popular and effective. A description of one follows.

Master's Degree Program Collaboration

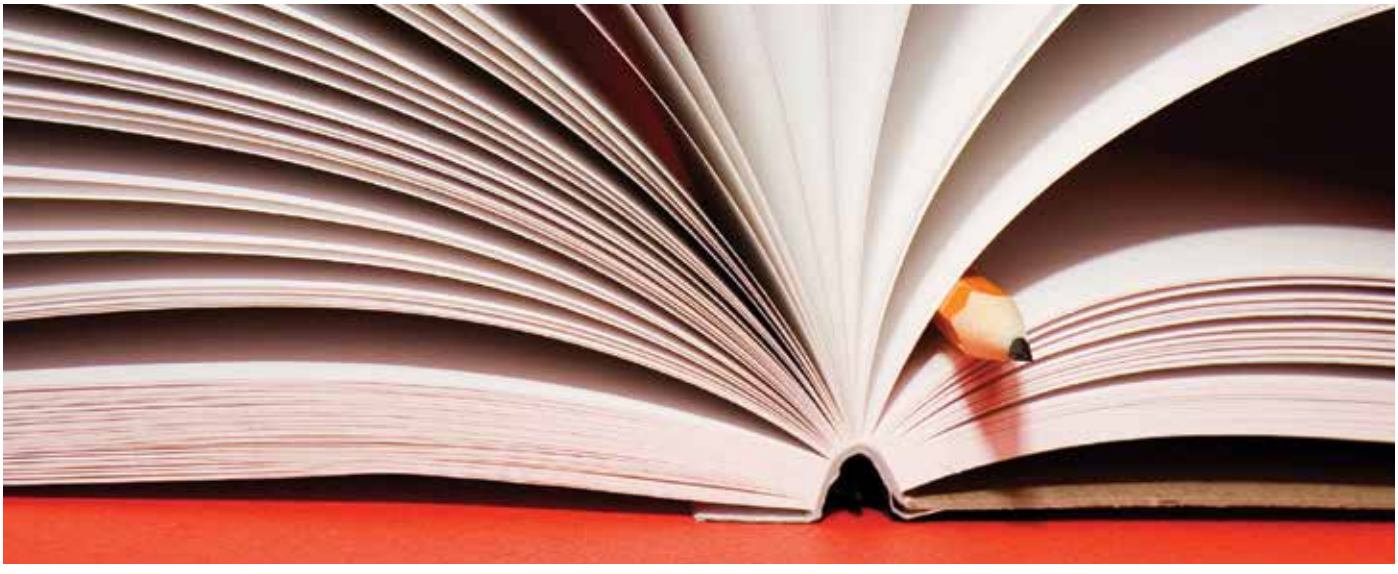
In 2013, recognizing the need to develop a highly educated workforce, the career goals of officers, and the challenges officers face pursuing graduate studies with job demands particular to policing, the West Hartford Police Department teamed up with Central Connecticut State University's Department of Criminology and Criminal Justice to develop a specialized master's degree program tailored specifically for law enforcement professionals. This particular master of science degree cannot be obtained on campus and is available only through this unique collaboration. Courses are specifically tailored for police officers and cover topics that incorporate real-world issues to enhance the leadership abilities of officers and supervisors in the field. Through classroom studies and the exchange of personal and professional experiences, participants are capable of applying what they learn right away to their daily jobs. The program attracts officers of various ranks, experiences, and seniority levels, which gives participants a broader overview of the challenges and concerns faced by different police departments.

The program is presented in a cohort fashion for sworn law enforcement officers only. Students proceed through the entire program together. Classes meet during the evening once a week for 18 months, the majority held in the West Hartford Police Department's Training Division, with additional courses taught online during the summer and several held at the university campus. Instructors who lead the program understand the need to be flexible for adult learners who hold demanding full-time jobs and work with students to keep the program contemporary, engaging, and challenging.

Class times and structure allow officers the ability to attend during their workday, in some cases without having to take vacation time or other leave time. It also allows them to work within their comfort zone through the familiar environment of a police department.

The program culminates in either a thesis research project or an agency collaborative project in which the student works directly with his or her agency on a research-based need. In West Hartford, for example, a member of the police command staff is currently researching police response to burglary incidents. Residents who have been the victims of burglary over the past five years were asked to complete an anonymous mail-in survey. The survey questions were designed to gather feedback and improve how the West Hartford Police Department deals with burglaries within the town as well as resident satisfaction with police. The secondary goal was to create a strategic plan and an environment where citizens and police would work in partnership to find solutions to this type of crime.

The overwhelming success of the first West Hartford Police Department–Central Connecticut State University class led to a second class, which began studies in January 2015. ❖



Secure Police Credentials Will Benefit Officers and Citizens

By **William G. Brooks III,** MA, Chief, Norwood, Massachusetts, Police Department, and **Peter J. Olson,** Detective (Ret.), Peabody, Massachusetts, Police Department, IACP Communications and Technology Committee member, and Founder, WiredBlue

Virtually every law enforcement agency in the United States issues to its sworn personnel an identification card bearing the name, photograph, and title of the officer. Identification (ID) cards are often used for accessing government buildings, attending training, flying on a commercial airliner while armed, working with officers from other law enforcement agencies, and conducting enforcement activities.

The Problem

The following are some questions concerning police ID cards:

1. Who creates and controls ID card creation and card stock?
2. How secure is the ID?
3. Can officers and the public easily identify an ID?

Many officers across the United States don't know the answers to those questions. They have no way to immediately verify someone by viewing that person's ID. Many IDs are made by a regular printer anyone can buy. There are few, if any, security features that are known or unknown to others.

Officers might say they could tell if the person is a cop just by talking to him or her. While this is true much of the time, someone who acts the part could slip by at a training or when entering a building. Social engineering is a common and growing way for people to obtain information or access to information or an event.

The Solution

Massachusetts police officers are now carrying identification cards that are of a uniform design and have security features to thwart tampering and counterfeiting. To the authors' knowledge, Massachusetts is the first state to undertake such an initiative. The program was launched by the Massachusetts Chiefs of Police Association (MCOPA) to help citizens identify criminals posing as plainclothes officers and to make venues safer.

Massachusetts law, like many states, requires that police departments issue ID cards to their full-time police officers, but there has never been a standard for the design or content of the card. Each agency was left to design its own card and, as a result, recognizing them as authentic was problematic.

In fact, most police officers admitted that they were unable to describe the ID cards carried by officers in adjoining jurisdictions. Now, that has all changed. Under a new program, Massachusetts police officers carry uniform identification cards equipped with advanced security features. The first issuance of every card was funded by the state's homeland security regional offices.

New Design

The first thing you notice about the new Massachusetts police ID is that it is portrait oriented, rather than landscape, so that when it is slid it into a shield case it is oriented the same as the shield.

The new ID card has a banner across the top that reads Commonwealth of Massachusetts. Beneath the banner is the word POLICE in large, bold font. Beneath the word police is the officer's photo. Beside the officer's photo is the department seal and beneath it are the officer's name, rank, department, the department's primary address, and a 24-hour telephone number. All cards also bear issuance and expiration dates.

The back of the card is landscape. In the top left corner is a serial number, and each is unique. The serial number allows a card to be entered into NCIC if it is lost or stolen.

The text beneath the officer's signature attests that the bearer is a law enforcement officer as defined by the federal Law Enforcement Officers Safety Act (LEOSA). A bar code has been provided for future use.

Security Features

The vendor chosen for the project is the current provider of drivers' licenses in 43 different states, including Massachusetts. Their participation in the project is beneficial because some of the security features used on the Massachusetts driver's license are utilized on the Massachusetts police ID card.

There are three levels of security on the police ID card; overt, covert, and forensic.

- Overt features are those that we will tell the public about, and citizens can use them to determine that a card is authentic.
- The covert feature is not obvious to the untrained eye—and is not revealed to members of the public.
- Forensic features may be detected only by the card's manufacturer using specialized equipment. Typically, that would occur if someone tried to counterfeit a police ID, and the comapny needed to establish in a court of law that the card was a fake.

Establishing and enforcing standards: A credential is only as valid as the controls that govern its issuance. For this reason, a set of standards was established to ensure the uniform issuance and regulation of the cards.

Informing the public: Identification cards are effective only if people know what to look for, so the MCOPA undertook an information campaign when the new cards were rolled out. A website called MassPoliceID.com was created for use by both law enforcement and the general public.

Conclusion

The law enforcement community is expected to identify and correct security vulnerabilities to prevent exploitation by criminals and terrorists. It makes sense to distribute a professional uniform and secure police credential statewide.

The next step is for states and law enforcement agencies to share that information, so officers in surrounding states and across the United States can easily check and verify law enforcement credentials from any state. A project of this scope is not without hurdles; however, we believe this system can be replicated anywhere and benefit everyone. ❖

Why did you choose to join law enforcement? What keeps you going each day?

Use #WhyIWeartheBadge on Twitter, Facebook, or other social media to share your story!

Electronic Stakeout

By **Travis Martinez,** Lieutenant, Redlands Police Department, Redlands, California

The President's Task Force on 21st Century Policing is challenging today's law enforcement leaders to create strategies that will enhance public trust and promote strong relationships between police and the communities they serve, all while supporting crime reduction. In 2011, the Redlands Police Department (RPD) implemented a strategy that has not only enhanced police and community relations, but has put police in direct contact with those that commit crime. At the time, a series of vehicle burglaries was occurring at a fitness center parking lot. RPD was faced with a tight fiscal budget that prohibited traditional types of responses, such as stakeouts. A watch commander at RPD researched whether technology that was being used by financial institutions to protect their assets could be reconfigured to help address the vehicle burglary problem. With community collaboration, an electronic stakeout operation was implemented, and, within a few hours of the first deployment, RPD arrested the two serial burglars who had been preying on the fitness center parking lot.

Since that initial implementation, RPD has been utilizing the strategy that not only meets the goals and objectives of the task force, but has proven to be a very effective and affordable way to reduce crime in the city. The strategy requires the police department to work closely with victims of crime, thereby creating goodwill throughout the community. This strategy has been a game changer and promises to create a paradigm shift as to how law enforcement agencies across the United States address crime trends in their respective communities. The consistent accolades provided by the public through social media suggest that RPD has discovered a strategy that promotes community policing and enhances police legitimacy.

The strategy includes deploying a GPS tracking program that utilizes specialized devices made available only to law enforcement, financial institutions, and corporate security professionals. The program is responsible for 172 arrests for crimes, such as armed robbery; vehicle, commercial, and pharmaceutical burglary; laptop, bike, metal, retail, cemetery, fire hydrant, vending machine, mail, and UPS parcel theft; and even credit card skimming. Basically, whatever crime trend pops up in the community, or, if there is a need for surveillance on targeted property, RPD will evaluate if the GPS tracker can be utilized to apprehend the criminals. The trackers are a low-cost solution to the high costs associated with traditional surveillance teams. RPD also uses the devices to provide residents an added sense of security when they are away on vacation via a program that is now being replicated throughout the United States.

When a GPS device is activated upon motion, the GPS tracker immediately sends alerts to the RPD Dispatch Center and officers' cellphones, who can then track the device on a map over the Internet. Dispatchers can then direct officers to the device's exact location using the tracking data, enabling officers in the field to maintain tactical high ground on the suspects. It typically takes only about 10 minutes to deploy a device, and, once it's deployed, police can resume their normal duties until the property is stolen. The devices can remain in the field for up to 15 months before they need to be recharged. To make the program even less taxing on police resources, RPD has trained two citizen volunteers on how to deploy the devices. In some instances, RPD even gives the devices to residents to self-deploy.

Numerous agencies throughout the United States have been replicating the GPS tracking program at RPD. *The Police Chief* magazine published an article authored by an RPD Command Staff member in the January 2014 edition, highlighting RPD's GPS program. As a result of the article, POST-approved courses on the strategy have now been taught in seven states. In addition, several international, national, state, and local conferences have hosted presentations on the strategy. All evidence strongly suggests that the use of the specialized GPS devices in law enforcement to address crime trends will be as prevalent as law enforcement using surveillance cameras. In Redlands, they have been effective in apprehending criminals.

The concept of using GPS technology to solve crime trends has expanded from the law enforcement and banking industry to corporate security. Cellphone stores have begun to deploy the devices in prepackaged, shrink-wrapped iPhone cases to combat the rapid rise in cellphone store robberies and burglaries. In less than two months, one Southern California police agency was able to thwart three armed robberies of cellphone stores by using this strategy. More importantly, none of the employees were hurt and all of the stolen property was recovered. Pharmacies are mirroring the strategy to address robberies and burglaries involving oxycodone. RPD was able to apprehend one prolific thief shortly after he conducted a nighttime commercial burglary of a pharmacy in Redlands. In addition, a major retail company has begun using the devices to address organized retail theft crime rings that target high-end jeans. Several arrests have been made using this strategy.

The electronic stakeout GPS program at RPD has certainly led to an improvement in policing at the local level. With agencies and corporate security teams across the United States beginning to implement a similar strategy, evidence suggests that this strategy is long overdue. RPD has certainly discovered a force multiplier that has enabled them to continue to provide excellent customer service and address the various types of crime that community members face on a daily basis. ❖

To learn more about how the Redlands, California, Police Department is using GPS trackers, visit the *Police Chief* archives online to read Lt. Martinez's January 2014 article, "Caught in the Act! How One Police Agency Is Apprehending the Hard-to-Catch Property Thief with Electronic Stakeouts."

Size Matters, So Does Place: The Future of Policing and the Changing U.S. Suburb

Susan Shah and **Nicholas Turner,** Vera Institute of Justice, New York, New York

Historically, the call for, and challenge of, police reform has fallen at the doorstep of big cities, such as Detroit, Seattle, Cincinnati, Pittsburgh, Los Angeles, New York City, and Baltimore, and their police chiefs. Most attention remains focused on the biggest urban areas of the United States, but, in the next decades, these aren't the only places that should garner our attention. Much of the future of U.S. policing lies in the places previously associated with the white picket fence–the suburbs.

The suburban United States is changing. There are now more poor people living in suburbia than in core cities—something that has been true since 2008—and the poverty gap between suburbs and cities is widening.[1] Simultaneously, many suburbs are becoming more ethnically and racially diverse. This is part of a widespread phenomenon of "demographic inversion" that is occurring in suburban communities, where in many places, the population has flipped from a majority white population to a diverse population whose majority is not white.

The fatal shooting of Michael Brown and the unrest in the Missouri suburb of Ferguson may embody a bigger pattern—a challenging consequence of demographically changing suburbs. A disconnect exists between local law enforcement and the communities they are sworn to serve and protect. Is Ferguson the exception or the norm?

First, we know that Ferguson is not unique as a demographic phenomenon.[2] It resembles many other inner-ring suburbs whose police departments struggle with engendering a relationship of trust with the "majority minority" community they serve. While the demographic composition of a police department is not everything, Ferguson's police department is far from representative of its population, with a police force including only three black officers (7 percent) serving a community that is 67 percent black.

Second, we know that the focus should not be limited to a black-white demographic reversal in suburban communities. A big driver of the suburban population growth is the influx of Latino immigrant families. From 2000 to 2009, immigrants accounted for 30 percent of the overall population growth.[3] Likewise, in many of these communities, urban planners believe that immigrants' residences and vitality is integral to bringing suburban communities out of entrenched poverty.[4]

Third, we know that some suburban police departments have, unlike Ferguson, found practical ways to establish trust with their rapidly diversifying communities. In the Minneapolis suburbs of Brooklyn Center, Brooklyn Park, Hopkins, and Richfield, police are building and strengthening foundations of trust with multi-racial and multi-ethnic communities through a Joint Community Police Partnership. Such efforts include a police-community multicultural advisory council, new Americans' (police) academy, multicultural community service officer (CSO) cadets, and officer access to, and training on, interpreter resources.

But there is virtually no research that is focused on suburban policing. Big city ideas—the evidence-based practices we seek to replicate far and wide—may not be appropriate for their suburban neighbors, who have a different amount and spread of poverty, political context, population size, demographic composition, level of urbanization, tax base, and police organizational structure and resources. Quite possibly, there may not even be an identifiable suburban policing blueprint. As noted by researchers at Brookings, "Suburbs with little or no experience with either immigration or poverty face complex and unfamiliar public policy challenges."[5]

Policing leaders, researchers, and others seeking to shape U.S. policing for the demands of the 21st century must begin to understand the scope of this challenge and develop solutions that take into account the unique realities of suburban policing. This means answering such critical questions as the following:

- *How does a police force, organized around policing suburbs that a decade or two ago were largely homogenous (white), effectively build cooperative relationships and mutual trust with the far more diverse communities they are sworn to protect today?*
- *What do varying suburban communities expect from their police departments? What does public safety mean to them?*
- *What does community policing look like in a suburban context, where walking a beat is not possible in the sprawling jurisdiction?*

A comprehensive suburban community policing strategy—one that understands the "new normal" of suburban poverty and population diversity—will ensure that policing is effective in the places where the United States is most rapidly changing. ❖

Notes:

[1]Alan Berube, "A View from Atlanta, Epicenter of Suburban Poverty in America," *Confronting Suburban Poverty in America* (blog), October 08, 2013, Brookings Institution, http://confrontingsuburbanpoverty.org/2013/10/a-view-from-atlanta-epicenter-of-suburban-poverty-in-america; "South Cook County, Chicago, Illinois," *Confronting Suburban Poverty in America* (blog), Brookings Institution, http://confrontingsuburbanpoverty.org/the-communities/south-cook-co-chicago (both accessed July 29, 2015).

[2]Elizabeth Kneebone, "Ferguson, Mo. Emblematic of Growing Suburban Poverty," *The Avenue: Re-Thinking Metropolitan America* (blog), August 15, 2014, Brookings Institution, http://www.brookings.edu/blogs/the-avenue/posts/2014/08/15-ferguson-suburban-poverty; Peter Saunders, "The Death of America's Suburban Dream," *The Guardian*, September 5, 2014.

[3]Roberto Suro, Jill H. Wilson, and Audrey Singer, *Immigration and Poverty in America's Suburbs*, Metropolitan Opportunity Series (Washington, D.C.: Brookings Institution, August 4, 2011), http://www.brookings.edu/~/media/research/files/papers/2011/8/04-immigration-suro-wilson-singer/0804_immigration_suro_wilson_singer.pdf (accessed July 29, 2015).

[4]Alan Ehrenhalt, *The Great Inversion: And the Future of the American City* (New York: Random House, 2012).

[5]Suro, Wilson, and Singer, *Immigration and Poverty in America's Suburbs*, 2.

The Family Liaison Officer

By **Fiona Brookman,** Professor of Criminology, Centre for Criminology, University of South Wales, Pontypridd, United Kingdom, and **Duncan McGarry,** Critical Incident Family Liaison Advisor, Family Liaison Training & Consultancy Ltd., Dunoon, Scotland

Some of the best ideas in policing are often the simplest. Not necessarily new ideas—but ones that may have been forgotten or perhaps ones that we take for granted because it's "common sense." Sometimes, unfortunately, we have to harness what is accepted as common sense and design it into a far more sophisticated model of investigation.

When someone's life is taken in a cruel and violent act of murder (or manslaughter) a homicide investigation begins. The ingredients of this investigation are becoming more complex as science and technology develops, but one ingredient doesn't really change—the devastated relatives who are left behind. A complicated criminal justice system, combined with high-profile media interest or, in some cases, zero media interest can often add to the problems that the surviving family members face. How the police respond to the family can make a huge difference to the overall impact of the homicide as well as the extent to which the family cooperates with the enquiry.

The role of dedicated Police Family Liaison Officers (FLOs) in homicide cases emerged in the United Kingdom in the aftermath of the Stephen Lawrence murder in 1993. Mr. Lawrence, an innocent young black man was stabbed to death in a racist attack in South London. This murder and its aftermath set off a series of significant changes in investigative practice. Two men were eventually convicted of his murder in 2012.[1] Whilst racism and the police response to racially motivated crime featured high in the Public Inquiry that followed Stephen's murder, opportunities emerged to develop a new way of policing homicide that went beyond issues of race to consider more carefully how we deal with the "survivors" of homicide, those left behind to deal with the aftermath.

Sometimes, someone within the family is responsible for the homicide. On other occasions, the family holds the key to unlocking aspects of the victim's life that may help the police to identify the murderer. The role of the FLO is crucial in unlocking this information. But the role of the FLO is a dual one: (1) foremost, FLOs are trained investigators tasked with gathering information and helping to assess what evidence and intelligence relatives may be able to offer the investigation and (2) the FLO is a conduit between the family and the investigation, ensuring that the family understand the process and are provided with as much detail as can be shared regarding the progress of the investigation. The FLO helps to prepare the family for what is often a lengthy and traumatic investigation; supports them through key moments such as press conferences and appeals; and, where relevant, supports them at the trial. This role requires significant expertise and sensitivity and with the right type of quality contact, trust and confidence improves within the communities where the homicide occurs.

In the earliest stages of a homicide investigation, the police require considerable information about the victim. Through working closely with the victim's family, the FLO can gather critically important information and intelligence regarding the victim.

- **Routines and habits:** Where did they spend time? Last known sightings?
- **Friends and associates:** Who are they? Are relationships good or strained?
- **Family relationships:** Are there any family tensions/relationship separation?
- **Behavior and lifestyle:** What sort of person were they and what made them vulnerable to murder? (e.g., drink, drugs, gambling habits, financial behavior)
- **Precursor events:** What precursor events may have led up to the homicide?

This type of investigative practice does occur in some investigations but often not within a coherent strategic plan. Family Liaison is as much a mind-set as it is a methodology—thinking through what the police need from the family and what the family needs from the police. It requires recognition of the dedicated role and the need to train and develop the expertise of those tasked to perform it.

Furthermore, the FLO role is adaptable to cases of mass fatalities. FLOs can become the link to gathering "ante-mortem" data from families to aid early and accurate identification and repatriation of human remains. The United Kingdom successfully deployed FLOs in New York following the terrorist attacks of September 11, 2001, where 67 U.K. citizens were killed. They were also used following the Asian Tsunami of 2004 and the London Bombings of 2005.[2]

The role of the FLO continues to evolve. It represents excellence in investigation, and its long-term benefits to policing are immense and include the following:

- Enhanced victim profiling
- Better family and community impacts
- Improved trust and confidence in the police
- Potential inroads into difficult-to-reach and hostile communities
- Superior community intelligence models

In summary, the FLO represents the "strategic heart" of modern homicide and major crime investigations—whether those investigations are routine in nature or highly complex—and we would like to see the role adopted in many more homicide units around the world. ❖

Notes:

[1]William Macpherson, *The Stephen Lawrence Inquiry: Report of an Inquiry by Sir William Macpherson of Cluny* (London: Home Office, 1999), https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/277111/4262.pdf (accessed August 5, 2014).

[2]Andy McSmith, "Tunisia Beach Attack: Number of Britons Killed Feared to Be as Many as 30," *The Independent*, August 3.

Are You Missing the Mark in Recruiting?

By **John Weinstein,** Lieutenant, Commander, Safety District 3, Northern Virginia Community College

If we have the greatest job in the world—which we do—why is it so difficult to recruit and retain quality law enforcement professionals? The national police attrition rate is 5.7 percent,[1] and the Atlanta Police Department found that 40 percent of police attrition occurred in its officers in their first year of service and 80 percent occurred in officers with less than five years on the force.[2] With the average cost of putting an officer on the street at $14,000–29,000, excluding salary, the loss of young officers creates significant burdens for departments whose resources are already shrinking.[3]

Many potential causes of recruitment and retention problems exist: low salaries, more lucrative job opportunities, and so forth. One key factor, is whether the law enforcement recruitment message is optimized for the audience we are trying to reach.

Members of the largest pool of potential recruits are known among generation theorists as "millennials" or members of "Generation Y." Born between 1980 and 1999, members of Generation Y are now 16–35 years old. They exhibit very different characteristics and have different goals than their Generation X (born 1965–1979) and baby boomer (1946–1964) predecessors.[4] However, most senior law enforcement leaders are Generation Xers or baby boomers and have worked for years alongside their contemporaries, who think just like they do. Is it any surprise, then, that recruitment advertisements approved by these senior leaders do not appeal to millennials?

Consider the following job announcement, taken from a major college police department:

"We are looking for loyal men and women with the ability to follow instructions, good oral and written communication skills, and computer literacy skills. You must have the instinctive ability to demonstrate and understand the laws of the state, local ordinances, and college policies through the performance of daily tasks. You must have the ability to testify in court proceedings."[5]

The four most important attributes implied in this advertisement are loyalty, obedience, enforcement, and ability to do daily tasks, which strike responsive chords with individuals from the post–World War II generation. Baby boomers and, to a lesser extent, Generation Xers, value being part of an organization, know how to work within a command structure, recognize the importance of rules, and value processes. However, research shows these are not the values most important to millennials.[6]

Consider a few other differences between millennials and non-millennials: [7]

Activities of Millenials Compared to Non-Millennials

Activity	Percentage of Millennials (%)	Percentage of Non-Millennials (%)
Own smartphones	59	33
Upload photos	60	29
Watch movies online	42	18
Use social media	79	59

Millennials are different because of their different formative experiences. Millennials experienced greater parent divorce rates; the explosion of information and social media; less supervision; and accelerating technological change. As a result, millennials are multitaskers who become bored easily; expect greater participation in the workplace with immediate feedback; are more technologically savvy; question authority; are not loyal to one organization; and want more balance in work and life.[8]

Most field training officers lament that their trainees constantly question why things have to be done a certain way; expect to jump to the detective, SWAT, or K-9 units after only a year or two of service; and are always looking to jump to other agencies.

The challenge for today's recruiters is to develop a systematic two-way process that identifies what their recruits want, not just what the department needs; monitors their changing needs throughout their careers; and develops processes to meet their needs. Job descriptions must be written in a way that allows millennials to connect with the department.

Consider the following hypothetical job description:

"The XXX Police Department is seeking ethical, dedicated individuals to join our team of professional officers. We offer interesting and varied work, advancement, autonomy, and responsibility where you have the opportunity to develop yourself through interesting training and support for further academic and professional development. You will have the satisfaction of doing a challenging job that makes a difference and enjoy the respect of your fellow citizens." ❖

Notes:

[1]Christopher S. Koper et al., *Hiring and Retention Issues in Police Agencies: Readings on Determinants of Police Strength, Hiring and Retention of Officers, and the Federal COPS Program* (Washington, D.C.: Urban Institute, October 2001), 46, http://www.urban.org/sites/default/files/alfresco/publication-pdfs/410380-Hiring-and-Retention-Issues-in-Police-Agencies.PDF (accessed July 29, 2015).

[2]Atlanta Police Foundation, *Public Safety First: An Attrition Study of the Atlanta Police Department* (Atlanta, GA: Atlanta Police Foundation, November 2009), 5, http://www.atlantapolicefoundation.org/download/atlantapolicefoundationorg/275-APF_2009_Attrition_Study.pdf (accessed July 29, 2015).

[3]Ibid.

[4] International Association of Chiefs of Police (IACP), *Leadership in Police Organizations*, Volume 1, Lesson 3, 26–32.

[5]Northern Virginia Community College Police Department, position advertisement, "Law Enforcement Officer – Certified," March 2015, https://nvcc.peopleadmin.com/postings/12439 (accessed August 18, 2015).

[6] IACP, *Leadership in Police Organizations*.

[7]Millennials belong to an average of 2.5 social media networks, the top four of which are Facebook, Twitter, Google Plus, and Instagram, and 75–80 percent of Millennials sign on to these on a daily basis. For these and other generational characteristics, see Mike Allen and Renee Allen, "Generational Differences Chart," http://www.wmfc.org/uploads/GenerationalDifferencesChart.pdf; "Understanding Generational Differences," 24 slides; and http://opi.mt.gov/PUb/RTI/EssentialComponents/Leadership/Present/Understanding%20Generational%20Differences.pdf (both accessed on August 18, 2015).

[8] Allen, "Generational Differences Chart."

Combining Education, Community Outreach, and Technology

By **Joseph Ghattas,** Lieutenant, Prince George's County, Maryland, Police Department, IACP Visiting Fellow

Law enforcement agencies are in a constant struggle to arrest suspects and minimize the amount of force used, as well as the risk to public safety. One way that might help bridge that gap with the community and provide innovative ideas to the department about how to achieve that goal is to reach out to schools. An ideal target audience for this would be students in high schools and colleges or universities.

The idea is to have a division in the law enforcement agency (LEA) that focuses on developing and implementing new technology and ideas. This division could draw on people from the training division with a background in community-oriented policing. A program can be developed that would involve sending an agency representative to select schools to educate students on the overall functions of law enforcement, with a focus on how the LEA handles arrests and steps taken to try and minimize harm to the suspect, should there be a struggle. This will assist the LEA in efforts to positively engage with the youth in their communities, provide the students a stake in how we handle incidents, and challenge them to come up with ideas on other technologies or methods that could be incorporated to make a safer and less hazardous way to apprehend someone who is resisting arrest. This engagement with students could evolve into a technology development project for the school. It could also lead to competitions and patent developments as well.

The focus with student engagement should not be solely on apprehension of suspects; there are numerous facets of LEAs that could be improved, particularly through innovations in technology. For example, consider the following:

- Vehicle Chases—Is there technology we have or can create that can safely disable a fleeing vehicle (perhaps something like an electromagnetic pulse)?
- Aviation—Instead of the use of a helicopter or airplane, could the LEA reduce costs by using unmanned aircraft that incorporate gunshot detection or other technologies to more readily detect a crime in progress?
- Computers—Is there a better system for data management, particularly for sharing information to and from citizens (perhaps leading to enhanced transparency)?
- Bomb/Drug Sniffers—Can we cut back on the dependency of canines and have systems in place that do this automatically and continuously?
- Overall—Are there currently processes or technologies in place that can be improved?

Addressing these issues with the students guarantees that LEAs will have the opportunity to educate students on what problems police face on a daily basis and develop a much stronger rapport with the students. Through these positive interactions, there will also be a stronger bond in overall community relations with youth. An added bonus would be the potential of new technology or ideas that might come out of these discussions and benefit the LEA. ❖

Improving Firearms Training

By **Courtney Mariette,** Project Manager, Research, Programs, and Professional Services, IACP

Safety is one of the most important concerns of the International Association of Chiefs of Police and police leaders, so why shouldn't this concern be applied in firearms training? Every police department has different requirements regarding certain equipment that should be worn during training sessions. Some may not require trainees to wear uniforms, while others require in-service gear at the facility. It is my proposition that police departments mandate that their trainees wear bulletproof vests, as well as clothing and gear specific to their agency, while participating in firearms training.

Currently, there is not much research on this issue, which forced me to seek the opinions of fellow professionals and officers from multiple counties. Each officer reiterated a different code of equipment worn during training. In order to create the most qualified, prepared officers, it would be in the best interest of all police departments to have their trainees perform these trainings in the same gear and uniform they are required to wear in the field. As certain attire may change how a firearm is carried or how the officer moves, it can only increase their safety and the safety of those around them if they are accustomed to performing tasks (such as using a firearm) in that gear, should the need arise. ❖

Inviting Public-Police Collaboration

By **Hassan Aden,** Director, Research, Programs, and Professional Services, IACP

In 2010, East Carolina University's Criminal Justice Department in Greenville, North Carolina, conducted a study on the public's perception of the services provided by the Greenville Police Department and found that community members were less satisfied with their police service and a lack of customer service. The leadership of the Greenville Police Department responded to this information by inviting the public inside its Strategic Planning Process for the first time, so that members of the community could make their voices heard. The agency developed a strategic plan that coincided with the community's wishes and desires, as well as the police department's initiatives.

Every police department strives to exhibit collaborative efforts, community-oriented service, and trust and transparency in their communities. By involving community leaders and public individuals in the decisions on what police activities should include, police departments can build community trust and increase their legitimacy—and maybe learn a few things they didn't know about what actual priorities are for their communities. Inviting members of the public to share their opinions and ideas and become part of the strategic planning process could improve the law enforcement profession, as well as community perceptions of the law enforcement agency that protects them. ❖

For a more detailed explanation of this concept, visit our archives online to read "Inviting the Community into the Police Strategic Planning Process" (October 2013).

Remembering Why We Police

By **Edward P. Bergin,** Major, Anne Arundel County, Maryland, Police Department, IACP Visiting Fellow

We in policing have to remember why we entered this calling. Policing is not a job, but a profession we entered to serve and protect. To get back to these basic principles, it is essential to follow the philosophy explained below.

First, we must exceed our customers' expectations. Our "customers" are crime victims and those who call us for help. And yes, our customers also include those who break the laws we are sworn to enforce. Before we meet our customers' expectations, we must get to know them through interactions and build relationships, while also earning their respect. It is our duty to learn about and understand those we interact with and their culture. We must want to have an interest in their needs and an understanding of what they want of our service.

It is important to know how our customers view us as law enforcement officers. Understanding how we are perceived in the community is extremely vital to our mission. We must accept their perception, instead of ignoring it, and help change any negative stereotypes by being professional and ethical. Finally, we must understand their emotions. People act differently under stress and crisis, and we must respect and understand those differences.

How do we personalize the experience with our customers? Take on the little things they ask of you and strive to go the extra step to make their experience with law enforcement better. Sometimes we get only one chance. Attention to detail is important and follow-up on an encounter with a customer is essential to success. This extra step goes a long way in community policing. We police officers must put ourselves in the customers' shoes. Treat them as if they were a member of your own family. Take a step back when necessary and reassess. Don't get cynical—and stay empathetic.

Remember what our common purpose is as police officers. We provide safety as well as "quality service" to all. With this service must come quality standards that include safety, courtesy, trust, and satisfaction.

It is important to be consistent, remember your purpose as a police officer, be genuine in your actions by being "real"—and enjoy your work. We in law enforcement must get back to these basic principles if we are to change the perceptions of the people we serve. Never forget to be compassionate. ❖

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Chiefs Lead the Way: A Top-Down Approach to Addressing Police Trauma and Suicide

By **Marla Friedman,** PsyD PC, Police Psychologist, Immediate Past Chair, Police Psychological Services Section, Illinois Association of Chiefs of Police, Board of Directors, Badge of Life

Note: *this article is based, in part, on two "Hey Doc" columns that appeared in the* Command Magazine *in 2014, and a 21st century approach to identifying cumulative stress and trauma. Everyone has the responsibility to make sure they are fit for the difficult job of being a peace officer, but acceptance and permission from the chief relieves officers of any doubts they may have about obtaining mental health support when needed.*

In psychology, we have a concept called, "the good enough parent." It means that perfection in the parent is not required to raise a healthy child. By the same token, chiefs have all the faults and problems that everyone else has and can still lead effectively. You only have to be "the good enough chief."

Challenge the concept that the "police family" is more important than your "real family." The stigma against pursuing a balanced life has to be confronted and changed. Seeking good physical, social, and mental health has to be directed from the top. That's the only way it works. Think of the cost savings of an emotionally healthy squad: less sick leave, less substance abuse, fewer overall complaints, less disciplinary problems, fewer lawsuits, fewer divorces, less grievances, better morale, and fewer resignations. There is no downside to safety and wellness. The benefits are ongoing and help develop a stronger and more cohesive police force.

Chiefs must set a new standard. This is a call out to all chiefs to have a mental health check-in and inspire all their sergeants' and command staff to do the same. Then, the first-line supervisors can meet individually with each officer, dispatcher, and support staff member and give him or her the encouragement and support to go for a mental health check-in too. It all makes sense. Just try it.

The Mental Health Check-In

1. Visit a licensed mental health professional to develop a relationship that can be relied on later.
2. Initiate a confidential meeting that does not generate a report. No information returns to your department.
3. It is not a fitness for duty evaluation. It is a check-in, not a check-up. It is a check-in to learn new skills and set goals if desired.
4. The check-in is part of your normal maintenance routine. There does not need to be a problem to go for the check-in. Take it seriously.
5. It's just a discussion about what is happening in your life.
6. Participation is fully voluntary and encouraged by the chief and all first-line supervisors.
7. It is the first step toward building and maintaining good mental health.
8. There are multiple options as to what kind of licensed mental health professional you choose.
9. There are multiple options as to how the sessions are paid for.[1]

Every department can choose how to carry out the mental health check-in; it's flexible. Chiefs of police throughout the United States must lead the way and safeguard the lives of those who serve and protect us all. ❖

Note:

[1]Badge of Life, "The Annual Police Mental Health Check" (2006).

For further information about the Chiefs Lead the Way program, or how to set up a program in your area, please contact Marla Friedman PsyD PC, Immediate Past Chair-Police Psychological Services Section, Illinois Association of Chiefs of Police; Board of Directors, Badge of Life, **Booklight@att.net** or 630-510-3966.

Deep gratitude is extended to Andy O'Hara and Ron Clark, RN, MS, from **www.Badgeoflife.com** for their outstanding support, guidance, and continued contributions to this campaign. Appreciation is imparted to John Violanti for his excellent research.

Bringing Mindfulness to Police Training

By **Laura King,** Commander, McHenry Police Department, McHenry, Illinois

As police, we train in very specific ways. Often our training focuses on conditioning or repetition of behavior to create muscle memory and an automatic response during a high-stress situation. Recent scientific studies show us that it is the combination of two core concepts that allows for improved performance during high-stress times—conditioning and neuroplasticity. As police professionals, we are intimately familiar with the concept of conditioning, yet we still struggle to get proficient performance from our officers during times of high stress and high adrenaline. Could understanding neuroplasticity help us to bridge the gap between where we are and where we want to be?

Neuroplasticity is the lifelong capacity of the brain to create new neural pathways. In lay terms, this allows us to rewire the brain through conscious effort, so that the brain is able to function at a higher level of performance during times of stress. Self-directed neuroplasticity has been studied in depth by scientific researchers at the University of California, Los Angeles (UCLA).[1] Their research points to the process of mindful empathy being the most efficient way to create neuroplasticity in the brain. These findings show us that by combining modern science and ancient wisdom, we can unlock the secrets to expanding the potential of the human brain.

Mindfulness is the process of turning the mind's eye inward and focusing on the body's internal processes. Adding empathy or non-judgment to the process helps to keep the practitioner in an observant roll and contributes to a lack of personalization of the events. Often the infancy of mindfulness training begins with a focus on breathing. When mindfulness is mastered, the individual is able to be a gentle observer of the body's internal processes. What begins with the breath soon turns into awareness of cardiac rate and thought processes. With practice, police professionals can become so aware of their bodies that when stress is elevated and their amygdala is engaged—trying to create our animalistic fight-flight-freeze response—they can learn to notice the onset of this and chose to engage the prefrontal cortex, the thinking brain, when formulating a response. The end result produces officers who are no longer forced to react to high-stress situations; instead they create a proactive, thoughtful approach to emergency responses.

We cannot stop the onset of the automatic stress response of the amygdala, but by noticing the early warning signs through body awareness, we can stop it from taking over our actions. As soon as our conscious awareness recognizes the body's stress response, we have engaged the prefrontal cortex and brought higher order thinking to this traditionally reactive stress situation. This creates the ability to view the high-stress situation objectively and take action accordingly. We, as police professionals, will be able to overcome the instincts of our emotions and make better decisions when managing emergency events. Instead of getting caught up in the moment, we will take calm control of the situation and move toward a resolution.

This scientific information has been recently reinforced through a study by Harvard researchers, which shows that the most efficient way to create neuroplasticity in the brain is through meditation.[2] Meditation is a deeper version of mindfulness that allows us to assert control over our mental processes and better understand our pull towards an emotional response. Once aware of our instinct toward an emotional response, we can overcome it. During the study, participants were able to rebuild the gray matter in the amygdala and other areas of the brain by participating in meditative practice for 27 minutes per day for eight weeks.[3] Participants of the study reported a greater sense of peace and well-being and reported lower stress levels. Increased benefits in cognitive functioning were seen with longer practice. Imagine if we could take these concepts and present them in our police training programs. We would see benefits in our officers through reduced stress levels and increased cognitive capacity.

Through the strategic use of mindfulness training, by the time new officers are out of field training, they would have an advanced level of body awareness and emotional control. By continuing to encourage the practice of mindfulness throughout their police career, we can develop healthier officers who show an increased capacity to make thoughtful decisions during times of high stress. This practice can assist in decision making not only during high stress times, but also in the complex matters our police professionals are called to respond to every day. This will result in improved police performance and an enhanced level of officer wellness.

As police professionals, we spend a great deal of time learning about the outside world; criminal behavior, evidence procedures, laws, and court procedures (to name a few). Unfortunately, hardly any time is devoted to learning more about ourselves. Using the information uncovered in scientific studies, we can begin to make a proactive effort to improve our profession. By making a commitment to practice policing mindfully, we can create a new generation of officers who are more resilient to stress and less susceptible to an emotional reaction to high-stress situations. By turning our attention inside, we are able to see ourselves and our decision-making processes more clearly. This enhanced level of awareness is extended to our view of the world around us and results in more mindful and empathetic decision making. Mindful policing will improve performance and results ❖

Notes:

[1]For more information on UCLA's research, please see the UCLA Mindful Awareness Research Center at http://marc.ucla.edu/default.cfm.

[2]"Harvard Unveils MRI Study Proving Meditation Literally Rebuilds the Brain's Gray Matter in 8 Weeks," Feelguide, November 19, 2014, http://www.feelguide.com/2014/11/19/harvard-unveils-mri-study-proving-meditation-literally-rebuilds-the-brains-gray-matter-in-8-weeks (accessed July 30, 2015).

[3]Sue McGreevy, "Mindfulness Meditation Training Changes Brain Structure in 8 Weeks: Mass. General-led Study Shows Changes over Time in Areas Associated with Awareness, Empathy, Stress," news release, January 21, 2011, http://www.massgeneral.org/about/pressrelease.aspx?id=1329 (accessed July 30, 2015).

Psychoeducation: A Valuable Tool

By **Lauren Parker,** Police Constable, Crewe Police Station, Civic Centre, Crewe, Cheshire Constabulary, United Kingdom

Police work is demanding, with officers commonly operating in significantly challenging and often traumatic environments, facing the harsh realities of life and death and the extremes of human suffering and emotion. Whilst this is widely recognized and accepted as part of the role of a police officer, often overlooked is the critical issue of the psychological impact that such incidents may have on the human being behind the uniform, and how this is managed on top of other personal and work demands.

Officer welfare, specifically mental health, is currently a high priority in the police service throughout the United Kingdom. Recognition of the effects of this unique work is continually growing, particularly with the recent launch of the Mind's Blue Light Project.[1]

However, what else can we do on a local level, to help prepare officers for the reality of life on the front line? Whilst there is no single solution to this issue, research has suggested that psychoeducation is a vitally important tool in which we can teach individuals about the possible effects of trauma; however, it's utilization within the police service appears very much in its infancy within the United Kingdom.[2]

Commonly, I hear statements from officers who have responded to, investigated, or experienced traumatic incidents such as, "I didn't understand what was happening to me," when faced with distressing memories of or emotions about an event. Whilst the very nature of police work means that it is impossible to control exposure to traumatic incidents, psychoeducation allows for information and knowledge to be disseminated to officers, educating them on the possible effects of these traumas. In turn, this education assists with the early identification of symptoms in themselves and colleagues, along with promoting help-seeking behaviors.

This innovative proposal surrounds a two- to three-hour trauma training delivered to police officers, which aims to give an introduction to the concept of psychological trauma and its applicability to police work. Primarily, the training will center around common physiological and psychological reactions to trauma with an emphasis on the fact that there is no right or wrong way to react to a traumatic incident. Officers will be given the knowledge to enable them to identify signs and symptoms of trauma-related disorders, such as post-traumatic stress disorder (PTSD), but the training will also aim to create discussion around barriers to seeking help—how to overcome those barriers—along with signposting to appropriate ongoing support if required. Officers will be provided with a guidance booklet to take away from the training, allowing them to refer back to it in the event that they or a colleague may require it.

Research conducted with police officers in Germany, following a training on psychological trauma, showed that 77.8 percent of those officers stated that they either "agree" or "strongly agree" that the trauma education was useful to them.[3] This alone indicates the potential importance of such an input, which additionally and importantly can also assist in the transformation of stigma in police culture, promoting discussion around trauma and mental health and helping to make officers and the police service as a whole more trauma aware.

Whilst it is recognized that only a small proportion of officers may go on to develop disorders, such as PTSD, following exposure to a potentially traumatic event, knowledge of the signs, symptoms, and manifestations of trauma reactions is crucial in supporting our officers in such a demanding and unpredictable occupation.

Cheshire Constabulary's What Works program centers around evidence-based policing, working in conjunction with academia to professionalize our police service and put procedures, which are supported by research evidence, at the heart of what we do. In line with this, Cheshire Constabulary is soon to introduce trauma training to its student officers (prior to a potential wider rollout), along with conducting numerous research projects that investigates how best to support those working tirelessly to support the communities of Cheshire. ❖

Notes:

[1]For more information on the Mind's Blue Light program, please visit http://www.mind.org.uk/news-campaigns/campaigns/bluelight.

[2]Konstantinos Papazoglu, "Conceptualizing Police Complex Spiral Trauma and Its Applications in the Police Field," *Traumatology* 19, no. 3 (2013): 196–209.

[3]Christiane Manzella and Konstantinos Papazoglu, "Training Police Trainees about Ways to Manage Trauma and Loss," *International Journal of Mental Health Promotion* 16, no. 2 (2014): 103–116.

Police Cadet Programs and 21st Century Policing

By **Samuel Johnson, Jr.,** Chief Public Information Officer, Baltimore City Fire Department, Baltimore, Maryland

The zero tolerance crime control policy was built on the fundamental principle of the Broken Windows Theory, which suggests that untended behavior leads to the breakdown of community controls. The concept is to fix problems when they are small, so they do not accumulate. By focusing on lesser crimes, officers send a message that all criminal behaviors will not be tolerated. But the effects of this policy have come at a heavy cost to community-police relations, with segments of communities expressing feelings of unjust treatment as a result of the socioeconomic status of their neighborhood.[1]

Many attribute this policy to the growing complaints of discourtesy, excessive force, and police brutality. In the aftermath of incidents surrounding these allegations, such as the Michael Brown and Eric Garner cases in 2014, President Barack Obama signed an executive order on December 18, 2014, creating the Task Force on 21st Century Policing. This task force was established to strengthen community policing and to build trust among law enforcement agencies and the communities they serve.[2]

A significant lesson in leadership that can be learned as a result of these recent incidents and a focal topic that should be assessed by this task force and law enforcement agencies across the United States is how important it is for police organizations to make a proactive effort to hire a workforce that has ties to the population it serves. Members of a community have a vested interest and tend to have a better understanding of their community's cultural and environmental dynamics.

In 2008, Bethany Rubin Henderson founded City Hall Fellows. The program was created out of her conviction that getting cities' own best and brightest to return home and tackle social problems locally was the best way to tackle the most pressing challenges. Her theory of change: smart leverage—one talented, passionate, well-trained individual working in the right place inside government can change an agency and that many working together can change a city.[3]

Law enforcement agencies can achieve this goal by finding representatives from the community to serve among their ranks in a properly structured police cadet program. I created a proposed Police Cadet Leadership Initiative based on my experiences while serving in the Baltimore City

Police Cadet Program in 2005–2006. This proposed initiative was constructed on a model practiced by the Metropolitan Police Department in Washington, D.C., with enhancements to better prepare the next generation of 21st century law enforcement leaders. Within the Metropolitan D.C. program, cadets have the opportunity to work in an administrative capacity while going to school full-time so they may obtain the required academic credits (60) to enter into the police academy.[4]

City Hall Fellows has trained 75 urban changemakers (selected from 1,700 applicants) since 2008 through their mission of "[e]ngaging diverse, talented young people in the work of cities. Empower them to be effective local change agents. Support their evolution from community-oriented student to local citizen leader."[5] These individuals have helped to transform how three cities (San Francisco, California; Houston, Texas; and Baton Rouge, Louisiana) operate. Building the Police Cadet Leadership Initiative on these same ideologies can help to produce local changemakers in the law enforcement profession that will be able to make a sustainable difference in the communities they serve through the skills they learn from this collaborative engagement.

The Police Cadet Leadership Initiative

The Police Cadet Leadership Initiative is a program that provides young adults with the opportunity to start their careers, receive the necessary college credits required to acquire an associate's degree, obtain on-the-job training, and learn during a three-year apprenticeship program. By investing in young people who have a vested interest in the community, the cities that adopt this or similar programs have the opportunity to change lives by helping to produce civic-minded community members who will work to build sustainable communities.

Relationships & Recruiting

As a result of zero-tolerance policing, many communities harbor antagonistic attitudes toward law enforcement. This "us-against-them" mentality serves as a major catalyst to the strained relationships that prevent the two parties from building rapport and creating a positive working relationship.[6] Building viable partnerships with key stakeholders within these young people's sphere of influence is a step toward repairing these relationships. The intended audience for this program is high school juniors and seniors who are student-athletes or who participate in Junior Reserve Officers' Training Corps (ROTC) programs.

These segments of students were chosen for the following reasons. First, the relationships that the coaches and military instructors of these programs have with these kids make them a valuable asset and an encouraging influence to help potential cadets explore the benefits and options associated with a law enforcement career, while overcoming the negative images sometimes associated with the profession. Next, ask any police recruiter what one of the biggest barriers is to applicants during the police application process, and they'll tell you it is the physical agility test. Young people who are accustomed to participating in physically demanding programs are more likely to achieve success in the process. Finally, they are familiar with the rigors associated with having to maintain high-performance levels serving as students while participating in extra-curricular activities that will be vital as a working student.

Service-Learning Requirement

Built on the tenets of education, community service, and public safety, the Police Cadet Leadership Initiative will manifest how a highly trained police department is central to a pluralistic, democratic society. Cadets would serve as full-time employees of the agency that hires them. The structure of the program requires cadets to spend half of their time operating in an interagency work capacity and another portion of their time as an on-campus student. Additionally, cadets will be required to perform five hours of community service per semester. These community service activities will vary each semester and can be completed by volunteering at a homeless shelter, children's hospital, nursing home, domestic violence shelter, local high school sports program, or local cultural event.

Through this collaboration, cadets will have the opportunity to familiarize themselves with the internal operations of the police department by serving in an administrative role in various divisions of the organization. The educational portion allows cadets to complete course work that leads to an associate's degree at a local community college. The structured environment of the college experience further exposes them to persons from all segments of the community. These interactions will foster conversations, understanding, and the ability to approach policing from a sociological perspective, thus realizing that there are other ways to solve community problems than by making arrests. The community service experience is intended to further orient participants to the service profession by being able to empathize with people from different backgrounds and to gain a level of sensitivity to those cultural diversities. ❖

Notes:

[1]K. Babe Howell, "Broken Lives from Broken Windows: The Hidden Costs of Aggressive Order- Maintenance Policing," *NYU Review of Law & Social Change*, 30 (2009): 271–329, http://www.americanbar.org/content/dam/aba/administrative/criminal_justice/Howell_BrokenLivesfromBrokenWindows.authcheckdam.pdf (accessed August 5, 2015).

[2]The White House, *Executive Order Establishment of the President's Task Force on 21st Century Policing* (December 18, 2014), https://www.whitehouse.gov/the-press-office/2014/12/18/executive-order-establishment-presidents-task-force-21st-century-policin (accessed August 5, 2015).

[3]City Hall Fellows, "Our Story," http://www.cityhallfellows.org/about/our-story (accessed August 5, 2015).

[4]Metropolitan Police Department, *Start Your Career in Law Enforcement with the MPD Cadet Training Program*, http://mpdc.dc.gov/sites/default/files/dc/sites/mpdc/publication/attachments/Cadet%20Recruiting%20Brochure_030813.pdf (accessed August 5, 2015).

[5]City Hall Fellows, "Our Mission," http://www.cityhallfellows.org/about/our-mission-vision (accessed August 5, 2015).

[6]Brendan McDermid, "Low-level Arrests Surged under Bloomberg's 'Zero Tolerance' Policy," Reuters, September 6, 2013, http://rt.com/usa/nypd-zero-tolerance-arrest-bloomberg-486 (accessed August 5, 2015).

YOUTH OPPORTUNITIES IN LAW ENFORCEMENT

Communities that don't have police cadet programs may still have opportunities for engaging young adults in law enforcement. Some programs that agencies use to involve youth include the following:

- Teen Court
- Police Athletic League (PAL)
- Citizens' Police Academy for Youth
- Ride-alongs
- Volunteering
- Mentoring

Learn more at **http://discoverpolicing.org/find_your_career/?fa=opp_young_adults.**

Proposed Collaborative Policing Education and Outreach for Middle and High School Students

By **Robert Allen,** Lieutenant (Ret.), New York Police Department, New York

As a retired NYPD lieutenant, I'm fully aware of and concerned about the current climate regarding police-community relations throughout the United States. As a possible way to work through this situation and advance positive police-community relations and interactions, I've developed a Collaborative Policing Education and Outreach Program for middle and high school students. What follows is an outline of the program. I feel the program will aid and repair police-community relations by reaching out to all youth and young adults, through a uniformed police officer, in a positive educational forum. Of course, the program will need to be tailored to the specific needs of each jurisdiction implementing it.

Most police commanders have an informal rapport or outreach with the schools within their command. This program is a formal education initiative. Although the program advances police-community relations and collaborative policing within a particular jurisdiction, it can be easily replicated and implemented throughout the United States for grades six, eight, ten, and twelve. This program could easily be a model for the entire United States. The program could have international viability depending on the needs of the jurisdiction and the police related topics to be addressed.

A key component of the program is that it works in conjunction with existing police department training and in-service training. All members of a particular police department will then be aware of what that department teaches and advocates to youth in the program. This element of the program will be especially useful in many police-citizen interactions, especially those involving teenagers and young adults.

Police officers who are trained in the program's curriculum and specific syllabus for each grade level would conduct the outreach and education. They should be assigned to the local police command the school is located in, which would aid in recognition and positive community-police relations outside of the school and classroom. Having the police department conduct this outreach and education is key to the police outreach needed in all communities. An active uniformed police officer gives the program legitimacy and is a major component to creating positive police-community relations.

Some benefits of such a program follow:

- The outreach and education can be conducted in a classroom at each school, encouraging a familiar positive learning environment and positive police interaction.
- The outreach and education would last for about an hour or longer each week, conducted over a six-week period. Thus, the total program would take about six to seven and a half hours. This sustained education program assists in the recognition of positive police-community relations for youths and young adults.
- The education can be incorporated in each grade level's mandatory curriculum via the education department within that jurisdiction. Depending on the grade level and the agreement made with the location's education department, this program can be part of the Government, Social Studies, or Civics curriculum.
- An outline of the education program and topics discussed for each grade should be included in all police officer training and in-service training throughout the police department in that jurisdiction, so all officers are aware of what each child or young adult learns from this program.
- This outreach and education program can bolster recruitment in the police department by introducing children and young adults to some of the opportunities open to them within law enforcement. Additionally, current police department programs in a particular jurisdiction that may exist—such as the Explorers, the cadet corp, any internship program, police athletic league, summer youth police academy, and auxiliary police program—can be discussed and explained during the course.

The formalized outreach and education program can include the following lessons or topics in the syllabus and be specifically designed for a particular jurisdiction and each grade presented:

- The social contract in a democracy; role of police in society; and function of police in the United States, in general, and of that specific police department in particular, as well as a brief history of that department

- How to identify a police officer in that jurisdiction (uniform, shield, and shield number, etc.)
- The training a recruit must go through to become a police officer within that jurisdiction
- The command structure of that police department and the makeup and structure of a typical police command within that jurisdiction or department
- What to expect when walking into a police facility within that jurisdiction
- An introduction to the police department's website and police command's website and what information can be accessed through these sites
- The municipality's and police department's policy on undocumented immigrants
- The laws governing powers of arrest in that particular jurisdiction, including who can make an arrest
- What are some of the other possible police-civilian interactions in that jurisdiction
- What the police can stop a person for and what the law allows the police to do when they stop an individual—also what a person can expect when they are stopped by the police, and what the police expect when they stop a person in that jurisdiction
- The types of complaints that can be made (civilian complaint review board, internal affairs, etc.) if one believes the police are not doing their job correctly or they feel the police did something wrong, unacceptable, or illegal—and where and how to file a complaint against the police
- How to contact the police to get help, report an incident or crime, provide or get information regarding crimes, and so forth
- How to contact other city and government agencies in that jurisdiction
- The law enforcement and related opportunities available to youth and young adults locally and throughout the United States

As well as advancing positive police-community relations, the program will inform all youth and young adults of the job of the police; what the police can and cannot do under the law; and how to respond and file a complaint if they feel the police did something wrong or acted inappropriately. The program can also act as a recruitment tool for each department and provide information on other department programs that may exist for youth (e.g., the cadet corps and Explorers).

I believe this program would work well in large cities, small municipalities, and rural jurisdictions. The program can work with the assistance, and within the framework, of the local education department's curriculum for the grades noted. Politicians and administrators of each location should find this program appealing because it combines two major agencies—law enforcement and education—to help educate our children, improve community relations, and provide a better quality of life for residents. An added benefit of this program is the positive information the participants in the program will bring home and impart to family members. This aspect is especially useful in immigrant and more insular communities. ❖

Forging New Trajectories: Police Innovation Improves Outcomes for Young People

By **Ian Frame,** Detective Senior Sergeant, and **Stephen Pyne,** Inspector, Queensland Police Service, Australia

Project Booyah commenced in December 2011 as a local partnership between the Coomera District Child Protection and Investigation Unit (Queensland Police Service), and Nerang Child Safety Service (Department of Communities).[1] The impetus for the project was police concerns regarding the increasing frequency and seriousness of offenses committed by young people residing in youth care facilities within the Coomera District. These offenses included violent assaults (particularly upon caregivers), property crimes, and young people absconding from care facilities. Further analysis of police and child safety data confirmed that young people in care were often participants in offending, anti-social behavior, and drug use within the Coomera District.

Project Booyah initially started as a community-based initiative to reduce drug and alcohol abuse and related anti-social criminal behaviors by young people in care. It has increasingly developed into an early intervention program targeting criminogenic behaviors and attitudes of at-risk young people. This has been achieved through program curriculum targeting a selection of known risk factors for adolescent offending, along with increasing protective factors that enable young people to desist from offending—in particular, re-engagement with education and employment.

Over the past 12 months, Project Booyah has expanded. The program is currently offered to multiple sites across the state of Queensland. Multi-site program delivery presents a number of challenges including monitoring of program integrity, provision of general management oversight, and management of multiple stakeholders.

Project Booyah

Project Booyah has developed into a workable and cost-effective response to youthful offenders; this local idea evolved into a major project attracting widespread attention and gaining approval for a two-year trial. Still led by the originating detective, Project Booyah establishes youth anti-social behavior as a shared local concern and coordinates government and non-government agencies, as well as families, communities, and businesses, to cooperatively address the individual, social, and structural factors influencing young people. Project Booyah incorporates adventure-based learning; social and skills development; community and familial interventions; mentoring; youth support; and educational and vocational scholarships. The project supports young people and their families by altering structural disadvantage and promoting re-engagement with school, family, and community. Police designed the model around interdependent phases, with each successive element building on the previous component, promoting the relevance of the elements and their sustainability. Police assume the central role and, through effective implementation, have developed a workable model for replication by delivering tangible benefits for young people, communities, and the criminal justice system.

The QPS, in partnership with the Police-Citizens Youth Welfare Association (PCYC), coordinates each 20-week program and relies on partnerships with public and private sector organizations to achieve and sustain real change in young peoples' lives. PCYC facilities serve as the project's central hub and facilitate mentoring by specialist police and support staff and involvement in PCYC activities. As the central hub, PCYC reinforces community connection, police legitimacy, and project linkages. The project acknowledges that a complex interplay of individual, structural, and social factors contribute to a young person's life trajectory. This project galvanizes agencies and businesses to cooperatively assist young people in addressing adverse influences to prevent, reduce, and cease previous participation in anti-social behavior; escalation into criminal offending; disengagement from school; and involvement in self-harm or substance misuse.

Project Model

Participants attend a structured three-day outdoor educational camp with a strong emphasis on identifying and initially addressing behavioral influences. The camps operate in a therapeutic model and offer individualized attention. Cohort size is capped at 10 and preferably involves young people of similar ages (14–16 years) to assist with tailoring components to suit individual and collective needs as well as maturity levels.

The 18-week social and skill development phase is designed to develop consequential thinking and acknowledging the importance that the four dimensions of core self-evaluation—neuroticism, self-efficacy, self-esteem, and locus of control—have an affecting, meaningful, and sustainable change.

During this stage, participants attend local, adult educational facilities and participate in vocational programs providing them with an employability skill set.

Young people also participate in life-skills training and seminars delivered by professionals targeting a range of issues including mental, physical, and sexual health and substance misuse. These supplementary sessions enhance preparedness for employment and develop positive social skills, promoting self-worth and resilience. A qualified educator delivers a functional literacy and numeracy program aligned with the national curriculum, while qualified youth health nurses refer individuals to linked social services and health practitioners in response to needs.

While graduation represents completion of the formalized project, in the third phase, graduates remain "linked," receiving introductions to local businesses and industries. The youth-support approach enables ongoing mentoring as well as additional training and employment placements for individuals through mutual negotiation.

A critical characteristic of the program is the formal mentoring framework that the young people engage in with a police officer. The formal mentoring framework provides a positive environment to re-engage and realign relationships and promote healthy role modeling.

Evaluation

Griffith University completed a formal independent evaluation of Project Booyah (cohorts 1–4). This evaluation concluded that Project Booyah has delivered tangible

benefits for young people and their families and informed future implementation. Participants

- were more likely to be regularly attending school and to attain paid employment;
- attributed positive changes in their self-esteem to Project Booyah;
- received reported improvement in their relationship quality from their caregivers;
- were found to have reductions in alcohol, tobacco, and "other drugs" consumption;
- possessed self-reported lower levels of association with anti-social peers; and
- reported mentoring from police officers had a positive effect.

Evaluation results reveal the model is transportable. For example, graduates of Far North Queensland, which is geographically distant and characterized by different socio-demographic factors, had the following improved educational outcomes:

- 88 percent reduction in threatening behaviors
- 71 percent reduction in truancy
- 64 percent reduction in bullying and harassment
- 57 percent reduction in non-compliance with school routine
- 50 percent reduction in reportable incidents at their educational facility
- 48 percent reduction in disruptive class behaviors
- 11 percent reduction in days suspended from school

Project Booyah has assisted the QPS to build and sustain strategic partnerships within government and across the community, which is delivering tangible benefits in both a social and economic platform. ❖

Note:

[1]As a consequence of changes to the structure of government and the distribution of government functions in 2012, child safety is now within the Department of Communities, Child Safety and Disability Services.

Mentoring Youth: A Positive Interaction between Youth and Law Enforcement Officers

Youth Development programs like YMCA Youth Links Mentoring are directly impacted by police-youth interaction; many of our young clients live in communities that wrestle with trusting their local police department. As one study cited, "Police are critical gatekeepers between youth and the juvenile justice system, yet a great proportion of interactions between police and youth can be categorized as negative."[1]

We are lucky to have several youth mentors involved in policing, juvenile justice advocacy and social work who recognize the importance of encouraging more positive understanding and interaction between police and youth. We want our young clients to feel more comfortable with their experiences with the police; we also want to encourage our police to connect with youth on a non-law enforcement level so that they can better understand each other personally and contextually.

My name is Steve, and I am Danny's mentor through the YMCA Youth Links mentorship program. I have been a mentor for only a few months and a police officer for a year and a half. A few months ago, our district commander came into roll call and told us about the mentorship opportunities available in the community. He encouraged us to attend a YMCA information session. As a junior officer, I am often disheartened to see people not much younger than me deeply entrenched in negative subcultures and self-harming activities. Despite our efforts, many of the young people we come across at work are not receptive to outreach or advice from a uniformed officer. Therefore, I was excited to form a positive bond with a youth from my community outside of work.

From our first meeting, I have been impressed by Danny's keen intellect and endless amounts of energy. We try to meet for a few hours a week and talk about life or go out and play a sport. The mentorship program also provides us with opportunities to participate in organized events or attend sports games and movies. Talking with Danny gives me a more complete perspective of the community, as well as a deeper positive connection within the community that I police. Based on my positive experiences, my beat partner has also voiced interest in participating in the mentorship program. I continue to encourage my coworkers to become involved in this initiative, as it augments our positive footprint in the community and deepens our personal connections within it.

My name is Danny. I'm 15 and live in Maryland. My hobbies include hanging out with my mentor and playing baseball, basketball, and soccer. My favorite hobby is to read books. I specifically enjoy fiction, drama, sci fi, and action. Until this year I wasn't a very social person, and I would usually just sit quietly and read my books. Because of this solitude, one day, a person who cares about me asked me about considering getting a mentor so I could talk and hang out with someone outside of school social circles. I had known about the YMCA Youth Links mentorship program for a while, but I was never up to trying it out. After months of encouragement, I figured it couldn't hurt to try. The worst that could happen is that I don't like my mentor (which is not the case), and I quit the program. One of the things that I like about the program is that they took my personal interests and hobbies and paired me up with someone who has similar interests as me, so we can have long and entertaining conversations. Another thing that I like about the program is that I can hang out with someone who is mature and is respectful of boundaries. If I could change anything, I would ask the police department to let 15-year-olds do ride-alongs. ❖

Note:

[1]Samantha A. Goodrich, Stephen A. Anderson, and Valerie LaMotte, "Evaluation of a Program Designed to Promote Positive Police and Youth Interactions," *Journal of Juvenile Justice* 3, no. 2 (Spring 2014), http://www.journalofjuvjustice.org/JOJJ0302/article04.htm (accessed July 29, 2015).

YMCA Youth & Family Services pairs youth in Montgomery County with positive role models that can help them cope with and overcome family stress, academic and psychological barriers. If you're interested in volunteering as a mentor in your hometown, please visit **www.ymca.net/volunteer**.

2015 ENROLLMENT IS OPEN NOW!

IACP presents:

Women's Leadership Institute

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

Institute Curriculum Focus Includes:

- **Individual Differences**
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- **Crucial Conversations & Counseling**
- **Strategic Planning for Your Career**
- **Fair, Impartial & Ethical Policing**
- **Understanding Stakeholders**
- **Leadership & Wellness**
- **Financial Management**
- **Networking & Mentorship**

Classes begin on Sunday evening and conclude early afternoon Friday. Total tuition, in most locations, is $1,200 and includes both basic tuition fees and **select** mandatory meals incorporated into the Institute. Some high cost regions may experience an increase in tuition rates.

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

Registration for this Institute can be accomplished at **www.theiacp.org/WLI.** For more information or questions, please contact Laura Renenger at 703-836-6767 x274 or renenger@theiacp.org.

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

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December 7 – 11, 2015

Ohio
Cleveland Division of Police
Leadership in Police Organizations℠ (LPO)
January 11 – 15, 2016
February 8 – 12, 2016
March 14 – 18, 2016

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Pittsburgh Bureau of Police
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PRODUCT FEATURE:

STRONGER OFFICERS, STRONGER FORCE: WELLNESS PROGRAMS MAKE BETTER POLICE

By Scott Harris, Freelance Writer

NOTE: *Police Chief* magazine offers feature-length articles on products and services that are useful to law enforcement administrators. This article features wellness program resources.

Law enforcement officers are not immune to the same creeping afflictions that affect other segments of modern society. In fact, studies show that they are, in many cases, even more susceptible than other individuals.

Along with the more immediate, explicit risks inherent to police work, stress and inactivity can lead to a chain reaction of physical and mental health problems, injuries, lost time on the job, and worse.

In fact, issues related to wellness can carry an even greater threat than direct, line-of-duty risks. The National Study of Police Suicides found that law enforcement officer deaths by suicide in 2012 were twice as high compared with deaths from traffic accidents and felonious assaults.[1]

Perhaps figures like these are why some departments are focusing more deliberately on officer wellness. Often viewed as a companion issue to officer safety, wellness programs aim to foster health and prevent behaviors that can lead to complex and chronic conditions ranging from occupational injuries to substance abuse. Although more traditional tactical safety is better developed in the vendor space, there are some companies and organizations working to advance wellness.

"There's a growing awareness among law enforcement that wellness is a huge concern," said Ian Hamilton, project manager for the International Association of Chiefs of Police (IACP) Center for Officer Safety and Wellness. "You can look at components of wellness and tie that to safety. On one end of the spectrum, you have tactical safety and body armor. On the other end, you have officer mental health."[2]

Physical and Mental Wellness

"Officer wellness" is a fairly nebulous term because it encompasses many areas. Initiatives around personal safety—for example, ensuring that officers wear body armor or seat belts—are certainly a large part of the equation. But other areas are less cut and dried and more difficult to address.

Workplace injuries come in all stripes for law enforcement personnel. In early 2014, the IACP released a report on 18 police departments that collectively logged a total of 1,295 personnel injuries. These injuries resulted in 5,938 total missed days, with an average of 4.5 days missed for every incident. Based on a 10-hour workday and an average entry-level salary of $40,000, this sum represents a total of 59,380 missed work hours and more than $1.2 million lost.[3]

While physical health is certainly an important concern for officers, mental health issues are increasingly becoming an important element on the officer wellness spectrum. A 2012 study from the University of Buffalo School of Public Health and Health Professions found that police officers had a higher likelihood of unhealthy stress than members of the general public, which in turn raised the risk for the metabolic syndromes that lead to heart disease and diabetes, certain cancers, and suicide, among other serious health problems. Suicide rates were found to be more than eight times higher in working officers than those who had departed from law enforcement, the study found.[4]

Understandably, these issues are not popular discussion topics among officers. Fortunately, these risks can be avoided or prevented with solutions that are as varied as the problems.

Small Changes, Meaningful Differences

Workplace injuries are as predictable in law enforcement as they are preventable. To drive home the point, Bryan Fass, founder and president of Fit Responder, a North Carolina firm specializing in fitness and injury reduction programs, relays the story of an officer who sustained a major knee injury while stepping out of his patrol vehicle:

"When an officer injures his knee, it's usually the left knee, because that's the leg you're always using to push out of the car," Fass said. "You're sitting in the car for long periods of time, and the repetitive motions have very specific biomechanical patterns. Hip flexors become chronically tight, and it works on the knee. These are predictable mobility issues, and you can start to alleviate those by coming up with a specific system of movement."[5]

Fit Responder provides on-site analysis and training programs that, once implemented within the department, improve officer fitness and strength. The idea is to target strength and flexibility toward the parts of the body that are most susceptible to injury among the law enforcement community.

"We don't want to alienate officers who are unfit," Fass said. "This is about reducing injuries. Maybe there's already a fitness culture at the department, but you want to address injuries in the workplace. We can customize the program to meet a specific department's needs."

Beyond training, Fit Responder also offers Fitness Builder, a mobile device app that helps prompt and guide users to follow a given fitness regimen. This is part of the way toward effecting a broader change in the day-to-day culture of a police department. The 2014 IACP study concluded that officers who engaged in a regular fitness program were less likely to sustain a serious injury.[6]

The need for practical, actionable changes manifests itself in discussions over diet as much as it does fitness. Healthier eating choices can mean better physical and mental health, and, while no one would argue with this, it can be far more difficult in theory than in practice, especially for law enforcement professionals.

"We call it how to eat in the street," Fass said. "You need to be taught about foods that heal versus foods that harm, but can still be eaten on duty. We hear all the time that it's easy to eat healthy when you're on the first or second shift, but what do you do when it's one in the morning? What can you eat when your only choices come from gas stations?"[7]

That challenge is a perfect example of a small but meaningful opportunity that can pay big dividends. And it's a good example of the sort of work that Fit Responder does.

"There are a lot of myths and misinformation about energy," Fass said. "We think fatigue is caused by a lack of caffeine, but it's usually dehydration. A bag of trail mix with no candy in it makes you feel full and gives you sustainable energy. You drink a bottle of water with it and will have as much energy from that as you would from a caffeinated beverage."[8]

Meeting officers where they really live and work is a significant part of the wellness challenge. But increasingly, officers and departments are embracing this brand of discourse as a means of molding better officers.

"You have a younger emerging group of leadership that is very interested in physical fitness and performance on the job," Hamilton said. "For the existing cultural barriers, a lot of it was just tradition. There was the old stereotype of officers and donuts. But now there's a growing recognition among law enforcement and the general population that all of these issues are intertwined."[9]

The Doctor Is In

The IACP Center for Officer Safety and Wellness provides data on officer health, injuries, and deaths, as well as a wealth of free resources for public safety personnel. One of these is the "Doctor's Visit Checklist," which is designed to help encourage regular checkups and an open rapport with care providers around issues—both mental and physical—that are relatively common in law enforcement.

"There's a definite consensus out there that not all officers are going to the doctor as often as they should," Hamilton said. "Have a candid conversation with doctors about issues related to the nature of the profession. We want there to be a conversation between an officer and his or her doctor. It may seem elementary, but you may not think about it until you see it on paper."[10]

The IACP Center for Officer Safety and Wellness is attempting to connect with leaders at all levels of the department, so that new attitudes take root more deeply across divisions. "When we use the term 'culture change,' we are talking about improved habits," Hamilton said. "There's a need to reach leadership at various levels. Executives are important, but so is instilling change among first-line supervisors. They are mentors to younger officers, and, because of that, their actions are important."[11]

The U.S. Bureau of Justice Assistance also has several initiatives dedicated to fostering officer wellness. In addition to supporting efforts like the IACP's Center for Officer Safety and Wellness, BJA created the VALOR Program, which helps prevent violence against law enforcement officers and helps improve resilience and survivability following violent encounters. With these types of solutions readily available from the IACP, BJA, and the companies listed here, officer wellness can be just as achievable, if not more, than tactical safety. ❖

Notes:

[1]Ron Clark and Andy O'Hara, *2012 Police Suicides: The NSOPS Study* (Middlebury, CT: Badge of Life, January 4, 2013), http://www.policesuicidestudy.com/id16.html (accessed June 17, 2015).

[2]Ian Hamilton (project manager, IACP Center for Officer Safety and Wellness), telephone interview, June 16, 2015.

[3]International Association of Chiefs of Police (IACP), *Reducing Officer Injuries, Final Report*, http://www.theiacp.org/portals/0/pdfs/IACP_ROI_Final_Report.pdf (accessed June 18, 2015).

[4]"Police Officer Stress Creates Significant Health Risks Compared to General Population, Study Finds," news release, July 9, 2012, http://www.buffalo.edu/news/releases/2012/07/13532.html (accessed June 17, 2015).

[5]Bryan Fass (founder, president, Fit Responder), telephone interview, June 17, 2015.

[6]IACP, *Reducing Officer Injuries*.

[7]Fass, telephone interview, June 16, 2015.

[8]Ibid.

[9]Hamilton, telephone interview, June 16, 2015.

[10]Ibid.

[11]Ibid.

PRODUCT FEATURE:

PROVIDERS: OFFICER WELLNESS RESOURCES

For contact information, view this article in the September 2015 issue online at www.policechiefmagazine.org

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PART 1

UNCONSTITUTIONAL POLICING: Redefining the Police Ethics Paradigm

By Thomas J. Martinelli, JD, MS, Adjunct Professor, Detroit, Michigan

Since all policing authority in the United States is derived from the U.S. Constitution, specifically the Bill of Rights, to ignore, circumvent, or abuse these limitations of authority is to betray the very tenets entrenched in the nobility of the profession. In every critical police procedural decision, a specific amendment has been interpreted by the U.S. Supreme Court to provide guidance and focus for those whose chosen profession is law enforcement. Very little individual subjectivity need be the norm when good faith and constitutional reasonableness guide such decisions. For decades, police training curricula myopically emphasized how to circumvent the Fourth Amendment through judicially sanctioned exceptions to the mandatory warrant clause. What is evolving in police training circles today is a more comprehensive, big-picture approach regarding the philosophical tenets of decision making in relation to agency liability that provides useful and practical insights for the profession as it moves forward.

Consent, plain view, plain touch, exigent circumstances, officer safety, and evidence destruction are the commonly employed exceptions to the Fourth Amendment's mandatory warrant clause. Often, despite the fact that police authority is constitutionally limited in its scope, courts will uphold criminal convictions despite an officer's honest mistake. In *Heien v. North Carolina* (2014), an officer's good faith mistake of a traffic law did not invalidate his subsequent search and arrest for cocaine possession.[1] As long as police actions appear to be legally and ethically founded in the well-intentioned, good faith use of common-sense crime-fighting measures, courts are willing to give law enforcement the benefit of the doubt. A failure to understand and appreciate this balance between judicially sanctioned limitations on police powers and balanced good faith decision making undermines the overall policing process and the profession's image and results in weeks of 24-hour news coverage.

A failure to educate officers in the privacy philosophies and limitations of authority deprives them of the comprehensive legal picture needed to be successful in the courtroom. It is this insight upon which police integrity is premised. When administrations stress arrest numbers and crimes solved as indicators of agency productivity, it can send the wrong message to street-level officers and detectives. Emphasizing numbers-based productivity over mandatory legal guidelines is the formula for unconstitutional policing tactics. By ignoring the legal limitations placed on law enforcement by the courts and rationalizing numbers production at all costs, the integrity of the police process suffers, as does an agency's credibility and public persona. The evolving police ethics paradigm redefines the need for unwavering good faith decision making and integrity throughout the process, both legal and ethical in nature, and de-emphasizes productivity measures by the numbers, thus further deterring unconstitutional policing stressors.

The U.S. Constitution—A Legal and Ethical Tool to Reduce Liability

The law enforcement profession has continued to evolve, both educationally and professionally, as case law, technological advancements in defensive tactics, and a more knowledgeable public have created the need for higher accountability. As policing moves into a new era of video accountability, in-car cameras, body-worn cameras, and officer and citizen cellphone documentation, it is critical that street-level officers possess a respectful understanding and appreciation for the spirit behind the Fourth Amendment. The profession can no longer succumb to the "us-versus-them" mantra while simultaneously expecting the public to blindly support the police and the costly litigation associated with such an outdated philosophy. That era has passed. Clearly there is a time and place for aggressive policing tactics, but knowing when and where the law permits such tactics and *when to refrain from such tactics* is a critical component in the art of constitutional policing. The police profession has advanced to a more academic calling and less of a "kick ass and take names" numbers-driven approach.

Teaching constitutional case law to officers incorporates the practical side of policing with the subtle nuances and moral relativism behind the purpose of each law. Officer safety and evidence destruction are still key formidable concepts that the U.S. Supreme Court justices will try to protect at all costs. But, in the absence of officer good faith and reasonableness and a healthy appreciation and understanding of the purpose behind the Bill of Rights, more times than not, agencies may lose cases in both criminal and civil courts for unconstitutional policing reasons. Time and time again, in search and seizure cases wherein the "good guys" lose and cases are dismissed, courts have ruled that the officers exceeded the scope of their authority or engaged in subterfuge, circumventing the very limitations placed on them by Fourth Amendment case law.

One cannot divorce the legal and moral aspects of the philosophy of policing from its practical side. Constitutional policing incorporates both the U.S. Supreme Court case law directives and the philosophical tenets of the "spirit behind the law." The nobility of

the profession demands that both of these facets of the job be taught and honored. Too many times we hear how veteran officers believe that constitutional case law "gets in the way of good policing." The profession is distancing itself from the "warrior mentality" and continues to emphasize the need for a more balanced constitutional mind-set.

Knowing the Constitution and how it is meant to assist, guide, and facilitate public servants in their daily decision-making processes brings validity and accountability to the profession. Understanding whether or not to stop, frisk, arrest, search and seize, or use a Taser gives officers the tools for a demonstrable defense to (1) liability issues; (2) media and civil libertarian criticisms; and (3) citizen displeasure, distrust, or worse. Now, more than ever, the police subculture has to re-affirm its commitment to the nobility and integrity upon which the very profession was founded. Educating rank and file in the Supreme Court constitutional standards is the sole map to achieving such noble policing goals. Prudent restraint, or ethical pause, wherein officers wisely decide not to take police action in certain scenarios, even though legally they could, is one of the more prominent Supreme Court messages. "Can one make an arrest?" is not in question. However, a more empathetic question might be "Is there a lesser restrictive alternative, than incarceration, that would benefit all parties involved?"

Community policing, the U.S. Department of Justice (DOJ) consent decrees, and recent critical policing issues in the media all share multiple common denominators.[2] But one stands out the most: the need to respect the limitations of authority placed on all law enforcement personnel and to vigilantly uphold the integrity of the policing process. Quality hires, focused training, zealous supervision, and strict adherence to policy implementation—combined with a healthy dose of constitutionalism and ethical considerations regarding "pause"—form the basis for successful law enforcement endeavors and positive community relations. But changing the subcultural perceptions that the Constitution is an obstacle, not a solution, is the challenge.

Plain and simple, if a law enforcement action is unconstitutional, it is illegal. It is not criminally illegal generally speaking; rather, it is constitutionally illegal. Constitutional prudence and case law dictate either an officer has definable, articulable, behavioral signature acts committed by a suspect-citizen that justifies taking governmental actions, or he or she does not. Personal biases, prejudices, and preconceived notions are not a legal or ethical template for justifying law enforcement actions. Nor can an officer's sixth sense that "crime is afoot" be employed to justify a stop, search, or preliminary street investigation. Police "fishing expeditions" without discernible behavioral signatures are unconstitutional.

When officers appear to be "above the law" or immune from it and engage in policy noncompliant and unconstitutional acts, this gross negligence of duty reinforces community distrust and outrage, fosters morale problems within, and is antithetical to the police service mission. When there is a discernable pattern or practice of constitutional rights violations within an agency, it results in costly organizational liability in civil courts, as well as years of astronomical fees compiled by federal monitors overseeing the DOJ consent decrees. The treasured individual "right to be let alone" from an overzealous government and its agents applies to all policing situations, but especially to privacy investigations and use-of-force scenarios.

Current use-of-force continuums and defensive tactics training are specifically directed at discretionary limitations of authority mirroring privacy laws. Reasonableness, good faith, and commonsense are Fourth Amendment legal and ethical staples in search and seizure case law. Though philosophical in nature, constitutional case law guidelines, limitations, and exceptions have

been carved out and set in stone in an effort to better the police profession. By adhering to constitutional policing tactics, all the while giving society and the judiciary the assurance that law enforcement will strictly adhere to the demands of the integrity of the process, reinforces the nobility of the job; benefits all stakeholders in the criminal justice system; and limits, if not eradicating, agency liability. The Constitution is philosophical, search and seizure law is philosophical, and law enforcement core values training is philosophical. This is the evolving police ethics paradigm.

Defining Police Integrity and Its Relationship to the Police Process

No better working definition of "police integrity" has surfaced since Carl B. Klockars' seminal attempt to quantify a practical definition for all levels of the law enforcement profession: "the normative inclination among police to resist temptations to abuse the rights and privileges of their occupation."[3]

This definition encompasses key core values associated with policing, such as honesty, trustworthiness, justice, fairness, compassion, temperance, and wisdom. He emphasizes "normative" in the implied sense of duty, accepted and embraced by the profession as a whole, and a standard of noble accountability. It involves a vigilant adherence to the profession's own expected behaviors through strict policy implementation, proportional discipline for policy noncompliance, and respect for the policing process. It is every officer's professional duty to recognize the occupational temptations he or she faces daily and to consistently and habitually resist them. Clearly, this is a much more challenging dilemma in the real world than when espoused in academy lectures.

Specifically, street-level policing demands that every officer exhibit the highest level of integrity, day in and day out, because they work in the darker corners of society. Though in-car cameras, body-worn cameras, and citizen cellphones may deter police malpractice, they will never capture every moment of every shift. Whether in the back alleys, abandoned structures, drug houses, or even on traffic stops, every officer-citizen interaction requires a professionally high level of individual integrity, guided by exemplary character that is constantly challenged with temptations and the potential for lapses in judgment.

Police ethics trainers have always emphasized the duty for all officers to police themselves and each other in order to maintain the mantle of nobility and to protect the profession's image.[4] Having the courage to call out a colleague before he or she engages in policy noncompliance is challenging, to say the least. But it is how the policing system provides its own built-in protections to deter misconduct, weed out rogue employees, and reinforce the integrity of the profession. The concept of whistleblowing is entrenched within the tenets of the policing, yet it is not embraced enough by police leaders, trainers, or the profession. Still, it is far more palatable to confront a co-worker *before* he or she makes a career-ending mistake or brings discredit to the agency, than to have to report their misdeeds after the fact.

Street-level officers and investigators must be able to have the confidence that their administrators and middle managers will comprehensively address reported misconduct, thoroughly investigate it, and zealously protect the whistleblower. This is supposed to be the norm within the profession, but implementing this norm has become one of the more critical challenges for agencies today. When law enforcement personnel unconstitutionally stop a citizen or, worse, allow such an illegal stop to escalate to the levels of physicality, injury, or arrest, this is in direct contradiction to the law, policy, and the norms of the profession. The core value of whistleblowing is a major component to the successes or failures of policing integrity.

Granted, police personnel bring their preconceived biases, prejudices, and personal experiences to the job, but it is the legal and ethical blocks of training that provide education and guidance as a road map to successful law enforcement efforts. Such training molds recruits and officers into being fair and equitable in the delivery of their services and to adopt the core values of the profession. Those who repeatedly abuse their constitutionally limited authority or ignore their professional training are liabilities to their agency, their city, and the community members they serve. They are given a badge, a gun, and a great deal of autonomous discretion and are expected to resist such exploitive temptations and avoid such an abuse of authority. Instructing officers to "do the right thing," or assuming they will is too subjective and arbitrary in today's volatile times.

Acknowledging that all officers bring differing moral compasses to the job and reconfiguring those compasses to mirror their agencies' core values are the proven recipe for success. Both their personal and professional compasses and associated decision-making processes must be aligned with the tenets of police integrity, the norms associated with the job, and the expectations espoused in core values training blocks. As a profession, policing has to educate and mandate its own "normative" professional and subcultural expectations in order to succeed in its mission and fairly discipline personnel for all policy noncompliance that subjects the organization to liability and a poor public image.

Good faith, common sense, respect, reasonableness, policing oneself, strict adherence to the profession's core values, and positive community outreach are all constitutionally and philosophically implied concepts and principles meant to reduce agency liability. They encompass the ethical tenets of the profession and must be embraced by all agencies in such tumultuous times. Reducing civil lawsuits and citizen complaints, dismissing rogue employees, and obtaining criminal convictions based on solid constitutional police work are key to the profession's future. The "integrity of the process" is trending away from producing numbers to demonstrating a higher value added with an emphasis on the philosophical duties of police procedures.

Noble Cause Corruption: Critical Rationalizations for Unconstitutional Policing

Planting and fabricating evidence, manipulating photo lineups, withholding exculpatory evidence, forced confessions, and "testilying" are commonly cited acts of unconstitutional policing. Such police malpractices are intentional, contemplated acts and are better known as noble cause corruption within policing circles, committed "for the greater good."[5] All acts of noble cause corruption are unconstitutional policing, but not all unconstitutional policing is noble cause corruption. The difference is in the officer's intent.

Unconstitutional acts engaged in for the noble cause are given the moniker of intentional "behind the scenes" abuses because these are overt, deliberate betrayals of the police profession, not necessarily observable by the public or courts. Nonetheless, it is police malpractice committed under the guise of pursuing justice. Noble cause corruption is a rationalized, contemplated corruption for "the greater good" of societal protection. It is not engaged in for personal gain, rather, it is used to rid the streets of the worst criminals with total disregard for the law, the ethics of policing, and the long-term damage it causes when discovered.[6]

Noble cause corruption, as a subcultural pathology in policing, exists in the darker corners of the job and must be vigilantly suppressed at all levels. When discovered and reported by the media, a broad-brushing of the whole profession as corrupt bad apples makes it that much more challenging for those trying to rehabilitate the profession's image. If left unsupervised, the potential costs of noble cause corruption can be devastating. The costs vary from dismissal of all criminal charges, acquittals, mistrials, overturned convictions, suspensions, and firings to exponentially crippling lawsuits, unending negative media coverage, potential DOJ oversight, and a long-term breach of the public's trust and faith in the criminal justice system.

When looked at from an "ends versus means" philosophy, noble cause corruption focuses on the "ends" (i.e., results) and not

the integrity of the process. The temptation to ignore the laws, rules, and organizational policies drafted to achieve the ends (the numbers of arrests, convictions, and a safer society) are far less challenging for officers than to abide by the means of achieving the same goals. The "means" are the legal and ethical due process limitations placed on the profession that are necessary for maintaining the law, police integrity, and an overall positive public image.

As long as the means (or the steps of the process) are legally and ethically employed, the results (number of arrests, convictions, and safer communities) will come, but they are secondary to the police mission. This is the essence of redefining the police ethics paradigm. Since officers do not issue arrest warrants, oversee preliminary exams, or argue cases in front of judges or juries, the only control they have over their own public persona is the professional integrity they display each day on the job.

Politicians, the media, and citizen groups demand tangible results and sometimes ignore the policing process or the means of achieving those results. Meeting arrest and conviction quotas, preventing and solving felonies, reducing gang violence, and catching criminals are all honorable policing goals. But when officers are pressured to cut corners, ignore policies, disregard legal limitations, and intentionally ignore constitutional rights, an agency's image and the profession are tainted and a disservice to the profession and the public is committed.

The rationalizations or excuses officers use for engaging in noble cause corruption are best illustrated in training blocks by applying classic neutralization theory (of guilt) concepts as applied to police malpractice. The concepts of noble cause corruption's *intentional misconduct* address the norms, temptations, subcultural rationalizations and excuses, and the individual pre-emptive efforts officers use to neutralize their guilt and protect their self-image.[7]

Simply put, when an officer engages in unconstitutional policing, he or she rationalizes away a guilty conscience through cognizantly neutralizing his or her core values. In so doing, the offending individuals silence their inner conscience, ignore their training, and abide by their own watered-down code of professional conduct. Suspension of constitutional policing tactics is more palatable through this rationalization process. Compounding this phenomenon, within the police subculture, are middle managers who may fail to recognize the patterns or practices associated with noble cause corruption until it is too late.

When poorly trained and insufficiently supervised offending officers "drift" between unconstitutional and constitutional rationalizations depending on the circumstances confronting them, this "drifting" can lead to accusations of racial profiling, discrimination, and excessive force wherein officers treat those of lower socioeconomic status more harshly than members of the middle- and upper-class tiers. Poor policy implementation, negligent training, and remiss supervision are never legally defensible excuses for corruption in the name of the noble cause.

Included here is a skeleton outline of examples of concepts related to officer rationalization for unconstitutional acts, which should be addressed in all levels of an agency's training curricula.

Denial of Responsibility

Officers may subjectively define their own acts of noble cause corruption by absolving themselves of any responsibility for such illegal decision making. For example, the "policing as a business" mentality creates high levels of stress to produce numbers for municipal revenues. Since some agencies set quotas to meet production numbers, officers may subjectively feel pressured to take police actions without adhering to the mandatory constitutional prerequisites, mitigating their own personal accountability. Thus, they may feel compelled to engage in illegal stops,

searches, and arrests that lack constitutional muster in order to appease superiors.

A darker rationale for this police malpractice is the subcultural indictment that the criminal justice system is broken and officers feel compelled to take matters into their own hands. Officers' perceptions of weak prosecutors, legal technicalities, unscrupulous defense attorneys, reluctant witnesses, liberal judges, and uneducated juries can blur an officer's moral compass and bring about this mind-set of a denial of accountability.

Denial of Injury

Officers may defend their unconstitutional actions, arguing that their illegal acts did not cause serious harm or damage to the suspect-citizen, society, their agency, themselves, or their shift mates. No harm, no foul. Sometimes racial profiling, religious profiling, and dragnets may lead to the incarceration of innocent people in the wrong place at the wrong time, but that may be rationalized as necessary evils of the job.

Denial of Victim

An officer rationalizes away a citizen's victim status because he or she believes the citizen's own criminal intentions resulted in their being a victim of a crime. For example, if a prostitute is robbed or a drug dealer is shot, the responding officer may choose not to pursue an investigation because the victim's own criminality brought on their "victim status." Instead, the officer threatens them with arrest for a weak misdemeanor charge unless they proffer valuable information to help the officer to pursue bigger fish. If noncompliant, they are arrested, requiring the officer to either withhold exculpatory evidence that might absolve them of guilt or provide false information by "testilying" to make the charge stick.

Condemnation of the Condemners

This rationalization condemns those criticizing street-level, unconstitutional tactics by espousing that superiors did it themselves when they worked the streets and are hypocrites. Or, alternatively, that supervisors are disciplining for unconstitutional acts out of spite and jealously. Additionally, officers have argued that their critics are administrative wannabes in Internal Affairs and are just out to get good hard-working cops for their own promotion résumés. Any way it's sliced, the bad apples in the organization condemn those challenging their unconstitutional methods.

Higher Loyalties

The officer rationalizes his or her actions as being for the greater good of society that justifies their bending of the law, making society a better place to live. The "us versus them" mentality here morphs into "rank versus file." When this mind-set is in place, street officers back each other up, even during internal investigations. Loyalty to partners, shift mates, and the subculture is much more conceivable and palatable than a loyalty to the philosophical intangibles of police integrity. It is perplexing to hear officers challenge the hire of an outsider as their new chief, suggesting he or she "doesn't understand how we police here" and wouldn't fit in. The philosophy of police integrity is universal and ethics training blocks must repeatedly emphasize the constitutional limitations component of police authority to reinforce good faith decision making throughout the profession.

Conclusion

When public servants are educated in the proper uses of their discretionary powers, whether it be to act, not to act, or to decipher the

level of appropriate action required, core values and constitutional laws must guide their thought processes. Protecting and respecting the constitutional safeguards that are the foundation of the criminal justice system require a healthy understanding and appreciation of the nuances of those safeguards.[8] The due process clause of the U.S. Constitution protects all people, police included, against arbitrary and unconstitutional uses of governmental powers in the criminal justice system. It is this healthy, philosophical relationship between constitutional law and core values implementation by law enforcement that will reduce agency liability and foster a more positive relationship with the communities the police serve. A failure to train in current constitutional law and core values, coupled with a less than exemplary commitment to the tenets of ethical leadership and decision making, is a formula for costly agency liability and public distrust. The evolving police ethics training paradigm reduces liability and reinforces the nobility of the profession. ❖

Thomas J. Martinelli, JD, MS, is an adjunct professor in Detroit, Michigan. He is a practicing attorney and an independent training consultant for both the Institute for Intergovernmental Research, Tallahassee, Florida, and Michigan State University's Intelligence Toolbox Program, East Lansing, Michigan. He researches, writes, and trains in police ethics and liability issues and intelligence-led policing practices, specifically incorporating constitutional policing issues and privacy protections. He is a former member of the IACP's Police Professional Standards, Ethics, and Image Committee.

Notes:

[1]*Heien v. North Carolina*, 574 U.S. ___, (2014).

[2]See 42 *U.S.C.* § 14141.

[3]Carl B. Klockars et al., eds., *The Contours of Police Integrity* (SAGE Publications, 2003).

[4]Patricia A. Robinson, "Shared Responsibility: The Next Step in Professional Ethics," *The Police Chief* 71, no. 8 (August 2004), http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=360&issue_id=82004 (accessed July 15, 2015).

[5]Thomas J. Martinelli, "Unconstitutional Policing: The Ethical Challenges in Dealing with Noble Cause Corruption," *The Police Chief* 73, no. 10 (October 2006), http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1025&issue_id=102006 (accessed July 15, 2015).

[6]John P. Crank and Michael A. Caldero, *Police Ethics: The Corruption of Noble Cause* (Cincinnati, OH: Anderson Publishing Company, 2002).

[7]Gresham Sykes and David Matza, "Techniques of Neutralization: A Theory of Delinquency," *American Sociological Review* 22 (1957): 664–670.

[8]Joycelyn M. Pollock, *Ethical Dilemmas and Decisions in Criminal Justice*, 7th ed. (Wadsworth, Cengage Learning, 2012).

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Tickets **$200 each** # of tickets: _____

No refunds. Pre-Conference ticket sales end October 21, 2015.

❑ YES! I would like to Purchase Tickets for the **Annual Banquet** to be held on Tuesday, October 27, 2015.

Tickets **$100 each** # of tickets: _____

No refunds. Pre-Conference ticket sales end October 21, 2015 and will continue on-site October 23, 2015.

PAYMENT (No Registrations will be processed unless accompanied by payment in full.)

TOTAL AMOUNT TO BE CHARGED (Add A, B & C): $ _____

❑ Check. Make checks payable to IACP (U.S. dollars, drawn on U.S. banks only) and mail full payment (no cash) with completed form to: IACP Conference Registration, P.O. Box 62564, Baltimore, Maryland USA

❑ Please charge my credit card: ❑ Visa ❑ MasterCard ❑ American Express ❑ Discover

Acct. # _____ Exp. Date _____

Cardholder's Name _____ Billing Address _____

Signature _____

Fax completed form with credit card information to 703-836-4543. Do NOT mail and fax form—charges may be duplicated. Mail purchase order & registration form to: **IACP Conference Registration, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314 USA. E-mail forms to conf2015@theiacp.org.**

Source Code: PCAd1

PLEASE COMPLETE THE FOLLOWING QUESTIONS.

The information is being requested to enhance your experience at conference and will be used by the IACP and exhibitors to better understand your interests.

1. How many sworn officers in your agency?
❑ 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. 1,000 & above
❑ J. N/A

2. What is the approximate population size of your city/ jurisdiction?
❑ 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 & above
❑ H. N/A

3. What best describes your function/assignment?
❑ A. Administration
❑ B. Field Operations
❑ C. Information Technology
❑ D. Patrol/Investigations/ Tactical
❑ E. Communications
❑ F. Training
❑ G. Fleet Management
❑ H. Purchasing
❑ I. Medical/Psychological
❑ J. Legal
❑ K. Retired
❑ L. Other (please specify)
❑ M. N/A

4. What best describes your purchasing authority?
❑ A. Approve purchases
❑ B. Evaluate & recommend purchases
❑ C. Develop specifications for purchases
❑ D. Make suggestions to others
❑ E. End user only
❑ F. N/A

5. Which best describes your Agency/Organization?
❑ A. Local
❑ B. State
❑ C. County/Regional/ Special District
❑ D. Tribal
❑ E. College/University
❑ F. Transportation
❑ G. Federal Government Agency/Military
❑ H. Medical/Psychological
❑ I. Non-profit
❑ J. Consultant
❑ K. Security
❑ L. Legal
❑ M. Training
❑ N. Company
❑ O. Other
❑ P. N/A

6. In the next 12 – 24 months, which of these products or services does your organization plan to purchase/lease? (Check ALL that apply):
❑ A. Aircraft
❑ B. Armor/Protective Equipment
❑ C. Awards /Badges/ Challenge Coins
❑ D. Communications Equipment
❑ E. Education/Training
❑ F. Investigation/ Surveillance/Detection
❑ G. Less-Lethal Weapons
❑ H. Lighting
❑ I. Mobile Technology
❑ J. New Products
❑ K. Personal/Tactical Equipment
❑ L. Professional/Consulting Services
❑ M. Publication/Trade Journal
❑ N. Restraints
❑ O. Software
❑ P. Testing Equipment
❑ Q. Uniforms
❑ R. Unmanned Vehicles/ Robotics
❑ S. Vehicle Accessories
❑ T. Vehicles/Motorcycle/ ATV
❑ U. Weapons/Firearms
❑ V. N/A

7. How did you hear about IACP 2015?
❑ A. Have attended in the past
❑ B. Received brochure
❑ C. Received an e-mail
❑ D. A colleague told me about the conference
❑ E. Other (please specify) _____

❑ **YES!** I would like to receive e-mails from IACP exhibitors regarding their conference activities and products.

*Full conference registration fee includes access to all general assemblies, workshops, receptions, Expo Hall, and Chief's Night

+Family refers to a spouse or family member, not a business associate or fellow law enforcement colleague. ONLY the family member's name, city, and state will appear on their badge. Family members do not receive certificates for workshops.

HOTEL INFORMATION

October 24-27, 2015 | McCormick Place West | Chicago, IL

IACPI 2015

	HOTEL	Distance to Convention Center	Rates Starting At	Shuttle Provided
1	AC Hotel Chicago Downtown	3.2 miles	$173.00	
2	Best Western Grant Park Hotel	1.4 miles	$161.00	
3	Burnham, a Kimpton Hotel	3.5 miles	$235.00	
4	Chicago Marriott Downtown Magnificent Mile	3.7 miles	$239.00	
5	Courtyard by Marriott Downtown Magnificent Mile	3.4 miles	$199.00	
6	Courtyard by Marriott Downtown/River North	3.4 miles	$209.00	
7	Doubletree by Hilton Chicago - Magnificent Mile	3.2 miles	$199.00	
8	Embassy Suites Chicago Downtown	3.4 miles	$199.00	
9	Embassy Suites Chicago Lakefront	3.1 miles	$219.00	
10	Hampton Inn Majestic Chicago Theatre District	2.6 miles	$209.00	
11	Hilton Chicago	2.0 miles	$255.00	
12	Hilton Garden Inn Chicago Downtown Magnificent Mile	3.2 miles	$209.00	
13	Homewood Suites by Hilton Chicago Downtown	3.2 miles	$199.00	
14	Hotel Chicago, Autograph Collection	3.4 miles	$225.00	
15	Hyatt Chicago Magnificent Mile	3.4 miles	$219.00	
16	Hyatt Regency Chicago	3.0 miles	$239.00	
17	Hyatt Regency McCormick Place	Attached	$269.00	
18	Inn of Chicago Magnificent Mile	3.4 miles	$179.00	
19	Intercontinental Chicago Magnificent Mile	3.1 miles	$229.00	
20	Kinzie Hotel	3.8 miles	$239.00	
21	Loews Chicago	3.2 miles	$235.00	
22	Palmer House Hilton	2.3 miles	$235.00	
23	Renaissance Blackstone Chicago	2.4 miles	$225.00	
24	Residence Inn by Marriott River North	3.3 miles	$199.00	
25	Sheraton Chicago Hotel & Towers	3.2 miles	$239.00	
26	Silversmith Hotel Chicago Downtown	2.3 miles	$235.00	
27	Springhill Suites by Marriott River North	3.3 miles	$199.00	
28	Swissotel Chicago	2.9 miles	$239.00	
29	Westin Michigan Ave	3.5 miles	$229.00	

For more information and to book your hotel room today, visit www.theIACPconference.org or call onPeak at 1-866-524-7456 Monday - Friday, 8:00 AM - 5:00 PM CST.

IACP 2015 ANNUAL BANQUET

TUESDAY, OCTOBER 27, 2015
MCCORMICK PLACE WEST | LEVEL 3
SKYLINE BALLROOM
6:00 PM - 11:00 PM

BLACK-TIE OPTIONAL.
TICKETS ON SALE NOW. PURCHASE WHEN YOU REGISTER.

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New Features at

McCormick Place West Convention Center

Chicago, Illinois, USA

The 122nd Annual IACP Conference and Exposition will take place in Chicago, Illinois, on October 24–27, 2015. In addition to more than 220 education sessions and an exposition hall brimming with innovative services and products, IACP 2015 includes the new features discussed below to ensure a top-level experience for law enforcement professionals.

Agency of Tomorrow Pavilion

Technology is changing the way law enforcement conducts business every day. Explore the newest technological and design advancements in law enforcement at the Agency of Tomorrow Pavilion, located in the Exposition Hall (Booth #3211), and learn how they can improve your agency's daily processes Get hands-on experience with emerging products and stay for the daily scheduled presentations in the Agency of Tomorrow Pavilion Theatre to learn more about the products and services that can prepare your agency for future success.

IACP Central

Conference attendees won't want to miss the opportunity to stop by IACP Central, their one-stop-shop for all things IACP. At IACP Central, attendees can speak with IACP staff members to learn more about programs and services, training, and membership opportunities. Not only will you be able to pick up hard copies of our most recent publications, but you can also stop by the Resource Station to download electronic versions and take home dozens of resources on a USB drive.

The experience doesn't stop there. IACP Central provides hands-on, interactive activities that attendees will not want to miss, including the following:

- Attendees will have the opportunity to participate in grassroots advocacy at our Advocacy Station where staff will assist you in sending letters to your congressional representatives on some of the most important issues affecting your community.
- Join the #WhyIWearTheBadge campaign by sharing your story at our #WhyIWearTheBadge photo op wall.
- Attendees who share #IACP2015 pictures on Twitter or Instagram can pick up copies of their photos at a special station in IACP Central.
- Be sure to bring plenty of your department's patches so you can trade patches on the large patch swap wall.

Leadership Education Track

The Leadership Track is IACP's largest education track, focusing on the key issues that affect law enforcement leaders around the globe. Topic areas include enhancing leadership skills, technology innovations and risks, privacy and civil rights, and violent extremism. These issues affect not only law enforcement chief executives, but leaders at other levels of the organization as well. Attendees will leave these sessions with new knowledge, tangible resources, and practical solutions that will allow them to return to their agencies better equipped to serve in the new era of policing.

Networking Event

Don't miss the IACP Networking Event! Please join us on Sunday, October 25, 2015, from 3:30 p.m. to 5:00 p.m. for IACP's Networking Event in the Exposition Hall. Meet up with old friends and make new friends while having a cold beverage or two. The event, sponsored by IACP Bronze Sponsors CDW-G, MarkLogic Corporation, Northwestern University Center for Public Safety, and ViON, is a great opportunity to build connections and meet law enforcement professionals from around the world.

IACP's Perspective Series: From Global to Local:

IACP 2015 will feature three cutting-edge sessions that will focus on the global challenges facing law enforcement and the impact these challenges have on local agencies.

IACP 2015

» **Challenges of Policing Into the Future**
Featuring a panel discussion of leaders from five different countries—New Zealand, Australia, Canada, United Kingdom, and the United States—this session will address a wide range of topics affecting law enforcement agencies around the world today and the threats and challenges facing agencies in the future.

» **Violent Extremism: Local Impacts and Lessons Learned**
A cross section of law enforcement and community leaders will discuss the lessons learned from their first-hand experiences in confronting attacks by violent extremists. Discussion will focus on what chiefs can do to better prepare their agency and equip their officers to reduce/fight violent extremism.

» **Global Cyber Crime: What Chiefs Need to Know**
Cybercrime impacts law enforcement in a multitude of ways. Agencies must not only develop means to protect their communities, but must ensure that their agencies are secure as well. This panel will focus on what chiefs need to know to protect their agencies: what systems need to be in place, what questions should be asked, how to assess an agency's cyber vulnerability, and how to manage online risks and build resilient information systems.

Each Perspective Series session will run for two hours in order to allow panelists to examine each issue in depth and engage the audience in interactive discussions. The Perspective Series will run Sunday, Monday, and Tuesday.

Second General Assembly – Critical Issues Forum

The Second General Assembly, which takes place on Tuesday, October 27, at 10:00 a.m., will feature a critical issues forum that will facilitate discussions with a panel of law enforcement and community leaders. Panelists will discuss the critical issues facing law enforcement and the communities they protect and serve. Attendees will have the opportunity to actively participate and engage in the discussion with panelists by asking questions and providing comments and feedback.

Companion Education Track

Recognizing that the inherent challenges and rigors of policing may have a significantly negative effect on officers' family dynamics, for the first time this year, the IACP's conference educational program will feature a Companion Track, composed of four workshops. Both law enforcement attendees and their companions are strongly encouraged to attend these sessions, which will examine a range of topics such as the challenges of atypical shift work, shortage of extracurricular time for social events with family and friends, stress management, financial planning, family counseling, and post-traumatic stress disorder. ❖

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).

***Associate Members**
All other listings are active members.

ARGENTINA

Caba—Taito, Jorge, Commissioner/Deputy Chief, Metropolitan Police Precinct 4, Santander 421, 1424, Email: jorgeluistaito@hotmail.com

AUSTRALIA

Kiama/NSW—Starling, Wayne, Detective Superintendent, New South Wales Police Force, 8 Cole St, 2533, 61 42322957, Email: waynestarling@hotmail.com

Sydney—*Sinclair, Douglas, Instructor Technical Security, Sydney Institute TAFE, Bldg P Rm 1.35, Harris and Thomas St, Ultimo, 2007, 61 0407170254, Email: sinclai9@bigpond.net.au

BELIZE

Belmopan—*Shal, Faustino, INL/CARSI Program Specialist, U.S. Dept of State INL, U.S. Embassy, Floral Park, 501 6100138, Email: shalf@state.gov

CANADA

Alberta

Edmonton—*Jolly, Deb, Inspector, Edmonton Police Service, 9620-103A Ave, T5H 0H7, Email: debbie.jolly@edmontonpolice.ca

—*Roberts, Brian, Executive Director, Edmonton Police Service, 9820-103A Ave, T5H 0H7, (780) 421-2250, Email: brian.roberts@edmontonpolice.ca

British Columbia

Chilliwack—*Koons, Barbara A, Staff Sergeant, RCMP, 46326 Airport Rd, V2P 1A5, (604) 702-4089, Email: 000040024@rcmp-grc.gc.ca

Vancouver—Davey, Michelle, Superintendent, Vancouver Police Dept, 3585 Graveley St, V5K 5J5, (604) 717-2758, Fax: (604) 717-2769, Email: michelle.davey@vpd.ca, Web: www.vpd.ca

Manitoba

Winnipeg—Ormiston, Bruce, Superintendent, Winnipeg Police Service, PO Box 1680, R3C 2Z7, (204) 986-7905, Fax: (204) 986-6077, Email: bormiston@winnipeg.ca

Nova Scotia

Truro—MacNeil, David, Chief of Police, Truro Police Service, 776 Prince St, B2N 1G9, (902) 897-3274, Email: dmacneil@truro.ca

Ontario

Aurora—*Anderson, Shannon, Staff Sergeant, York Regional Police, 47 Don Hillock Dr, L4G 0S7, (905) 830-0303, Email: 723@yrp.ca

—*Baker, Christina, Sergeant, York Regional Police, 47 Don Hillock Dr, L4G 0S7, (905) 830-0303, Email: 873@yrp.ca

—*Bentham, Heather, Detective Sergeant, York Regional Police, 47 Don Hillock Dr, L4G 0S7, (905) 830-0303, Email: 627@yrp.ca

—*Lowe, Tracy, Staff Sergeant, Ontario Provincial Police, 100 Bloomington Rd W, L4G 7N5, (905) 841-5777, Email: tracy.lowe@ontario.ca

—*Nguyen, Leslie, Manager, York Regional Police, 47 Don Hillock Dr, L4G 0S7, (905) 830-0303, Email: 5059@yrp.ca

—*Wilson, Jackie, Detective Sergeant, York Regional Police, 47 Don Hillock Dr, L4G 0S7, (905) 830-0303, Email: 1250@yrp.ca

Barrie—*Gates, Valarie, Sergeant, Barrie Police Service, 29 Sperling Dr, L4M 6K9, (705) 725-7025, Email: vgates@barriepolice.ca

—*Moorhouse, Linda, Sergeant, Barrie Police Service, 29 Sperling Dr, L4M 6K9, (705) 725-7025, Email: lmoorhouse@barriepolice.ca

Brampton—*Cloutier, Lauren, Sergeant, Peel Regional Police, 7750 Hurontario St, L6V 3W6, (905) 453-2121, Email: 1789@peelpolice.ca

—*Thompson, Shelley, Sergeant, Peel Regional Police, 7750 Hurontario St, L6V 3W6, (905) 301-4359, Email: 1997@peelpolice.ca

Chatham—*McArthur, Kate, Constable, Chatham-Kent Police Service, PO Box 366, 24 Third St, N7M 5K5, (519) 352-1234, Email: katem@chatham-kent.ca

Cobourg—*Sheils, Lynne, Finance Coordinator, Cobourg Police Service, 107 King St W, K9A 2M4, (905) 372-6821, Email: lynne.sheils@cobourgpolice.com

Guelph—*Begin, Robin, Director, Univ of Guelph, Campus Community Police Fire Prevention & Parking, 50 Stone Rd E Trent Bldg, N1G 2W1, (519) 824-4120, Email: rbegin@police.uoguelph.ca

—*Ninacs, Andrea, Staff Sergeant, Guelph Police Service, 15 Wyndham St S, N1H 4C6, (519) 824-1212, Email: aninacs@guelphpolice.ca

Hamilton—*Richard, Andrea, Detective, Hamilton Police Service, 1227 Stone Church Rd E, Bldg B, L8W 2C6, (905) 540-5175, Email: arichard@hamiltonpolice.on.ca

—Weatherill, Ken, Deputy Chief of Police Field Support, Hamilton Police Service, 155 King William St, Box 1060 LCD 1, L8N 4C1, (905) 546-4703, Email: kweatherill@hamiltonpolice.on.ca

Kingston—*Groff, Rae, Corporal, RCMP, 1000 Gardiners Rd 3rd Fl, K7P 3C4, (613) 449-4067, Email: rae.groff@rcmp-grc.gc.ca

—*Hough, Barbara, Sergeant, Kingston Police Force, 705 Division St, K7L 4V3, (613) 549-4660, Email: bhough@kpf.ca

Leamington—*McKibbin, Kellie, Detective Sergeant, Ontario Provincial Police, 7 Clarke St W, N8H 1E5, (519) 817-1200, Email: kellie.mckibbin@ontario.ca

Nepean—*Renon, Cynthia, Sergeant, Ottawa Police Service, 98 Woodridge Cres, K2B 7S9, (613) 298-0131, Email: renonc@ottawapolice.ca

Orillia—*Bird, Shirley, Sergeant, Ontario Provincial Police, 777 Memorial Ave, L3V 7V3, (705) 329-6748, Email: shirley.bird@ontario.ca

—*Kettle, Suzanne, Sergeant, Ontario Provincial Police Academy, 777 Memorial Ave, L3V 7V3, (705) 329-8185, Email: suzanne.kettle@ontario.ca

—*Leslie, Vanessa, Detective Sergeant, Ontario Provincial Police, 777 Memorial Ave, L3V 7V3, (905) 431-5324, Email: vanessa.leslie@ontario.ca

—*Taylor, Lisa, Staff Sergeant, Ontario Provincial Police, 777 Memorial Ave, L3V 7V3, (705) 329-7484, Email: lisa.s.taylor@ontario.ca

Ottawa—*Aston, Lamia, Supervisor, RCMP, 73 Leikin Dr, K1A 0R2, (905) 825-8365, Email: lamia.aston@rcmp-grc.gc.ca

—*Bruinsma, Sidney, Senior Staff Officer, Dept of Fisheries & Oceans, 200 Kent St, Rm 13W124, K1A 0E6, (613) 990-9875, Email: sid.bruinsma@dfo-mpo.gc.ca

—*Drolet, Caroline, Sergeant, RCMP, 130 Dufferin Ave, N6A 4K3, (613) 843-5156, Email: caroline.drolet@rcmp-grc.gc.ca

—*Ferguson, Trish, Sergeant, Ottawa Police Service, 474 Elgin St, K1G 6H5, (613) 236-1222, Email: ferguson@ottawapolice.ca

—*Rose, Jennifer, Corporal, RCMP, 73 Leikin Dr, Mailstop 148, K1A 0R2, (613) 843-4864, Email: jennifer.rose@rcmp-grc.gc.ca

Parry Sound—*Connor, Dawn, Sergeant, Ontario Provincial Police, 7 Bay St, P2A 1S4, (705) 746-4225, Email: dawn.connor@ontario.ca

Peterborough—*Conway, Jane, Detective Sergeant, Ontario Provincial Police, 453 Lansdowne St E, K9J 6Z6, (905) 372-5421, Email: jane.conway@ontario.ca

Smith's Falls—*Patton, Jennifer, Detective Sergeant, Ontario Provincial Police, East Regional Criminal Operations, 525 Queen St, K7A 5K8, (613) 922-7790, Email: jennifer.patton@ontario.ca

St Catherines—*St Germain, Brigitte, Sergeant, RCMP, 509 Glendale E, L0S 1J0, (905) 658-2788, Email: brigitte.st-germain@rcmp.grc.gc.ca

Sudbury—*Hotson, Carrie, Training Sergeant, Greater Sudbury Police Service, 190 Brady St, P3E 1C7, Email: carrie-lynn.hotson@police.sudbury.on.ca

Toronto—*Khow, Sie-Wing, Counsel, Toronto Police Service, 40 College St, M5G 2J3, (416) 808-7539, Email: sie-wing.khow@torontopolice.on.ca

—*Milos, Susan, Sergeant, GO Transit/Metrolinx Transit Safety, 20 Bay St Ste 600, M5J 2W3, (416) 869-3600, Email: sue.milos@gotransit.com

—*Nenadovic, Cathy, Sergeant, RCMP, 20 Queen St W, M2H 3S8, (416) 790-2607, Email: cathy.nenadovic@rcmp-grc.gc.ca

—*Woodcock, Theresa, Sergeant, Ontario Provincial Police, 77 Wellesley St Rm M2-77, K7R 1C7, (416) 327-2374, Email: theresa.woodcock@ontario.ca

Whitby—*Everson, Leanne, Sergeant, Durham Regional Police Service, 605 Rossland Rd E, Box 911, L1N 0B8, (905) 721-2000, Email: 642@drps.ca

—*Karpis, Mary Anne, Constable, Durham Regional Police Service, 605 Rossland Rd E Box 911, L1N 0B8, (905) 439-0597, Email: mkarpis@drps.ca

Windsor—*Crosby, Jennifer, Sergeant, Windsor Police Service, 150 Goyeau St, N9A 6J5, (519) 560-7661, Email: jcrosby@police.windsor.on.ca

—*Hamlin, Khrystye, Constable, Windsor Police Service, 150 Goyeau St, N9A 6J5, (519) 970-9297, Email: rkhamlin06@yahoo.ca

Saskatchewan

Regina—*Desjarlais, Angela, Corporal, Regina Police Service, 1717 Osler St, S4P 3W3, (306) 777-8603, Email: adesjarlais@police.regina.sk.ca

—*Reavley, Denise, Sergeant, Regina Police Service, 1717 Osler St, S4P 3W3, (306) 777-8603, Email: dreavley@police.regina.sk.ca

—*Shalansky, Amanda, Corporal, Regina Police Service, 1717 Osler St, S4P 3W3, (306) 777-8603, Email: ashalansky@police.regina.sk.ca

Saskatoon—*Gresty, Tonya, Sergeant, Saskatoon Police Service, Box 1728, S7K 3R6, (306) 975-8300, Email: tonya.gresty@police.saskatoon.sk.ca

COLOMBIA

Bello Antioquia—Penarete Vacca, Mario Javier, Captain, Cauca Police Dept, Carrera 75 N 1N - 75, 57 3217255431, Email: mariopenarete81@hotmail.com

Bogota—Garcia Suarez, Juan Felipe, Captain/Chief Protection Group, Colombian National Police, Calle 14 No 62-70, Email: felipe.garcia@correo.policia.gov.co

Cali—Arguello Neiza, Edwin Ricardo, Captain/Chief Protection Unit, Colombia National Police, Avenida 4 an 45 A-00 Barrio La Flora, Email: edwin.arguello@correo.policia.gov.co

ECUADOR

Quito—Garcia Almeida, Joffre Hernan, Major/Operations Officer, Ecuadorian National Police, Avenida 10 de Agosto 201 y Mercadillo, Pichincha, Email: joffregarciaa@hotmail.es

HONDURAS

San Pedro Sula—Castillo Lemus, Otoniel, Deputy Commissioner, Honduran National Police, Police Headquarters, Email: otocal2704@yahoo.com

KAZAKHSTAN

Astana—Demeuov, Marat, Vice Minister of Interior, U.S. Embassy Astana, R Koshkarbayev Ave, Bldg 3, 010010, 7 7772706055, Email: shmigelskayav@state.gov

KENYA

Nairobi—*Kamara, Annmarie, Administrative Officer, Amisom Police Component, PO Box 20182-00200, 254 716903948, Email: annmariefavourkamara@gmail.com

LIBERIA

Monrovia—*Gardiner, Morris, Technical Assistant, Liberia Seaport Police, National Port Authority, Bushrod Island, 1000, 231 886569348, Email: gsm.may25@gmail.com

NICARAGUA

Waspan—*Muller Muller, Jessica, Advocate for Citizen Security, Wangki Tangni, frente al aeropuerto Bo Campesino, 505 87446639, Email: jeca30685@yahoo.es

NIGERIA

Abuja—*Ajayi, Kolawole, Security Intelligence Officer, Nigeria Dept of State Services, Asokoro Dr FCT, 234 8094642607, Email: kolawolesamuel@hotmail.com

—*Lawal, Rachael, Police Officer General Duties, Nigeria Police Force, Louis Edet House, Shehu Shagari Way, Garki, 234 8033495327, Email: rotmwa20@gmail.com

Enugu—Kayode, Akinlalu Alex, Superintendent of Police, Nigeria Police Force, Anti-Kidnapping Squad Enugu Command, 234 8071823101, Email: alexlalu86750@gmail.com

Gusau—Hussein, Usman, Assistant Superintendent of Police, Nigeria Police Force, SIIB Zamfara State Headquarters, 234 8036356359, Email: usmanhusein@yahoo.com.hk

Ibadan—*Adesoji, Bamigboye, Inspector of Police, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Industrial Estate, 234 8033500358, Email: bamigboye.adesoji@yahoo.com

—Ahmed Usman, Abdul Dimka, Superintendent of Police, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8128589077, Email: abduldimka@yahoo.com

—*Nneka Jennifer, Eruogu, Director, Eruogu Security Consultant Ltd, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8035909911, Email: eruogu.nneka@gmail.com:

—Opalola Yemisi, Olawoyin, Assistant Superintendent Officer, Nigeria Police Force, Plot 3 Rd C Opposite Teachers House, Oluyole Estate, 234 8067788119, Email: flydas50@gmail.com

—*Zaccheaus, Kolawole Oladipo, Divisional Police Officer, Nigeria Police Force, New Gbagi Police Station, 234 8033192513, Email: oladipokolawole2010@yahoo.com

Ikeja—Iheanachor, Ifeanyi, Assistant Superintendent of Police, Nigeria Police Force, Lagos State Command Headquarters, House I Baale Close, Off Mobolaji Bank Anthony Way, 234 8036994334, Email: iheanachorifeanyi@

—Sonubi, Ayodele, Chief Superintendent of Police, Nigeria Police Force, 1 Soji Adepegba Close, Off Allen Ave, 234 8033387701, Email: ayosonubidoyinsola@gmail.com

Ikoyi—*Jeremiah, Susan Adesuwa, Sergeant, Nigeria Police Force, Special Fraud Unit, 13 Milverton Rd, 234 8033962867, Email: jsusanadesuwa@yahoo.com

—*Nwachukwu, Olom, Attorney, Vita Veritas LLP, No 27 Ribadu Rd, (701) 500-3618, Email: sonitusnwachukwu@yahoo.com

Ikoyo—*Salaudeen , Temitope Simbiat, Secretary to RTD IGP, Nigeria Police Force, 6 Glover Rd, 234 8035673027, Email: temibakmom@yahoo.com

Ilorin—Olaibi, Afolabi, Assistant Superintendent of Police, Nigeria Police Force, Kwara State Police Command, Dept of Finance & Administration, 234 8034783838, Email: afolabiolaibi1975@yahoo.com

Lagos—*Olorunfemi, Busayo, Police Officer, Nigeria Police Force, Lagos State Command, Seme Division, 234 8074797662, Email: femi2b@gmail.com

—*Rafiu, Mukaila, Inspector, Nigeria Police Force, Area M Police Command, Idimu, 234 8097672510, Email: mukailarafiu@yahoo.com

Obalende—Adebayo, Adedayo, Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, 234 8123820744, Email: bycopedu2015@yahoo.com

Port Harcourt—*Simeon, Esther, Safety & Security Officer, Jimcol Resources Ltd, KM 3 Olu Obasanjo Dr, Eliozu, 234 8059359293, Email: teeloops2001@yahoo.com

Sagamu—*Adeyemi, Adefisayo, Police Officer, Nigeria Police Force, Area Command Headquarters, 234 8033484597, Email: kadefisayoadeyemi@yahoo.com

PAKISTAN

Karachi—Ahmed, Maqsood, Senior Superintendent of Police, Sindh Police, AIGP House PHQ, Hassan Square Block 15, Gulshan e Iqbal Karachi, 75300, 92 3213777707, Email: m.ahmed.psp@gmail.com

PERU

Lima—*Bazan Seminario, Cesar, Director Area of Citizen Security, Legal Defense Institute, Av Pardo y Aliaga 272, San Isidro, 27, Email: cesar@idl.org.pe

TURKS AND CAICOS ISLANDS

Providenciales—Smith, James, Commissioner of Police, Royal Turks & Caicos Islands Police Force, Police Headquarters, Old Airport Rd, 649 4692313999, Email: james.smith@tcipolice.tc, Web: www.tcipolice.tc

—Smith, Alvirto A A, Inspector, Royal Turks & Caicos Islands Police Force, Police Headquarters, Old Airport Rd, 649 9464448, Email: alvirto.smith@tcipolice.tc, Web: www.tcipolice.tc

UNITED STATES

Alabama

Kinsey—Hurd, Timothy, Chief of Police, Kinsey Police Dept, 6947 Walden Dr, 36303, (334) 793-5409, Email: timothyhurd@bellsouth.net

Oxford—Gibson, Shawn, Captain, Oxford Police Dept, 600 Stanley Merrill Dr, 36203, (256) 241-4553, Email: sgibsonopd@cableone.net

Piedmont—Norton, Frederick, Chief of Police, Piedmont Police Dept, PO Box 112, 36272, (256) 447-9091, Email: freddie.norton@piedmontcity.org

Alaska

Fort Wainwright—Cunningham, Ryan, Patrol Captain/Deputy Chief of Police, Fort Wainwright Police Dept, 3028 Montgomery Rd, 99703, (907) 978-6018, Email: ryan.a.cunningham14.civ@mail.mil

Arizona

Gilbert—*Gunter, Maria, Sergeant, Gilbert Police Dept, 75 E Civic Center Dr, 85296, (480) 503-6500, Fax: (480) 635-7595, Email: maria.gunter@gilbertaz.gov

—*Scott, Kim, Civilian Commander, Gilbert Police Dept, 75 E Civic Center Dr, 85296, (480) 635-7474, Email: kim.scott@gilbertaz.gov

Peach Springs—Bradley, Francis E, Chief of Police, Hualapai Nation Police Dept, PO Box 490, 86434, (928) 769-1025, Fax: (928) 769-1027, Email: fbradley@hualapai-nsn.gov

Phoenix—Caldwell, Franklin J, Lieutenant, Maricopa Co Attorney's Office, 301 W Jefferson St, 85003, (602) 506-3844, Email: caldwelf@mcao.maricopa.gov

—Chagolla, Paul A, Deputy Chief, Maricopa Co Sheriff's Office, 550 W Jackson St, 85003, Email: p_chagolla@mcso.maricopa.gov, Web: www.mcso.org

—Philpot, John P, Major, Arizona Dept of Public Safety, PO Box 6638, 85005, (928) 778-3612, Email: jphilpot@azdps.gov

—*Powell, John R, Director, Maricopa Co Protective Services, 401 W Jefferson St, 85003, (602) 506-8350, Fax: (602) 506-7293, Email: jrpowell@graceba.net, Web: www.maricopa.gov/protectivesvc

—*York, Rebecca, Trooper, Arizona Dept of Public Safety, 2610 S 16th St, 85034, (602) 524-5747, Email: ryork@azdps.gov

Arkansas

Little Rock—*Chapman, Elizabeth, Trooper, Arkansas State Police, 1 State Police Plaza Dr, 72209, (501) 412-0027, Email: elizabeth.chapman@asp.arkansas.gov

—*Clark, Karen, Corporal, Arkansas State Police, 1 State Police Plaza Dr, 72209, (870) 489-4455, Email: karen.clark@asp.arkansas.gov

—*Dycus, Tiffany, Corporal, Arkansas State Police, 1 State Police Plaza Dr, 72209, (501) 472-7910, Email: tiffany.dycus@asp.arkansas.gov

—*Fontaine, Kim, Sergeant, Arkansas State Police, 1 State Police Plaza Dr, 72209, (870) 489-4164, Email: kim.fontaine@asp.arkansas.gov

—*Stephenson, Brenda, Corporal, Arkansas State Police, 1 State Police Plaza Dr, 72209, (479) 243-6427, Email: brenda.stephenson@asp.arkansas.gov

California

Bakersfield—Hale, Mike, Lieutenant, Bakersfield Police Dept, 1601 Truxtun Rd, 93301, (661) 326-3818, Email: mhale@bakersfieldpd.us

Concord—*Priest, Raymond, Homeland Security Consultant, The Pentagon Wars Research Network, 1745 Ancona Ct, 94519, (925) 787-2836, Email: andy.priest@thepentagonwars.com, Web: www.linkedin.com/in/andypri

Costa Mesa—Sharpnack, Robert N, Chief of Police, Costa Mesa Police Dept, 99 Fair Dr, 92626, (714) 754-5117, Fax: (714) 754-5002, Email: rsharpnack@costamesaca.gov, Web: www.costamesapd.org

El Monte—Vautrin, David, Operation Services Captain, El Monte Police Dept, 11333 Valley Blvd, 91731, Email: dvautrin@elmontepd.org

Indio—Romero, Johnny, Commander, Indio Police Dept, 46800 Jackson St, 92201, (760) 541-4305, Email: jromero@indiopd.org

King City—Forgue, Ronald, Chief of Police, King City Police Dept, 415 Bassett St, 93930, (831) 385-4848 Ext 5944, Email: rforgue@kingcity.com

La Mirada—*Ojeisekhoba, John, Chief of Campus Safety, Biola Univ, 13800 Biola Ave, 90639, (562) 903-4878, Email: john.ojeisekhoba@biola.edu

Los Angeles—Chavez, Imer, Lieutenant, Los Angeles Airport Police, 7303 World Way W 2nd Fl, 90045, (424) 646-6135, Email: ichavez@lawa.org

—Struyk, James, Special Agent in Charge, FBI, 11000 Wilshire Blvd Ste 1700, 90024, (310) 996-5100, Email: james.struyk@ic.fbi.gov

—*Williams, Vern, Lieutenant, Los Angeles Airport Police, 7303 World Way W 1st Fl, 90045, (424) 646-6618, Email: vwilliams@lawa.org

Northridge—Marino, Robert, Captain, Los Angeles Police Dept, 10250 Etiwanda Ave, 91325, (818) 832-0692, Email: robert.marino@lapd.lacity.org

Sacramento—Campbell, Melissa, Assistant Probation Division Chief, Sacramento Co Probation Dept, 9750 Business Park Dr Ste 220, 95827, (916) 876-9101, Email: campbellm@saccounty.net

San Diego—*Formhals, Anthony, CEO, Ten8Tech, 7162 Greenwich Dr, 92122, (844) 836-8832, Email: anthonyf@ten8tech.com

—*Hale, Tim, Sales Manager, Ten8Tech, 6265 Greenwich Dr Ste 201, 92122, (603) 566-4406, Email: thale@ten8tech.com

San Francisco—*Andraychak, Michael, Sergeant/PIO, San Francisco Police Dept, 1245 Third St 6th Fl, 94158, (415) 837-7192, Fax: (415) 837-7249, Email: michael.andraychak@sfgov.org, Web: www.sanfranciscopolice.org

—Lee, Kenwade, Commander, San Francisco Police Dept, San Francisco International Airport, 94128, (650) 821-7155, Email: kenwade.lee@sfgov.org, Web: www.sanfranciscopolice.org

—Moore, Milanda, Lieutenant, San Francisco Police Dept, 850 Bryant St, 94103, (415) 553-9550, Fax: (415) 553-7969, Email: milanda.moore@sfgov.org, Web: www.sanfranciscopolice.org

—O'Brien, Alexa, Homicide Lieutenant, San Francisco Police Dept, 850 Bryant St Rm 455, 94103, (415) 553-1507, Fax: (415) 553-1885, Email: alexa.obrien@sfgov.org, Web: www.sanfranciscopolice.org

—Perea, Daniel, Captain, San Francisco Police Dept, 630 Valencia St, 94110, (415) 558-5455, Fax: (415) 558-5448, Email: daniel.perea@sfgov.org, Web: www.sanfranciscopolice.org

—*Rodriguez, Angela, Sergeant, San Francisco Police Dept, 1245 Third St 6th Fl, 94158, (415) 837-7268, Email: angela.rodriguez@sfgov.org, Web: www.sanfranciscopolice.org

—Silverman, Simon J, Captain, San Francisco Police Dept, 461 Sixth Ave, 94118, (415) 666-8000, Fax: (415) 666-8060, Email: simon.silverman@sfgov.org, Web: www.sanfranciscopolice.org

—Vaswani, Raj, Captain, San Francisco Police Dept, 201 Williams Ave, 94124, (415) 671-2300, Email: raj.vaswani@sfgov.org, Web: www.sanfranciscopolice.org

—Walsh, Peter D, Lieutenant, San Francisco Police Dept, 1245 Third St 6th Fl, 94158, (415) 837-7262, Email: peter.walsh@sfgov.org, Web: www.sanfranciscopolice.org

—*Worsham, Ashley L, Legal Counsel, San Francisco Police Dept, 1245 Third St 4th Fl, 94158, (415) 837-7157, Email: ashley.worsham@sfgov.org, Web: www.sanfranciscopolice.org

—Yep, Paul, Lieutenant, San Francisco Police Dept, 350 Amber Dr, 94131, (415) 401-4606, Fax: (415) 401-4610, Email: paul.yep@sfgov.org, Web: www.sanfranciscopolice.org

San Luis Obispo—Trobaugh, Brenda, Commander, California State Univ, 1 Grand Ave, 93407, (805) 756-6647, Email: btrobaug@calpoly.edu

San Pablo—Alameda, Gene, Commander, San Pablo Police Dept, 13880 San Pablo Ave, 94806, (510) 215-3244, Email: genea@sanpabloca.gov

—Benone, John, Commander, San Pablo Police Dept, 13880 San Pablo Ave, 94806, (510) 215-3162, Email: johnb@sanpabloca.gov

—Krastof, David, Commander, San Pablo Police Dept, 13880 San Pablo Ave, 94806, (510) 215-3109, Email: davidk@sanpabloca.gov

Sunnyvale—Pitts, Dave, Deputy Chief, Sunnyvale Dept of Public Safety, 700 All America Way, 94086, (408) 730-7171, Email: chonfi@sunnyvale.ca.gov

West Sacramento—*Glaser, Glen, Sergeant, California Hwy Patrol, 3500 Reed Ave, 95605, (916) 376-3256, Email: gglaser@chp.ca.gov

Colorado

Aurora—*Rodgers, Nancy C, Police Legal Advisor, City of Aurora/Aurora Police Dept, 15151 E Alameda Pkwy AMC 5th N, 80012, (303) 739-6014, Fax: (303) 739-7042, Email: nrodgers@auroragov.org, Web: www.auroragov.org

Commerce City—*Munson, Chris, General Manager, Summit Bodyworks, 7740 Dahlia St, 80022-1468, (303) 301-7550, Fax: (303) 288-2847, Web: www.summitbodyworks.com

Denver—*Boggess, Robert, Management Analyst, Denver Police Dept, 1331 Cherokee St, 80204, (720) 913-6598, Email: robert.boggess@denvergov.org

—*Grossaint, Robert, Deputy Chief, Denver Public Schools Dept of Safety, 1860 Lincoln St, Attn Safety & Security, 80203, (720) 424-1895, Email: robert_grossaint@dpsk12.org

—Mollendor, Jason, Commander, Auraria Campus Police Dept, 1201 Fifth St, 80217, Email: jason.mollendor@ahec.edu

—*Valdez, Estevan, Technician, Denver Police Dept, 1331 Cherokee St, 80204, (720) 913-6591, Email: estevan.valdez@denvergov.org

Connecticut

Waterford—Mahoney, Brett, Chief of Police, Waterford Police Dept, 41 Avery Ln, 06385, (860) 442-3603, Fax: (860) 442-3557, Email: bmahoney@waterfordct.org

Wilton—Crosby, Robert, Chief of Police, Wilton Police Dept, 240 Danbury Rd, 06801, (203) 834-6255, Email: robert.crosby@wiltonct.org

Delaware

Wilmington—*Ashe, Cecilia, Sergeant, Wilmington Police Dept, 300 N Walnut St, 19801, Email: cecilia.ashe@cj.state.de.us

District of Columbia

Washington—*Fagan, James, Senior Vice President, Bayfirst Solutions, 6856 Eastern Ave NW Ste 100, 20012, (703) 868-8027, Email: jwfagan@comcast.net

—*Fendrick, Alec, Student, American Univ, 4400 Massachusetts Ave NW, 20016, (609) 560-1656, Email: af5010a@american.edu

—Pavlik, Ronald, Chief of Police, Metro Transit Police Dept, 600 Fifth St NW, 20001, Email: rpavlik@wmata.com

Florida

Boynton Beach—McNevin, Richard, Captain, Boynton Beach Police Dept, 100 E Boynton Beach Blvd, 33435, (561) 742-6124, Email: mcnevinr@bbfl.us

Casselberry—Krantz, Larry D, Chief of Police, Casselberry Police Dept, 4195 S U.S. Hwy 17-92, 32707, (407) 262-7616 Ext 1065, Email: lkrantz@casselberry.org

Fort Lauderdale—Dunn, Nadine, Acting Captain, Broward Co Sheriff's Office, Port Everglades District, 1850 Eller Dr Rm 300, 33316, (954) 765-4818, Email: nadine_dunn@sheriff.org

Fort Myers—Short, Tim, Captain, Lee Co Sheriff's Office, 14760 Six Mile Cypress Pkwy, 33912, (239) 690-3901, Fax: (239) 690-3946, Email: tshort@sheriffleefl.org

Sarasota—*Duggan, Patrick, Senior Assistant General Counsel, Sarasota Co Sheriff's Office, 2071 Ringling Blvd, 34237, (941) 861-4058, Fax: (941) 861-4072, Email: pduggan@scgov.net

Tallahassee—Ladner, Robert D, Assistant Executive Director, Florida Dept of Law Enforcement, 2331 Phillips Rd, 32308, (850) 251-1717, Fax: (850) 410-7022, Email: donladner@fdle.state.fl.us

—Revell, Lawrence, Captain, Tallahassee Police Dept, 234 E Seventh Ave, 32303, (850) 891-4980, Email: lawrence.revell@talgov.com

Tampa—Lombardo, Regina, Special Agent in Charge, ATF/Justice, 400 N Tampa St Ste 2100, 33602, (813) 202-7323, Email: regina.lombardo@atf.gov

—*Shroyer, Frankie H, Deputy Chief of Operations Ret, DEA/Justice, 3114 W Kensington Ave, 33629, (571) 438-3160, Email: fshroyerjr@aol.com

West Palm Beach—*LaMotte, Selena, Unit Manager, Palm Beach Co Sheriff's Office, 3228 Gun Club Rd, 33406, Email: lamottes@pbso.org

Georgia

Acworth—Spann, Charles, Chief of Police, Chattahoochee Technical College Police Dept, 5198 Ross Rd, 30102, (770) 630-5229, Email: cspann@chattahoocheetech.edu

Atlanta—*Andrews, James, Deputy Director, Georgia Governor's Office of Hwy Safety, 7 Martin Luther King Jr Dr, 30334, (404) 656-6997, Fax: (404) 651-9107, Email: jandrews7@gohs.ga.gov

—Waldrop, Tommy E, Major, Georgia State Patrol, 959 E Confederate Ave, 30316, (706) 282-4604, Fax: (706) 282-4533, Email: twaldrop@gsp.net, Web: www.dps.georgia.gov

Mc Donough—Croxton, Jennifer, Lieutenant, Henry Co Police Dept, 108 S Zack Hinton Pkwy, 30253, (678) 794-3253, Email: jcroxton@co.henry.ga.us

—Fearon, Kristina, Field Training Officer, Henry Co Police Dept, 108 S Zack Hinton Pkwy, 30253, (678) 517-4281, Email: kfearon@co.henry.ga.us

—*Shannon, Cassandra, Officer, Henry Co Police Dept, 108 S Zack Hinton Pkwy, 30253, (404) 542-1306, Email: cshannon@co.henry.ga.us

—*Torrence, Denise, Sergeant, Henry Co Police Dept, 108 S Zack Hinton Pkwy, 30253, (678) 883-6710, Email: dtorrence@co.henry.ga.us

—*Webster, Tarrah, Sergeant, Henry Co Police Dept, 108 S Zack Hinton Pkwy, 30253, (678) 578-6146, Email: twebster@co.henry.ga.us

Norcross—*Myrka, William, Student, Ashworth College, 6625 The Corners Pkwy Ste 500, 30092, (929) 263-3512, Email: myrkawm@aol.com

Sandy Springs—*Huffschmidt, David, Sergeant, Sandy Springs Police Dept, 7840 Roswell Rd, Ste 301, 30350, (770) 551-6900, Email: dhuffschmidt@sandyspringsga.gov

—*Lindstrom, Michael, Sergeant, Sandy Springs Police Dept, 7840 Roswell Rd Ste 301, 30350, (770) 551-6900, Email: mlindstrom@sandyspringsga.gov

—Mullin, John, Captain, Sandy Springs Police Dept, 7840 Roswell Rd Ste 301, 30350, (770) 551-6900, Email: jmullin@sandyspringsga.gov

—Zgonc, Keith, Captain, Sandy Springs Police Dept, 7840 Roswell Rd Ste 301, 30350, (770) 551-6930, Email: kzgonc@sandyspringsga.gov

Idaho

Nampa—Forsman, Leroy G, Program Chair Law Enforcement, College of Western Idaho, PO Box 3010, 83653, (208) 562-2614, Email: leroyforsman@cwidaho.cc

Illinois

Broadview—Kosik, Michael J, Commander, Broadview Police Dept, 2350 S 25th Ave, 60155, (708) 345-6550, Fax: (708) 681-0248, Email: mkosik@broadview-il.gov

Champaign—*Meaderds, LaEisha, Community Services, Champaign Police Dept, 82 E University Ave, 61820, (217) 403-6987, Fax: (217) 403-6924, Email: laeisha.meaderds@ci.champaign.il.us

Chicago—*Carter, Mike, Director, Illinois Criminal Justice Information Authority, 300 W Adams Ste 200, 60606, (312) 793-7057, Email: mike.carter@illinois.gov

—Schloss, Allison, Lieutenant, Chicago Police Dept, 250 N Breakwater Access Dr, 60601, (312) 742-3203, Email: allison.schloss@chicagopolice.org

Springfield—Lyddon, Steven, Chief of Staff, Illinois State Police, 801 S Seventh St, Ste 1100-S, 62711, (217) 280-0730, Email: steve.lyddon@isp.state.il.us

—*Wojcicki, Ed, Executive Director, Illinois Assn of Chiefs of Police, 426 S Fifth St, 62701, (217) 523-3765, Email: ed@ilchiefs.org

Waukegan—*Covelli, Christopher, Detective, Lake Co Sheriff's Office, 25 S Martin Luther King Jr Ave, 60085, (847) 377-4180, Email: ccovelli@lakecountyil.gov

Indiana

Indianapolis—Bilkey, Matt, Major, Indiana State Police, 100 N Senate Ave, 46204, (317) 232-8245, Email: mbilkey@isp.in.gov

—Hillman, Steven, Major, Indiana State Police, 100 N Senate Ave, 46204, (317) 232-8245, Email: shillman@isp.in.gov

—Sorrells, Charles, Major, Indiana State Police, 100 N Senate Ave, 46204, (317) 232-8245, Email: csorrells@isp.in.gov

—White, Michael, Major, Indiana State Police, 100 N Senate Ave, 46204, (317) 232-8245, Email: mwhite@isp.in.gov

—Williams, Jerry, Major, Indiana State Police, 100 N Senate Ave, 46204, (317) 232-8245, Email: jwilliams@isp.in.gov

Vincennes—Jones, James, Chief of Campus Police, Vincennes Univ Police Dept, 1002 N First St, Bldg 57 SIB, 47591, Email: jimjones@indian.vinu.edu

Iowa

Des Moines—Ryan, Roxann, Commissioner, Iowa Dept of Public Safety, 215 E Seventh St, 50319, (515) 725-6180, Email: roxann.ryan@iowa.gov

Kansas

Cimarron—Sharp, Jeff, Undersheriff, Gray Co Sheriff's Office, 300 S Main St, 67835, (620) 855-3916, Email: jsharp@grayco.org

Junction City—*Giordano, Trish, Sergeant, Junction City Police Dept, 210 E Ninth St, 66441, (785) 462-4920 Ext 149, Email: tricia.giordano@jcks.com

Lawrence—*Bishop, Lindsay, Officer, Lawrence Police Dept, 111 E 11th St, 66044, (316) 841-2466, Email: bishop@lkpd.org

—*Fogarty, Gwyn, Officer, Lawrence Police Dept, 111 E 11th St, 66044, (620) 241-4906, Email: fogarty@lkpd.org

—*Horvath, Meagan, Officer, Lawrence Police Dept, 111 E 11th St, 66044, Email: horvath@lkpd.org

—*Mills, Sara, Officer, Lawrence Police Dept, 111 E 11th St, 66044, (785) 393-9958, Email: mills@lkpd.org

Ottawa—Waterman, Douglas R, Lieutenant, Ottawa Police Dept, 715 W Second, 66067, (785) 242-2561 Ext 410, Fax: (785) 242-2564, Email: dwaterman@ottawapd.org

Topeka—Whisman, Katie, Executive Officer, Kansas Bureau of Investigation, 1620 SW Tyler St, 66612, (785) 296-8209, Email: katie.whisman@kbi.state.ks.us

Kentucky

Louisville—Trebuna, Todd, Chief of Police, U.S. Dept of Veterans Affairs Police, Robley Rex VAMC, 800 Zorn Ave, 40031, (502) 287-4000 Ext 6195, Email: todd.trebuna2@va.gov

Louisiana

Baton Rouge—Johnson, Jocelyn M, Interim Chief of Police, Southern Univ Police Dept, 801 Harding Blvd, 70813, (225) 771-2770, Fax: (225) 771-3263, Email: joycelyn_johnson@subr.edu

Maine

Bangor—Johnston, Brad, Deputy Chief of Police, Bangor Police Dept, 240 Main St, 04401, (207) 947-7384 Ext 5701, Email: brad.johnston@bangormaine.gov

Maryland

Annapolis—*Adebimpe, David, CEO, Polymath Interscience LLC, 3 Church Cir Ste 366, 21401, (410) 990-1199, Email: david@polymathi.com

Bel Air—Galbraith, Daniel, Captain, Harford Co Sheriff's Office, 45 S Main St, 21014, (410) 836-5454, Fax: (410) 879-2782, Email: galbraithd@harfordsheriff.org

Capitol Heights—*Gunn, Melita, Assistant Special Agent In Charge, U.S. Postal Service OIG, 9201 Edgemont Dr, 20790, (909) 518-57, Email: mgunn@uspsoig.gov

Chestertown—*Bruce, Stewart, GIS Program Coordinator, Washington College, 151 Dixon Dr Ste 3, 21620, (443) 282-0012, Email: sbruce2@washcoll.edu

Massachusetts

Boston—*Holmes, Andrew, Law Student, Northeastern Univ School of Law, 416 Huntington Ave, 02115, (719) 330-4185, Email: holmes.andrew.m@gmail.com

Cambridge—Giacoppo, Michael D, Deputy Chief of Police, Harvard Univ Police Dept, 1033 Massachusetts Ave, 02138, (617) 495-3490, Fax: (617) 496-3355, Email: michael_giacoppo@hupd.harvard.edu

—Riley, Francis D, Director Police & Security, Harvard Univ Police Dept, 1033 Massachusetts Ave, 02138, (617) 495-1780, Fax: (617) 496-3355, Email: francis_riley@hupd.harvard.edu

Edgartown—Dolby, Christopher, Lieutenant, Edgartown Police Dept, PO Box 1118, 02539, (508) 627-4343 Ext 11, Email: cdolby@edgartown-ma.us

Hingham—Jones, David, Deputy Chief of Police, Hingham Police Dept, 212 Central St, 02043, (781) 749-1212, Email: jonesd@hingham-ma.gov

Holbrook—Smith, William J, Chief of Police, Holbrook Police Dept, 300 S Franklin St, 02343, (781) 767-6801, Fax: (781) 767-5320, Email: chief@holbrookpolice.com

Hudson—Burks, Michael, Chief of Police, Hudson Police Dept, 62 Packard St, 01749, (978) 568-8232, Email: mburks@townofhudson.org

Marshfield—Jones, Christopher, Lieutenant, Marshfield Police Dept, 1639 Ocean St, 02050, (781) 248-8706, Email: cjones@marshfieldpolice.org

—*Marcolini, Steven, Lieutenant Detective, Marshfield Police Dept, 1639 Ocean St, 02050, (781) 834-6655 Ext 134, Email: smarcolini@marshfieldpolice.org

—Shaw, Arthur, Lieutenant, Marshfield Police Dept, 1639 Ocean St, 02050, (781) 258-3528, Email: ashaw@marshfieldpolice.org

Marshfield—Sullivan, William, Lieutenant, Marshfield Police Dept, 1639 Ocean St, 02050, (781) 834-6655 Ext 131, Email: wsullivan@marshfieldpolice.org

Natick—*Ordway, James, Detective, Natick Police Dept, 20 E Central St, 01760, (508) 889-6834, Email: ordway@natickpolice.com

Norwood—*Benton, David, Sergeant, Norwood Police Dept, 137 Nahatan St, 02062, (781) 440-5162, Email: dbenton@norwoodma.gov

—*Doucette, Robert, Sergeant, Norwood Police Dept, 137 Nahatan St, 02062, (781) 727-6622, Email: rdoucette@norwoodma.gov

—*Flanagan, Christopher, Sergeant, Norwood Police Dept, 137 Nahatan St, 02062, (781) 440-5164, Email: cflanagan@norwoodma.gov

—*Fundora, William, Sergeant, Norwood Police Dept, 137 Nahatan St, 02062, (781) 440-5173, Email: wfundora@norwoodma.gov

—*McDonagh, Timothy, Sergeant, Norwood Police Dept, 137 Nahatan St, 02062, (781) 440-5160, Email: tmcdonagh@norwoodma.gov

Sharon—Kaufman, Tilden, Chief of Police, Sharon Police Dept, 213 S Main St, 02067, Email: tkaufman@townofsharon.org

Michigan

Ann Arbor—*Flowers, Damon, Vice President Facilities and Campus Safety, Washtenaw Community College, 4800 E Huron River Dr, 48105, (734) 677-5150, Email: dflowers@wccnet.edu

Battle Creek—Bush, Steve, Lieutenant, Battle Creek Police Dept, 20 N Division St, 49014, (269) 966-3322, Fax: (269) 962-0102, Email: stbush@battlecreekmi.gov

—Grafton, James, Major Investigations Bureau, Battle Creek Police Dept, 20 N Division St, 49014, (269) 966-3322, Fax: (269) 962-0102, Email: jcgrafton@battlecreekmi.gov

—Schley, Kathy, Executive Officer, Battle Creek Police Dept, 20 N Division St, 49014, (269) 966-3322, Fax: (269) 962-0102, Email: ksschley@battlecreekmi.gov

—Simons, Austin, Major Patrol Division, Battle Creek Police Dept, 20 N Division St, 49014, (269) 966-3322, Fax: (269) 962-0102, Email: ansimons@battlecreekmi.gov

Big Rapids—Nerbonne, Andrea M, Director of Public Safety, Big Rapids Dept of Public Safety, 435 N Michigan Ave, 49307, (231) 527-0005, Fax: (231) 592-5570, Email: anerbonne@cityofbr.org

Flint—Kapp, Gene, Captain, Michigan State Police, G-4495 Corunna Rd, 48532, Email: kappg@michigan.gov, Web: www.michigan.gov/msp

Greenville—Magirl, Dennis, Deputy Director, Greenville Dept of Public Safety, 415 S Lafayette St, 48838, (616) 754-9161 Ext 1004, Email: dmagirl@greenvilledps.org

Ionia—Cushman, Brad A, Lieutenant, Michigan State Police, 779 W Riverside Dr, 48846, (616) 527-0546 Ext 490, Email: cushmanb@michigan.gov, Web: www.michigan.gov/msp

Jackson—Bowman, Kyle L, First Lieutenant, Michigan State Police, 3401 Cooper St, 49201, (517) 780-4580, Email: bowmankl@michigan.gov, Web: www.michigan.gov/msp

Lansing—*Banner, Shanon R, Public Affairs Director, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 241-0955, Fax: (517) 241-0991, Email: banners@michigan.gov, Web: www.michigan.gov/msp

—Bolger, Matt W, Inspector, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 241-2401, Fax: (517) 335-5163, Email: bolgerm@michigan.gov, Web: www.michigan.gov/msp

—Bower, David C, Lieutenant/Emergency Support Team Commander, Michigan State Police, 2615 Port Lansing Rd, 48906, (517) 335-9417, Fax: (517) 335-9908, Email: bowerd@michigan.gov, Web: www.michigan.gov/msp

—Budde, Brian J, Detective Lieutenant, Michigan State Police, 333 S Grand Ave, 48933-2108, (313) 967-4625, Fax: (517) 335-5163, Email: buddeb1@michigan.gov, Web: www.michigan.gov/msp

—Collins, Joshua C, Lieutenant/Bomb Squad Commander, Michigan State Police, 7320 N Canal Rd, 48913, (517) 202-5545, Fax: (517) 322-5508, Email: collinsj1@michigan.gov, Web: www.michigan.gov/msp

—Ellis, James C, First Lieutenant, Michigan State Police, 333 S Grand Ave, PO Box 30634, 48933-2108, (517) 241-2939, Fax: (517) 335-5163, Email: ellisj3@michigan.gov, Web: www.michigan.gov/msp

—Flegel, James D, First Lieutenant, Michigan State Police, 7426 N Canal Rd, 48913, (517) 636-0134, Email: flegelj@michigan.gov, Web: www.michigan.gov/msp

—Fries, Susan M, Lieutenant, Michigan State Police, 333 S Grand Ave, PO Box 30634, 48933-2108, (517) 241-0583, Fax: (517) 241-0501, Email: friess@michigan.gov, Web: www.michigan.gov/msp

—*Gill, Dwayne L, Sergeant, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 241-6575, Fax: (517) 241-3057, Email: gilld@michigan.gov, Web: www.michigan.gov/msp

—Greydanus, Dave S, Inspector, Michigan State Police, 333 S Grand Ave, PO Box 30634, 48933-2108, (517) 373-7761, Fax: (517) 241-3057, Email: greydanusd@michigan.gov, Web: www.michigan.gov/msp

—Hendrix, Robert R, First Lieutenant/Commander, Michigan State Police, 333 S Grand Ave, PO Box 30634, 48933-2108, (517) 241-4056, Fax: (517) 241-3057, Email: hendrixr@michigan.gov, Web: www.michigan.gov/msp

—*Homant, Cynthia M, Department Manager, Michigan State Police, 333 S Grand Ave, PO Box 30634, 48933-2108, (517) 643-4268, Email: homantc@michigan.gov, Web: www.michigan.gov/msp

—Johnson, Michael W, First Lieutenant, Michigan State Police, 333 S Grand Ave, PO Box 60634, 48933-2108, (517) 335-4296, Email: johnsonm45@michigan.gov, Web: www.michigan.gov/msp

—*Kluytman, Julie A, Department Manager, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 335-3808, Fax: (517) 335-5163, Email: kluytmanj@michigan.gov, Web: www.michigan.gov/msp

—Lawrence, Patrick H, Lieutenant, Michigan State Police, 2615 Port Lansing Rd, 48906, (517) 335-9900, Fax: (517) 335-9908, Email: lawrencep2@michigan.gov, Web: www.michigan.gov/msp

—McGowan, Emmitt, Inspector, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 241-1399, Fax: (517) 241-1480, Web: www.michigan.gov/msp

—Michaud, Gregoire P, Captain, Michigan State Police, 7320 N Canal Rd, 48913, (517) 322-6155, Fax: (517) 322-6124, Email: michaudg@michigan.gov, Web: www.michigan.gov/msp

—Morris, Patrick H, Inspector/Assistant Division Commander, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 241-0477, Email: morrisp6@michigan.gov, Web: www.michigan.gov/msp

—*Parros, Randal S, Sergeant/Underwater Recovery Unit Commander, Michigan State Police, 6951 Crowner Dr, 48913, (517) 636-0690, Fax: (517) 636-0704, Email: parrosr@michigan.gov, Web: www.michigan.gov/msp

—Pascoe, Steven M, Lieutenant/Commanding Officer, Michigan State Police, 7119 N Canal Rd, 48913, (517) 749-9608, Email: pascoes@michigan.gov, Web: www.michigan.gov/msp

—Rod, Kevin M, First Lieutenant, Michigan State Police, 7426 N Canal Rd, 48913, (517) 322-5596, Fax: (517) 322-6363, Email: rodk@michigan.gov, Web: www.michigan.gov/msp

—*Rogers, Matthew R, Sergeant, Michigan State Police, 2615 Port Lansing Rd, 48906, (517) 230-6983, Email: rogersm11@michigan.gov, Web: www.michigan.gov/msp

—*Schrader, Barry C, Sergeant, Michigan State Police, 7426 N Canal Rd, 48913, (269) 397-0574, Email: schraderb@michigan.gov, Web: www.michigan.gov/msp

—Shaw, Jim, Inspector, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 241-0235, Email: shawj@michigan.gov, Web: www.michigan.gov/msp

—*Slavish, Jeremy M, Division Director Biometrics & Identification, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 241-0422, Fax: (517) 241-9596, Email: slavishj@michigan.gov, Web: www.michigan.gov/msp

—*Sosinski, Michele A, Sergeant, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 241-9382, Fax: (517) 241-3057, Email: sosinskim2@michigan.gov, Web: www.michigan.gov/msp

—Yount, David L, Sergeant/Unit Commander Canine, Michigan State Police, 7426 N Canal Rd, 48913, (517) 243-2595, Fax: (517) 322-6506, Email: yountd@michigan.gov, Web: www.michigan.gov/msp

—Zarotney, Gregory J, Captain/Chief of Staff, Michigan State Police, 333 S Grand Ave, 48933-2108, (517) 241-0454, Fax: (517) 241-0991, Email: zarotneyg@michigan.gov, Web: www.michigan/gov/msp

Paw Paw—Boyd, Patrick J, Inspector, Michigan State Police, 108 W Michigan Ave, 49079, (269) 657-6081, Email: boydp2@michigan.gov, Web: www.michigan.gov/msp

Taylor—Shaw, Michael A, First Lieutenant/Biometrics & Identification, Michigan State Police, 12111 Telegraph, 48180, (734) 525-4246, Fax: (734) 525-4525, Email: shawm4@michigan.gov, Web: www.michigan.gov/msp

Minnesota

Apple Valley—*Matos, Peter, Sergeant, Apple Valley Police Dept, 7100 147th St W, 55124, (952) 412-7819, Email: pmatos@cityofapplevalley.org

Mississippi

Byram—Thompson, Richard L, Chief of Police, Byram Police Dept, 141 Southpointe Dr, 39272, (601) 372-7747, Fax: (601) 346-7081, Email: lthompson@byram-ms.us, Web: www.byrampolice.net

Jackson—Barlow, Amy C, Deputy Chief of Major Investigations, Jackson Police Dept, 327 E Pascagoula St, 39201, (601) 960-1278, Email: abarlow@city.jackson.ms.us

Missouri

Branson—*Bunting, Jennifer M, Officer, Branson Police Dept, 110 W Maddux St Ste 100, 65616, (417) 334-3300, Email: jbunting@bransonmo.gov

—*Stowers, Melissa K, Officer, Branson Police Dept, 110 W Maddox St Ste 100, 65616, (417) 334-3300, Email: mstowers@bransonmo.gov

Bridgeton—Mossotti, Mark, Assistant Chief of Police, Bridgeton Police Dept, 12355 Natural Bridge Rd, 63044, (314) 373-3645, Email: mmossotti@bridgetonmo.com

Clayton—*Lumley, Carl, Attorney, Curtis Heinz Garrett & O'Keefe, 130 S Bemiston Ste 200, 63105, (314) 725-8788 Ext 103, Email: clumley@chgolaw.com

Harrisonville—Davidson, Denise, Captain, Cass Co Sheriff's Office, 2501 W Mechanic Ste 100, 64701, (816) 813-1365, Email: 605@cassmosheriff.org

Jefferson City—*Bridges, Kearby, Conservation Agent, Missouri Dept of Conservation, 2901 W Truman Blvd, 65102-0180, (417) 251-3693, Email: kearby.bridges@mdc.mo.gov

—*Cox, Christa, Conservation Agent, Missouri Dept of Conservation, 2901 W Truman Blvd, PO Box 180, 65102-0180, (573) 326-0886, Email: christa.cox@mdc.mo.gov

—Czarnecki, Rhonda L, Senior Chief Examiner/Assistant Director, Missouri State Hwy Patrol, PO Box 568, 65102, (573) 526-6222, Email: rhonda.czarnecki@mshp.dps.mo.gov

—*Hunsaker, Denise, Conservation Agent, Missouri Dept of Conservation, 2901 W Truman Blvd, PO Box 180, 65102-0180, (314) 210-1875, Email: denise.hunsaker@mdc.md.gov

—*Ohrenberg, Kimberly Shannon, Conservation Agent, Missouri Dept of Conservation, 2901 W Truman Blvd, PO Box 180, 65102-0180, (417) 766-7380, Email: shannon.ohrenberg@mdc.mo.gov

—*Shanika, Rhonda M, Corporal, Missouri State Hwy Patrol, PO Box 568, 65102, (573) 526-4080, Email: rhonda.shanika@mshp.dps.mo.gov

—*Vance, Madison R, Human Resources Analyst I, Missouri State Hwy Patrol, PO Box 568, 65102, (573) 526-6334, Email: madison.vance@mshp.dps.mo.gov

—Wilde, Eric, Captain, Jefferson City Police Dept, 401 Monroe St, 65101, (573) 634-6301, Email: ewilde@jeffcitymo.org

Kirksville—*Jones, Marsha, Conservation Agent, Missouri Dept of Conservation, 3500 S Baltimore, 63501, (660) 216-1389, Email: marsha.jones@mdc.mo.gov

Lee's Summit—*Davis, Kimberly, Corporal, Missouri State Hwy Patrol, 504 S Blue Pkwy, 64063, (816) 622-0800, Email: kimberly.davis@mshp.dps.mo.gov

Macon—*Christoffer, Tammy M, Communications Operator III, Missouri State Hwy Patrol, 308 Pine Crest Dr, 63552, (660) 651-3838, Email: tammy.christoffer@mshp.dps.mo.gov

—*Dancy, Liere R, Trooper, Missouri State Hwy Patrol, 308 Pine Crest Dr, 63552, (618) 317-7000, Email: liere.dancy@mshp.dps.mo.gov

Osceola—*Bledsoe, Joanna, Conservation Agent, Missouri Dept of Conservation, PO Box 11, 64776, (417) 533-2260, Email: joanna.bledsoe@mdc.mo.gov

Saint Joseph—McCartney, Martha, Chief CVO, Missouri State Hwy Patrol, 3525 N Belt Hwy, 64506, (816) 387-2345, Email: martha.mccartney@mshp.dps.mo.gov

—Wall, Laurie C, Chief, Missouri State Hwy Patrol, 3525 N Belt Hwy, 64505, (816) 387-2345, Email: laurie.wall@mshp.dps.mo.gov

Saint Louis—*Brown, Nikki-Qui, Officer, St Louis Co Police Dept, 7900 Forsyth Blvd, 63105, (314) 615-5099, Email: nbrown@stlouisco.com

—*Clayborn-Muldrow, Jatonya, Sergeant, St Louis Co Police Dept, 7900 Forsyth Blvd, 63105, (314) 444-5627, Email: jsclayborn-muldrow@slmpd.org

—Leonard, Diane, Lieutenant, St Louis Co Police Dept, 7900 Forsyth Blvd, 63105, Email: dleonard@stlouisco.com

—*McHugh, Christine, Detective, St Louis Co Police Dept, 7900 Forsyth Blvd, 63105, (314) 615-5099, Email: cmchugh@stlouisco.com

Springfield—*Davis, Dawn, Officer, Springfield Police Dept, 321 E Chestnut Expwy, 65804, (417) 209-5418, Email: dmdavis@springfieldmo.gov

—*Dunnegan, Katherine, Corporal, Springfield Police Dept, 321 E Chestnut Expwy, 65804, (417) 864-1810, Email: kdunnega@springfieldmo.gov

—*Ehrhardt, Norma, Shift Leader, Springfield Police Dept, 321 E Chestnut Expwy, 65804, (417) 864-1776, Email: nehrhardt@springfieldmo.gov

—*Friend, Kaylee, Officer, Springfield Police Dept, 321 E Chestnut Expwy, 65804, (417) 818-4372, Email: kfriend@springfield.mo.gov

—*Reynolds, DeAnn, Civilian, Springfield Police Dept, 321 E Chestnut Expwy, 65804, (417) 569-2573, Email: dreynolds@springfieldmo.gov

—*Sandage, Jennifer, Officer, Springfield Police Dept, 321 E Chestnut Expwy, 65804, (417) 459-7585, Email: jsandage@springfieldmo.gov

—*Sisco, Kelly, Investigative Services Specialist, Springfield Police Dept, 321 E Chestnut Expwy, 65804, (417) 864-1315, Email: ksisco@springfieldmo.gov

—*Umbarger, Annesha, Corporal, Springfield Police Dept, 321 E Chestnut Expwy, 65804, (417) 864-1383, Email: aumbarger@springfieldmo.gov

—*York, Katie, Communications Operator III, Missouri State Hwy Patrol, 3131 E Kearney St, 65807, (417) 895-6868, Email: katie.york@mshp.dps.mo.gov

Weldon Spring—*Coon, Michele L, Sergeant, Missouri State Hwy Patrol, 891 Technology Dr, 63304, (636) 300-2800, Email: michele.coon@mshp.dps.mo.gov

—Reynolds, Amy, Lieutenant, Missouri State Hwy Patrol, 891 Technology Dr, 63304, (314) 737-1049, Email: amy.reynolds@mshp.dps.mo.gov

Willard—Shipley, Shannon, Lieutenant, Willard Police Dept, 795 Hughes Rd, 65781, (417) 425-9393, Email: lt@cityofwillard.org

Willow Springs—*Johnson, Amye, Corporal, Missouri State Hwy Patrol, 1226 W Business U.S. 60/63, 65793, (417) 469-3121, Email: amye.johnson@mshp.dps.mo.gov

Nevada

Laughlin—Whitton, Chris, Supervisor, Nevada Gaming Control Board, 3650 S Pointe Cir Ste 203, 89029, (702) 298-0669, Email: chriswhitton145@yahoo.com

Sparks—*McPartland, Doug, Adjunct Faculty, Truckee Meadows Community College, 5236 Canyon Run Dr, 89436, (775) 412-5106, Email: dmcpartland@charter.net

New Hampshire

Lincoln—*Suglia, John, Police Officer, Lincoln Police Dept, 148 Main St, PO Box 488, 03251, (603) 745-2238, Email: jgsuglia@gmail.com

—*Youngs, Raymond, Police Officer, Lincoln Police Dept, 148 Main St, PO Box 488, 03251, (603) 745-2238, Email: raymond.youngs@leo.gov

New Jersey

Montclair—*Lobefaro, Pietro, Patrolman, Montclair State Univ Police Dept, 1 Normal Ave, 07043, (973) 519-4413, Email: lobefaro@optonline.net

Roselle—Orlando, Gerard, Chief of Police, Roselle Police Dept, 210 Chestnut St, 07203, (908) 259-4000, Email: gorlando@rosellepd.com

Woodbridge—*Barrett, Edward J, Sergeant, Woodbridge Twp Police Dept, 1 Main St, 07095, (732) 634-7700, Email: edwardj.barrett@twp.woodbridge.nj.us

New Mexico

Rio Rancho—Wiseman, Gary E, Deputy Chief of Police, Rio Rancho Police Dept, 500 Quantum Rd, 87124, (505) 891-5963, Email: gwiseman@ci.rio-rancho.nm.us

New York

Albany—Cox, Brendan, Acting Chief of Police, Albany Police Dept, 165 Henry Johnson Blvd, 12210, (518) 462-8013, Email: bcox@albany-ny.org

—Schneider, Joseph H, Director Division of Law Enforcement, New York Dept of Environmental Conservation, 625 Broadway, 12233-2500, (518) 402-8826, Fax: (518) 402-8830, Email: jhschnei@gw.dec.state.ny.us

Batavia—Donalty, Michael R, Assistant Director of Campus Safety, Genesee Community College, 1 College Rd, 14020-9704, (585) 343-0055 Ext 6839, Fax: (585) 343-4541, Email: mrdonalty@genesee.edu, Web: www.genesee.edu/depts/public_

Gloversville—Porter, Marc, Captain of Operations, Gloversville Police Dept, 3 Frontage Rd, 12078, (518) 773-4516, Fax: (518) 773-4540, Email: mporter@gpd.fulton.ny.us

—VanDeusen, Donald, Chief of Police, Gloversville Police Dept, 3 Frontage Rd, 12078, (518) 773-4507, Fax: (518) 773-4540, Email: dvandeusen@gpd.fulton.ny.us

New York—*Friedman, Barry, Jacob D Fuchsberg Professor of Law, New York Univ School of Law, 40 Washington Sq S, Rm 317, 10012, (212) 998-6293, Email: barry.friedman@nyu.edu

—Gorman, Kenneth S, Captain, New York City Police Dept, 1 Police Plaza, 10038

—*Padilla, Maria, Public Safety Supervisor, Barnard College, 3009 Broadway, 10027, (516) 967-5836, Email: xtpd4073@aol.com

—*Pinkney, Wilford, Doctoral Student, CUNY Graduate Center, 365 Fifth Ave Rm 5202, 10016, (917) 701-4600, Email: wil.pinkneyjr@gmail.com

—Pizzo, Christopher J, Lieutenant, New York City Police Dept, 1 Police Plaza, 10038, (646) 610-5430, Fax: (646) 610-8703, Email: cjpizzo@gmail.com

Utica—*Blank, Charlene M, Student, Utica College, 1600 Burrstone Rd, 13502, (541) 264-6021, Email: charli223@hotmail.com

—*Cook, Celeste L, Student, Utica College, 1600 Burrstone Rd, 13502, Email: ccook5596@yahoo.com

—*Curcurito, Michael J, Student, Utica College, 1500 Burrstone Rd, 13502, (518) 306-8313, Email: curcurito34@aol.com

Valhalla—Luciano, James, Lieutenant/Executive Officer, Westchester Co Police Dept, Special Operations Division, 2 Dana Rd, 12533, (914) 231-1617, Email: jml8@westchestergov.com

North Carolina

Angier—Hallman, Bobby D, Chief of Police, Angier Police Dept, 55 N Broad St W, 27501, (919) 639-7054, Fax: (919) 639-6130, Email: bhallman@angier.org, Web: www.angier.org

Burlington—Long, Brian, Lieutenant, Burlington Police Dept, 267 W Front St, 27215, (336) 229-3503, Email: blong@ci.burlington.nc.us

Fuquay-Varina—Fahnestock, Laura L, Chief of Police, Fuquay-Varina Police Dept, 114 N Main St, 27526, (919) 552-1416, Email: lfahnestock@fuquay-varina.org, Web: www.fuquay-varina.org

Gastonia—Rosselle, Curtis, Captain, Gaston Co Police Dept, 420 W Franklin Blvd, 28052, (704) 866-3397, Fax: (704) 866-3314, Email: crosselle@gcps.org

Raleigh—Neil, Brian, Assistant Director, North Carolina State Bureau of Investigation, 3320 Garner Rd, 27626, (919) 582-8528, Email: bneil@ncdoj.gov

Ohio

Dublin—Farmer, Steven C, Lieutenant, Dublin Division of Police, 6565 Commerce Pkwy, 43017, (614) 410-4806, Fax: (614) 761-6535, Email: sfarmer@dublin.oh.us

Oklahoma

Fort Sill—Spivey, Gary, Provost Marshal/Lieutenant Colonel, U.S. Army, 5030 Hatch Rd, 73503, (580) 483-4967, Email: gary.j.spivey2.mil@mail.mil

Oregon

Portland—Modica, Kevin, Assistant Chief of Police, Portland Police Bureau, 1111 SW Second Ave Ste 1526, 97204, Email: kevin.modica@portlandoregon.gov

Pennsylvania

Murrysville—Seefeld, Thomas, Chief of Police, Murrysville Police Dept, 4120 Sardis Rd, 15668, (724) 327-2100 Ext 205, Email: tseefeld@murrysvillegov.org

Philadelphia—Bard, Branville G, Chief of Police, Philadelphia Housing Authority Police Dept, 3100 Penrose Ferry Rd, 19145-5537, (215) 684-1247, Fax: (215) 684-4828, Email: branville.bard@pha.phila.gov, Web: www.pha.phila.gov

—Britt, William T, Inspector, Philadelphia Housing Authority Police Dept, 3100 Penrose Ferry Rd, 19145-5537, (215) 684-1371, Fax: (215) 684-4828, Email: william.britt@pha.phila.gov, Web: www.pha.phila.gov

—Marker, Joseph P, Chief Inspector, Philadelphia Housing Authority Police Dept, 3100 Penrose Ferry Rd, 19145-5537, (215) 684-4830, Fax: (215) 684-4828, Email: joseph.marker@pha.phila.gov, Web: www.pha.phila.gov

—*Smemo, Sam, Associate Director, Swarthmore College Dept of Public Safety, 500 College Ave, 19081, (610) 328-8374, Email: ssmemo1@swarthmore.edu

South Carolina

Goose Creek—Grainger, James M, Captain, Goose Creek Police Dept, PO Drawer 1768, 29445, (843) 863-5200, Fax: (843) 863-5203, Email: jgrainger@cityofgoosecreek.com, Web: www.cityofgoosecreek.com

Greenville—*Dorn, Shelagh, Director Strategic Planning & Analysis, Greenville Police Dept, 4 McGee St, 29601, (846) 467-3295, Email: sdorn@greenvillesc.gov

Lancaster—Carter, Harlean V, Chief of Police, Lancaster Police Dept, PO Box 1008, 29721, (803) 283-1173, Fax: (803) 286-4632, Email: hcarter@lancastercitysc.com, Web: www.lancasterpolicesc.us

Tennessee

Germantown—*Goldstein, David, Psychologist, MiddleSouth Testing, 9923 S Houston Way, 38139, (901) 853-3910, Email: davidgoldstein715@msn.com

Nashville—Gilder, Christopher, Lieutenant, Metropolitan Nashville Police Dept, 1417 Murfreesboro Pike, 37217, (615) 862-7317, Fax: (615) 880-1908, Email: chris.gilder@nashville.org

Savannah—*Barker, Timmy J, Sergeant Detective, Savannah Police Dept, 80 King St, 38372, (731) 925-3200, Fax: (731) 925-6337, Email: tjbarker@savannahpolicedepartment.org

—*Ivey, Mark A, Sergeant, Savannah Police Dept, 80 King St, 38372, (731) 925-4989, Email: mivey@savannahpolicedepartment.org

—*Mitchell, Mark A, Sergeant, Savannah Police Dept, 80 King St, 38372, (731) 925-3200, Fax: (731) 925-6337, Email: mmitchell@savannahpolicedepartment.org

—*Parrish, Dusty M, Sergeant, Savannah Police Dept, 80 King St, 38372, (731) 925-3200, Fax: (731) 925-6337, Email: dparrish@savannahpolicedepartment.org

—*Snelling, Jack A, Sergeant, Savannah Police Dept, 80 King St, 38372, (731) 925-3200, Fax: (731) 925-6337, Email: asnelling@savannahpolicedepartment.org

Texas

Arlington—Watson, LaTesha, Deputy Chief of Police, Arlington Police Dept, 620 W Division St, 76011, (817) 459-5845, Fax: (817) 861-2830, Email: latesha.watson@arlingtontx.gov, Web: www.arlington-tx.gov

Austin—Disher, Jason, Lieutenant, Austin Police Dept, 715 E Eighth St, 78701, (512) 974-6684, Email: jason.disher@austintexas.gov

—Reyes, Ely, Commander, Austin Police Dept, PO Box 689001, 78768, (512) 974-8211, Email: ely.reyes@austintexas.gov

College Station—Fleeger, Charles, Assistant Chief of Police, College Station Police Dept, 2611 Texas Ave S, PO Box 9960, 77842, (979) 764-3611, Email: cfleeger@cstx.gov

Dallas—Carolla, Daniel, Lieutenant, Dallas Police Dept, 4230 W Illinois Ave, 75211, (214) 316-7122, Email: daniel.carolla@dpd.ci.dallas.tx.us

Fort Worth—*Morris, Richard, Deputy Constable Precinct 4, Tarrant Co Constable's Office, 2733 Sixth Ave, 76110, (817) 999-8208, Email: richard@richardmorrisseminars.com

Frisco—Clay, Billy, Lieutenant, Frisco Police Dept, 7200 Stonebrook Pkwy, 75034, (972) 292-6000, Email: bclay@friscotexas.gov

—Marthiljohni, Shawn, Lieutenant, Frisco Police Dept, 7200 Stonebrook Pkwy, 75034, (972) 292-6000, Email: smarthiljohni@friscotexas.gov

Houston—Cunningham, Greg E, Chief of Police, Houston Community College Police, 3200D Main St, 77002, (713) 718-7560, Email: greg.cunningham@hccs.edu

—Scruggs, Kevin M, Major, Harris Co Sheriff's Office, 1200 Baker, 77002, (713) 274-7525, Fax: (713) 755-6006, Email: kevin.scruggs@sheriff.hctx.net

Humble—Reed, Rodney W, Deputy Chief, Harris Co Fire Marshal's Office, 2318 Atascocita Rd, 77396, (281) 436-8016, Fax: (713) 437-4275, Email: rodney.reed@fmo.hctx.net

Ore City—Morris, Dave, Chief of Police, Ore City Police Dept, 302 E Main St, 75683, Email: orecitypolice@gmail.com

Round Rock—Babin, Alain R, Assistant Chief of Police, Round Rock Police Dept, 2701 N Mays, 78665, (512) 218-5519, Fax: (512) 218-3267, Email: ababin@roundrocktexas.gov, Web: www.roundrocktexas.gov/

San Marcos—Tureaud, Christopher, Commander, San Marcos Police Dept, 2300 IH 35 S, 78666, (512) 754-2214, Email: ctureaud@sanmarcostx.gov

Wylie—Walters, Tommy, Lieutenant, Wylie Police Dept, 2000 N Hwy 78, 75098, (972) 429-8006, Email: tommy.walters@wylietexas.gov

Utah

Layton—Chatlin, Mark, Assistant Chief of Police, Layton Police Dept, 429 N Wasatch Dr, 84041, (801) 336-3442, Email: mchatlin@laytoncity.org

Vermont

Colchester—*Roy, James R, Sergeant, Colchester Police Dept, 835 Blakely Rd, 05446, (802) 264-5549, Fax: (802) 264-5550, Email: james.roy@colchesterpdvt.org

Virginia

Alexandria—*Aufmuth, Angela L, Program Manager, National Center For Missing & Exploited Children, 699 Prince St, 22314, (703) 838-8193, Fax: (703) 224-2130, Email: aaufmuth@ncmec.org, Web: www.missingkids.org

—*Redifer, Boyd D, Program Manager, National Center For Missing & Exploited Children, 699 Prince St, 22314, (703) 837-6258, Fax: (703) 224-2129, Email: dredifer@ncmec.org, Web: www.missingkids.org

Charlottesville—Reeves, Sean, Lieutenant, Albemarle Co Police Dept, 1600 Fifth St Ste D, 22902, (434) 296-5807, Email: reevess@albemarle.org

Chesapeake—Slone, Jeffrey, Captain, Chesapeake Police Dept, 304 Albemarle Dr, 23322, (757) 382-8326, Fax: (757) 382-6331, Email: jslone@cityofchesapeake.net

—Staylor, Gregory S, Captain, Chesapeake Police Dept, 304 Albemarle Dr, 23322, (757) 382-8220, Fax: (757) 382-6331, Email: gstaylor@cityofchesapeake.net

Crozet—*Futty, Laura, Executive Director, Albemarle Co Police Foundation, PO Box 304, 22932, (434) 960-3644, Email: laura@acpdfoundation.org

Hampton—Reed, William J, Captain, Virginia State Police, PO Box 3311, 23663, (757) 727-4771, Fax: (757) 727-4879, Email: billreedjr@gmail.com, Web: www.vsp.virginia.gov

Lynchburg—*Malone, J Todd, Student, Liberty Univ, 1971 University Blvd, 24515, (931) 434-1913 Ext 13, Email: tmalone7@liberty.edu

Richmond—*Beatty, Eric J, Lieutenant, Univ of Richmond Police Dept, 31 UR Dr Special Programs Bldg, 23173, (804) 289-8723, Fax: (804) 289-8720, Email: ebeatty@richmond.edu, Web: www.police.richmond.edu

—*Johnson, Alfred, Lieutenant, Univ of Richmond Police Dept, 31 UR Dr Special Programs Bldg, 23173, (804) 287-6806, Fax: (804) 289-8720, Email: ajohnso3@richmond.edu, Web: www.police.richmond.edu

—Russillo, David, Captain Information Technology, Virginia State Police, PO Box 27472, 23261, (804) 674-2217, Email: david.russillo@vsp.virginia.gov

Springfield—*Lasky, Jodi, VP Human Dimension Programs, Analysis First, 8018 Dayspring Ct, 22153, (703) 725-5574, Email: jodi.lasky@analysis1st.com

Stafford—Bond, George, Lieutenant, Stafford Co Sheriff's Office, PO Box 189, 22555, (540) 658-4425, Email: gbond@staffordcountyva.gov

—*Forman, Jason, Senior Deputy, Stafford Co Sheriffs Office, PO Box 189, 22555, (540) 295-7743, Email: jforman@staffordcountyva.gov

—*O'Neal, Walter, Deputy First Class, Stafford Co Sheriff's Dept, PO Box 189, 22555, (540) 658-4425, Email: woneal@staffordcountyva.gov

—*Staples, Christopher, First Sergeant, Stafford Co Sheriff's Office, PO Box 189, 22555, (540) 658-4425, Email: cstaples@staffordcountyva.gov

—Worcester, Benjamin, Lieutenant, Stafford Co Sheriff's Office, PO Box 189, 22555, (540) 658-4425, Email: bworcester@staffordcountyva.gov

Washington

Bothell—Simon, Henry D, Deputy Chief of Police, Bothell Police Dept, 18410 101st Ave NE, 98011, (425) 487-5140, Fax: (425) 487-5566, Email: henry.simon@bothellwa.gov

Joint Base Lewis McChord—Briscoe, Detrick L, Colonel/Group Commander, 6th MP Group CID, 4291 Ninth Division Dr, 98433, (253) 967-2252, Fax: (253) 966-3681, Email: detrick.l.briscoe.mil@mail.mil

Seattle—*Aagard, Lori, Officer, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 920-1054, Email: lori.aagard@seattle.gov

—*Alcantara, Lora, Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (425) 273-1555, Email: lora.alcantara@seattle.gov

—*Anderson, Kimberly, Officer, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 380-3722, Email: kimberly.anderson@seattle.gov

—*Anderson, Shanon, Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (425) 890-5283, Email: shanon.anderson@seattle.gov

—*Atkinson, Angela, Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (425) 348-8520, Email: angela.atkinson@seattle.gov

—*Bair, Krista, Sergeant, Seattle Police Dept, 720 Third Ave, PO Box 34986, 98124, (206) 684-0395, Email: krista.bair@seattle.gov

—*Beemster, Tracy, Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 232-8906, Email: tracy.beemster@seattle.gov

—Clark, Robin, Captain, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 375-6510, Email: robin.clark@seattle.gov

—*Ebinger, Sina, Sergeant, Seattle Police Dept, 1519 12th Ave, 98122, (206) 941-8457, Email: sina.ebinger@seattle.gov

—*Fiorini, Nadia, Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 459-5575, Email: nadia.fiorini@seattle.gov

—*Granard, Cindy, Detective Sergeant, Seattle Police Dept, 730 S Stacy St, 98134, (206) 684-8736, Email: cynthia.granard@seattle.gov

—*Hasle, Renata, Development Director, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 972-1765, Email: renata@seattlepolicefoundation.org

—*Hughes, Gretchen, Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, Email: gretchen.hughes@seattle.gov

—*Kim, Dorothy, Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 851-4980, Email: dorothy.kim@seattle.gov

—*Maks, Paige, Officer, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 914-2537, Email: paige.maks@seattle.gov

—*McMurray, Jamie, Supervisor, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 450-6757, Email: jamie.mcmurray@seattle.gov

—*Monroe, Susanna, Detective Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (253) 222-2922, Email: susanna.monroe@seattle.gov

—*Robbin, Christi, Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 684-8693, Email: christine.robbin@seattle.gov

—*Samson, Jennifer, Detective, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 684-0326, Email: jennifer.samson@seattle.gov

—*Smith, Leslie, Acting Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (425) 260-4723, Email: leslie.smith@seattle.gov

—*Taylor, Jessica, Acting Sergeant, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 491-4435, Email: jessica.taylor@seattle.gov

—*Tuttle, Heidi, Officer, Seattle Police Dept, 2300 SW Webster St, 98106, Email: heidi.tuttle@seattle.gov

—*Vallor, Michele, Officer, Seattle Police Dept, 610 Fifth Ave, 98124, (425) 652-1134, Email: michele.vallor@seattle.gov

—*Wollberg, Laura, Officer, Seattle Police Dept, Park 90/5 2203 Airport Way S C, 98134, (206) 450-0185, Email: laura.wollberg@seattle.gov

—*Woodside, Renee, Parking Enforcement Manager, Seattle Police Dept, 610 Fifth Ave, 98124, (206) 200-1193, Email: renee.woodside@seattle.gov

Wisconsin

Eau Claire—Frenette, Jeffrey J, Captain, Wisconsin State Patrol, 5005 Hwy 53 S, 54701-8846, (715) 839-3800, Email: jeffrey.frenette@dot.wi.gov

Greenfield—*Martin, Patrick, Lieutenant, Greenfield Police Dept, 5300 W Layton Ave, 53189, (414) 940-1464, Email: patrick.martin@gfpd.org

Lake Geneva—*Bergsma, David, Director of Public Safety, Grand Geneva Resort, 7036 Grand Geneva Way, 53147, (262) 248-8811 Ext 3191, Email: davidbergsma@grandgeneva.com

Madison—*Copeland, Mary Jean, Detective Sergeant, Madison Police Dept, 211 S Carroll St, 53703, (608) 261-4295, Fax: (608) 266-5955, Email: mcopeland@cityofmadison.com

—*Landers, Brian, Department Chair, Madison College, 1701 Wright St, 53704, (608) 245-5881, Email: blanders@madisoncollege.edu

—*Miller, David, Detective Sergeant, Madison Police Dept, 211 S Carroll St GR-22, 53703, (608) 261-9608, Fax: (608) 266-5955, Email: dmiller@cityofmadison.com

—Virgil, Tina, Director, Wisconsin Dept of Justice, 17 W Main St, 53703, (608) 266-1671, Fax: (608) 294-2970, Email: virgiltr@doj.state.wi.us

—Zeeh, Jason L, Captain, Wisconsin State Patrol, 4802 Sheboygan Ave Rm 551, 53707, (608) 266-3213, Email: jason.zeeh@dot.wi.gov

Menasha—Albrecht, Matthew, Lieutenant, Menasha Police Dept, 430 First St, 54952, (920) 967-3500, Fax: (920) 967-5145, Email: malbrech@ci.menasha.wi.us

—Hanchek, Angela, Patrol Lieutenant, Menasha Police Dept, 430 First St, 54952, (920) 967-3500, Fax: (920) 967-5145, Email: ahanchek@ci.menasha.wi.us

—*Zemlock, Aaron, Community Liaison Officer, Menasha Police Dept, 430 First St, 54952, (920) 967-3550, Fax: (920) 967-5145, Email: azemlock@ci.menasha.wi.us

Milwaukee—Harris, Kenneth, Lieutenant, Milwaukee Police Dept, 749 W State St, 53233, Email: keharr@milwaukee.gov

Platteville—Williams, Jason, Interim Chief of Police, Univ of Wisconsin-Platteville Police Dept, 134 Brigham Hall, 1 University Plaza, 53818, (608) 342-1584, Email: williaja@uwplatt.edu

Richland Center—Clements, Lucas M, Chief of Police, Richland Center Police Dept, 470 S Main St, 53581, (608) 647-2103, Fax: (608) 647-8126, Email: clements@rcpolice.net, Web: www.richlandcenter.com

Sheboygan—Adams, William S, Lieutenant, Sheboygan Police Dept, 1315 N 23rd St, 53081, (920) 459-3333, Fax: (920) 459-0205, Email: william.adams@sheboyganwi.gov, Web: www.sheboyganpolice.com

—Brasser, Kurt J, Captain, Sheboygan Police Dept, 1315 N 23rd St, 53081, (920) 459-3333, Fax: (920) 459-0205, Email: kurt.brasser@sheboyganwi.gov, Web: www.sheboyganpolice.com

—Cobb, Stephen B, Captain, Sheboygan Police Dept, 1315 N 23rd St, 53081, (920) 459-4268, Fax: (920) 459-0205, Email: steve.cobb@sheboyganwi.gov, Web: www.sheboyganpolice.com

—Mittelstadt, Scott D, Lieutenant, Sheboygan Police Dept, 1315 N 23rd St Ste 101, 53081, (920) 459-3345, Fax: (920) 459-0205, Email: scott.mittelstadt@sheboyganwi.gov, Web: www.sheboyganpolice.com

—Teunissen, Douglas L, Lieutenant, Sheboygan Police Dept, 1315 N 23rd St, 53081, (920) 459-3333, Fax: (920) 459-0205, Email: douglas.teunissen@sheboyganwi.gov, Web: www.sheboyganpolice.com

—Veeser, James A, Captain, Sheboygan Police Dept, 1315 N 23rd St, 53081, (920) 459-3354, Fax: (920) 459-0205, Email: james.veeser@sheboyganwi.gov, Web: www.sheboyganpolice.com

Wyoming

Casper—Chaney, Shane, Lieutenant, Casper Police Dept, 201 N David St, 82601, (307) 235-8278, Email: schaney@cityofcasperwy.com

—Dabney, Ryan, Patrol Sergeant, Casper Police Dept, 201 N David St, 82601, (307) 277-3129, Email: rdabney@cityofcasperwy.com

—*Mattila, Benjamin, Sergeant, Casper Police Dept, 201 N David St, 82601, (307) 235-8278, Email: bmattila@cityofcasperwy.com

—*Ogden, Michael, Investigative Sergeant, Casper Police Dept, 201 N David St, 82601, (307) 277-2151, Email: mogden@cityofcasperwy.com

Cheyenne—Groeneweg, Keith, Field Operations Commander, Wyoming Hwy Patrol, 5300 Bishop Blvd, 82009-3340, (307) 777-4301, Email: keith.groeneweg@wyo.gov

VENEZUELA

Edo Miranda—*Ropero Villalobos, Daniela, Coordinator Violence Prevention Program, Commission of Culture, Av Francisco de Miranda, Centro Comercial Centro Plaza Torre Ap 14 Ofic H, Urb Los Palos Grandes Chaco, 58 4265366747

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

Arnold M. Bandy, Chief of Police (ret.), Saint Augustine Beach, Florida (life member)

William J. Burke Jr., Director, Transit System Security, San Diego Trolley Inc., Escondido, California (life member)

David J. Collum, Chief of Police (ret.), Rindge, New Hampshire (life member)

Christopher Corbett, Captain, Waterbury, Connecticut

David W. Garner, Vice President, SAIC, Oakton, Virginia (life member)

Carlisle A. Gunderson, Chief of Police (ret.), Northglenn, Colorado; Thornton, Colorado (life member)

James Hargrove, Assistant Police Commissioner (ret.), New York City, New York; Kissimmee, Florida (life member)

George J. Kudrna Jr., Chief of Police (ret.), Hillside, Illinois; Glen Ellyn, Illinois (life member)

George W. Mayer, Chief of Police (ret.), Stamford, Connecticut (life member)

Ralph R. Porter, Chief of Police (ret.), Florence, South Carolina (life member)

Alan R. Richards, Chief of Police (ret.), East Ridge, Tennessee; Niceville, Florida (life member)

Productupdate

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.*

Ultra-lightweight, wide-area motion imagery sensor system

Logos Technologies announces its new compact, ultra-lightweight, wide-area motion imagery (WAMI) sensor system, Redkite. This represents a major advance for WAMI technology. Most WAMI sensors are fairly heavy, but Redkite is housed in an aerodynamic pod that weighs less than 35 pounds—light enough to be mounted on helicopters, light planes, and even tactical unmanned aircraft. Yet, despite its small size, it can still image a four-kilometer-wide area all at once and perform all of the image processing on board within the pod. The new WAMI sensor allows users to open and watch more than 10 video streaming windows at once within the monitored area. In addition, they can designate other areas as "watchboxes," with the sensor providing an alert should it detect activity there. It requires less than 500 watts to operate.

For more information, visit www.logos-technologies.com.

New master's degree in criminal justice

Ashford University has added a new online master's degree program to its academic offerings. The master of science in criminal justice (MSCJ) degree program. The rapid advance of technology has created an expanding need for criminal justice professionals with advanced skills to address the criminal justice issues of the 21st century. This program develops students' knowledge and skills in the areas of criminal law, criminal justice, forensics and crime scene investigations, cybercrime and technology, management, constitutional processes, ethics, victimology, comparisons of criminal justice systems, and other related topics. It provides students with an understanding of social problems and social responsibility perspectives. The MSCJ degree features four different specializations: Cybercrime & Technology, Forensic Science, Homeland Security, and Law Enforcement & Corrections Administration.

For more information, visit www.ashford.edu.

Engine calibration software

Automotive engine software maker Derive Systems offers the Derive Efficiency engine calibration software for the Ford Explorer and Ford Police Interceptor Utility. The software is designed to lower the idle RPM in the Explorer to improve idle fuel efficiency, a staple of law enforcement and government fleets. Derive Efficiency allows fleet managers, heads of law enforcement, and municipal leaders who are constrained by budgets and looking for green initiatives to deliver fuel savings and reduce fleet emissions without giving up power and performance.

For more information, visit http://derivesystems.com.

Portable light

New Paladin Caselight CL10K provides 10,000 lumens of portable light that sets up in less than 20 seconds and runs up to seven hours on battery power alone. Emergency situations are always dangerous, but they can be deadly when dark. A powerful light exposes danger and reduces hazards, and law enforcement often needs light quickly in order to secure a scene. The Paladin Caselight CL10K was designed for brightness and mobility when it's needed most and where plugging into an outlet isn't an option. Weighing just 32 pounds, the Paladin Caselight CL10K is ready to go anywhere officers and investigators need light–from a nighttime roadside accident on a dark stretch of highway to a search operation in the deep woods.

For more information, visit www.paladinprotect.com.

Nighttime wide-area surveillance system

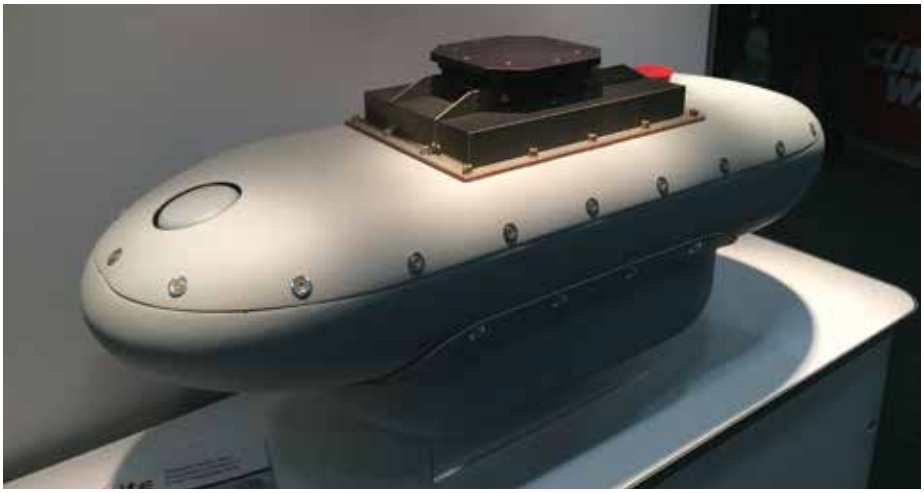
Persistent Surveillance Systems (PSS) is developing NightHawk II, an affordable and upgradable nighttime wide-area surveillance sensor. In its base configuration, NightHawk II will provide Short Wave Infrared (SWIR) coverage of areas as large as two kilometers by two kilometers with ground resolutions better than a half meter. For service longevity, users will be able to enhance NightHawk II capability by adding Vision Upgrade Packs to expand coverage areas in two-kilometer increments. As an added feature, users will also have the ability to configure a multi-spectral sensor by adding EO, SWIR, and NIR Vision Packs. Designed for light aircraft and aerostats, NightHawk II can be mounted in cargo pods of a variety of aircraft including AirVan, Cessna, King Air, and others.

For more information, visit www.pss-1.com/#!nighthawk-ii/c1rnq.

Lidar

Teledyne Optech offers advanced PulseTRAK sensor innovations to the Optech Galaxy airborne lidar, delivering revolutionary efficiency improvements with its SwathTRAK technology, which reduces the number of flightlines required to cover rugged terrain by eliminating data gaps and maintaining point density even during sudden elevation changes. The Optech Titan is also opening new business opportunities, letting companies handle topography and shallow water bathymetry with a single instrument while enabling active 3D land classification with its three multispectral laser channels.

For more information, visit www.teledyneoptech.com.



Advanced maritime surveillance

CNL Software, a world leader in Physical Security Information Management (PSIM) software, has entered into a technology partnership with Automatic Sea Vision (ASV), developers of the first video content analytics (VCA) software editor 100 percent dedicated to the marine environment. The partnership will bring together ASV's maritime video analytics software editor with IPSecurityCenter PSIM integrated situation management solution, offering real-time situational awareness with maritime detection and tracking data analyzed in conjunction with data from other connected security systems such as CCTV, access control, radar, GPS tracking, and GIS mapping. Port and maritime security, by its very nature, requires those responsible to have complete situational awareness at all times, from clamping down on the trafficking of contraband, illegal immigrants, and stolen goods to assessing the threats of possible terrorist attacks and dealing with environmental disasters. In aggregating and analyzing intelligence data provided from the ASV software and managed by IPSecurityCenter PSIM, organizations can act immediately on security escalations, plan according to trends, and continuously improve security and life safety operations.

For more information, visit www.automaticseavision.com.

24/7 helpline for law enforcement officers

A partnership between American Addiction Centers and the Fraternal Order of Police provides police officers and their families with access to support for mental and behavioral health issues, including PTSD, anxiety, depression, and substance abuse. The helpline will offer confidential, 24/7 access to a treatment consultant who has experience with the unique challenges first responders face. By calling, police officers and their families may receive a free, over-the-phone assessment and—if desired—expedited referrals, insurance verification, and admission to treatment.

To access the Law Enforcement Helpline, call: 1-855-997-6542.

For more information, visit http://americanaddictioncenters.org/law-enforcement.

Rugged tablets

RuggON announces a new version of its Rextorm Rugged Tablets, PX-501B, powered by Intel's latest 5th Generation Core i5 processors (5350U) with Intel Turbo Boost Technology up to 2.9GHz, Intel vPro Technology, and integrated Intel HD Graphics 6000 (up to 1GHz.) Besides better multi-tasking and graphics capability this processor update means up to 30 percent better battery life for the new 10.1″ Rextorm PX-501B tablet with 6.5 hours using the regular battery or 13 hours using the extended life battery. This latest Rextorm PX-501B tablet will be released in conjunction with a line of Rextorm peripherals including full-featured vehicle- and office-docking solutions. ❖

For more information, visit www.ruggon.com/en.

Cyber Partnership Provides Training and Resources

By Betsy Self, Program Manager, Information Sharing Initiative, IACP

Photo courtesy of DHS

The U.S. Customs Service first created the Cyber Crimes Center (C3) in 1997, in an effort to combat criminal trends surrounding emerging technologies.[1] The mission and workload of C3 has since evolved. On July 22, 2015, Deputy Secretary of Homeland Security Alejandro Mayorkas and U.S. Immigration and Customs Enforcement (ICE) Director Sarah R. Saldaña unveiled the newly built ICE Homeland Security Investigations (HSI) facility in Fairfax, Virginia.[2] The expanded center houses the Cyber Crimes Center, which consists of three distinct units: Computer Forensics Unit, Cyber Crimes Unit, and Child Exploitation Investigations Unit:

- **The Computer Forensics Unit** operates a state-of-the-art center that offers cybercrime support and training to HSI field offices, federal, state, local, and international law enforcement agencies, as well as a fully equipped computer forensic laboratory, providing specialized digital evidence recovery.
- **The Cyber Crimes Unit** investigates major transnational cybercrimes and significant exploitation of the Internet by transnational criminal organizations and provides subject matter expertise and technical guidance on complex cybercrime field investigations.
- **The Child Exploitation Investigations Unit** manages HSI's national child exploitation program under Operation Predator, an international initiative focusing on investigating individuals who trade and produce online child pornography and travel overseas to engage in illicit sexual conduct with minors.

The Cyber Crimes Center (www.ice.gov/cyber-crimes) supports HSI cases by providing computer and cyber technical services. These services include investigations into online marketplaces where illegal drugs, weapons, and other illicit goods are sold. According to Director Saldaña,

> *"ICE's cybercrime strategy focuses on network intrusion and online theft of intellectual property and online theft of export controlled data; cyber economic crimes to include the sale and conversion of stolen credit card data and personally identifiable information into criminal proceeds; and cyber-enabled crimes like child exploitation, illicit underground marketplaces, document fraud and other crimes that have transitioned from the physical to virtual world."*[3]

The facility has a 5,000-square-foot forensic laboratory, evidence vault, and state-of-the-art training classrooms. The new facility has enabled HSI to greatly expand their investigative capacity and training capabilities to meet the demand of the cyber-criminal caseloads. "The development of this expanded Cyber Crimes Center provides this great workforce with the facility and tools they deserve to accomplish their mission," stated Deputy Secretary Mayorkas.[4]

The International Association of Chiefs of Police cultivated a strategic partnership with the Cyber Crimes Center to provide training and resources through the IACP Law Enforcement Cyber Center (LECC). The LECC was created through the joint efforts of the Bureau of Justice Assistance (BJA) and the Program Manager for the Information Sharing Environment (PM-ISE), the IACP, RAND Corporation, and the Police Executive Research Forum (PERF). The partnership between LECC and C3 amplifies the established strategic partnerships with a host of federal, state, and local law enforcement agencies (e.g., Federal Bureau of Investigation, Department of Homeland Security, United States Secret Service, and ICE) and professional organizations representing subject matter experts, such as National White Collar Crime Center (NW3C), Multi-State Information Sharing and Analysis Center (MS-ISAC), System for the Electronic Analysis and Retrieval of Criminal Histories (SEARCH—now the National Consortium for Justice Information and Statistics), and High Technology Crime Investigation Association (HTCIA).[5]

The LECC is an online portal that is designed to provide law enforcement officials—chiefs, investigators, line officers, and prosecutors—with comprehensive information and practical resources in preventing, investigating, mitigating, and responding to cybercrime and cyber-enabled threats. Cybercrime is a global threat and a leading security issue facing the world today. Such partnerships as C3 and the IACP Cyber Center are paramount to equipping law enforcement professionals and executives with the tools they need to keep pace with the rapidly evolving landscape of cyber-criminal investigations.

The core functions of C3 greatly align with the mission of the newly launched Law Enforcement Cyber Center (www.IACPCyberCenter.org). As a result, the training resources facilitated by C3 will be accessible to IACP members via in-person courses. This newly developed cybercrime training curriculum is designed for HSI special agents and law enforcement partners conducting cyber investigations.

The in-person courses include Introduction to Computers, Networks, and Cybercrime; Cybersmuggling Investigations; Online Undercover Investigations; and Network Intrusion Investigations and will be available in 2016.

- The Introduction to Computers, Networks, and Cybercrime's main objective is to equip investigators and analysts with a fundamental knowledge of computer hardware, software, networking, and security principles. The course will also afford an introductory understanding of cybercrime, technical and legal fundamentals, electronic evidence handling, and the use of basic computer investigation tools.
- Cybersmuggling Investigations' main objective is to equip investigators and analysts with foundational knowledge in a range of cybersecurity, cybercrime, and cyber-intelligence topics, and

Photo courtesy of DHS

Photo courtesy of DHS

to educate them in the tradecraft and methodologies essential to the successful investigation of smuggling and financial crimes committed on or through the use of the Internet.

- Online Undercover Investigations' main objective is to equip investigators and analysts with the skill to develop online undercover operations incorporating in-depth persona backstopping practices, development and management of undercover websites and darknet market places, navigating and communicating on The Onion Router (TOR) network and other anonymity networks, dealing in digital or crypto-currencies, evidence preservation, and legal issues.
- Network Intrusion Investigations' main objective is to equip investigators with the skills, knowledge, and abilities to respond to a network intrusion event and allow agents and analysts to preserve digital evidence relating to the intrusion to include malware, worms, viruses, key-loggers, and so forth.

For more information on these comprehensive trainings and many other resources, visit the LECC (www.IACPCyberCenter.org). In addition to free trainings, the LECC also provides information on certifications based on approximate level of experience, knowledge, and difficulty. ❖

Notes:

[1]*Investing in Cyber Security: Understanding Risks and Building Capabilities for the Future, Before the U.S. Senate Appropriations Subcommittee on Homeland Security*, 113th Cong., Wednesday, May 7, 2014 (Statement of Peter T. Edge, Executive Associate Director Homeland Security Investigations U.S. Immigration and Customs Enforcement, Department of Homeland Security).

[2]Department of Homeland Security, "DHS Unveils Major Expansion of Ice Cyber Crimes Center," news release, July 22, 2015, http://www.dhs.gov/news/2015/07/22/dhs-unveils-major-expansion-ice-cyber-crimes-center (accessed August 7, 2015).

[3]Ibid.

[4]Ibid.

[5]International Association of Chiefs of Police, "IACP Launches the Law Enforcement Cyber Center," news release, May 18, 2015, http://www.theiacp.org/ViewResult?SearchID=2567 (accessed August 7, 2015).

CENTER FOR OFFICER SAFETY & WELLNESS
IACP

Line of Duty Deaths

"They will be remembered—not for the way they died, but for how they lived."

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends, and colleagues.

Corrections Officer Timothy Davison
Texas Department of Criminal Justice
Date of Death: July 15, 2015
Length of Service: 8 months (with agency)

Police Officer Vernell Brown, Jr.
New Orleans Police Department, Louisiana
Date of Death: July 17, 2015
Length of Service: 17 years (with agency)

Sergeant Scott Lunger
Hayward Police Department, California
Date of Death: July 22, 2015
Length of Service: 15 years (with agency)

Police Officer Sean Bolton
Memphis Police Department, Tennessee
Date of Death: August 1, 2015
Length of Service: 4 years, 9 months (with agency)

Deputy Sheriff Delton Daniels
Marlboro County Sheriff's Office, South Carolina
Date of Death: August 1, 2015
Length of Service: 3 weeks (with agency)

Police Officer Thomas LaValley
Shreveport Police Department, Louisiana
Date of Death: August 5, 2015
Length of Service: 4 years (with agency)

Ignition Interlock Program Best Practices and Training for Law Enforcement

By Brian A. Ursino, MBA, Director of Law Enforcement, American Association of Motor Vehicle Administrators (AAMVA)

All officers have heard the numbers before. More than 10,000 people die (accounting for about one-third of all traffic fatalities) and nearly 500,000 more are injured every year in alcohol-related crashes in the United States. However, it's important that the many faces behind these numbers are not forgotten–not only the individuals who have lost their lives or been injured, but also the bereaved family members and friends who exponentially multiply the number of victims of these unacceptably common crashes. Although progress has been made, these numbers are dropping too slowly.

The key points of the Best Practices Guide include:

- Regulatory Standards
- Program Architecture—Manufacturer Oversight
- Program Architecture—Participant Oversight
- Standardized Reporting Process
- Reciprocity
- Outreach and Communication
- Model Legislation

A New Emphasis on Addressing an Old Problem

In late 2014, the Toward Zero Deaths Steering Committee, which included both the American Association of Motor Vehicle Administrators (AAMVA) and the International Association of Chiefs of Police (IACP), released the new *Toward Zero Deaths: National Strategy on Highway Safety*.[1] In that document, ignition interlocks are listed as a key strategy and recognized as a valuable tool in preventing individuals arrested for alcohol-impaired driving from re-offending, which could lead to lower rates of alcohol-related fatalities and injuries.

Arrest data show that ignition interlocks continue to be under-utilized. This under-utilization is evident by simply comparing the approximately 304,600 ignition interlocks in use in the United States in 2013 to the approximately 1.1 million impaired driving arrests made in that same year.[2] This comparison shows that the United States is still falling short of using ignition interlocks to their full potential.

Ignition Interlocks as a Solution

The simple reason that alcohol-impaired drivers continue to drink and drive is because, without ignition interlocks, they can. Approximately 75 percent of people with a suspended driver's license (suspended for any reason) continue to drive. Although not the only solution, ignition interlocks are a proven technology intervention that significantly reduces recidivism by alcohol-impaired drivers. Research shows that ignition interlocks reduce repeat offenders with reductions in subsequent arrests ranging from 50 to 90 percent.[3]

Expansion of Ignition Interlock Programs Creates Demand for Best Practices

As of this fall 2015 printing, 24 states require ignition interlocks for all .08 or higher blood alcohol content (BAC) offenders, and 14 additional states require ignition interlocks for first offenders with BACs at higher levels (in most cases .15 or higher). Ignition interlocks following a second conviction are required in 7 states; 5 states and the District of Columbia have other types of ignition interlock programs.[4] Five years ago, only 12 states required ignition interlocks for all offenders.

Virtually every jurisdiction has an ignition interlock law of some kind. However, there is no "model program" or U.S.-wide strategy that addresses every component of an ignition interlock program. One of the challenges for creating a model ignition interlock program is that some jurisdictions have strictly administrative programs that are the responsibility of the motor vehicle administration, some jurisdictions have judicial programs that are the responsibility of the courts, and still other jurisdictions have hybrid programs that combine administrative and judicial responsibility.

In 2013, the National Highway Traffic Safety Administration (NHTSA) published a *Model Guideline to State Ignition Interlock Programs*, and the Association of Ignition Interlock Program Administrators (AIIPA) developed their *Standardized Vocabulary & Standardized Best Practice Recommendations*.[5] The AIIPA and NHTSA documents are both extremely valuable tools; however, AAMVA members identified gaps in these and a need for additional guidance for departments of motor vehicles (DMVs) and law enforcement member agencies legislatively charged with administering ignition interlock programs.

AAMVA Steps In

Consistent with AAMVA's strategic priority to identify member needs and opportunities and to develop solutions, in 2014, AAMVA created an Ignition Interlock Program Best Practices Working Group (Working Group) to

develop best practices for its members charged with administering an administrative ignition interlock program.

The Working Group consisted of representatives from U.S. and Canadian transportation administrations; members of AIIPA; and judiciary, law enforcement, and ignition interlock industry representatives. The Working Group developed best practices based on review of scientific evidence-based research and by reviewing the best and most promising practices from some of the most respected ignition interlock programs currently in use by motor vehicle administrations and state law enforcement.

The *AAMVA Ignition Interlock Program Best Practices Guide* was published in August 2015 and is intended to assist jurisdictions that already have an ignition interlock program benchmark in their current program practices against the AAMVA recommended best practices and make program adjustments as appropriate. For those jurisdictions that have not yet adopted an ignition interlock program, this document can serve as a blueprint for building a best practices–based program from the ground up.

Law Enforcement Training

One of the primary weaknesses of any ignition interlock program is lack of compliance enforcement. Very few state law enforcement agencies have troopers dedicated to the mission of ignition interlock compliance. Most state, county, and local law enforcement officers are not familiar with ignition interlock requirements even if they know their jurisdictions have an ignition interlock law.

To help empower all law enforcement personnel to become a force multiplier in the realm of ignition interlock compliance enforcement, the Working Group produced a law enforcement roll call–style training video. The video runs approximately nine minutes and covers the basics of ignition interlock operation and how officers should interact with drivers who produce driver's licenses with ignition interlock restrictions or are driving vehicles equipped with ignition interlocks.

Conclusion

Since 2010, the number of states requiring ignition interlocks on all offenders has doubled from 12 to 24. Moreover, now every state and the District of Columbia have some form of an ignition interlock program and continued growth in all offender ignition interlock laws is expected. To make effective headway on the Toward Zero Deaths National Highway Safety Strategy, those administering ignition interlock programs must do all they can to ensure their programs adhere to the best practices recommended by AAMVA, AIIPA, and NHTSA, as applicable. Additionally, state, county, and municipal law enforcement officers serving on the front lines must be trained so that offenders who are required to have ignition interlocks can be held accountable to the requirements placed upon them. The *AAMVA Ignition Interlock Program Best Practices Guide* and supplemental law enforcement training video have both been published to help accomplish these objectives. ❖

Notes:

[1]Toward Zero Deaths Steering Committee, *Toward Zero Deaths: A National Strategy on Highway Safety*, June 2014, http://www.towardzerodeaths.org/wp-content/uploads/TZD_Strategy_12_1_2014.pdf (accessed July 15, 2015).

[2]Richard Roth, *2014 Survey of Currently-Installed Interlocks in the U.S.* , September 10, 2014, http://www.rothinterlock.org/2014_survey_of_currently_installed_interlocks_in_the_us.pdf (accessed July 15, 2015); Federal Bureau of Investigation, "Crime in the United States: 2013," Uniform Crime Reports, Table 29, http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2013/crime-in-the-u.s.-2013/tables/table-29/table_29_estimated_number_of_arrests_united_states_2013.xls (accessed July 15, 2015).

[3]Robert B. Voas and Paul R. Marques, "Barriers to Interlock Implementation," *Traffic Injury Prevention* 4, no. 3 (2003); Charlene Willis, Sean Lybrand, and Nicholas Bellamy, "Alcohol Ignition Interlock Programmes for Reducing Drink Driving Recidivism (Review)," *The Cochrane Database of Systematic Reviews* 4 (2005); Lyne Vezina, "The Quebec Alcohol Interlock Program: Impact on Recidivism and Crashes," in *Alcohol, Drugs and Traffic Safety–T2002. Proceedings of the 16th International Conference on Alcohol, Drugs and Traffic Safety*, eds. Daniel R. Mayhew and Claude Dussault (Quebec City, Montreal: Societe de l'assurance automobile du Quebec, August 4–9, 2002), 97–104; A. Scott Tippetts and Robert B. Voas, "The Effectiveness of the West Virginia Interlock Program," *Journal of Traffic Medicine* 26 (1998): 19–29; Jeffrey H. Coben and Gregory L. Larkin, "Effectiveness of Ignition Interlock Devices in Reducing Drunk Driving Recidivism," *American Journal of Preventative Medicine* 16 (1999): 81–87.

[4]MADD, "Status of State Ignition Interlock Laws," http://www.madd.org/drunk-driving/ignition-interlocks/status-of-state-ignition.html (accessed July 15, 2015).

[5]National Highway Traffic Safety Administration, *Model Guideline to State Ignition Interlock Programs* (Washington, D.C.: December 2013), http://www.nhtsa.gov/staticfiles/nti/pdf/811859.pdf (accessed July 15, 2015); Association of Ignition Interlock Program Administrators, *Standardized Vocabulary and Standardized Best Practices Recommendations* (Baltimore, MD: May 2013), http://www.aiipa.org/Resources/Pictures/AIIPA_2014_Standardized_Vocabulary_and_Best_Practices_3.pdf (accessed July 15, 2015).

RESOURCES

Access the AAMVA resources mentioned in this article:

AAMVA Ignition Interlock Program Best Practices Guide

www.aamva.org/solutions-best-practices

Ignition Interlock roll-call training video

www.aamva.org/Ignition-Interlock-Working-Group

Brian Ursino retired from the Washington State Patrol in February 2010 after more than 30 years of service, the last 5 years during which he served as assistant chief. Ursino has been in his current position as director of law enforcement for AAMVA since March 2010.

Ursino has a bachelor of science in business administration and an MBA in managerial leadership from City University in Seattle, Washington. Ursino has also attended the FBI National Academy and the Kennedy School for Executives in State and Local Government at Harvard.

About AAMVA

The American Association of Motor Vehicle Administrators (AAMVA) is a non-profit trade association whose mission is to "serve North American motor vehicle and law enforcement agencies to accomplish their missions." AAMVA works to develop model programs, achieve uniformity, and facilitate communication with federal agencies to provide tools to its members that address business challenges and improve efficiencies. Every North American motor vehicle administration and state police or highway patrol agency in the United States is a member of AAMVA.

AAMVA has three standing committees (Driver, Law Enforcement, and Vehicle) with various topical working groups under each standing committee. The mission of the AAMVA Law Enforcement Committee is to "inspire collaboration between law enforcement and motor vehicle administrators to improve highway and public safety."

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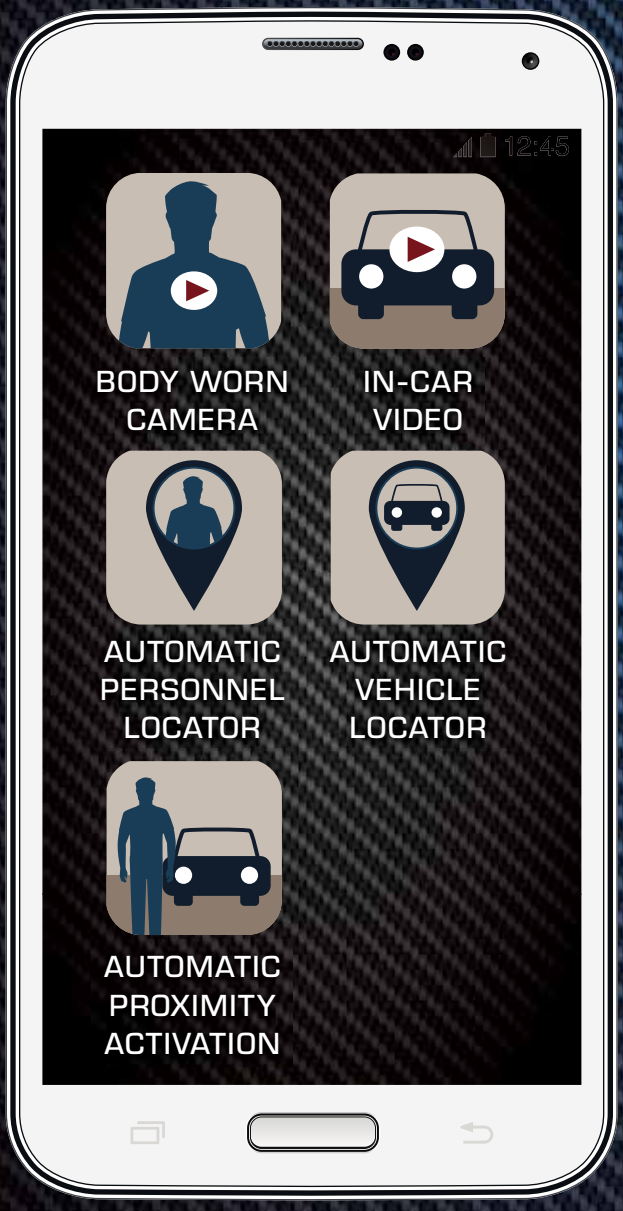

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