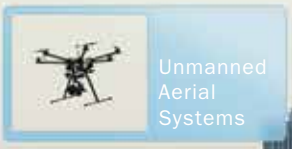
APRIL 2019

IACP
International Association of Chiefs of Police

POLICE CHIEF


Unmanned Aerial Systems

Automated Fingerprint Identification System

Automatic License Plate Recognition

Facial Recognition

Cutting-Edge Technology

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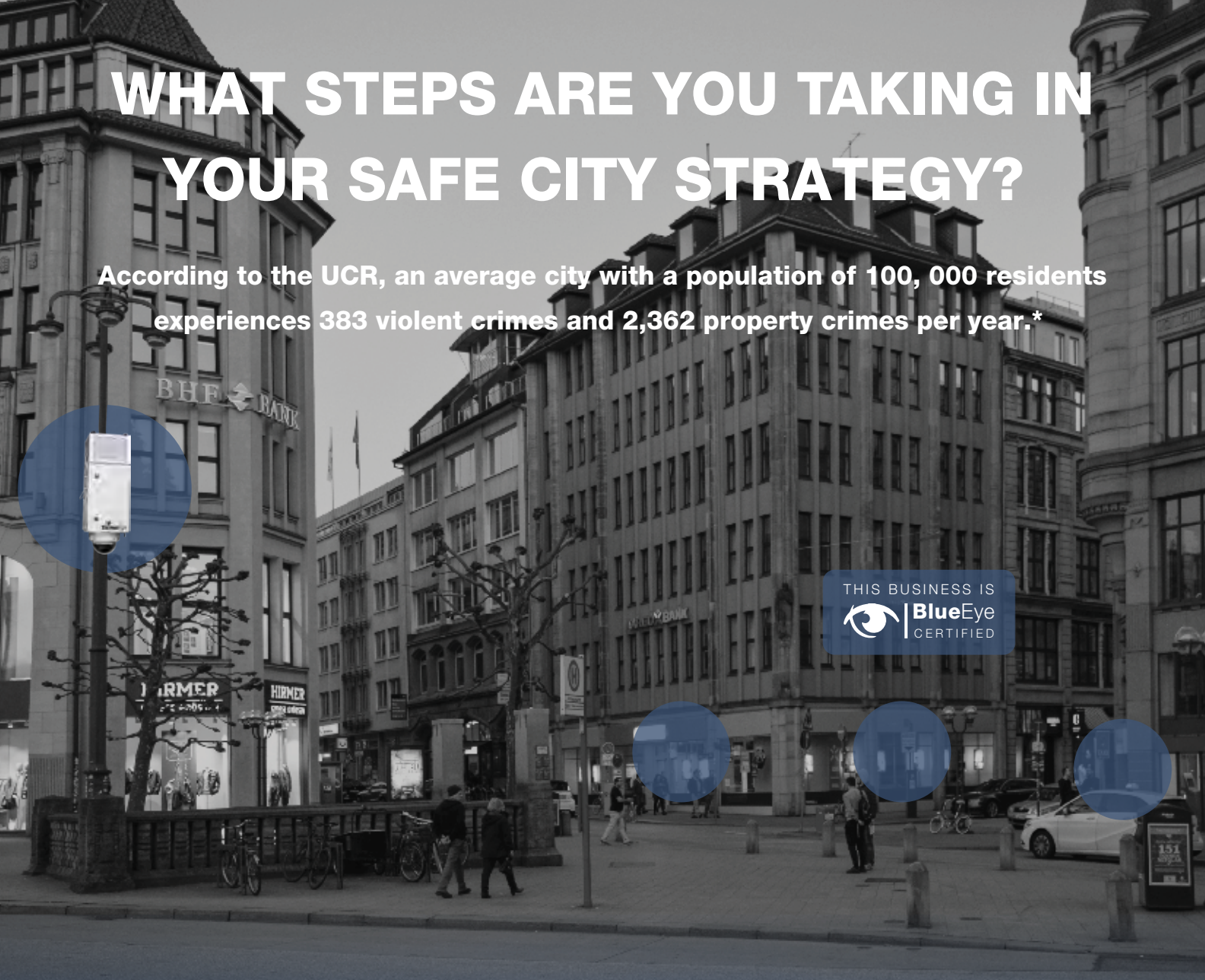

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Cutting-Edge Technology

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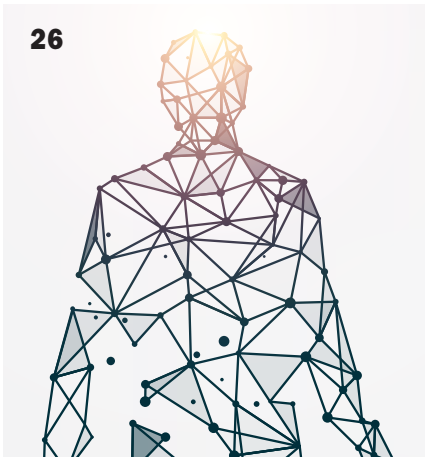

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***Police Chief* articles are written by law enforcement leaders and experts. See the authors featured in this issue below.**

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Erik G. Holland holds the rank of major with the Platte County, Missouri, Sheriff's Office and serves as undersheriff, as well as general counsel, for the agency. He is a member of the IACP Legal Officers Section and the National Sheriff's Association Legal Advisors Committee.

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Nicole Volkert is an attorney with over a decade of experience as a prosecutor and who served as the head prosecutor for two Missouri counties. She was also appointed as a part-time municipal judge. She is currently the legal adviser for the Columbia Police Department and has been involved in the Show Me Institute since 2011.

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Angela Sands is a police officer in Lincoln, Nebraska. In 2015, she was injured during an officer-involved shooting and was diagnosed with PTSD; she later returned to full duty. Officer Sands was the 2016 Nebraska Police Officer of the Year and the first female inducted into the Dupont Kevlar IACP Survivor's Club.

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Billy Grogan was hired in 2008 as the first-ever chief of police for the Dunwoody Police Department after a 28-year career with the Marietta Police Department. An accomplished international speaker and author, he is a past president of the Georgia Association of Chiefs of Police and a long-time member of the IACP Human and Civil Rights Committee.

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Eddie Reyes retired as the senior deputy chief from the Alexandria Police Department after over 25 years of service. He is currently the chair of the IACP Communications and Technology Committee and serves as the director of the Prince William County, Virginia, Office of Public Safety Communications.

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Officer Brian Orth

Brian Orth has served 12 years as a patrol officer with the Tigard, Oregon, Police Department, where he was named Officer of the Year in 2016. He previously spent two years as a reserve officer in Tigard. Officer Orth graduated from the Department of Public Safety Standards & Training (DPSST) Academy.

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The Role of Policy in the Use of New Technologies

Paul M. Cell
Chief of Police
Montclair State University Police Department, New Jersey

THERE IS NO QUESTION THAT NEW AND EMERGING TECHNOLOGIES LIKE UNMANNED AIRCRAFT SYSTEMS (UAS OR DRONES), FACIAL RECOGNITION, ARTIFICIAL INTELLIGENCE, BODY-WORN CAMERAS, AND AUTOMATIC LICENSE PLATE READERS, AMONG OTHERS, PLAY AN INCREASINGLY CRUCIAL ROLE IN THE DAILY WORK OF POLICE, EQUIPPING OFFICERS WITH ENFORCEMENT AND INVESTIGATIVE TOOLS THAT HAVE THE POTENTIAL OF MAKING THEM SAFER, BETTER INFORMED, AND MORE EFFECTIVE AND EFFICIENT. IN A TIME WHEN LAW ENFORCEMENT AGENCIES ARE TYPICALLY OPERATING WITH A REDUCED FORCE AND AGENCIES ARE ASKING THEIR OFFICERS TO RESPOND TO AN EVER-EXPANDING VARIETY OF CALLS FOR SERVICE, THE USE OF TECHNOLOGY HAS BECOME ESSENTIAL.

That being said, technologies are useless, and perhaps even harmful, if they are improperly implemented and deployed. The potential benefits that a particular technology can bring to law enforcement agencies and their communities can only be achieved through proper planning, implementation, training, deployment, use, and management of the technology and the information it provides. Like all resources and tools available to law enforcement, new technologies must be carefully considered and managed. Agencies must clearly articulate their strategic goals for a technology, and these goals should be aligned with the broader strategic plans of the agency and safety needs of the public.

Law enforcement agencies should create and enforce comprehensive policies governing the deployment and use of new technologies, as well as the data they provide, in order to be successful in applying the technologies. Prior to the use of any technology, agencies need to have policies in place that govern the deployment and use of the technology. Thorough and ongoing training is required to ensure that the technology performs effectively and that users are well versed in the operational policies and procedures defined and enforced by the agency.

Moreover, the policies must address how the agency will protect the civil rights and civil liberties of individuals, as well as recognize and respect the privacy protections regarding the data collected, stored, and used. The development and enforcement of these policies is essential to effective and sustainable implementation and to maintaining community trust. This is why the IACP took the lead in developing a technology policy framework to identify universal principals that can be used as a guide to all law enforcement agencies as they develop effective policies for the use of technologies.

While technology has proven to be a useful tool for law enforcement, we must remember that technology can both facilitate and inhibit the building

While technological advancements have proven to enhance law enforcement's crime fighting capabilities and to improve officer safety, technology often also brings challenges. One such challenge is referred to as "going dark"—law enforcement's inability to access digital evidence from electronic devices. In response to issues surrounding digital evidence, I recently created the **Digital Evidence Task Force**, made up of members from the IACP's Police Investigative Operations, Forensics, and Computer Crimes and Digital Evidence Committees. This group will explore the most recent developments related to the topic of digital evidence and how agencies should approach it.

of community bonds. Yes, technology can make us work faster and even smarter, but we must not lose sight of one of the key principals of policing—community engagement and the human element.

I always find value in picking up the phone to call someone rather than sending a text or email. The same goes for policing—as technology continues to advance, it should be seen as a tool to help support police officers in making informed decisions, but it should not be relied upon solely nor replace the human element of policing.

I hope that, as police leaders, you will work to establish strong policies around the use of technology, provide ongoing training to your officers, and work in conjunction with your communities to make them aware of and educate them on the benefits of technology.

Stay safe.

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Crime Guns on the Streets

ATF's Comprehensive Response to Gun Dealer Burglaries

Thomas Brandon
Deputy Director
Bureau of Alcohol, Tobacco, Firearms and Explosives

OVER THE COURSE OF 30 YEARS AS A SPECIAL AGENT WITH THE BUREAU OF ALCOHOL, TOBACCO, FIREARMS AND EXPLOSIVES (ATF), I HAVE SEEN A LOT. I WORKED THE STREETS IN DETROIT, MICHIGAN, AND LOS ANGELES, CALIFORNIA, AND I LED TEAMS OF AGENTS IN PHOENIX, ARIZONA. I CAN ASSURE YOU THAT EVERY DAY, ATF SPECIAL AGENTS, INDUSTRY OPERATIONS INVESTIGATORS (IOIs), AND PROFESSIONAL STAFF WORK TIRELESSLY TO REMOVE THE MOST VIOLENT OFFENDERS FROM THE STREETS AND MAKE OUR COMMUNITIES SAFER. IN THAT VEIN, I WANT TO SHARE WITH YOU HOW ATF IS RESPONDING TO BURGLARIES AND ROBBERIES AT FEDERAL FIREARMS LICENSEES (FFLs)—GUN DEALERS—BECAUSE THESE CRIMES GIVE CRIMINALS ACCESS TO GUNS, RESULTING IN INCREASED GANG ACTIVITY, MURDER, AND OTHER ACTS OF FIREARMS VIOLENCE.

THE FACTS

Each year, several hundred of the more than 132,000 FFLs in the United States are victims of burglary or robbery, resulting in the loss of thousands of firearms. Nationwide, over the past five years, almost 31,500 guns were stolen, with a high-water mark of more than 8,000 stolen guns in 2017.

Last year, more than 450 burglaries or robberies occurred in the United States resulting in almost 6,000 stolen guns—guns now in the hands of criminals. The response to these crimes falls to both local law enforcement and ATF.

ATF RESPONSE

Since my arrival as ATF deputy director in the fall of 2011, I have brought a laser focus to enhancing communication, operational oversight, and accountability to ensure that our investigations are effective, focused, and efficiently executed. We bring this same zeal to our approach to FFL burglary and robbery cases. Lessons over the years have taught us that investigations demand constant vigilance and oversight and that effective communication is essential to success in high-stakes cases. However, most of all, it is our partnership with state and local law enforcement that ensures success.

Solving these cases requires strong collaboration. ATF responds to every single FFL burglary or robbery. Regardless of how large or small, ATF dispatches both our special agents and our IOIs to work with both the victim FFL and the local law enforcement agency to investigate the crime and help determine exactly which firearms are missing from the FFL's inventory.

U.S. federal law requires an FFL to report the theft or loss of any firearms from its inventory to ATF within 48 hours of discovery. In addition, the FFL must also report the firearm theft or loss to the appropriate local law enforcement agency. This is where our partnership helps to solve crimes. Among the unique investigative resources ATF brings to the table, our ability to trace firearms through ATF's National Tracing Center (NTC) and our ballistics identification capabilities through the National Integrated Ballistics Information Network (NIBIN) stand out.

When the NTC receives a theft or loss report from an FFL, its staff springs into action. It is the only facility of its kind in the world with congressional authority to trace the movement of firearms recovered in crimes, from the licensed manufacturer or importer through the chain of distribution to the first retail sale. The NTC pieces the history of the firearm's movement with the goal of returning an investigative lead to the requesting law enforcement agency. The most common method of submitting a trace request is through eTrace, the NTC's Internet-based electronic trace submission and data analysis system.

ATF also offers access to NIBIN, which provides federal, state, and local law enforcement agencies with an automated ballistic imaging network. NIBIN is the only U.S.-wide network that allows for the capture and comparison of ballistic evidence to aid in solving and preventing violent crimes involving firearms. NIBIN is vital to any violent crime reduction strategy because it provides investigators with the ability to compare their ballistics evidence against evidence from other violent crimes on national, regional, and local levels, thus generating investigative links that would rarely be revealed absent the technology.

Combined with ATF's on-scene response, tracing and NIBIN offer investigators timely leads to help solve FFL burglaries and robberies and get the crime guns off the street as quickly as possible.

PREVENTION IS BETTER THAN RESPONSE

While ATF's response is robust and total, the old adage that an ounce of prevention is worth a pound of cure has never been truer. That is why ATF joined with the National Shooting

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View this article online at **policechiefmagazine.org** to see FLL burglary and robbery statistics (2014-2018).

continued from page 8

Sports Foundation (NSSF) on Operation Secure Store. Announced in January 2018, Operation Secure Store provides comprehensive store security planning. Additionally, through Operation Secure Store, NSSF matches funds up to $5,000 to increase ATF reward offers for information leading to the arrest and conviction of those responsible for FFL burglaries and robberies. This partnership helps the industry become more resistant to burglary and robbery by identifying best practices in retail security and implementing programs of proven effectiveness to deter criminals interested in victimizing firearms dealers and the community.

FINAL THOUGHT

Gun dealer burglaries and thefts are serious crimes, and ATF treats them as such, bringing the full weight of our Special Agents and IOIs to bear on the investigation in the hopes of catching the perpetrators. We know that every single gun stolen is, by definition, a crime gun, and we will work tirelessly with you to mitigate the impact of these crimes and prevent them when possible. The last thing we need is more crime guns on the street used against our own men and women wearing the uniforms of state and local law enforcement.

Like you, I find increased gang activity, murder, and other acts of firearms violence unacceptable—as do the men and women of ATF. Law enforcement can reach us 24/7 through our Joint Support Operations Center at 800-800-3855 or you can find the contact information for any one of the 25 ATF Field Divisions at www.atf.gov. We take our mission to protect the public and serve the nation very seriously, and we will never stop working to be the best partner for state and local law enforcement.

POLICE WEEK 2019

EACH YEAR DURING POLICE WEEK, COMMUNITIES ACROSS THE UNITED STATES hold memorial services in remembrance of police officers who have made the supreme sacrifice for their communities. Also during this week, police departments hold open houses, conduct tours of their facilities, and hold community activities to celebrate police officers and their duties. May 15 has been designated National Peace Officers Memorial Day.

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

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

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

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

2019 NATIONAL SERVICES

Saturday, May 11	National Police Week 5K and Annual Police K-9 Memorial Service
Saturday, May 12	Police Unity Tour Arrival Ceremony
Monday, May 13	31st Annual Candlelight Vigil
Tuesday, May 14	National Police Survivors Conference and C.O.P.S. Kids/Teens (Day 1)
Wednesday, May 15	39th Annual National Peace Officers' Memorial Service
Thursday, May 16	National Police Survivors Conference and C.O.P.S. Kids/Teens (Day)

Visit **www.policeweek.org** for more information.

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Q: What emerging technology do you think will have the greatest effect on policing in the next 10 years?

A: I think augmented reality will be a game changer in the way officers approach tactical situations in the field. Imagine officers responding to an active shooter situation in a building where few, if any, of the officers have been inside before. As officers respond and move toward the building, they'd receive detailed information on the floor plans and real-time information extracted from CAD, and 911 callers would update the officers as to where the threat is. The augmented reality tool, either visual or audible, can then direct officers to the fastest and safest path to the threat or victims. It will tell officers what entries/exits to use or avoid in order to minimize officer casualties, friendly fire events, or even ambushes.

Luis Soler
Chief of Police
Woodland Police Department, CA

A: Innovations in technology have had significant impacts on the increasing use of unmanned aircraft systems (UAS) in policing, a trend that will likely accelerate as refinements continue, particularly in relation to the development of available sensors and payloads. UAS are currently used to conduct search and rescue operations and map collision and crime scenes, among other law enforcement uses. These systems' cameras provide police a quickly deployable airborne solution for the collection of evidence that provides an alternative perspective from ground-based methods. Their utility to police operations grows with each incremental refinement, and, given the rapidly expanding consumer market for UAS, the next decade should see considerable advancements in this technology.

Alison Jevons
Chief Superintendent
Ontario Provincial Police, ON

A: The growing availability of low-cost clandestine GPS technology will enable law enforcement agencies to proactively focus on quality-of-life crimes such as burglaries, thefts, and robberies. By utilizing small high-tech GPS devices that are specifically designed to be secreted in property that is commonly stolen, agencies will be able to conduct what amounts to passive 24/7 electronic surveillance operations that will allow authorities to track and arrest perpetrators while they are committing the crime or provide better aid in the recovery of stolen property. By adopting GPS technology in new ways, law enforcement agencies will be able to more effectively and affordably address serial crime trends.

Travis Martinez
Assistant Chief of Police
Redlands Police Department, CA

A: I believe we are at a tipping point in the evolution of public safety technologies. Within the next 10 years there will be an adoption of rich, real-time, multimedia communications (video, augmented reality, etc.) that are inclusive of but beyond voice itself. New workflows and decisions will emerge that are powered by analytics and artificial intelligence (AI). The cloud will be increasingly leveraged to scale deployments for increased efficiency in data storage and sharing, cybersecurity, and processing power that will increasingly make AI available, but the "edge" will get increasingly intelligent and AI enabled as well. Finally, I believe there will be the adoption and usage of autonomous vehicles. Initially, this will focus on UAV usage, but will develop to include motor vehicle adoption that will create new paradigms in policing.

James M. Wolfinbarger
Chief (Ret.), Colorado State Patrol
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1Q3A

Experience is often said to be the best teacher. Each month, a question asked by a new chief of police or future law enforcement executive will be answered by three experienced leaders from our mentorship panel.

Q: *How do you respond to outside groups that are trying to influence department operations or policies?*

A1: *Chief C.J. Davis:* As police professionals, we are constantly faced with citizen inquiries that question agency policies and procedures. When responding to outside groups who attempt to influence department operations or policies, it is important to research pertinent best practices. The approach should be diplomatic and objective to understand the basis for the inquiry. It is also critical to conduct a more comprehensive and detailed analysis of any data presented by the outside entities used to support their position. Often, data are compiled and analyzed at a cursory level so that broad interpretations do not accurately represent the situation, its contributing factors, and the potential impact of policy changes. A deeper analysis is useful in educating the public and identifying the most effective avenues for addressing the community's concerns.

A2: *Chief Ed Drain:* I consider whether the group's motives are consistent with the mission statement and values of the police department. I also consider whether the request will degrade operations in other areas and whether the department has the resources needed. In some cases, the perceptions of the public and department employees may also be relevant. If there are no problems in these areas, we will generally work to accomplish the request. Our department adheres to the concept of community policing, which is first and foremost about building relationships. You can't build relationships with community partners if you always say no. Advocacy groups for those experiencing homelessness, mental illness, domestic violence, and other challenges often have good ideas that we in law enforcement should at least consider.

A3: *Chief Regina Lawson:* In my opinion, the worst thing that you can do is ignore them. It is critical that individuals or groups have an opportunity to appropriately express their concerns. Allowing them to be heard is important to gain a better understanding of their specific needs and concerns. Initiating the conversation allows you to establish dialogue, develop a rapport, and cultivate a trusting relationship. You can also share factual information they may be unaware of and explain limitations, such as legal authority or resources.

It has been my experience that if you can assist individuals or loosely affiliated groups in becoming more organized into committees, task forces, advisory boards, neighborhood associations, etc., you both become much more productive. This allows you to operate with structure, prioritize issues, develop action plans, and demonstrate progress.

MEET THE MENTORS

Cerelyn "C.J." Davis, Chief of Police
DURHAM POLICE DEPARTMENT, NC

Ed Drain, Chief
AMARILLO POLICE DEPARTMENT, TX

Regina Lawson, Chief of Police
WAKE FOREST UNIVERSITY POLICE DEPARTMENT, NC

"Q" Do you have a question for our mentors? Email us at **EDITOR@THEIACP.ORG**, and you might see it in a future issue!

BY
Erik G. Holland, Major, General Counsel, Platte County, Missouri, Sheriff's Office, and Nicole Volkert, Legal Advisor, Columbia, Missouri, Police Department

Light Duty, FMLA, and ADA

The Case for Policy

MANY LAW ENFORCEMENT EXECUTIVES HAVE HAD EMPLOYEES WHO ARE DEALING WITH SERIOUS MEDICAL CONDITIONS AND THE ASSOCIATED BENEFITS THE EMPLOYEE RECEIVES UNDER THE FAMILY AND MEDICAL LEAVE ACT (FMLA).[1] LAW ENFORCEMENT EXECUTIVES SHOULD BE COGNIZANT THAT UNDER CERTAIN CIRCUMSTANCES, THE FMLA CAN DOVETAIL WITH ANOTHER EMPLOYMENT LAW, THE AMERICANS WITH DISABILITIES ACT (ADA).[2]

While both laws contain protections and prohibitions, the two laws serve different purposes. The FMLA is a law that conveys certain leave benefits to eligible employees under particular circumstances.[3] The ADA, by contrast, is an anti-discrimination law that's purpose "is to eradicate discrimination against persons with disabilities and to ensure equal treatment."[4]

It is a common occurrence in law enforcement that an employee is either injured or sick and requests a temporary accommodation under the FMLA. Most law enforcement agencies will offer their employees temporary light-duty assignments in these situations. Many light-duty assignments also provide a benefit to the agency as the agency may have additional needs, for example, staffing desk assignments. However, a dilemma is always lurking behind these decisions to offer temporary light duty—what if the employee is not able to return to regularly assigned duties? This issue has been addressed by U.S. courts, and the related cases and decisions provide some best practice guidelines for law enforcement executives.

In *Frazier-White v. Gee*, the Eleventh Circuit held that "an indefinite extension of light-duty status was [an] unreasonable [accommodation] as a matter of law."[5] The holding is consistent with other circuits and the facts of this case are instructive.[6] Frazier-White was a community service officer (CSO) for the Hillsborough County, Florida, Sheriff's Office (HCSO). As a CSO, Frazier-White was responsible for security-related duties at the sheriff's detention center. She was injured at work when a heavy metal door closed on her right arm. She was placed on light-duty status. Frazier-White got opinions from multiple doctors, but, because of nerve damage and pain, she was unable to return to her normal CSO duties. The county's written procedure established that there were no permanent light-duty positions and outlined a required medical due process hearing once an employee was on light-duty status for 270 days within a two-year period. HCSO terminated Frazier-White's employment after the evidence at the medical due process hearing established that she could not perform the essential duties of her CSO job and it was unknown when, if ever, she could return to full-duty status. After her termination, Frazier-White sued for disability discrimination under the ADA, as well as for retaliation.

Because of her medical situation, Frazier-White did not know and, therefore, did not ever report to her employer a time frame for when she would be able to resume her full-duty position. The court found such

> ***The ADA does not require an employer to create a permanent light-duty position.***

an indefinite extension was unreasonable as a matter of law as the ADA is intended to cover people who perform the essential functions of their jobs "presently or in the immediate future."[7]

There are two important facts. First, Frazier-White's light-duty status did not have an end in sight. She could not demonstrate that she could perform the essential functions of her job. Second, the HCSO had a procedure that outlined the process for how to handle an employee who is on light-duty status with no end in sight for when the employee can return to full duty. It was an important fact for the court of appeals that there was a policy that stated that light-duty assignments were temporary in nature. In examining the issue, the Eleventh Circuit pointed to the HCSO procedure that limited the time frame of a light-duty status and noted,

> *[t]o the extent Plaintiff intended to request a permanent light-duty position, it is undisputed that no such position existed.… Defendant was not required by the ADA to create a permanent light-duty position especially for Plaintiff.*[8]

While addressing a narrow circumstance, the case is significant for employers who find themselves having to decide how to handle an employee on light-duty status with no end in sight and for whom there are no other positions available. Employers are required to provide a reasonable accommodation, but the Eleventh Circuit's ruling makes clear that in doing so they do not have to allow an employee to remain on light-duty status in perpetuity or create a new job for him or her.

As previously noted, the ADA does not require an employer to create a permanent light-duty position.[9] Under the ADA, a qualified individual is entitled to a reasonable accommodation, not the accommodation of the individual's choice.[10] Accordingly, several courts have ruled in favor for employers holding that temporary accommodation through a light-duty position does not alone show that the accommodation was meant to be permanent.[11] Many of these courts have looked to an organization's policy regarding light-duty assignments to determine the organization's intent regarding whether the duty assignment was intended to be temporary or permanent. Thus, if an agency does not have a policy that specifically limits the duration of light-duty assignments, agency executives would be well advised to take the time to create one.

Provisions that should be contained in a light-duty policy include, at a minimum:

1. A clear statement by the agency that light-duty assignments are temporary and that assignments to light duty are not to be permanent in nature.
1. A specific timeline regarding the maximum duration of light-duty assignments.
2. A statement that light duty will be considered only if a position that meets the requested accommodation is available.
3. A statement that an applicant's skills, knowledge, and ability will be used in determining if an available position is suitable as a light-duty assignment.
4. That no existing position will be used exclusively for light duty.
5. Directives to employees on how to request light duty and how light duty will be administered and monitored.
6. Directives on how to proceed if the employee cannot return to full duty, with or without reasonable accommodation, within the stated time frame. An example would be a statement informing employees about how to apply for other available positions, where they could perform all of the job's essential functions.

There are numerous other provisions that law enforcement executives should consider when implementing a policy regarding light-duty assignments. As such, agency executives are encouraged to consult with their local legal counsel to ensure that the policy is robust enough to meet the agency's needs, while complying with FMLA and ADA requirements.

NOTES:

[1]29 U.S.C. § 2612(a)(1) et seq.

[2]42 U.S.C. § 12101 et seq.

[3]See *Sinacole v. iGate Capital*, 287 Fed. Appx. 993, 995 (3rd Cir. 2008).

[4]*Vaughn v. Nationsbank Corp.*, 137 F.Supp.2d 1317, 1321 (N.D. Ga. 2000).

[5]*Frazier-White v. Gee*, 818 F.3d 1249, 1256 (11th Cir. 2016).

[6]*Meade v. AT&T Corporation*, No. 15-6362 (6th Cir. 2016).

[7]*Frazier-White*, 818 F.3d at 1256, quoting *Wood v. Green*, 323 F.3d 1309, 1314.

[8]*Frazier-White*, 818 F.3d at 1256.

[9]*Frazier-White*, 818 F.3d at 1256.

[10]*Frazier-White*, 818 F.3d at 1256, citing *Stewart v. Happy Herman's Cheshire Bridge, Inc.*, 117 F.3d.1278, 1286 (11th Cir. 1997).

[11]*Frazier-White*, 818 F.3d at 1256; See *Acre v. Chicago Transit Authority*, 738 Fed. Appx. 355 (7th Cir. 2018); *Thomas v. Federal Exp. Corp.*, 432 Fed. Appx. 698 (9th Cir. 2011); *Norsworthy v. Kroger Co.*, 202 F.3d 269 (6th Cir. 2000); *Fjellstad v. Pizza Hut of America, Inc.*, 188 F.3d 944 (8th Cir. 1999); *Martin v. Kansas*, 190 F.3d 1120 (10th Cir. 1999).

BY
Angela Sands, Police Officer, Lincoln, Nebraska, Police Department

Turning the Battleship

Lincoln Police Department's Approach to Manage Officer Mental Health

TODAY'S LAW ENFORCEMENT OFFICERS FACE AN ABUNDANCE OF STRESSORS—RESPONDING TO TRAUMATIC AND EMOTIONALLY CHARGED INCIDENTS; WORKING LONG HOURS AND EVEN OFF DUTY TO MAKE ENDS MEET; MISSING HOLIDAYS AND FAMILY EVENTS; DEALING WITH THE SMALL PORTION OF THE POPULATION THAT USES AND REUSES MOST OF AN AGENCY'S ENERGY AND RESOURCES; BATTLING PERSISTENTLY SLANTED AND NEGATIVE MEDIA COVERAGE; AND CONTINUOUSLY BEING ASKED TO DO MORE WITH LESS TIME, MONEY, AND PERSONNEL. THE LIST COULD CONTINUE.

Unfortunately, today's law enforcement officers do not always have an abundance of department support, public understanding, or mental health resources to combat these stressors. Officers witness countless traumatic events with little or no relief, yet the public and even many police departments expect them to always be "100 percent" and ready to make split-second, life-and-death decisions.

The critical question facing agencies is whether they are helping officers with the same amount of vigor that they help community members who experience trauma, stress, and mental health issues. Or does police culture still imply that officers should "toughen up" and "get over it"?

To be sure, many progressive departments are working hard to break the stigma experienced by law enforcement officers confronted by mental health issues. Still, educating and retraining officers, creating new policies and procedures, and changing law enforcement's cultural perceptions of traumatic incidents and mental health will likely involve a slow turn of the battleship. The Lincoln, Nebraska, Police Department (LPD) is one of the agencies doing its part to push that turn along.

LPD INTERNAL RESOURCE OFFICER PROGRAM

In 2015, LPD initiated a series of changes to its Internal Resource Officer (IRO) program after an officer-involved shooting (OIS). The LPD IRO committee comprises officers trained in peer support, whose mission is to improve the mental and emotional health of LPD employees. In

> *Every officer has war stories, but comparing the effects of personal experiences is detrimental to the mental and emotional health of all officers.*

the months following the OIS, the officers involved informed both line-level officers and administrators of what went right and what went wrong after the OIS. This dialogue facilitated many positive changes, namely, new academy training, check-ins during FTO, and check-ins after officers are assaulted.

New Academy Training. The IRO committee collaborated with a nationally recognized psychologist on first responder trauma and developed an academy course on emotional survival for law enforcement officers. This course teaches recruits about the different stages of an officer's career, the types of incidents that might cause emotional injuries, the cumulative effect of emotionally hazardous events, and the ways to prevent or reduce the impact of the psychological hazards of police work.

The IRO committee also helps to host a family night during which the recruits bring their families to tour the department and learn about what the recruits will experience during the academy and Field Training Officer (FTO) program. IROs also explain what Employee Assistance Program (EAP) resources are available to the recruits and their families.

FTO Check-ins. After academy graduation and progression into field training, LPD recruits are now required to meet with an IRO during each month of field training. These meetings may range in subject from reminding recruits about available resources, to discussing the difficulties of shift work, and to conversing about a traumatic event the new officer experienced. The purpose of the meeting is not only to support recruits during a potentially stressful time, but also to normalize talking about mental health, developing a plan for coping with a traumatic incident, and peer support in general.

During the field training phase, recruits are required to make one visit to an EAP counselor. The counselor helps familiarize recruits with how counseling works in case they want to utilize it in the future. During the appointment, recruits also complete a wellness assessment that examines different parts of their life, such as family life, finances, and general stress. The wellness assessment helps identify potential future stressors for the recruit.

Assault on Officer Check-ins. The IRO committee now conducts check-ins with every officer assaulted in the line of duty. The assault could be as simple as getting slapped or spit on or as serious as getting shot or stabbed. Since IROs could be unaware of prior or current stressors in an officer's life, IROs should contact officers after every assault. Officers may be experiencing stressors at home or have lingering symptoms from previous trauma, and IROs should never presume to know what stressors or triggers may affect a particular officer. In fact, when supervisors and peer support officers make assumptions about which incidents should or shouldn't be considered psychologically hazardous, they reinforce the stigma of mental issues in law enforcement. Every officer has war stories, but comparing the effects of personal experiences is detrimental to the mental and emotional health of all officers.

For instance, an officer without children might not immediately experience trauma from working a call for service involving an infant death. However, if an IRO checks in with that officer after he or she has had children, the IRO may find those memories are now haunting the officer. That same officer may struggle with infant death calls for service, while the officer's teammate might not have an overwhelming emotional response.

Here's another example: A year after returning to the street following an OIS, one officer reported being greatly impacted by a scuffle that most cops would consider minor. The officer said the scuffle didn't seem like a big deal, and no one checked on the involved personnel afterward. However, a closer look at the incident revealed that the altercation bore strong similarities to the OIS, causing significant flashbacks.

Therefore, IROs should make no assumptions or judgments about the officer, the incident, or any post-incident reactions. Instead, IROs must contact and listen to every officer who is assaulted, understanding that every officer has unique perceptions of and reactions to being assaulted.

The LPD IRO committee was able to implement these changes because of its broader philosophical and systematic approach to assisting officers. The committee assesses its programming by asking five critical questions that might be useful to other agencies seeking to improve their support services for officers.

- Do our department's policies, attitude, and culture hinder or help officers during stressful times of their career, especially after traumatic incidents?

- What training have we deployed to regularly evaluate and improve our agency's policies, attitude, and culture concerning officer mental and emotional health?
- Do we have sufficient resources and programming in place to aid officers at critical junctures in their careers (e.g., starting and completing the academy, beginning FTO, after experiencing a traumatic incident)?
- Do our resources include assisting the officer's family members during these critical junctures?
- Is our programming built on evidence-based practices?

CONCLUSION

In 2017, 152 police officers died in the line of duty according to the Officer Down Memorial Page. That same year, at least 140 police officers committed suicide, according to a 2018 study completed by the Ruderman Family Foundation. Agencies regularly train to handle the physical aspects of law enforcement, but the profession must change its culture, adjust its attitudes, and improve its training—so agencies and officers are better equipped to handle the mental aspects of law enforcement. Lives depend on it.

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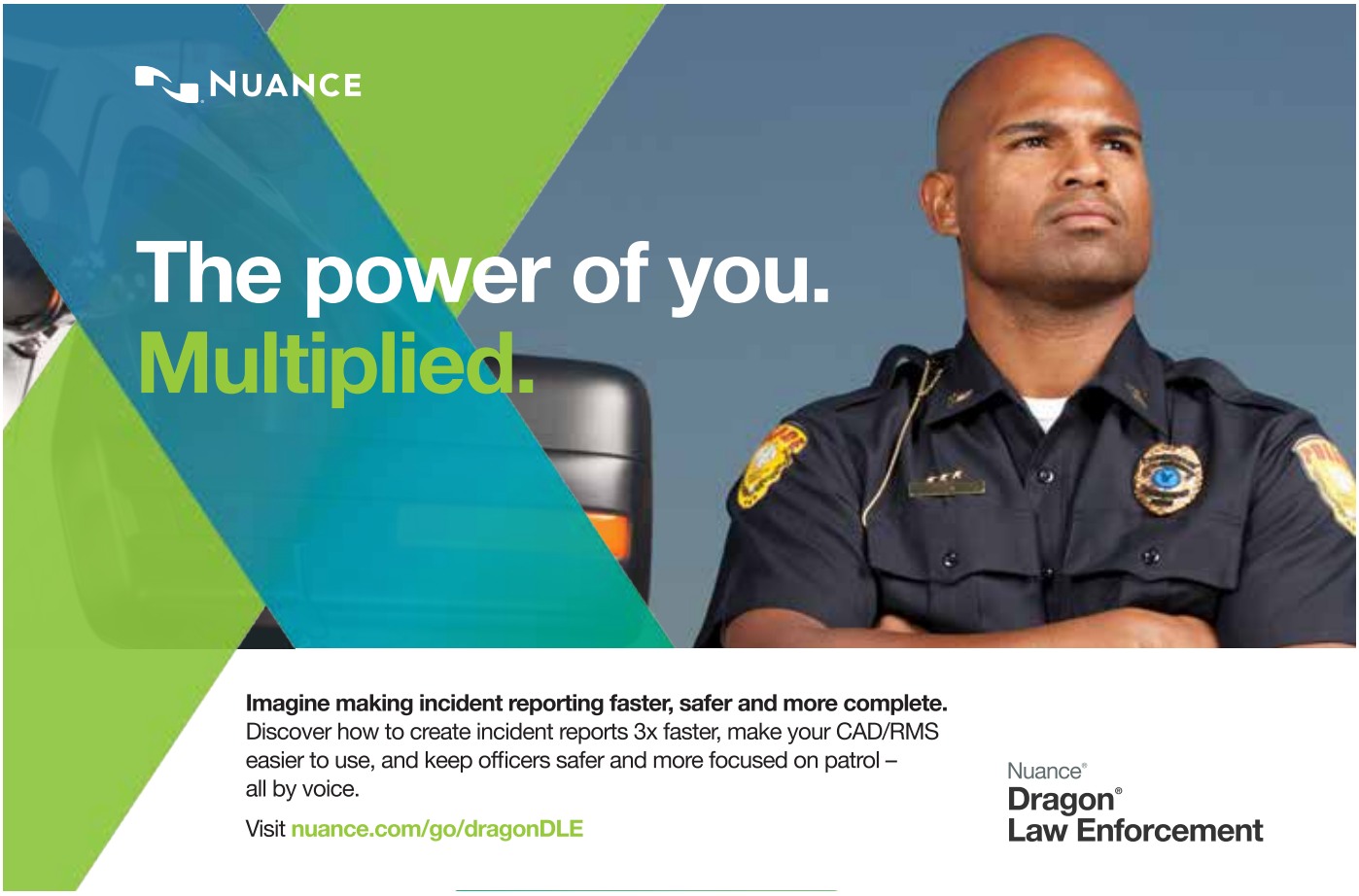

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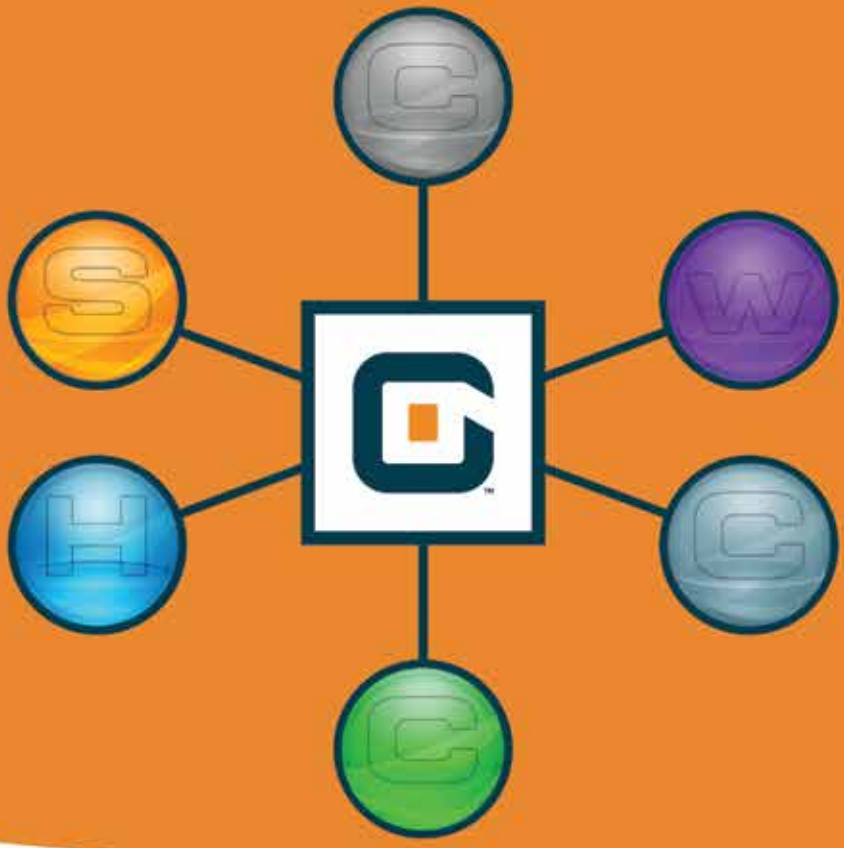

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BY
Billy Grogan, Chief, Dunwoody, Georgia, Police Department

Large Truck and Bus Enforcement and Educational Initiative

ACCORDING TO THE FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION (FMCSA), THERE WAS A 28 PERCENT INCREASE IN LARGE TRUCK AND BUS FATALITIES BETWEEN 2009 AND 2016 IN THE UNITED STATES. MOST ASTONISHINGLY, INJURIES CAUSED BY LARGE TRUCK AND BUS FATALITIES ALMOST DOUBLED (RISING FROM 60,000 TO 119,000) DURING THIS SAME TIME PERIOD.

The growth of the trucking industry might account in part for the increases. There are more than 1.2 million truck carriers, employing 3.5 million truck drivers and operating 15.5 million trucks, of which 2 million are tractor trailers. Trucks move 71 percent of the freight, by weight, in the United States.

Recognizing this disturbing rise in fatal crashes and injuries, the International Association of Chiefs of Police (IACP) convened a Large Truck and Bus Forum in Cleveland, Ohio, on May 8, 2018. Members of the FMSCA, motor carrier compliance officers, law enforcement representatives, and others from Georgia, Texas, New York, and Ohio were invited to attend. The representatives of the four states were identified as participants because of the high number of large truck and bus crashes in those states.

The purpose of the forum was to bring together the appropriate stakeholders to discuss the issues related to large truck and bus crashes. After the discussion, participants from each state developed a strategy and mapped out an initiative for future implementation.

After the forum, the real work began.

GEORGIA'S INITIATIVE

Inspired by their recent discussion, attendees from Georgia quickly identified a target area to conduct their Large Truck and Bus Enforcement and Educational Initiative: Interstate 285 (I-285), between I-75 and I-85, is 12.7 miles of the most heavily trafficked interstate in Georgia with more than 244,000 cars, trucks, and buses traveling that stretch of road each day. This section of road spans five different law enforcement jurisdictions and is plagued with significant crashes that can disrupt the flow of traffic for hours.

PLANNING PROCESS

On July 27, 2018, members of the Dunwoody, Sandy Springs, Cobb County, DeKalb County, and Doraville Police Departments came together to plan for the upcoming initiative. They were joined by members of the Motor Carrier Compliance Division (MCCD) of the Georgia Department of Public Safety. In Georgia, the MCCD is the primary law enforcement agency charged with conducting commercial truck enforcement.

Initially, everyone focused on scheduling the initiative for a date and time that would work for each agency but wouldn't disrupt traffic unnecessarily, which was a challenge. The group settled on August 6–8, 2018, from 10:00 a.m. to 3:00 p.m. each day, for this operation.

After agreeing to the dates and times, attendees turned their attention to the actual logistics of carrying out a

multijurisdictional enforcement effort. Staffing needs, types of violations to target, communication, educational materials needed, and social media and public information plans—these were just a few of the topics discussed.

Although police officers generally are quick to jump on enforcement details, there is a particular level of uncertainty when it comes to enforcing large truck and bus violations. This uncertainty was surely true for this group.

Thanks to the team at MCCD, those fears were alleviated.

TRAINING

MCCD hosted a Commercial Vehicle Enforcement and Awareness class about a month out from the event for officers working the detail. MCCD staff brought their expertise to the conversation and reminded everyone to focus on regular traffic violations like speeding, improper lane changes, following too close, hands-free violations, and truck lane violations, to name a few. MCCD focused on the technical commercial truck violations and would respond to any traffic stop to assist local law enforcement when trucks violated commercial truck regulations.

EDUCATION

To have the most impact with the best outcome, a concerted effort was made to educate the public about the upcoming Large Truck and Bus Initiative and the dangers associated with being a motorist driving near a truck.

In Georgia, car drivers are at fault in approximately 50 percent of crashes involving large trucks. Therefore, educating the entire motoring public about the challenges in sharing the road with large trucks was important.

The FMCSA has educational materials designed specifically for social media on its website. Numerous social media posts were made by the participating agencies in the week leading up to the operation.

As part of the release of information about the initiative, a joint press release was disseminated to the media by each partner agency and posted on social media.

THE INITIATIVE IN ACTION

Each officer working the detail had been through the training class and was ready to begin. Throughout the three-day initiative, there were more than 40 officers deployed on the identified 12.7-mile stretch of I-285.

It was evident from the beginning that this enforcement detail was needed. There was no shortage of violators. Most of the participating jurisdictions could have used more officers.

There were 932 citations written in 12 hours over three days. None of the participants expected this number of violators. Although citations were written for speeding, hands-free violations, equipment violations, suspended registrations, and seat belt violations, the majority of the citations were written for lane violations.

On I-285, trucks are prohibited from traveling in the left two lanes so other vehicles can travel freely and safely and the flow of through traffic is not impeded. As large trucks change lanes, the risk of a crash increases. Therefore, this enforcement initiative focused on this offense and issued 598 citations for trucks in the left lanes of the roadway.

As agreed, the MCCD officers responded throughout the area of the operation to inspect trucks and issue citations for technical violations when appropriate.

PRESS CONFERENCE

A second joint press release was issued after the Large Truck and Bus Enforcement and Educational Initiative was completed. The press release was followed by a joint press conference where the participating agencies were able to expound on the need for such enforcement initiatives, the results of the initiative, and the likelihood of similar joint operations in the future.

OUTCOMES

By all accounts, the Large Truck and Bus Enforcement and Educational Initiative was a success. Because of the short timespan of the operation, it would be difficult to draw any statistical conclusions. Nevertheless, all agencies involved agreed that the operation provided several tangible benefits to the region.

The publicity the operation received before, during, and after increased awareness of the dangers surrounding large trucks and buses in the affected communities and beyond. Also, the joint operation aspect of the initiative opened up possibilities of future joint operations in this area, as well as others. Lastly, many of the participating agencies have continued to conduct targeted large truck and bus enforcement and education operations periodically in the stretches of I-285 that fall within their jurisdictions.

LESSONS LEARNED

There were many important lessons learned as a result of this initiative. These lessons will be of great value for future joint operations by these agencies or any other law enforcement agencies who seek to conduct similar large truck and bus enforcement and education initiatives in their areas.

The first lesson learned was the importance of having buy-in was from all agencies involved. A concerted effort was made to communicate with the heads of all of the agencies to gain their commitment to the initiative. A representative from each agency was included in the planning meetings leading up to the operation, and the active involvement of all the agencies contributed greatly to the overall success of the initiative.

The second lesson learned was the need to commit the necessary resources to the initiative. Although most of the agencies involved were staffed adequately, others could have used additional staff to handle the larger-than-expected number of violators. Additional staff would have helped the initiative achieve even greater results.

The third and final lesson learned was the importance of publicity before, during, and after the initiative. Although the press coverage was adequate, a more planned and concentrated effort could have created a more lasting impact in the region.

Overall, the goal of the original IACP Large Truck and Bus Forum was met in Georgia. The Georgia representatives planned and executed their large truck and bus enforcement and educational initiative with precision. The community at large was educated on the subject, and violators in the targeted area received citations.

More importantly, a model now exists that can be replicated by agencies seeking to conduct similar operations in the future.

Sharing the Ride to a Safer Community

Chief
Thomas Q. Weitzel
RIVERSIDE, ILLINOIS, POLICE DEPARTMENT

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MS IN CRIMINAL SOCIAL JUSTICE

STRONG LEADERS RECOGNIZE OPPORTUNITIES WHEN THEIR TEAMS BRING THEM NEW OR THOUGHT-PROVOKING INFORMATION, SO WHEN RIVERSIDE, ILLINOIS, POLICE DEPARTMENT'S TWO TOP DUI ENFORCEMENT OFFICERS ON THE MIDNIGHT SHIFT INFORMED CHIEF TOM WEITZEL THAT THEY WERE SEEING INCREASED USE OF RIDESHARING SERVICES OUTSIDE BARS AND RESTAURANTS, THE CHIEF AND THE OFFICERS ALL SAW AN OPPORTUNITY. WHAT IF THE POLICE DEPARTMENT, COMMUNITY, AND RIDESHARING SERVICES COULD TEAM UP TO IMPROVE SAFETY AND FURTHER REDUCE DUIs?

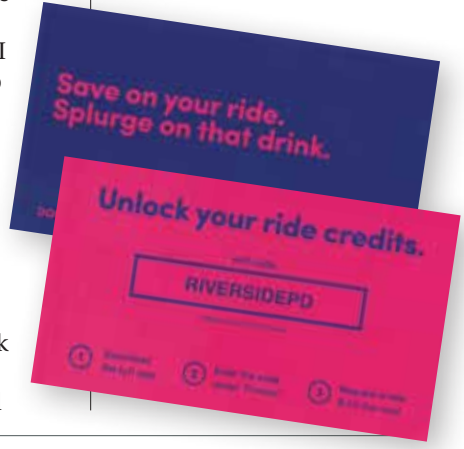
Chief Weitzel reached out to the two ridesharing services active in his suburban community in early 2017 and received a reply the same day from Lyft. They were absolutely interested in a partnership—and wanted to know what Chief Weitzel's idea was. Chief Weitzel came up with the idea of offering discount coupons (with the discount amount left to Lyft's discretion) and presented a plan to the rideshare company. Riverside Police Department was the first agency in Illinois to conceive of such a partnership, and the rideshare provider had no such active project in place either.

Key to this plan was the development of actual hard-copy cards that could be given out at bars and restaurants. In addition, though, there were two other, more unusual, uses Chief Weitzel had in mind for the discount cards. First, when a driver is pulled over for DUI, often any passengers in the car are also intoxicated and need a way to get home safely. Officers who make a DUI arrest can carry the cards and give them to passengers who need a ride home. Second, many drivers stopped for DUI are repeat offenders, so the chief reasoned that they could staple the cards to the drivers' bond sheets so as to remind them of a safer option next time they chose to drink.

Since most people book rideshares via a mobile app, the idea of printed coupons was paired with a code that could be entered on the app, as well. This is where Lyft's resources become important, as its professional public relations team could design and produce the cards and publicize the new program.

The program has had resounding results so far in Riverside. They started with 1,000 printed cards and have replenished them at establishments as needed. The six-month report after the program was introduced showed a 30 percent drop in impaired driving. The Riverside business community has been very receptive to the program, including the bars and restaurants that give out the discount cards to patrons, and the officers and city officials were on board with the idea immediately.

The residents of Riverside have taken note and also back the program. In fact, some residents have called the police department wishing to donate to support the program—imagine their astonishment when Chief Weitzel explains that



> *The police department, the rideshare industry, and the town of Riverside have created a true partnership to the benefit of all.*

it isn't costing the police department or the community any money at all!

As the program thrived, Chief Weitzel provided other ideas of how the rideshare industry could support community safety, and suggesting ridesharing booths at concerts, sporting events, and other large events where people might have been drinking and will need to find safe rides home.

The police department, the rideshare industry, and the town of Riverside have created a true partnership to the benefit of all, and other agencies are taking note. Police departments from Illinois and beyond have been contacting Chief Weitzel with interest in starting their own programs—including much larger agencies such as the New York Police Department—and Riverside's program is serving as the model for these new law enforcement partnership programs.

Does your agency have an initiative or project you'd like to see featured? Email us at **EDITOR@THEIACP.ORG.**

RECOMMENDATIONS

Looking to start a new partnership with a company or service provider in your community? Chief Weitzel offers the following tips:

- Listen to your officers to find opportunities. They see the trends and know what's happening in the community better than anyone else.
- Stick with it and be willing to reach out to multiple potential partners.
- Be prepared with a plan to share with potential partners (including ideas of what type of media will be produced or sought and where and how it will be executed). It should be a real partnership between the police department and the company.

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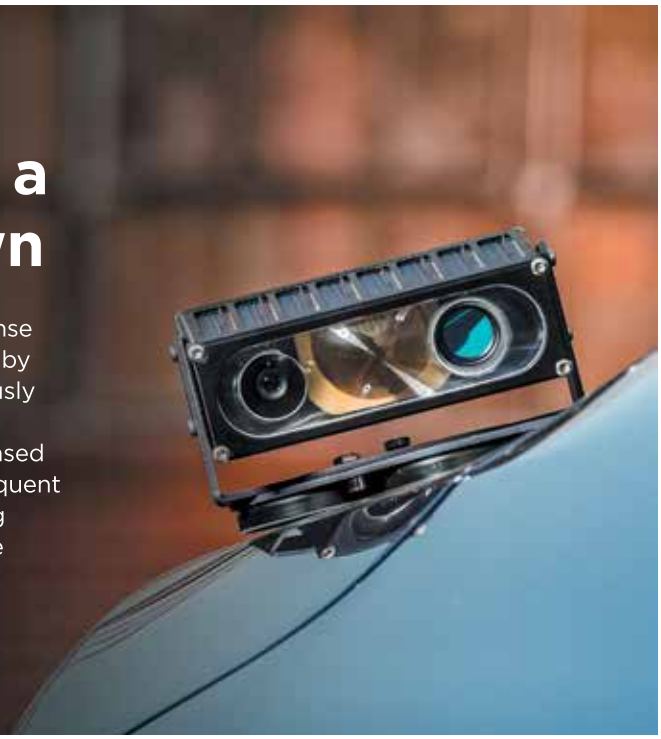

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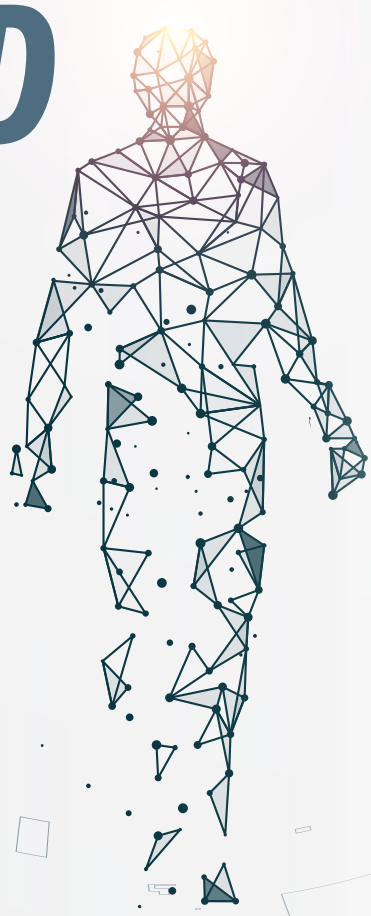
BY
Apollo Kowalyk, Police Officer (Ret.), Edmonton, Alberta, Police Service

BETTER DAYS AHEAD

ARTIFICIAL INTELLIGENCE, MACHINE LEARNING, AND THE QUEST FOR THE HOLY GRAIL OF ANALYTICS



POLICE OFFICERS HAVE NEVER BEEN MORE ACCOUNTABLE THAN THEY ARE TODAY. Their actions are often recorded on smartphones or CCTV cameras. Complete transparency and full and frank disclosure are the expectation rather than the exception to the rule. Split-second decisions can be cross-examined for weeks in a court of law, with serious jeopardy in store for those who cross the line, intentionally or otherwise.

The growing use of body-worn video and the increased thoroughness of police documentation serve as much as safeguards against unwarranted criticism as they represent good police work. But the lack of innovation in the field of records management systems (RMS) and computer-aided dispatch (CAD) technology is a serious problem, impeding further advances in various aspects of video storage and data retrieval.

From a technological point of view, the antiquated architecture of current records management systems resembles an electronic filing cabinet stuffed full of overlapping entities with data that require manual updates. To make matters worse, search functionality is limited to a few basic fields such as name, address, and case file number. Data entry is time consuming and prone to user error. Some police agencies have even resorted to employing data entry clerks to file reports over the phone in order to help to keep police officers on the road, but this type of 1950s thinking is merely a stopgap measure.

Law enforcement has achieved some efficiency gains in recent years, largely resulting from wireless mobility, but this is more a matter of degree, not kind. Game changers, they are not. And despite the addition of new technologies, clearance rates have remained relatively constant over the past two decades. Successful investigations are often the result of evidence left at the scene or information provided by eyewitnesses or informants, especially with regards to property crimes. It is easy to underestimate the difficulty of solving a crime without an immediate lead. In the absence of a smoking gun, an investigation is often solved only if the investigator makes a meaningful connection through serendipity and happenstance.

RMS and CAD systems significantly improved police operations when they were introduced in the 1960s. But what type of technology is available today to transform enterprise architecture in ways that better support evolving mission objectives in today's post-industrial, highly connected world? What new tool will drive change and create greater efficiency *by an order of magnitude*; make police officers more productive by freeing up their time; increase officer safety through greater situational awareness; and improve risk management practices, specifically with third-party review of use-of-force incidents?

The answer to this question lies within a paradigm shift—a different way of looking at things. The good news is that it's already started.

Artificial Intelligence and Machine Learning: A Framework for Discussion

Machine learning (ML) is a subset of artificial intelligence (AI). For example, an algorithm in Google Maps provides a set of possible routes to an intended location, while machine learning picks the fastest route based on traffic conditions. But the difference between the two concepts is not what's important here—it's about the end game. Will AI result in omniscient, self-aware systems like the fictional HAL-9000 computer or merely produce voice recognition software like Siri or Alexa? Does AI actually exist or is it just a glorified version of automated pattern recognition? And software that moves quickly through a decision matrix isn't machine learning. Companies that switch to voice recognition software in place of human operators run the risk of creating mechanical firewalls that result in a poor user experience. In fact, true machine learning is intended for use when automated systems, powered by deterministic algorithms, just don't work that well.

But as law enforcement travels down the bumpy road of technological progress, bouncing between the ditches in the collective pursuit of innovation, it would be wise to make note of Amara's Law: "We tend to overestimate the impact of a technology in the short run, but we underestimate it in the long run." For every example of poor business processes and faulty algorithms, where everything is connected but nothing works properly, there are instances of brilliance that resemble magic. Take Google's AlphaZero program, for example, which taught itself to play master-level chess in four hours.

Although current machine learning technology still struggles to develop true reasoning abilities and common sense, innate to human understanding, there exists a promising role for AI within law enforcement, with immense future potential should the technology pan out. But the policing community as a whole still needs to frame the

debate over the use of AI, asking what the profession wishes to achieve with the technology and how to get there. In layman's terms, or as any police officer would ask, "Will it fit on my belt, and will it help me catch bad guys?"

Artificial Intelligence and Cloud-Based Computing: Dawn of a New Age

Conventional RMS and CAD systems are deployed on location and connected via local networks, relying on infrastructure that is expensive and difficult to maintain. But third-party server farms, commonly referred to as cloud computing, hosted by numerous companies, including police technology providers, offer the basis for a fresh start. By making use of Internet-based RMS and CAD applications within a cloud computing environment, these service providers are quietly laying the groundwork for an entirely new model of net-centric data management.

For example, it is now possible for a patrol officer, equipped with body-worn video and glasses that capture video from his or her perspective, to utilize facial and voice recognition software to automatically produce reports within the RMS as the AI engine turns video and the spoken word into a digital document. A picture says a thousand words, so why bother with the slow and cumbersome process of typing a report when video can capture a verifiable representation of what occurred? Digital asset management programs further enhance the process, enabling police agencies to produce complete digital court packages in a timely manner.

The following are a few examples of possible efficiency and productivity gains for law enforcement.

Centralized report approval units operating on a 24/7 basis can make arrests and related charge reports available for review and approval in real time. Economies of scale can be created for small local departments or remote state police offices that lack the immediate availability of a supervisor. Disclosure of court packages can also be handled by these units.

Incident reports related to the use of force, whether or not charges are laid, can be reviewed electronically by an objective third party as part of an enhanced accountability process. Again, economies of scale can be created to allow the participation of small local police departments and remote state police locations.

Real-time database updates, connected to CAD, can provide officers with potentially life-saving information about subjects with whom they have come into contact. For example, an officer wearing video capture glasses can be alerted about a subject's status through facial recognition software that speaks directly to CAD before the officer has time to conduct a manual query.

Enterprise risk management, supported by algorithms that drill into an organization's various human resources and administrative databases, including the RMS, can make connections between data points that would otherwise remain undetectable. This kind of "sensemaking," as illustrated by Jeff Jonas and his work with IBM, can even identify an employee or police applicant who might be connected in some way to a criminal organization before infiltration can occur.

By tracking court disclosure packages from arrest to final court disposition, police agencies can learn from the outcomes of their investigations as part of a closed-loop learning process. For example, changes in conviction rates, sentences, changes in the behavior of chronic offenders relative to police deployment tactics, analysis of individual criminal records, and the displacement effect of sting operations can inform an evaluation of tactics, policies, and procedures. In other words, police agencies can become increasingly adaptive over time as an outcome of positive reinforcement cycles within a semi-metacognitive process.

A new generation of records management systems paves the way for implementation of new crime classifications that provide for a more granular analysis of crime. This is one of the goals of the NIBRS program in the United States, which will help support the future development of robust analytics.

However, AI and machine learning are not meant to work in isolation of the human element. The *Terminator* movies were fiction—the intention is not to build a friendly cyborg or a more utopian version of Skynet. AI only enhances the human aspect of policing; it doesn't act as a replacement. Under the conventional database model, the user has to adapt to the needs of the system, which often falls short of what is required. AI enables the data system to adapt to the needs of the user as part of an iterative learning process, building on the uniquely human attributes of perspective, judgement, and context. The ability of AI-based systems to achieve exponentially higher levels of connectivity amidst a continual cascade of information updates can provide law enforcement with a competitive advantage the likes of which have never been seen.

In Pursuit of the Holy Grail of Analytics

There is a mathematical problem related to computer science that is directly related to an age-old problem in law enforcement, which can possibly be solved through the use of AI and machine learning. The "P vs NP" problem questions of whether a solution that can be quickly verified could have been quickly identified in the first place. In other words, why did the causal factors of an incident, clear in hindsight, often fly under the radar beforehand? As far as criminal investigations are concerned, how many files could be successfully concluded if investigators knew how to find relevant RMS or CAD data that remains hidden from view because he or she didn't know where to look for it or even knew of its existence in the first place?

In terms of data mining, the detection of anomalies (outliers) can raise a red flag, signaling the need for further investigation. Since AI can help make connections among millions of data points far more efficiently than the human mind ever could, the possibility exists that AI could one day routinely find the proverbial needle in the haystack that solves a crime. This would be a giant leap forward, symbolic of the ability to automate the discovery process, which to this day often remains dependent on luck or serendipity and happenstance, as mentioned before. The creation of an intuitive, AI-based neural network that enables

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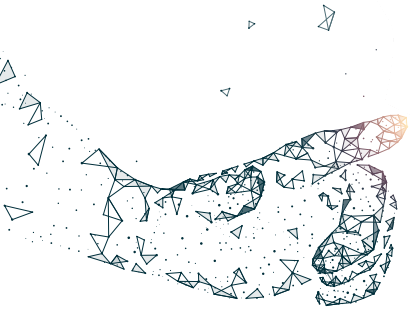

millions of individual data points to speak to each other and identify commonalities that generate leads for subsequent investigation is truly the Holy Grail of data analytics, with tremendous upside potential for the law enforcement community. And since deep learning neural networks rely on massive amounts of clean data, participation within NIBRS in a cloud computing environment might seem like a daunting task, but it is well worth the effort in the long run.

The Dream Is Real

AI, machine learning, and cloud computing hold the promise of better things to come. Just as the deployment of radio-equipped patrol cars provided 1930s policing with an advantage over the criminal element, these transformational technologies will set the stage for the next 50 years of technological advances in police operations. These are not rose-colored prophecies. Such technology has already begun to move out of the realm of science fiction with the advent of voice and facial recognition. When combined with the widespread use of body-worn video and initial attempts at the use of AI, there are the makings of a game-changer that can address ongoing concerns about litigation, public trust, and emerging crime trends.

Cloud-based platforms eliminate many of the built-in impediments to data analytics and retrieval that exist in conventional records management systems. They provide the opportunity to streamline business processes and support significant efficiency gains. Good coding, good data, and efficient business processes are the ingredients for success, supporting key outcomes such as increased productivity, enhanced officer safety, and the generation of leads that can help raise clearance rates. A safer future is in law enforcement's hands.

IACP RESOURCES

- "The Cyper Beat Partner: Harnessing the Power of AI in Law Enforcement" (article)
- "How V2X Will Be a Game Changer for Public Safety" (article)
- "Turning the Tables: Intelligent Video Analytics in 21st Century Policing" (article)

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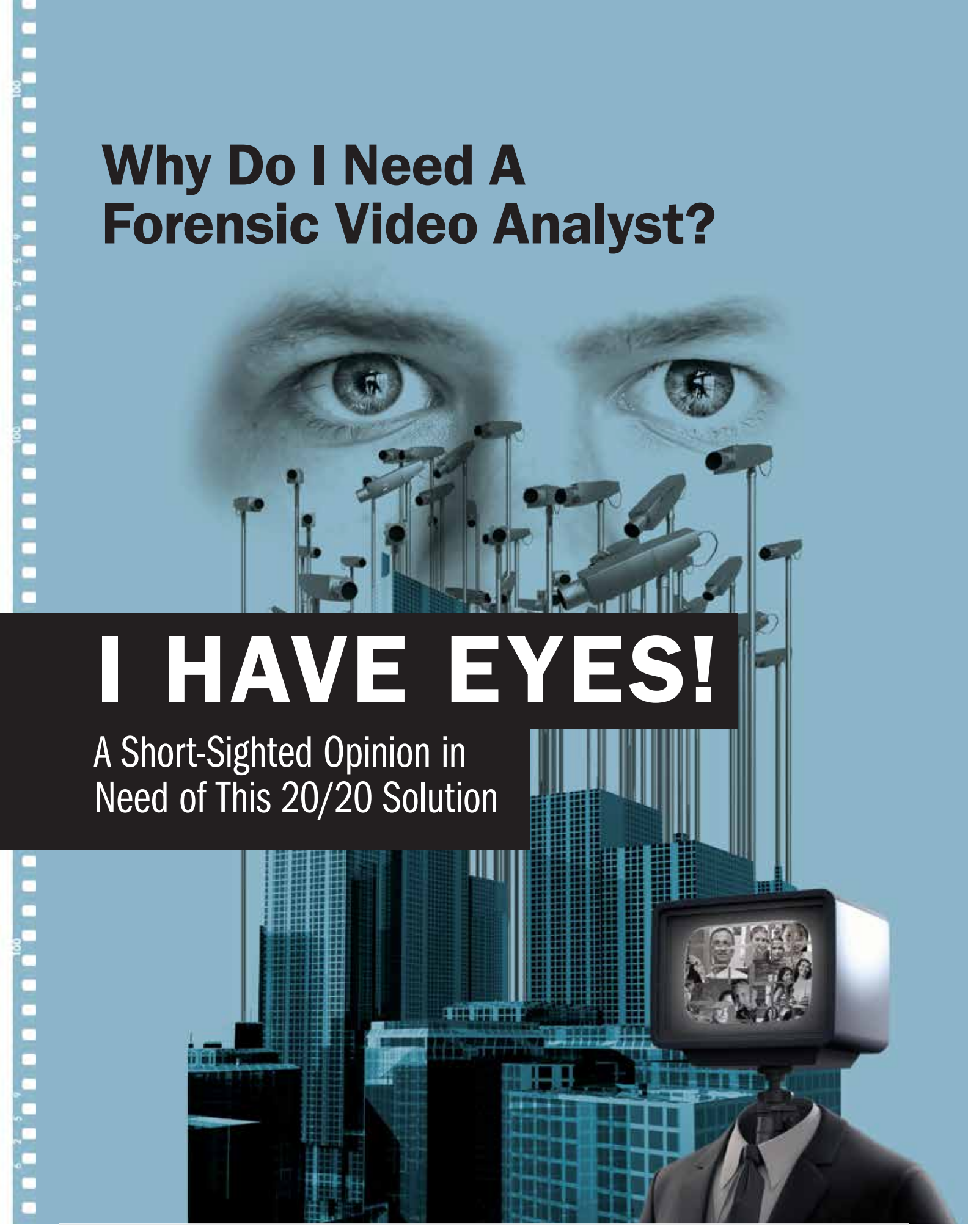
Why Do I Need A Forensic Video Analyst?



I HAVE EYES!

A Short-Sighted Opinion in Need of This 20/20 Solution

BY
Jan Garvin, Executive Director, Law Enforcement & Emergency Services Video Association International, Inc., and Kim Meline, Chair, Forensic Video Certification Board, International Association for Identification

"FORENSIC VIDEO ANALYSIS IS A VERY POWERFUL TOOL that can be used in search of the truth. There is no prosecution truth or defense truth; there is only the truth."

To the lofty statement above, Jonathan Hak, Q.C., a recently retired major crimes prosecutor for the Crown Prosecution Services in Calgary, Alberta, Canada, adds this ominous thought, "Though forensic video analysis has been used in our courts for over 25 years, it remains an area of expertise that is constantly under attack."

Prosecutor Hak points out,

> *These attacks include challenges to the science itself under Daubert and Frye; arguments that the trier of fact does not need expert assistance in understanding the video evidence; that the expert opinion evidence is too powerful and usurps the function of the trier of fact; that it was done incorrectly; that the analyst is not properly qualified, etc.*

Rarely do the challenges cited by Prosecutor Hak gain any traction, but there is no indication that they are diminishing. But, why is a technique that has been used for over two decades "constantly under attack" in the first place?

As an impartial, third-party recording of events ranging from shoplifting to massive terrorist events, video can be decisive evidence in the fight against crime. Video is capable of not only recording suspects before, during, and after an event, but also indicating items used in the commission of crimes and identifying victims. Gone are the days of relying solely on eyewitness testimony. Now, testimony is corroborated by video.

For example, by the end of 2018, more than 70,000 cameras had been installed across Singapore. "It has thus become increasingly vital that the Singapore Police Force have the necessary resources trained properly in forensic video analysis to maximize the use of video footage in solving crimes," states LIM Tuan Liang, head of the SPF's Technology Crime Forensic Branch. By the end of 2017, video footage from SPF's cameras helped to solve more than 2,300 cases.

What elevates the growing use of a video to a problem of epic proportions is the variety of video systems and formats that can enter into every investigation, including drones; high-definition; cloud-based storage; gaming systems; body-worn cameras; dash cams; and, especially, cellphones.

Why especially cellphones? This technology has led to a surge in the amount of crowdsourced video evidence and a considerable number of personnel are required to capitalize on it quickly and accurately.

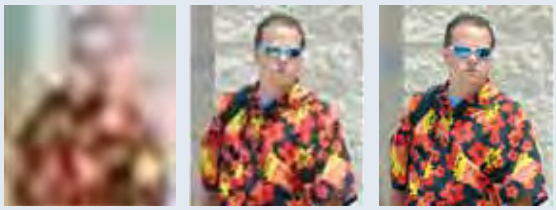
Take into account, for example, two large-scale investigations conducted by the Federal Bureau of Investigation. At the time of the investigation, the Boston Marathon bombing in 2013 was the largest amount of security video and crowdsourced images ever collected by the FBI in a single investigation. The Bureau reports collecting more than 1,000 pieces of CCTV footage and receiving approximately 80,000 still images submitted by the public through its public-facing website. Four years later, the investigation into the Las Vegas Harvest Festival shooting yielded more than 21,500 hours of video and more than 250,000 images. This is an extraordinary amount of data for the FBI to parse, let alone most state and local law enforcement agencies.

THE NEED FOR VIDEO ANALYSIS EXPERTISE

The Miami-Dade, Florida, Police Department created its Forensic Video Unit in 2009 in response to the growing video trend. "The number of cases we've encountered that include video evidence is overwhelming," according to Lieutenant Maggie Varela. "As with all forensic applications, we've discovered the importance of having properly trained and certified personnel for the collection, documentation, and processing of forensic video evidence."

Handling, processing, and analyzing video evidence do require specific expertise—specifically, the expertise required to safely and accurately recover, playback, process, and interpret video evidence.

Proper training is required to accurately recover or enhance low-resolution video and images, as well as other visual complexities.



Windows Media Player is one of the most familiar digital video players; however, different video file formats require different players.

This is the same individual's face at different aspect ratios.

Video Evidence Recovery

In the past, video evidence recovery was uncomplicated. A law enforcement officer typically asked the owner of a security system to eject the VHS tape, placed the tape into an evidence bag, and entered that bag into the evidence room. Video savvy officers might even remove the "write-protect" tab on the VHS casing.

In the recovery of video evidence from digital video recorders (DVRs), the analysts are faced with learning the ins and outs of virtually every system with which they come in contact, none of which have common interfaces and operating systems. The analyst is expected to assess the system to determine which method ensures the highest quality video output to give the most accurate depiction of events.

Crucial information vital to the investigation and establishing the authenticity of the video can be gleaned from the DVR, if the analyst knows where to look (and what to look for). Information including software versions, motion detection, frame rates, resolutions of imagery, and time and date of recording are central to establishing the video data information is what it purports to be, thus allowing its introduction in court.

Video Evidence Playback

The issues associated with the bygone days of the VHS carry over into video evidence playback. Due to the large number of DVR manufacturers, there are a similar large number of digital video file formats, with each file requiring an associated proprietary player or codec (coder/decoder) to properly play back. While an experienced analyst can often find the associated player, or a workaround, the inexperienced individual might give up trying.

The issues don't end there. DVR manufacturers seem to think like engineers, not like artists, analysts, police officers, or courts. While the latter groups want an accurate image or video, the former usually thinks in terms of "How much data can I cram on the hard drive?" This thinking results in multiple issues that these video systems can cause, including the following problems:

- Distortion of aspect ratio—the changing of shapes of items in the image.
- Distortion of color and brightness.
- Frame rate distortions—The human eye requires approximately 12 frames (snapshots) per second to perceive fluid motion. What happens when the video offers only 1 or 2 frames per second? There is missing information. An experienced analyst is capable of explaining this phenomenon, including why what you (the officer, court, or jury) want to see might not be present or why the present frame rate is misleading.
- Motion detection can lead to large gaps in coverage and the possibility of missing video information.
- Color differences with infrared cameras—Fabrics reflect IR light differently than visible light, changing the way they appear when captured under IR (low-light) conditions. An experienced analyst knows how to explain this occurrence and can duplicate the effect when the tonality of an item is in question.

Video Evidence Processing

When it comes to video evidence processing, a major job of the analyst is to know what NOT to do. The untrained examiner can do major damage to video evidence through the introduction of further lossy compression (the discarding of visual

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The same backpack is presented in both images; however, the black and white image is an infrared image.

information) if processed incorrectly. The job of the trained analyst is to clarify the video, preserving detail in the visual information, because once the video is compressed, that detail cannot be restored.

Also, DVRs are known to mysteriously adjust the timing of the audio and video, so the data are no longer synchronized. An experienced analyst recognizes clues to re-synchronize the audio and video. This information can be indispensable, particularly in investigations where the timing of events needs to be interpreted, such as during the investigations of officer-involved shootings.

Video Evidence Interpretation

An experienced and trained analyst should be capable of giving opinions regarding video evidence in court cases or when helping an officer understand the evidence. These opinions are sometimes regarding the technical details of the evidence, but they may be interpretations of the imagery as well. Common questions include, "Is the object in the suspect's hand a weapon, a cellphone, or something else?" or "What is the make, model, year, and license plate number of this vehicle?"

Using scientific methodology, a trained video analyst can compare people or items in two different images to determine if they are a match.

Forensic video analysts are often asked to complete advanced analytical tasks, including the following:

- *Photogrammetry*: Measurements of objects depicted in imagery, thus including or eliminating the subject of an investigation, the detail of a firearm, or the speed of a vehicle.
- *Comparison*: Like a fingerprint analyst, a video analyst uses a scientific methodology to compare questioned items or people to known items or people.
- *Authenticity*: When a question arises as to whether a video has been manipulated or whether it is digitally created (as is often the assertion in innocent imagery investigations), the experienced analyst examines the imagery and renders an opinion as to its authenticity for the purpose of playback in court.

THE CHALLENGES OF FINDING CERTIFIED EXPERTS

In many cases, the forensic video analyst can counter claims made by untrained individuals. While a multitude of "experts" advertise their experience in video editing, this is not the same as using scientific basis to present and interpret video evidence. It is common for attorneys to retain video analysts who lack specific forensic training, and it is also common for judges to allow them to testify. Public defenders frequently use analysts with little or no training in forensic video analysis. Some of these individuals have testified in cases even after being excluded by a judge in a previous case or being caught lying about their experience or during their testimony. The danger of this is considerable to both the prosecution and the defense.

George Reis is a certified video analyst and recognized as an expert witness in video analysis, photographic analysis, and photography. He has

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TRAINING AND CERTIFICATION

To promote and support the education of forensic video technicians and analysts, two organizations have implemented training regimens, as well as certification programs, to identify individuals who demonstrate proficiency in tasks commonly associated with multimedia evidence. These organizations are the Law Enforcement and Emergency Services Video Association (LEVA) and the International Association for Identification (IAI).

LEVA is an organization dedicated to the training of forensic video technicians and analysts on a global scale. LEVA has been providing forensic video training since 2000 and introduced its certifications in 2006. Technicians achieve certifications through the completion of rigorous courses, and analysts (those certified to give opinions in court) attend additional courses and are required to pass an oral board examination.

LEVA has also begun a long-term partnership with Nottingham Trent University and Nottinghamshire Police to deliver established training and certifications in Europe.

IAI is an organization dedicated to training for forensic practitioners in general and has been in existence since 1915. IAI certification in forensic video analysis is achieved through a demonstration of a set number of training hours, recommendations, and written and practical tests. IAI certification for video analysis was established in 2011.

For more information about LEVA, training, or certification, go to www.leva.org or email LEVA Executive Director Mr. Jan Garvin at training@leva.org.

For more information about the IAI and its certification, go to www.theiai.org or email Kim Meline, chair of the Forensic Video Certification Board at kameline@fbi.gov.

had firsthand encounters with false experts in court:

> *These untrained analysts testify with the confidence of someone with more training and can mislead the jury in the case—calling into question the science of forensic video analysis. This often leads to a distraction of the case as more time needs to be spent on issues related to methodology, best practices, training, and competence, rather than on assisting the trier of fact to understand the value of the video evidence itself.*

Grant Fredericks, also a certified video analyst, is a pioneer in forensic video analysis and has testified as an expert witness over 200 times in courts at all levels. He's discovered it's not uncommon for trained video forensic experts to sit across the aisle from an opposing "expert" who has analyzed evidence and offered an opinion, but has never taken any video-related courses. He pointed out,

> *They are usually experts in other areas who make the assumption that video is just a series of images that speak for themselves. They have no understanding of compression and the effects of prediction and artifacts in the video.*

Fredericks knows it's a common argument in court by an attorney to present to the jury that the expert's vision is no better than theirs and the jurors should believe their own eyes. When that happens, the jurors often have 12 different opinions of what they're seeing.

Stacey Bailey of the Orange County, California, District Attorney's Office added,

> *I expect to be asked about my training when testifying… if I had to say under oath that I had little or no training, how could I expect a jury to take anything I had to say seriously? If the tables were turned and I was the juror hearing that the witness had no training, I might think, "Why do I need a forensic video analyst to interpret this video for me? I have eyes!"*

Challenges vary around the world for accessing training (and funding for training) for video analysts.

"It's fair to say that comprehensive forensic video analysis training has been somewhat elusive to the UK," says Mark Davies, manager of the Digital Image Evidence Unit for the Nottinghamshire Police. Davies said the ability to produce easily digestible digital media evidence for the criminal justice system plays an essential part in investigations. "As the complexity, quality, and quantity of source material increases the timeframes in which labs are expected to deliver it reduces," he noted.

The Virginia Beach Police Department faced five years struggling to find program funding for, as Julissa Armstrong of that Virginia agency put it "proper video training." The forensic specialists said they convinced their upper management that it was a necessity after logging how many cases they worked and how many of those cases had key video evidence. "It's becoming very beneficial now as our unit goes for ISO accreditation."

CONCLUSION

It is imperative the collected video is analyzed properly, and any conclusions drawn from the video are sound. Doing so saves time during an investigation and can save the department significant amounts of money in the event of lawsuits, as well as saving the agency's reputation in a court of law and the court of public opinion.

Evidence that substantially aids in the search for the truth will continue to be challenged by the legal profession. It is for this reason that those tasked with forensic video analysis must undergo a robust training process and must achieve a recognized level of competence. "That alone is not enough," warns Prosecutor Hak. "Attorneys who introduce this evidence in court must also have a strong understanding of forensic video analysis law in order to properly defend and present this evidence."

IACP RESOURCES

- "Tech Talk: Video Evidence in the Courtroom" (article)
- "Video Evidence is Everywhere: Training and Respect Are Needed" (article)
- "Starting a Forensic Video Unit: What Chiefs Need to Know" (article)

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FALLING BEHIND *the Curve*

The Lag in Public Safety Location Accuracy and How to Fix It

BY
Manlio Allegra, CEO/Co-Founder, Polaris Wireless, and Eddie Reyes, Director of Public Safety, Prince William County, Virginia

PUBLIC SAFETY AGENCIES HAD A CHALLENGING YEAR IN 2018.

However, despite emergencies ranging from category 4 hurricanes to mass shootings to uncontrollable wildfires, police, firefighters, and EMTs unfailingly responded to protect communities and prevent deaths. Assisting first responders in these endeavors are technologies that continue to evolve to meet the distinct needs of the public safety community. Advances have been made in all fields: from protective gear to weaponry and from transportation to communications. Public safety communications, in particular, has grown quickly, with government and industry actors playing a large part in technology advancements. In a Federal Communications Commission (FCC) filing posted in October 2018, the National Emergency Number Association stated that 2018 represented a "watershed moment for public safety communications." They went on to mention commitments by tech giants, the buildout of the National Public Safety Broadband Network (NPSBN or FirstNet), cloud-based computer-aided dispatch (CAD) systems, and more—all advancements that are pushing a "revolution in public safety technology and communications." These statements were made in the context of the FCC's deliberation in establishing a vertical accuracy, or z-axis, location metric.

Why is z-axis so important? Wireless network operators and device manufacturers vary in their ability to provide a latitude and longitude location to 911 from a caller in distress. In a densely populated metropolitan area, for example, with a high-rise building on each corner of a major intersection, the "blue dot" on the map may put the caller in front of one of those buildings (generally in 911 centers, it displays the location in the center of the intersection). It most likely will not plot the caller directly in front of the correct high-rise and definitely will not indicate the floor the distressed caller is on, which is problematic when the individual is unable to identify his or her precise location.

Developing a z-axis location metric was an important milestone in high-accuracy location technology for public safety use. The advance signals a major benefit for Public Safety Answering Points (PSAPs) and other first responder stakeholders for dispatching emergency response and managing responders en route and on scene. These advances in location accuracy are focused on identifying the location of a wireless device both indoors and vertically. However, the public safety community is lagging in the adoption of this new technology for various reasons. Fortunately, there are ways that public safety departments can catch up and deploy high-accuracy location technology that will enable PSAPS and first responders to do their jobs more efficiently, allowing them to better protect themselves and others.

CHANGING TECHNOLOGY ENVIRONMENT FOR PSAPS

"Location accuracy is the single most important thing that keeps me up at night," says Eddie Reyes, director of public safety, Prince William County, Virginia, and chair of the IACP Communications and Technology Committee. He adds, "Daily and sometimes hourly, we struggle to find persons experiencing a medical emergency or involved in a crash, and they cannot understand why a pizza delivery driver can find them and we cannot."

Given location uncertainty for 911 callers, many PSAPs answer the calls with "Where is your emergency?" Once the call takers identify the location, only then do they ask about the caller's emergency. CAD systems typically display the caller's general location as provided by the wireless network operator. While this location identification has improved since the introduction of mobile phones when all that was provided was the serving cell site location and maybe the sector of that cell site, there is still room for improvement when it comes to location accuracy of wireless callers who do not know their location. With more than 80 percent of emergency calls now coming in from mobile phones and a majority of those calls being made indoors, location accuracy is not a "nice to have"—it is a must have. The general public believes 911 knows their location just as well as a commercial rideshare application, but that is just not the case, at least not yet.

PSAPs are busy going through Next Generation 911, or NG911 and Emergency Services IP Network (ESInet) upgrades. These upgrades are very helpful in providing enhanced back-end routing and enriched IP data for CAD systems, but they do not provide improved location data on their own. Outside of CAD, there are other NG911-enabled solutions that provide location direct from devices. This location can be much better than what is provided by the wireless carriers to CAD systems. This is changing, though. The FCC has mandated enhanced indoor location accuracy from the wireless carriers and is in the process of mandating vertical location capabilities as well. The carriers are working with industry and on their own to ensure compliance with the FCC's requirements.

The gold standard of location for public safety is a specific civic address; the floor number; and as possible, the specific door within a building. Because mobile phones are, by definition, mobile, there is no specific automatic location identification (ALI) database similar to what is available for landlines. Carriers and other industry vendors are working on databases of Wi-Fi and other access points to create some level of dispatchable location that could help translate a device location into a nearby civic address, even to include floor level where available and as practical. This requires a massive amount of data, some databases rely on voluntary registration, and privacy issues are of concern. Reliability and confidence are uncertain as well—the worst case would be to provide public safety the wrong address with a high confidence level. Dispatchable location is still the ultimate objective for public safety, but supporting solutions are still in the early stages of development with an unknown time frame to usable maturity.

LOCATION ACROSS THREE DIMENSIONS

In order to truly appreciate the challenge faced by public safety in deploying high-accuracy location technology, it is imperative to understand the state of the industry today, especially with respect to location measured on both the horizontal and vertical planes. High-accuracy location technology is used in public safety applications such as locating E911 callers, monitoring law enforcement movements ("blueforce tracking"), and tracking of fire and rescue personnel in various types of

buildings. Location of a wireless device can be determined in a number of ways using technology based in the wireless network, on the devices themselves, and as a hybrid of the two. Many of these solutions, including those discussed herein, are broadly implementable technologies that do not requiring specific tracking hardware. Solutions exist that require additional specific equipment, investment, and training, but they are most applicable to very specific use cases, such as fire response.

Device-based technologies work only on a specific operating system, such as Apple or Android. The technology determines location based on signals emanating from the device. These technologies have proven to be highly accurate in measuring horizontal (x,y) location, but, to date, no device-based 3D location solution has been delivered that is proven to meet the full needs of public safety agencies. Even if a usable solution had been introduced, it would not have worked universally across a given area, since it could identify only a specific company's devices. Therefore, a public safety agency would need to adopt multiple systems or risk being unable to locate callers or first responders across all platforms.

Network-based technologies are device-agnostic, so they do not have the limitations of platform-specific solutions. However, these solutions require the cooperation of cellular network providers to deploy specialized hardware within the cellular network equipment, and sometimes throughout the area being covered, which is both time consuming and costly. Because this cost and effort is undertaken by the wireless industry, regulation is usually required to make this happen. Even with this investment, some network-based solutions also require specific changes to devices operating on these networks, which further increases the cost and delays of universal implementation.

Hybrid technologies are software based and combine the best of device- and network-based location solutions. Because hybrid technologies incorporate inputs from a wide variety of sources using multiple location techniques, they are the most adaptable in diverse environments. For example, hybrid technologies incorporate Wi-Fi signals to increase accuracy. In scenarios where a building's Wi-Fi may be inoperable, the hybrid solution compensates by incorporating cellular signals and device sensors. Hybrid solutions typically produce the most accurate location measurements and, thus, are highly applicable to use by public safety agencies. Software-based solutions still require the cooperation of the wireless network operator, but, because no network hardware is involved, the deployment takes much less time, effort, and cost. Upcoming advances in software technology promise to bypass even that requirement, and these so-called "over-the-top" solutions can provide high-accuracy location of a device via a downloadable app and without the direct involvement of the wireless network operator.

The FCC has already issued requirements for wireless network operators to provide horizontal location accuracy within 50 meters for 50 percent of emergency calls in 2017, with that requirement rising to 80 percent by 2021. In 2018, the cellular industry conducted independent testing to determine the state of existing barometric-based vertical location solutions. The tests incorporated dozens of buildings, hundreds of test locations, and thousands of simulated emergency calls across the San Francisco, California; Atlanta, Georgia; and Chicago, Illinois, metropolitan areas. The solutions under test (one hardware-based and one software-based; device-based technologies did not participate) were successful, demonstrated floor-level accuracy, and suggested huge benefits for public safety departments if they are able to leverage this new technology.

FACTORS HINDERING ADOPTION OF 3D LOCATION TECHNOLOGY

With these major advances in pinpointing emergency callers or first responders, one would imagine that wireless carriers and public safety agencies are rushing to adopt these new capabilities, but that is not always the case. The reality is that public safety agencies have finite resources to invest in a wide range of new technologies and high-accuracy location isn't always at the top of the list. Add to this the need, in many cases, for wireless network operator cooperation, and the choice of a 3D location solution becomes more complicated.

A combination of factors prevents some public safety agencies from adopting these new technologies. Large public safety agencies and some federal agencies sometimes have state-of-the-art technology because they face a level of threats that demands this continuous investment, and they have the funding to make those investments. Other agencies must instead prioritize their investments. For example, according to Director Reyes, in the past few years, there has been significant investment by PSAPs in upgrading technology ranging from new facilities to NG911 and investment by law enforcement

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in body-worn cameras along with storage and policies for the cameras' use. There has also been public safety investment in data analytics to help departments analyze and possibly predict where and when crimes will happen to improve crime prevention efforts. In addition, for some agencies, additional personnel, training, and support services are more impactful investments than upgraded technology.

Even though some municipalities are increasing their budgets for public safety (Oakland, California, spends 41 percent of its total city budget on policing, and Chicago spends 39 percent), a large share of the increases goes toward officer salaries, benefits, and training, so what is left over for technology investment varies and might not always cover the cost of the latest technology. Additionally, many municipalities are recovering from or still dealing with financial hardships.

Director Reyes pointed out that, when location technology is deployed, it has aided in getting first responders to the exact location of the caller more quickly, which often means the difference between life and death. 3D location promises even more advancements. For example, when first responders are dispatched to a multistory building, they often go in blind, not knowing where people are and what floors they are on, let alone which door to use for access. Having a way to pinpoint callers' locations by their wireless devices would be a game changer. On top of that, agencies could also track the responders to detect their location and direct them to a different floor or entrance as needed. The recent availability of NG911-enabled location is helpful, but it also adds complexity since call takers may need to check multiple systems to determine a caller's location, which is why emergency operators often ask for the caller's location ("Where is your emergency?"). The CAD system is fed caller location from the wireless carrier, while the NG911 system provides a location from the device itself, and sometimes, the separation between the two locations is significant. Many departments rely on the caller's stated location if provided, followed by the CAD system, and check the NG911 location as a backup. Emergency department processes vary, but the variation and potential conflict in provided locations are problematic.

Beyond budgets, another issue that delays public safety agencies from investing in new location technology is the effort in managing upgrades and integrations of different technologies. NG911 and ESInet upgrades are significant undertakings that need to have very long, useful lives because agencies often cannot support frequent changes. Policies around use and data retention are also part of the equation. When location technology is put in place, it produces significant amounts of data on the movements of both officers and members of the public. These data are sensitive and must be stored properly with the appropriate safeguards and in accordance with the law. The policies around body-worn cameras have taken years to evolve, and some agencies have deferred purchasing body-worn cameras for reasons of storage and policies of use. Public safety agencies are also paying more attention to wireless carrier technology deployments now that they see how much better NG911 location can be. At the end of the day, what's driving carrier decisions are the FCC regulations around E911 call location identification—and now vertical location—and, of course, the economics of the technologies available to them.

Outside of the wireless network, public safety agencies are seeing developments from NG911 systems that deliver device location, although these systems haven't produced 3D location yet. From a law enforcement perspective, individual agencies may explore specialized applications that, when downloaded into officers' devices, can provide pinpoint location, and even produce historical data on emergency responses that can help with investigations and data retention. Because most of these applications work on existing devices and are cloud based, they can be deployed relatively quickly and easily, which is another benefit.

RECOMMENDATIONS

Public safety agencies are the end users of location solutions and obviously know whether the locations they are being provided are accurate. Locations provided verbally from callers themselves are typically the most accurate, but CAD systems and NG911 systems are pure technology-driven sources of the location. Getting a civic address from CAD is the best alternative to getting it from callers, but technology solutions have become quite accurate and can deliver vertical location that is just not available via other information technologies. Despite the challenges public safety agencies face, there are ways they can take advantage of the advances in location accuracy that are available to them, whether their focus is on a PSAP, police department, or other first responder organization. In order to overcome the challenges outlined by Director Reyes, public safety agencies can employ a variety of tactics.

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Ensure deployment of best-in-class technologies.

The public safety community needs to keep pressure on wireless carriers to adopt the best possible location technologies. Agencies can also choose CAD solutions that employ alternative location technologies that might or might not be delivered by the wireless carriers. NG911 location capabilities are also encouraging, but they are not fully integrated into CAD systems, nor do they provide vertical location. As addresses linked to landline phones became less useful with the explosive growth of cellphones, location technology has evolved to bring some level of civic addresses by pinpointing the latitude, longitude, and altitude of emergency cellphone callers.

Pay attention to provided location.

As the ultimate consumer of E911 location, PSAPs need to monitor the caller locations being provided by their systems. Whether from CAD or NG911, from carriers or devices or other sources, PSAP call takers and dispatch will know when location accuracy is sufficient or to the level expected. When it isn't, they need to call out the technology solutions and dig deeper into why the solutions' provided locations are not up to the level now known to be available.

Mobilize local communities.

Where funding is an issue, public safety agencies can and should mobilize local community organizations (e.g., neighborhood watch, police auxiliaries) to influence lawmakers to prioritize investment in 3D location technologies. In order to do this, public safety agencies must be able to make the case for how high-accuracy location improves operations, using measurable metrics such as reduced response times or increased officer productivity. In jurisdictions hard hit by natural disasters, public safety agencies can find allies in town halls and legislators whose constituents are demanding better preparedness ahead of the next storm.

Provide real-world examples.

Technology can sometimes seem far-removed from the day-to-day challenges facing public safety agencies. By providing real-world examples of how high-accuracy location technology can serve as a useful tool for police officers or first responders in a highly intense environment, agency leaders can sway opinion toward these investments. For example, in a mass shooting or natural disaster, police could locate emergency callers more quickly and with more accuracy. Location technology–enabled "blue-force" tracking offers faster response to emergencies, and, once responders are in place, public safety agencies could also use location technology to create a detailed heatmap of all wireless devices in an emergency area, reducing the time it takes to locate those in need.

Leverage industry groups.

Director Reyes makes the valid point that public safety IT managers need to be cognizant of all factors in upgrading and deploying new technology. Fortunately, industry groups exist to help build consensus on important issues such as new advances in technology.

In the coming years location accuracy will only become more sophisticated, with the ability to pinpoint anyone's location, whether horizontally or vertically, with a high degree of accuracy. As wireless networks adopt these capabilities, they will enable commercial applications that the general public will increasingly rely on. Through this process, the public will start to ask why, if a ridesharing service or restaurant delivery company can find their location so easily, first responders cannot do the same. The answer is that those public safety agencies can utilize state-of-the-art location technology, but they need public backing to make the investment and deployment of such solutions a priority—an effort that must begin today so as to make everyone safer through the use of high-accuracy location technology.

> ***"The public will start to ask why, if a ridesharing service or restaurant delivery company can find their location so easily, first responders cannot do the same."***

IACP RESOURCES

- "Technology Talk: Five Ways to Leverage Location Data" (article)
- "How Location-Based Services Can Improve Policing" (article)

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VIRTUAL REALITY TRAINING

NEW TECHNOLOGY OPENS UP NEW TRAINING OPPORTUNITIES FOR LAW ENFORCEMENT

BY
Cortney Harding, Founder and CEO, Friends With Holograms, and Brian Orth, Officer, Tigard, Oregon, Police Department

FOR THOSE WHO GREW UP WATCHING LAW AND ORDER MARATHONS on television, solving a crime seemed so simple. A few pointed questions, a little good cop-bad cop back and forth, and within a few minutes, the criminal was singing like a canary, just in time for the commercial break. In real life, however, it's not that easy—and as frontline officers deal with increasingly complex and challenging situations, it can take years for an officer to feel comfortable interviewing suspects and asking questions. In the meantime, rookies learn on the job, and the costs associated with that ad-hoc method of training can add up quickly.

What if there was a way to shorten the training cycle, allow officers to practice their actions in difficult scenarios, and let veteran officers learn how to better deal with new situations? To many, virtual reality (VR) is a cool toy for gamers, but it is also a useful training tool that can speed the learning process providing a real cost savings to law enforcement agencies.

VR has existed since the 1950s, but in the last few years, the market has really expanded. Higher computing power and lighter devices have led to lower costs and more widespread availability of the technology, and it seems poised to continue to grow. Simply put, VR allows users to experience situations in an immersive manner, ranging from the mundane (a piece called Job Simulator lets users sit in an office all day) to the fantastical (Spheres, which has won numerous awards at film festivals and been featured on the *Today Show*, puts viewers in outer space and lets them explore distant galaxies). As this piece will discuss, VR also has extensive practical applications and appeals to a wide audience—in the course of researching this piece, the authors put a pair of adults, one in her late sixties and the other in his early seventies, through a social work simulation. Neither of the testers said they were particularly tech-savvy, and yet both were able to use and learn from the experience easily.

VR USE CASES

In one recent use case, VR was deployed to let social workers practice asking questions of a family in crisis. The piece was built for the Oculus Go, an inexpensive headset, and consisted of a series of scenes. After hearing a hotline call, the user then was able to see the outside of the family home, looking around in 360 degrees to observe the family's living conditions. From there, the user spoke out loud and was placed into a scene where members of the family were arguing, increasing the user's heart rates and getting him or

her used to a realistic, intense situation. After that, the user could ask questions of the virtual family members, speaking out loud, so it seemed like the user and virtual characters were having a real conversation and choosing from questions that yielded different answers based on how the question was asked. In the end, the user had to select an outcome and justify the user's decision to leave the children in the home or take them into foster care.

This practicum accomplished several things. One, it allowed users to get familiar with an intense situation, so that, when they went into the field, those types of scenarios wouldn't be so new and scary. This type of training has already proven to be useful in a totally different situation—professional football. According to Jeremy Bailenson's book *Experience on Demand*, which explores several use cases for virtual reality, members of the Arizona Cardinals used VR to train for different scenarios that might happen during a football game. Quarterback Kevin Hogan used VR to train, and his passing completion rate went from 64 percent to 76 percent, while the team's total offense improved from 24 points per game to 38 points per game during the same period. But the most incredible numbers involved the success rate of scoring in the "red zone," or the space between the 20-yard line and the goal line. Prior to incorporating VR into their training, the Cardinals scored 50 percent of the times they entered the red zone—a poor rate of success. In their last 27 trips to the red zone (since the team started VR training), that rate improved to 100 percent. Law enforcement officers also have to deal with scenarios where they are forced to make quick decisions under pressure—and the consequences are of much greater impact than simply winning or losing a game.

When asked why training in VR worked so well, the Cardinal players pointed to the fact that, when they got to the real game, they felt like they had already been in the situations—having experienced them virtually—and were more comfortable making decisions and plays based on their familiarity with the scenario. This clearly translates into other high-pressure situations, like the ones law enforcement officers face every day. Of course, each specific case is unique, but even practicing common scenarios, like being in an environment that is loud and chaotic, can help officers feel better prepared.

Passive VR, like that used for practicing football plays, is just the tip of the iceberg. Voice-activated VR experiences, like the social worker example referenced earlier, can lead to even greater immersion and retention. The statistics for learning in VR show just how useful the technology can be—when compared with traditional training methods, virtual reality has a 75 percent increase in learning quality and retention. In addition, sometimes, especially in a field like law enforcement, it is just not possible or safe to train in the field, and VR is the next best thing to experiencing something in real life.

VR experiences also tend to have a longer lasting effect than more traditional learning experiences. After training in VR, construction workers not only outscored a control group who used conventional methods on tests a day later, but also far outscored the control group in tests a month later. In another use case, a group of people learning tai chi were split into two segments, half training in VR and half watching videos. The VR group performed with 25 percent higher accuracy than the video group.

People have been referring to VR as the "empathy machine" since a TED Talk a few years ago by the immersive director and artist Chris Milk, but, in this case, the technology's reputation does hold up. In user testing of the social work experience, even testers who weren't connected to the field of social work reported feeling invested in the outcome for the family and taking a long time to make a decision and picking question paths carefully, even though they all knew, on some level, that what they were seeing was not real. While the questions were written with the help of social work experts, the cast of the experience were professional actors, and the family situation was based on the combination of several cases, not one single case. Additionally, none of the accusations discussed in the piece were particularly over-the-top—in that case, the decision would have been too easy. But law enforcement officers know it is a rare situation when a suspect is caught red-handed or the crime is lurid, and they often must probe in just the right way to get the correct answer.

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COSTS OF VR TRAINING

Creating high-quality VR scenarios is not cheap by any means, but it appears more affordable when compared to alternatives. For instance, think of how much time is spent training officers in the field, during which both trainees and field training officers are paid. If that window could be shortened, and officers could take on more work duties even a few weeks sooner, that could add up to significant savings in training costs. Allowing officers to more easily train to take on additional roles or learn additional skills could result in having to hire fewer staff. Shifting spending from video modules, which have been shown to be less effective than VR training, could also lead to savings. Reducing the need to hire coaches to come and lead workshops, as well as not needing to take officers out of the field to attend those workshops is another area where agencies could see a decrease in costs. Additionally, more than one officer can participate in the training at any given time—in fact, a room full of officers could all go through the same training at the same time, and then have a discussion based on the various paths they took to reach a conclusion.

Once these aspects are considered, VR starts to be a more affordable alternative, and that's just the numbers where one-to-one comparisons can be drawn. The intangible savings are potentially even greater—what is the benefit of one officer who knows how to deal with someone having a mental health crisis and talk them down, rather than using force? What is the benefit of an officer who has practiced talking to sexual assault victims in VR and knows how to ask questions that will make them feel safe and heard, rather than ashamed and likely to stay silent? What is the benefit of an officer knowing how to ask the right questions and getting a suspect to confess, keeping the community safer?

There are several places to start when it comes to VR training. Questioning suspects is an obvious use case—officers will have to read a situation and determine what the best question path is for the person in front of them.

Officers can also be tested to see if they have any unconscious biases—if they do the same VR scenario with the same questions, but asking them of suspects of different ethnic backgrounds, are they more likely to find

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VIRTUAL REALITY IN LAW ENFORCEMENT

Virtual reality is already in use by some law enforcement agencies, including for use-of-force training, and research on its use is also under way. Drs. Rick Houser, Dan Fonseca, and Ryan Cook of the University of Alabama have been studying the neurology behind virtual reality training in law enforcement shoot–don't shoot scenarios. Using an EEG, they measure beta wave action in the participants' brains.

Virtual reality training for law enforcement simulators have become very attractive to some agencies from Monmouth, New Jersey, to Lodi, California. One company, Apex Officer, has VR simulator training modules designed for de-escalation, crisis intervention, active shooter, domestic violence, and more. A study on these type of training modules is currently in progress, as well.

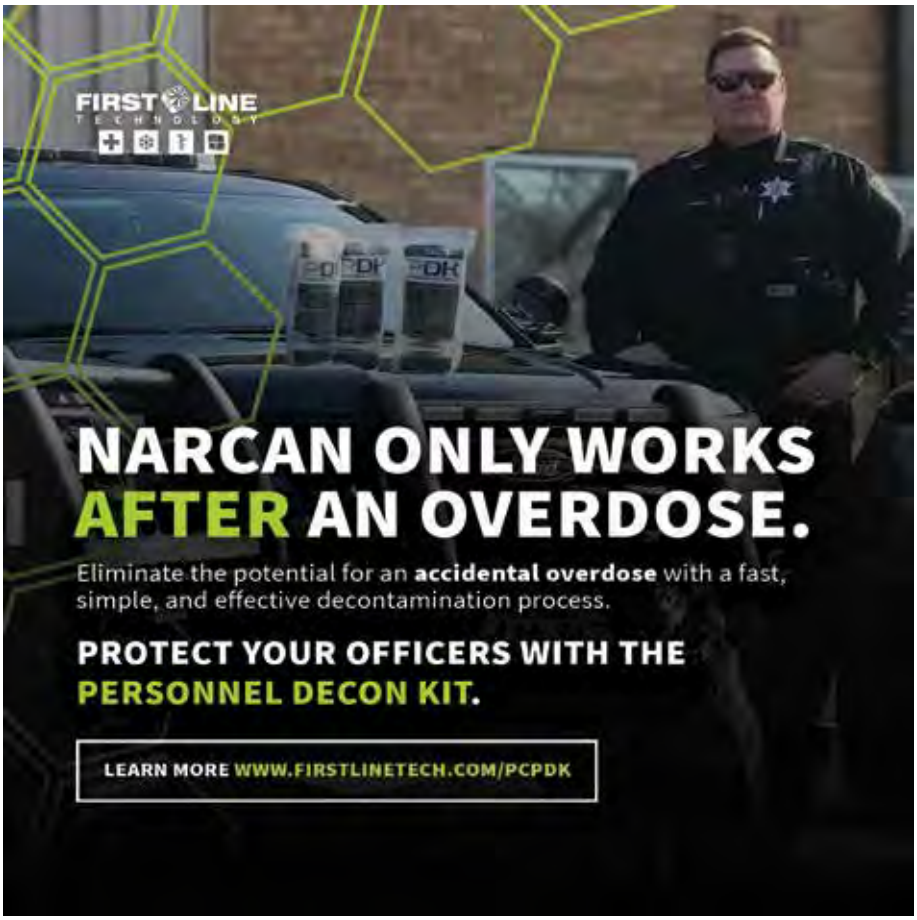
someone of a certain background to be a credible suspect or not?

Officers can also practice de-escalation tactics, observational skills (looking around a chaotic environment and noticing certain clues), or work on getting better at speaking with community members in the officer's non-native language. Officers can also practice talking with witnesses to make sure they ask questions that will yield the most useful information and even run simulations where they have to deliver bad news to a family who has just lost a loved one. There is also value in training officers to deal with situations they are unlikely to encounter day-to-day—but could have huge implications if mishandled, such as a hostage crisis or a mass shooting. Virtually any scenario an officer encounters can be created as a VR experience, and creators could even use body-cam or dash-cam footage as the basis for those scenarios.

Given the cost of creating VR experiences, it would make sense for larger and better funded departments to be the first movers and create pieces that could then be licensed to smaller departments. For the larger departments, this would offset the cost of creating the work and in fact, could result in a new revenue stream; for smaller departments, this would allow them to access the technology at a fraction of the cost. Some larger departments could also create custom experiences based on problems specific to their local area or in response to local incidents.

In addition to budgetary challenges, there is a learning curve for VR; however, a well-designed experience should be very intuitive and user friendly. Some people will be resistant to using the headsets, just as people are resistant to using any new technology. VR should never be seen as a one-to-one substitute for training in person, but rather a way to fill in gaps and supplement. VR experiences should also be carefully crafted to not reinforce negative stereotypes of the technology.

In a few years, using VR for training will be as common as using videos or classroom simulations are now. Those departments that commit to starting early are likely to reap huge benefits, both in terms of savings and performance.



IACP RESOURCE

- "The Landscape of Police Education and Training 2037" (article)

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BY
Mary Beth Hall, Director of Wireless Strategy, Panasonic

Building Tomorrow's "Connected Officer" with Today's Digital Solutions

WHEN DISASTER STRIKES, LAW ENFORCEMENT OFFICERS AND OTHER FIRST RESPONDERS MUST BE ABLE TO RESPOND TO EMERGENCY SITUATIONS AND PROTECT THEIR COMMUNITIES AS EFFECTIVELY AS POSSIBLE. WITH THREATS TO PUBLIC SAFETY SUCH AS NATURAL DISASTERS AND ACTIVE SHOOTER INCIDENTS OCCURRING AROUND THE WORLD, DISJOINTED NETWORKS CAN NO LONGER BE A MAJOR CHANNEL OF COMMUNICATION FOR THE OFFICERS TASKED WITH PROTECTION OF PEOPLE AND COMMUNITIES. LAW ENFORCEMENT, INSTEAD, REQUIRES INNOVATIVE TECHNOLOGIES THAT CAN ENABLE CONSTANT CONNECTIVITY AND THE EFFICIENT COORDINATION OF EFFORTS ACROSS PUBLIC SAFETY AGENCIES AND JURISDICTIONS.

While seamless communication must be an industry standard, new opportunities to help police better serve the public should be included in the consideration of technology options. Yesterday's technology can no longer support the needs of today's law enforcement officers. Today's technology includes smartphones, smartwatches, and even smart cities. Digital technology is improving consumers' lives and connectivity and must do the same for law enforcement. Mobile devices connect users to real-time information, creating connected communities; police must be empowered with the same advantages. It is essential that every officer be a "connected officer" to effectively protect communities, today, tomorrow, and beyond.

As law enforcement delves further into the digital age, the profession is learning from experiences and successes across the field. Two scenarios are presented herein to detail the critical role of connected devices in police officers' capabilities to run point on rescue, recovery, and security efforts at scale.

FIRSTNET'S CRITICAL ROLE IN DISASTER RECOVERY

From Hurricane Michael to the California wildfires, 2018 was riddled with threats to public safety that proved the need for FirstNet. However, the need for a dedicated network for first responders in the United States dates back to September 11, 2001. When first responders faced communication issues due to network congestion, the industry called for a U.S.-wide interoperable communications network, along with the digital tools needed to maintain constant connectivity when responding to future emergencies.

> *It is essential that every officer be a 'connected officer' to effectively protect communities, today, tomorrow, and beyond.*

Now in the age of FirstNet, the wireless broadband network operated at 90 percent or better during Hurricane Michael, enabling first responders to remain connected throughout the storm. By transitioning mobile devices to a FirstNet plan, agencies could send and receive data, voice, video, images, and text messages without concerns about network congestion during the fourth most powerful storm on record to hit the United States. While crowded cellular networks had stalled first responders' ability to react to emergency situations in the past, FirstNet equipped responders with access to real-time data and apps needed to increase situational awareness and communicate with other officers and responders when it mattered most.

With all 50 states, five U.S. territories, and Washington, DC, opting into the FirstNet network, connected device usage only stands to increase across the law enforcement industry over the coming years, making the concept of the "connected officer" more tangible than ever before. As the adoption of FirstNet-enabled devices continues to grow, so will first responders' ability to communicate with team members in real time when disaster strikes. By equipping officers with tools that enable constant connectivity, up-to-date information, and visibility, officers can focus on what matters most—keeping communities safe every day and especially when responding to emergency situations.

PROTECTING COMMUNITIES WITH MOBILE DEVICES AND SMART CITIES TECHNOLOGY

Powered by connected devices, Internet of Things (IoT) sensors, and environmental cameras, smart city technologies allow law enforcement agencies to communicate and work together more effectively and make better decisions in real time. While 66 percent of U.S. cities have already invested in smart city technology according to the National League of Cities, cities plan to invest $41 trillion to upgrade infrastructure to benefit from IoT developments over the next 20 years. As smart city technology can significantly help fight crime and improve public safety, research by McKinsey Global Institute suggests that the public safety sector in areas that adopt smart city applications can achieve the following outcomes:

- Reduce fatalities from road traffic, homicide, and fires by 8–10 percent
- Decrease incidents of assault, robbery, and burglary by 30–40 percent
- Optimize dispatching and synchronized traffic lights to lower emergency response times by 20–35 percent

With investments in smart cities technology quickly increasing, law enforcement agencies must ensure their officers are using devices that allow them to reap the benefits of these innovative technologies. Police officers equipped with mobile devices and connected to smart technologies will be able to access real-time IoT devices and smart sensor data to react securely, quickly, and efficiently to public safety threats, potentially even before they occur.

As cities continue to adopt smart technology, they're outfitting traffic lights, utility poles, and buildings with smart nodes to build a vast network of sensors that can capture and transmit critical information law enforcement officers need to monitor and manage traffic and crash response times with colleagues. When a traffic incident occurs, smart cities technology captures information from all involved vehicles in a cloud-based software that alerts officers of the crash. The data are then instantly transmitted to officers' mobile devices, providing the real-time visibility agencies need to access the scene, alert personnel of existing coverage, and determine where officers are needed to help manage the situation. This not only equips officers with the connectivity they need to enable quicker and more precise emergency responses, but also improves interagency communications and collaboration—no more crowded radio networks for dispatchers. As smart cities technology and Internet traffic continue to grow, mobile devices connected to the FirstNet network can enable agencies on the wireless broadband network to communicate rapidly and securely with officers on the front lines and in the office, as well as partners in neighboring jurisdictions.

While deploying connected devices can seem easier said than done, law enforcement agencies are already in various stages of adoption, often grappling with budget concerns or how to replace legacy systems. Whether an agency is an early adopter, an established user, or poised to benefit from additional integrations, technology partners can help agencies consider how to replace disjointed communications systems with technology that empowers the "connected officer" of tomorrow. As the future of law enforcement rides on the capabilities of today's connected devices, equipping police officers with connected technology now will be critical to getting ahead of tomorrow's emergencies.

BY
Scott Harris, Freelance Writer

Digital and Physical Worlds Come Together for Crime Scene Investigations

EVEN IN THE INCREASINGLY DIGITAL WORLD, MUCH OF THE WORK INVOLVED IN CRIME SCENE PROCESSING REMAINS INHERENTLY PHYSICAL. NONETHELESS, NEW TECHNOLOGIES ARE SHAPING THE LANDSCAPE, INCLUDING INFLUENCING THE TOOLS LAW ENFORCEMENT PROFESSIONALS USE TO INVESTIGATE, COLLABORATE, AND PROCESS EVIDENCE.

A range of products and services exist that offer both cutting-edge and time-tested solutions needed for one of the most important aspects of law enforcement.

The National Institute of Justice (NIJ), a research agency within the U.S. Department of Justice that compiles and disseminates information for law enforcement professionals on topics including crime scene handling, emphasizes that an effective crime scene investigation combines physical and documentary evidence.

"If crime scene investigators do not act methodically, they risk contaminating or losing evidence," NIJ's website states. "Approach a crime scene investigation as if it will be your only opportunity to preserve and recover evidence. Combine a scientific assessment of physical evidence with case information and witness statements as you assess the scene." Thus, an effective investigation, as defined here, requires the use of both technology and hands-on police work.

TECHNOLOGICAL SOLUTIONS

Various technologies are helping forensic scientists and investigators increase efficiency and save time during their work, without sacrificing thoroughness. One of these solutions is CrimePad, a mobile app for Apple, Windows, and Android platforms that turns tablets into a portable hub for the entire investigations team.

"CrimePad was developed right after iPads," said Jeff Gurvis, a forensic scientist by training and a co-founder of Visionations, the Denver, Colorado, vendor that developed CrimePad. "We thought it was a great way to replace pen and paper. You can record the info in an app in real time. The true power isn't just the transition to electronics. It's in the collaboration."

CrimePad users can log data into the app for each investigation, upload sketches and photos, or take photos directly from the device, and document interviews and all other investigative techniques and actions, while allowing all team members to view the data in real time.

"It's about real-time collaboration," said Lance Christman, another Visionations co-founder. "There's no multiday delay. When you're done, you're done. There's no need to assimilate notes and different workflows. You just generate the reports."

That collaborative spirit appears not only in how CrimePad connects its users, but also in how it distinguishes them. Each professional category has its interface, tailored to that profession's skill set. That grouping enables users to focus on their tasks and better contribute to the broader investigation.

"Each person has a defined role, so we've developed each user's screen with only what they are doing and what they need for their role," Gurvis said. "There's nothing unnecessary, no overload of information. One of our primary focus points was always the user experience."

According to Gurvis, CrimePad can achieve some process efficiencies. One customer's internal research found that CrimePad halved the time it took to produce a report after the initial crime scene investigation. Another agency reduced the steps from the crime scene to the court from 187 to 85.

"It covers all the documentation, all the techniques," Gurvis said. "If they process

> *If crime scene investigators do not act methodically, they risk contaminating or losing evidence.*

a door with powder, even if it doesn't yield documentable evidence, you still have to document it. With CrimePad you're entering it one time and potentially using it downstream."

Another leading provider in the realms of forensics, crime scene processing, and related areas is Sirchie, headquartered in Youngsville, North Carolina. From training to specialized vehicles to latex gloves, Sirchie offers just about anything an agency or a crime lab might need to conduct investigations.

Among Sirchie's many offerings is E3 Universal Digital Evidence Examination Software, a digital evidence solution that processes computer files and hard drive data, smartphone and mobile data, and "emerging Internet of Things data," according to the Sirchie website. The E3 DS Mobile Evidence Examination Software is a forensics tool designed especially for mobile devices and can provide password bypass, physical imaging, data carving, app data parsing, and more.

Plenty of other high-tech devices are on Sirchie's menu of products. One of those items is designed, after a fashion, to "stop" technology. Faraday bags are an essential part of the crime scene investigation given the constantly increasing evidentiary role that smartphones and other connected devices play in investigations. Once placed inside a Faraday bag, mobile phones, GPS-equipped devices, laptop computers, tablets, and other devices are unable to send or receive Wi-Fi, radio, Bluetooth, or other signals.

PHYSICAL SOLUTIONS

The tangible tools of crime scene investigation go beyond test kits and fingerprint powder. Some products can help not only process the crime scene—but also allow investigators to recreate it.

The Lynn Peavey Company, a forensics supplies company based in Lenexa, Kansas, provides several products to help investigators produce accurate depictions of real incidents. For instance, the company's line of Blood Spatter Heads is designed to produce true-to-life, high-velocity impact spatter patterns for gunshot or blunt-force cases. According to the Lynn Peavey website, the Gunshot Head is a thinly cast hollow head lined on the inside with blood packs that can be shot with any caliber gun, while the Bludgeon Heads are filled at the top with a custom blend of wax and blood.

For crime scene reconstruction, training, or even courtroom presentations, Lynn Peavey offers a full crime scene mannequin, which is custom made to match the corpse of just about any crime victim. "It is the next best thing to facing the actual decedent on the slab at the morgue," the Lynn Peavey website notes.

The mannequin can be created to include a variety of trauma including scratch marks, tire tracks, road rash, contusions, bullet holes, bruising, livor mortis, and various stages of decomposition. Moreover, the arms and head are removable in case there is a need to document additional trauma.

As those who work crimes scenes know, even when the investigation is complete, the job is not over. Vendors are also available to help safely dispose of unneeded materials and clean up what can often be unsafe environments.

Drugs are a common category of evidence. Destroying that evidence, however, can be time consuming and tedious. The makers of NARC Gone HD, Dallas-based Global Focus Marketing and Distribution (GFMD), say they have an answer to the problem.

NARC Gone HD is an environmentally safe chemical containing a carbon molecule that can neutralize the active ingredient in prescription drugs or illicit narcotics.

"It allows for simple disposal in the trash. It turns to a gel," said GFMD Vice President Bert Williams. "It's completely

destroyed, and it meets the standards for non-retrievable destruction. If you take our chemical and dump the drugs into a bucket and agitate it around, then leave it alone, it usually takes only a minute or two."

It can take a few minutes or, in some cases, as long as 48 hours for the actual destruction to occur, after which disposal can occur as it would for everyday garbage. It is also cost-effective, with one five-gallon container of NARC Gone HD able to handle 15,000 pills.

According to Williams, one NARC Gone HD customer saved several personnel hours for the agency every time the need arose for drug destruction.

"When you're looking at other methods for illicit drug destruction, there's only one other option: incineration," Williams said. "Usually agencies keep the drugs in a locked cabinet until they're ready for destruction, two officers in a police vehicle drive to and from an incineration facility, they have to witness the destruction, and then they get a certificate and drive back. With our method, none of that is necessary."

The last step of a crime scene investigation is the cleanup. That is a relatively thankless task that must be done carefully and professionally. Bio-One, a company with franchises around the United States, is specially equipped to clean up after homicides, suicides, and other incidents, as well as decontaminate and remediate a range of biohazardous situations.

From the moment responders arrive at the scene through the moment they close the crime scene investigation, there are tools to make both digital and physical tasks more efficient and improve the investigative value of evidence present at crime scenes.

SOURCE LIST

For contact information, please visit Police Chief Online: **policechiefmagazine.org**

- Bio-One Inc.
- Civerex Systems
- CMC Government Supply
- Crime Scene Supply
- DME Forensics
- DQE
- GFMD/NARC Gone
- HOLMANS USA
- Lynn Peavey Company
- NEC Corporation of America
- Sirchie
- Visionations/CrimePad

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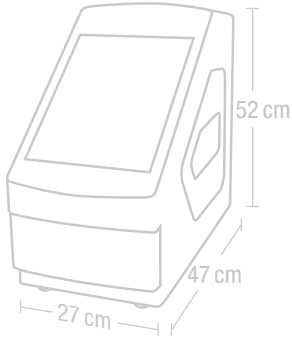

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www.thermofisher.com/rapidINTEL

Polymer Magazine

Mission First Tactical, a leader in USA-made rifle/carbine accessories, unveils the latest addition to the MFT magazine line, the Extreme Duty 5.56 Polymer Magazine. The Extreme Duty 5.56 Polymer Mag was manufactured using the newest material technology. It is designed for the AR15/M4, but it can be used with a wide range of different platforms. It is built for hard shooting and extreme treatment and firing conditions. The 5.56 mags offer increased durability through a more efficient energy transfer between the polymer and the longer fiber filaments during an impact. The Extreme Duty 5.56 Polymer comes with a lifetime warranty.

www.missionfirsttactical.com

New Caliber Uppers

DoubleStar adds two new calibers to their extensive lineup of uppers, the popular .22 Nosler and .224 Valkyrie. Both calibers are available in an 18" HBAR with the new 15.5" Cloak Handguard or the 24" Bull Barrel, which includes the beautiful Diamond Pattern National Match handguard. The .22 Nosler is available in a 1:8 twist and the .224 Valkyrie is available with a 1:7 twist. Both are available in 4140 Chrome Moly (18") and 416 Stainless Steel (24"). The .22 Nosler and .224 Valkyrie are known for their screaming fast velocities and will allow supersonic projectiles out to 1,000 yards.

www.star15.com

POLICE CHIEF *keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors;* **IACP endorsement is in no way implied.**

Rear-Seat Lockbox

Tuffy Security Products unveils the Model 352 rear under-seat lockbox, specifically designed for the 2019 GMC Sierra, Chevy Silverado Crew Cab, and Double Cab pickup trucks. It features a formfitting design and uses Tuffy's Pry-Guard patented locking system with built-in weather seals to protect the contents of the box. Model 352 is easy to install and does not require drilling. The mounting system, accessed from inside the lockbox, allows for quick removal. The lockbox is concealed from view when the bench seats are lowered, has two separate access points, and is designed to protect whatever gear is stored inside.

www.tuffyproducts.com

Tactical Light Forend

Adaptive Tactical has introduced a 300-lumen tactical flashlight that seamlessly integrates into the forend body—the EX Performance Tactical Light Forend. Designed for law enforcement application and low-light personal defense, this tactical light can be removed to allow other accessories to be mounted on, or it can be covered with the forend cap (included). The EX tactical light runs up to three hours and is powered by two AA batteries (included). It has an easy-to-reach on/off button and three illumination settings: Momentary On, Constant On, and Rapid Strobe. It is now available for the Remington and Mossberg pump shotguns.

www.adaptivetactical.com

Tactical Footwear

Warson Brands introduces two new additions to its popular Reebok Sublite Cushion Tactical series: the RB8809 and the RB8606. The RB8809 is a brown version of the series with a composite safety toe and side zipper. The RB8606 is a six-inch version, which also features a composite safety toe and side zipper. Both new additions of the series include sublite foam midsole technology to maximize cushioning and minimize weight, deep flex grooves, MemoryTech Massage Footbed that adapts to the unique contours of the foot, and a slip-resistant outsole that grips in slippery conditions.

http://reebokwork.com/sublite-tactical

Wearable Health Monitoring Solution

VitalTag detects, monitors, and transmits patient vital signs including blood pressure; heart rate; respiration rate; and other metrics such as blood oxygen (SpO2), shock index, and single-lead electrocardiogram. The patent-pending disposable suite of sensors present a wearable, cost-effective health monitoring solution. VitalTag connects seamlessly via Wi-Fi or Bluetooth to securely share patient data via a mobile app. VitalTag allows emergency responders to monitor multiple patients. Responders can see each patient's medical status and location and will receive alerts when the situation changes. VitalTag is a field prototype technology that has not yet been approved by the FDA and is not yet commercially available.

http://availabletechnologies.pnnl.gov/technology.asp?id=478

Registered Sex Offender Predictive Policing Program

OffenderWatch's new technology program, FOCUS, allows local and state agencies to better utilize resources on registered sex offenders. Using predictive analysis, it helps allocate time and resources to the highest-risk offenders. FOCUS analyzes over 100 different risk factors from the OffenderWatch records and state, federal, and commercial data sources to assign a risk score to each registered offender. It helps agencies in developing more proactive strategies and technical tools to support and reinforce their monitoring approach. The scores each offender receives is integrated into the OffenderWatch database and agencies can see all the high-risk offenders with the click of a button.

https://offenderwatch.com

Protective Riot Gear

Monadnock introduces the ExoTech Arm Protection Kit and the Delta 4 Crowd Control Helmet Kit. The arm protection kit allows any PROTECH vest or plate rack to be adapted offering blunt force trauma protection for the arms. ExoTech features upper arm, elbow, and forearm coverage. The Delta 4 Crowd Control Helmet is compatible with all riot control suits. The helmet protects against Type IIIA rounds and velocities. One package includes the PROTECH Delta 4 mid-cut helmet, made of aramid ballistic material and equipped with the R2S adjustable suspension system; the Model DK6-H.150 Non-Ballistic Face Shield; and the Non-Ballistic Nape Curtain (NBNC).

www.defense-technology.com/monadnock/riot-gear

JOIN IACP'S PLUS ONE CAMPAIGN

As a member of the IACP, you understand the value and significance of belonging to the association.

Help strengthen the IACP's collective voice as the leading law enforcement organization, by joining the IACP in the Plus One Campaign. As an IACP presidential initiative, **the goal of the campaign is to have each current member bring one new member into the association.**

Through membership growth, the IACP's global network increases, enabling the association to continue to shape the future of the policing profession.

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Number of sworn officers in your agency (*if applicable*) _____

Approximate pop. served (*if applicable*) _____

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

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By joining the IACP, I have reviewed and agree to the IACP's Privacy Policy which can found at www.theIACP.org/privacy-policy.

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

+1

Membership Categories

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

❑ Active Member (*sworn command level*) $190

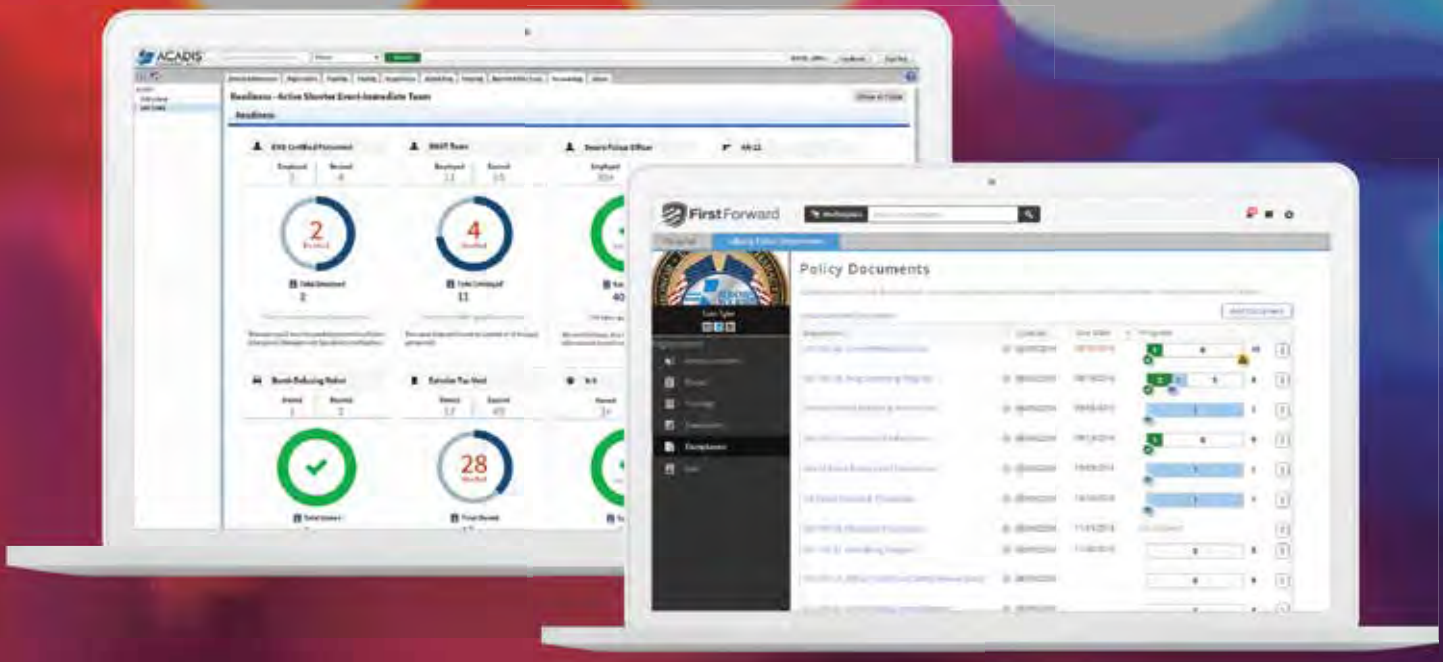
Associate Member:

❑ General $190
❑ Academic $190
❑ Service Provider $500
❑ Sworn Officer—Leader of Tomorrow (*sworn non-command level*) $75
❑ Student—Leader of Tomorrow University name: $30

Optional Section Memberships:

❑ Capitol Police Section $30
❑ Defense Chiefs of Police Section $15
❑ Drug Recognition Expert (DRE) $25
❑ Indian Country Law Enforcement $25
❑ Intl Managers Police Academy & College Training $25
❑ Law Enforcement Information Management (LEIM) $25
❑ Legal Officers $35
❑ Mid-Sized Agencies Section $50
❑ Police Foundations Section $20
❑ Police Physicians $35
❑ Police Psychological Services—initial processing fee $50
❑ Public Information Officers $15
❑ Public Transit Police No Charge
❑ Railroad Police No Charge
❑ Retired Chiefs of Police No Charge
❑ Smaller Department Section $20
❑ S & P Police Alumni Section No Charge
❑ S & P Police Academy Directors No Charge
❑ S & P Police Planning Officers No Charge
❑ University/College Police—Initial Member $50
❑ University/College Police—Additional members $15

TRAINING AND COMPLIANCE SOFTWARE



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2019 BUYERS' GUIDE

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

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

Administration
(see page 79)

Communications
(see page 79)

Computers
(see page 79)

Emergency Response
(see page 81)

Human Resources
(see page 81)

Investigation
(see page 81)

Security
(see page 82)

Tactical & Protective Equipment
(see page 83)

Traffic Enforcement
(see page 83)

Training
(see page 83)

Transportation
(see page 84)

Uniforms & Gear
(see page 84)

Weapons
(see page 84)

IACP
International Association of Chiefs of Police

CATEGORY LISTING

ADMINISTRATION
Agency Standards
Alcohol/Drug Education Products
Architects/Designers
Association
Awards/Metals/Plaques
Collision Reporting Services
Community Programs
Conferences/Educational
Consultants
Data Destruction
Detention Jail Equipment
Filing/Storage Systems
Lockers
Office Equipment/Supplies
Parade Equipment
Physical Fitness/Gym Equipment
Policy/Procedure Materials
Public Education Materials
Robots, Public Service
Safes/Vaults/Locks
Translation Services

COMMUNICATIONS
Amplifiers/Bridges/Filters/Multiplex Systems
Antennas
Batteries
Consoles
Dispatch Systems, E911/CAD
Furniture, Conventional/Ergonomic
Headsets
Interoperability
Mobile Communications/MDTs
Mounting Equipment/Hardware
Paging Systems
Public Address Equipment
Radios/Accessories
Recorders, Audio
Repeaters
Scanners
Surveillance
Tape Storage Equipment
Telephone
Weather Notification

COMPUTERS
911/E911
AFIS
Arrest Booking
Artificial Intelligence
Automatic Vehicle Locators
Case Management
Communication Management
Community Policing
Computer Accessories
Computer- Aided Dispatch
Crime Analysis
Crime Scene Analysis
Custom Software
Data Mining
Data Recovery
Emergency Management
Facial Recognition
Fleet Management
Forensics
Gang Tracking
Geographic Information
GPS
Image Search & Analysis
Incident-Based Reporting System
Information Sharing/NCIC
Intelligence Led Policing
Investigative
License Plate Recognition
Mapping
Mobile Devices
Narcotics Investigation
Networks
Online Services
Peripherals
Personnel Management & Scheduling
Photo Identification
Portable/In-Car
Predictive Policing
Property/Evidence Management
Records Management
Report Writing
Terrorism
Touch Screen Computers, Kiosks
Traffic Crash Investigation
Traffic Parking Violation Management
Training
Uniform
Video Analysis & Enhancement
Warrant Records
Weapon Tracking

EMERGENCY RESPONSE
Alarms/Evacuation
Ambulances/Accessories
CPR Masks
Defibrillators
First Aid Products
Flares/Guns/Cases
Flashers
Gas Detectors
Hazardous Materials Equipment
Hospital Equipment
Lights, Emergency
Rescue/Disaster Equipment

HUMAN RESOURCES
Departmental Promotions
Executive Placements Services
Identification, Personnel
Personnel Screening & Testing
Personnel/Recruitment
Treatment Services, Chemical Dependency/Stress

INVESTIGATION
Biometrics Equipment
Biomedical Test Instruments
Cameras, Digital
Cameras, Surveillance
Cameras, Video
Countermeasure Devices
Crime Scene Clean Up
Crime Scene Processing Equipment
DNA Test Kits
Evidence Collection
Evidence, Currency Processing
Evidence Storage/Security
Explosive Detection Systems
Facial Composite Kits
Fingerprint Kits
Forensic DNA Testing Services
Forensic Test Equipment/Kits
Gunshot Residue Test Kits
Laboratory Equipment/Supplies
Lights, Special Purpose
Marine/Diving Equipment
Surveillance Equipment
Thermal Imaging Systems
Tracking Devices
Voice Analysis

SECURITY
Access Control Devices/Systems
Alarm Systems/Intrusion Detection Systems
Cameras, CCTV/Security
Communication Security Systems
Deterrent Systems
ID Systems/Badges
Metal/Weapons Detectors
Security Devices/Systems

TACTICAL AND PROTECTIVE EQUIPMENT
Armored Shields
Ballistic Materials
Barricades
Body Armor

Bomb Detection
Bomb Disposal
Cameras, Body-Worn
Cases, Protective
Chemical Munitions
Entry Devices
Eyewear
Goggles, Safety
Gun Retention Device
Helmets
Infectious Disease Protection Equipment
Lights, Special Purpose
Lock Opening Devices
Personal Protective Equipment
Post Disaster Recovery
Restraint/Defense Devices
Robots, Tactical

TRAFFIC ENFORCEMENT

Alcohol/Drug Detection Devices
E-Citation
Measuring Devices
Parking Enforcement Equipment
Pedestrian Safety Equipment
Red Light Cameras
Signs
Speed Cameras
Speed Detection Equipment
Tire Deflation Device
Traffic Control Systems
Traffic Markers/Cones/Flashers

TRAINING

Books/Manuals/Periodicals
Courses/Schools/Seminars
Crime Prevention
Defensive Tactics Training
Devices/Aids, Training
Distance Learning
Driver Training
Emergency Medical Devices Training
Equipment, Training
Films/Slides/Videos
Firearms Training
Forensics
Graduate and Undergraduate Degrees
Homeland Security
Interrogation/Investigation Training
Law Enforcement Schools
Legal Training
Management Training
Rescue Training
Tactical Training

TRANSPORTATION

Aircraft/Accessories/Parts
Bicycles
Boats/Accessories
Command Centers, Mobile
Helicopters
Lights, Mounted
Motorcycles/Accessories
Mounting Hardware
Partitions/Screens/Shields
Push Bumpers
Recording Systems, In-Car
Sirens
Theft Prevention Devices
Truck Organizers
Vehicle Accessories
Vehicle Modification/Custom Design
Vehicles, Patrol
Vehicles, Prisoner Transport
Vehicles, Special Purpose
Vehicles, SWAT
Vehicles, Tracking Systems

UNIFORMS AND GEAR

Special Apparel
Badges/Shields/Cases
Duty Equipment, Accessories
Emblems/Insignia/Name Plates
Flashlights
Footwear
Gloves
Handbags/Purses
Name Badges
Uniform Accessories
Uniforms, Custom Design
Uniform Pants/Shirts/Skirts
Uniforms, Riot/SWAT

WEAPONS

Batons/Baton Carrier
Holsters
Scopes/Sights
Shooting Ranges/Equipment
Weapon Accessories
Weapon Cleaning Equipment
Weapons Fire Arms
Weapons, Grips
Weapons, Less-Lethal
Weapons, Storage/Security

USING THE GUIDE

To make the most efficient use of the Buyers' Guide, use the classified listings of products and services, beginning on page 79, to identify those companies that manufacture or supply the products and services in which you are interested.

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

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

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

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

The manufacturers, suppliers, and service organizations listed in the 2019 edition of the Police Chief Buyers' Guide have contributed the information contained within. The listings are not intended to be all-inclusive. If your company is not represented in these pages, please contact **Danielle Gudakunst** at **703-647-7321** or **dgudakunst@theiacp.org** with a request for information regarding the 2020 edition. Those who request this information, along with those listed in this edition, will be provided with 2020 submission information well in advance of the closing date for that issue.

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3SI Security Systems
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Malvern PA 19355 USA
(800) 523-1430
info@3si.com
www.3si.com
See our ad on page 43.

4N6XPRT Systems
8387 University Ave
La Mesa CA 91942 USA
(800) 266-9778
4n6@4n6xprt.com
www.4n6xprt.com

908 Devices
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(857) 254-1500
mx908@908devices.com
https://908devices.com/products/mx908

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1342 Court St
Portsmouth VA 23704 USA
(844) 865-3372
roadside@alere.com
www.aleretechnology.com/roadside
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AccessData
588 W 400 South, Ste 350
Lindon UT 84042 USA
(801) 377-5410
info@accessdata.com
https://accessdata.com

Accident Support Services International Ltd.
631 Abney Rd
Roanoke VA 24012 USA
(877) 895-9111
admin@accsupport.com
www.accsupport.com

Acro Lights
PO Box 5451
Whittier CA 90607 USA
(562) 320-2276
sales@acrolights.com
www.acrolights.com

Airborne Public Safety Association
50 Carroll Creek Way, Ste 260
Frederick MD 21701 USA
(301) 631-2406
dschwarzbach@publicsafetyaviation.org
www.publicsafetyaviation.org

Aker Leather
2248 Main St, Ste 4
Chula Vista CA 91911 USA
(619) 423-5182
aker@akerleather.com
http://akerleather.com

Aladtec, Inc
387 Arrow Ct, Ste 100
River Falls WI 54022 USA
(888) 749-5550
info@aladtec.com
www.aladtec.com

Alpha-Stim, By Electromedical Products International, Inc
2201 Garrett Morris Pkwy
Mineral Wells TX 76088 USA
(800) 367-7246
alpha-stim@epii.com
www.alpha-stim.com

Alternative Ballistics
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www.alternativeballastics.com

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info@ampli.com
www.ampli.com

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michael@anyline.com
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asis@asisonline.org
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livability@axis.com
www.axis.com /an-us/solutions-by-industry/lawenforcement

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(800) 978-2737
colmiller@axon.com
www.axon.com
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Chicago IL 60640 USA
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info@benchmarkanalytics.com
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See our ad on page 31.

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info@berkeleynucleonics.com
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http://dmeforensics.com

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www.douglaspromoplush.com

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http://dqeready.com

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www.dsclabs.com
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bfass@fitresponder.com
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FiveCast
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Kent Town SA 05067 Australia
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www.fivecast.com

Flir Systems, Inc (Detection)
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Arlington VA 22202 USA
(877) 692-2120
detection@flir.com
www.flir.com/detection

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https://flymotionus.com

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Des Plaines IL 60018 USA
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Clearwater FL 33762 USA
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Montreal Quebec H4S 2A4 Canada
(866) 684-8006
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www.genetec.com

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lon.bencini@getacvideo.com
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(602) 321-8764
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(856) 753-5007
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bkabaker@heartmath.org
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(816) 796-2900
info@hemcocorp.com
www.hemcocorp.com

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herbluewear@gmail.com
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Hoverfly Technologies, Inc
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Bangor ME 04401 USA
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michaudjoh@husson.edu
www.husson.edu/college-of-business/school-of-legal-studies

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customerservice@hwigear.com
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Saint Paul MN 55125 USA
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iacpnet@theiacp.org
www.iacpnet.com
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PO Box 36
Woodlyn PA 19094 USA
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jbrown@icarusuas.com
www.icarusuas.com

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www.idemia.com
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Jerusalem 93420 Israel
(052) 369-8121
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dhuerta@idville.com
www.idville.com

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info@theradiosource.com
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info@iptm.org
www.iptm.org

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(703) 836-6767
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www.theiacp.org

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www.iaca.net

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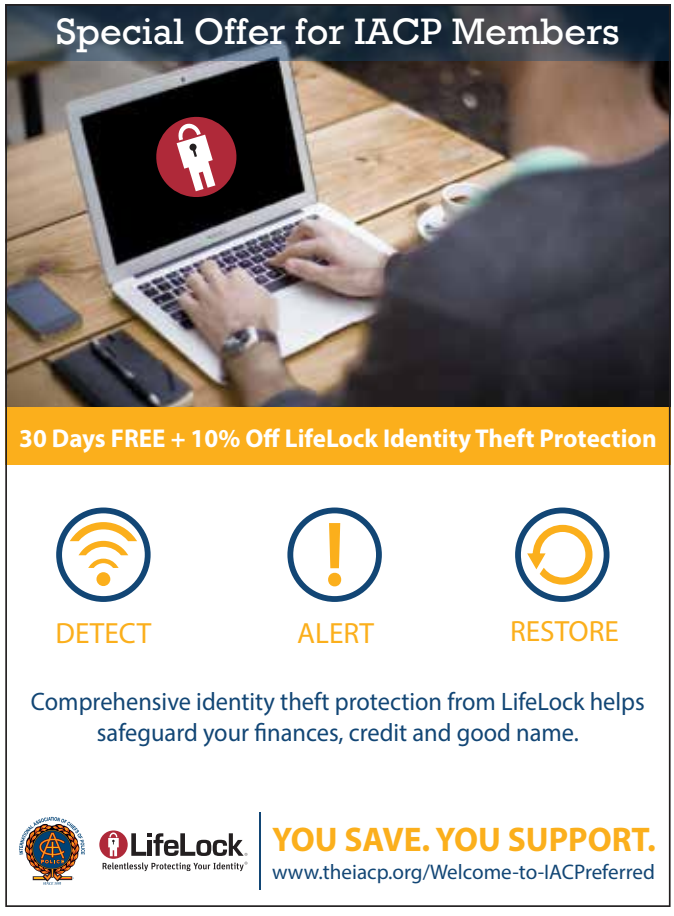

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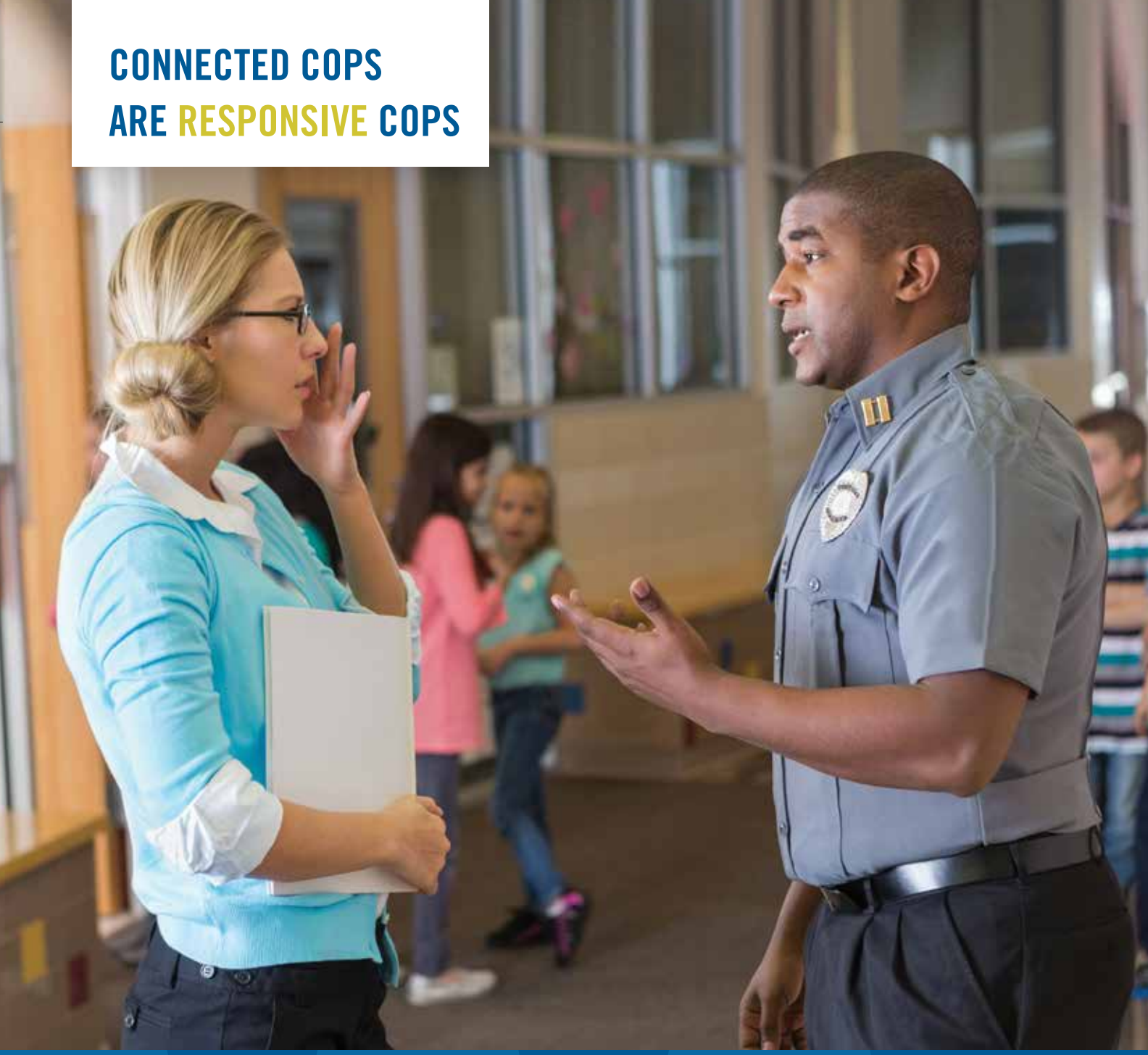

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Cortez CO 81321 USA
(800) 348-8339
erick@tuffyproducts.com
www.tuffyproducts.com

Turning Point Justice
23123 State Rd 7, Ste 345
BoCA Raton FL 33428 USA
(888) 266-3875
mjbruno@turningpointjustice.com
http://turningpointjustice.com

Twitco Distributing
82 Fitzgerald Dr, Ste 2A
Jaffrey NH 34526616 USA
(603) 532-4500
sales@twitco.com
www.twitco.com

Txi Systems, Inc
PO Box 5695
Chattanooga TN 37406 USA
(423) 664-1300
jeff.pesnell@txisystems.com
www.towxchange.net

Univ Of San Diego Online – MS In Law Enforcement Leadership
5998 Alcala Park
San Diego CA 92110 USA
(888) 832-0239
criminaljustice@sandiego.edu
http://criminaljustice.sandiego.edu

Uspdhub
6060 Sunrise Vista Dr, Ste 3500
Citrus Heights CA 95610 USA
(916) 676-7335
don@logictreeit.com
www.uspdhub.com

Verbal Judo Institute
PO Box 222
Auburn NY 13021 USA
(800) 448-1042
pam@verbaljudo.com
www.verbaljudo.com

Versaterm
7534 E 1st St
Scottsdale AZ 85251 USA
(480) 225-0316
infousa@versaterm.com
www.versaterm.com

Vidsys
8219 Leesburg Pike, Ste 250
Vienna VA 22182 USA
(703) 883-3730
kapoorj@vidsys.com
www.vidsys.com

Vigilant Solutions
1152 Stealth St
Livermore CA 94551 USA
(925) 398-2079
Bevigilant@Vigilantsolutions.com
www.Vigilantsolutions.com

Vintra
1530 The Alameda, Ste 205
San Jose CA 95126 USA
(408) 610-8959
info@vintra.io
www.vintra.io

Virtra, Inc
7970 S Kyrene Rd
Tempe AZ 85284 USA
(480) 968-1488
sales@virtra.com
www.virtra.com

Visiologix Corporation
6100 Corporate Dr, Ste 234
Houston TX 77036 USA
(713) 590-4539
info@visiologix.com
www.visiologix.com

Visionations
4055 Tejon St
Denver Co 80211 USA
(800) 495-9904
sales@visionations.com
www.visionations.com

Visual Labs
PO Box 7523
Menlo Park CA 94026 USA
(818) 919-9802
alp@visuallabsinccom
www.visuallabsinccom

Vitals Aware Services Inc
6595 Edenvale Blvd, Ste 155
Eden Prairie MN 55346 USA
(507) 458-4344
dawn@thevitalsapp.com
https://thevitalsapp.com

Volcanic Bikes
28 CBD Mall
North Bonneville WA 98639 USA
(509) 427-8623
info@volcanicbikes.com
www.volcanicbikes.com

Vortex Optics
1 Vortex Dr
Barneveld WI 53507 USA
(800) 426-0048
govsales@vortexoptics.com
www.vortexoptics.com
See our ad on page 81.

Wanco Inc
5870 Tennyson St
Arvada CO 80003 USA
(303) 427-5700
info@wanco.com
www.wanco.com

WatchGuard Video
415 E Exchange Pkwy
Allen TX 75002 USA
(800) 605-6734
sales@watchguardvideo.com
https://watchguardvidoe.com
See our ad on page 14.

Whelen Engineering
51 Winthrop Rd
Chester CT 06412 USA
(860) 526-9504
autosale@whelen.com
www.whelen.com
See our ad on page 21.

Zebra Technologies
3 Overlook PT
Lincolnshire IL 60069 USA
(800) 268-1736
inquiry4@zebra.com
www.zebra.com

Zoll Medical
269 Mill Rd
Chelmsford MA 01833 USA
(800) 804-4356
info@zoll.com
www.zoll.com

Zumro
650 SW 16th Terrace
Pompano Beach FL 33069 USA
(800) 932-6003
info@zumro.com
www.zumro.com

ADMINISTRATION

Agency Standards
Envisage Technologies
IACP Net
Icarus Aerospace Inc
Lexipol
Public Safety Software Group
Sierra Pacific Software, LLC

Alcohol/Drug Education Products
First Line Technology
MedReturn, LLC
Ocular

Architects/Designers
Architects Design Group
Brinkley Sargent Wiginton Architects
CaseCracker – Cardinal Peak Technologies
Dewberry
HOK
Liberty Art Works, Inc
Redstone Architects, Inc

Association
Airborne Public Safety Association
ASIS International
FGM Architects
International Association of Chiefs of Police
International Association of Crime Analysts
International Police Mountain Bike Association (IPMBA)
Lexipol

Awards/ Metals/ Plaques
Douglas Cuddle Toys
Liberty Art Works, Inc
Reeves Company, Inc

Collision Reporting Services
Accident Support Services International Ltd.
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
OnStar

Community Programs
L.E.A.D. Inc
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
MedReturn, LLC
National Center on Elder Abuse
USPDhub

Conferences/Educational
ASIS International
Clear Touch Interactive
Douglas Cuddle Toys
Force Science Institute
Institute of Police Technology and Management (IPTM)
International Association of Chiefs of Police
L.E.A.D. Inc
OnStar

Consultants
Architects Design Group
Copley Consulting Group, The
Dewberry
DME Forensics
Fit Responder
Force Science Institute
Icarus Aerospace Inc
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Lexipol
Redstone Architects, Inc
RadioSoft, Inc
RedUAS, LLC
Rhonda M. Glover Group LLC, The
SiTNA Solutions
Skyfire
Transunion
Verbal Judo Institute

Data Destruction
GunBusters

Detention Jail Equipment
Secure Outcomes Inc
Thermo Fisher Scientific

Filing/Storage Systems
Aladtec, Inc
Envisage Technologies
OPS Public Safety
Salsbury Industries – Lockers.Com
Spacesaver

Lockers
OPS Public Safety
Salsbury Industries – Lockers.Com
Spacesaver
Tiffin Metal Products Co.

Office Equipment/Supplies
Tiffin Metal Products Co.
Telesteps
ZOLL Medical

Parade Equipment
BMW Motorrad USA
Eiseman-Ludmar Co., Inc
Liberty Art Works, Inc
Mifram

Physical Fitness/Gym Equipment
Fit Responder

Policy/Procedure Materials
Envisage Technologies
IACP Net
International Association of Chiefs of Police
JPMA – Staff Development Solutions LLC
Lexipol
PowerDMS
Skyfire
WatchGuard Video

Public Education Materials
Douglas Cuddle Toys
L.E.A.D. Inc
Verbal Judo Institute

Robots, Public Service
Deep Trekker
Icarus Aerospace Inc
ICOR Technology
Sarcos Robotics

Safes/Vaults/Locks
Blac-Rac Manufacturing
OPS Public Safety
MedReturn, LLC
Securitech Group, Inc
Tuffy Security Products

Translation Services
LanguageLine Solutions
Net Transcripts, Inc

COMMUNICATIONS

Amplifiers/Bridges/Filters/Multiplex Systems
AmpliVox Sound Systems, LLC
FMS Accessories

Antennas
EWA
FLYMOTION
Nomad Global Communication Solutions (Nomad GCS)
Taoglas

Batteries
FLYMOTION

Consoles
Blueline Sensors LLC

Dispatch Systems, E911/CAD
Atos
Axon
CentralSquare Technologies
DigitalBlue Software
Hexagon Safety & Infrastructure
Priority Dispatch

Furniture, Conventional/Ergonomic
AmpliVox Sound Systems, LLC

Headsets
INVISIO Communications Inc
OTTO Engineering
Pryme Radio Products
Super Seer Corporation
TWITCO Distributing

Interoperability
Atos
CentralSquare Technologies
DigitalBlue Software
Envisage Technologies
Iridium Communications, Inc
Kyocera International
Sprint
Vidsys

Mobile Communications/MDTs
DigitalBlue Software
FLYMOTION
Iridium Communications, Inc
Kyocera International
LanguageLine Solutions
Phonexia S.R.O,
Off Duty Force
OTTO Engineering
Vitals Aware Services Inc
USPDhub

Mounting Equipment/Hardware
Havis
Laser Technology, Inc
Mesa Tactical
WatchGuard Video

Paging Systems
Off Duty Force

Public Address Equipment
AmpliVox Sound Systems, LLC
Axis Communications
Information Station Specialists

Radios/Accessories
AmpliVox Sound Systems, LLC
Kyocera International
Leonardo/ ELSAG ALPR Systems
OTTO Engineering
Pryme Radio Products
TWITCO Distributing
INVISIO Communications Inc

Recorders, Audio
CaseCracker – Cardinal Peak Technologies
Equature
Let's Corp.
NICE
Phonexia S.R.O.
Surveillance Technology Solutions
Visual Labs
WatchGuard Video

Repeaters
Information Station Specialists

Scanners
Berkeley Nucleonics Corporation
Kyocera International

Surveillance
3SI Security Systems
Axis Communications
BIRD Aerosystems
Blueline Sensors LLC
CaseCracker – Cardinal Peak Technologies
Dace IT LLC d/b/a Sense Traffic Pulse
Deep Trekker
Fivecast
FLYMOTION
LENSEC
Let's Corp.
OTTO Engineering
Phonexia S.R.O.
Pryme Radio Products
Sarcos Robotics
Sirchie
Surveillance Technology Solutions
TWITCO Distributing
Vidsys
Vintra
WatchGuard Video

Tape Storage Equipment
Cloudian

Telephone
Kyocera International
Nomad Global Communication Solutions (Nomad GCS)
Sprint

Weather Notification
AppArmor
Information Station Specialists

COMPUTERS

911/E911
Apache Mobile
Atos
Priority Dispatch

AFIS
IDEMIA
NEC Corporation of America

Arrest Booking
Apache Mobile
CaseCracker – Cardinal Peak Technologies
Secure Outcomes Inc
Thermo Fisher Scientific

Artificial Intelligence
Anyline
Apache Mobile
CentralSquare Technologies
COBAN Technologies, Inc
Dace IT LLC d/b/a Sense Traffic Pulse
Fivecast
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Phonexia S.R.O.
Vidsys
Vintra

Automatic Vehicle Locators
Eimpound.com
OnStar
Surveillance Technology Solutions
TXI Systems, Inc

Case Management
CrimeCenter
CrimeCenter Software
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Mark43
OffenderWatch
OSOU/CJIS
Turning Point Justice
Vidsys
Visionations
WatchGuard Video

Communication Management
Aladtec, Inc
DigitalBlue Software
Eimpound.com
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
OHD, LLLP
OSOU/CJIS
SageNet
Southern Police Institute
Vidsys
Visionations
Vitals Aware Services Inc

Community Policing
Apache Mobile
Douglas Cuddle Toys
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Polis Solutions, Inc
Public Safety Software Group
Southern Police Institute
USPDhub
Vitals Aware Services Inc

Computer Accessories
FMS Accessories
iKey, Ltd.
Panasonic Corporation of North America
POSH USA
SecureData Inc
Taoglas

Computer-Aided Dispatch
CentralSquare Technologies
Hexagon Safety & Infrastructure
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Mark43
Versaterm

Crime Analysis
AccessData
Apache Mobile
Blockchain Intelligence Group
CrimeCenter Software
FirstWatch Solutions, Inc
Mark43
Sirchie
Phonexia S.R.O.
Thermo Fisher Scientific
Versaterm
Vintra

Crime Scene Analysis
CrimeCenter Software
GloBug Lights
Laser Technology, Inc
NEC Corporation of America
OHD, LLLP

Custom Software
Atlas Business Solutions, Inc
AccessData
Center for Law Enforcement Technology, Training & Research, Inc
Cordico
Complete Inspection Systems
Copley Consulting Group, The
CrimeCenter Software
Dace IT LLC d/b/a Sense Traffic Pulse
Eimpound.com
Envisage Technologies
Fivecast
HD Barcode
IPVideo Corporation
JPMA – Staff Development Solutions LLC
Kronos, Inc
Laser Technology, Inc
Nuance Dragon Law Enforcement
Off Duty Force
OffenderWatch
OHD, LLLP
RadioSoft, Inc
TXI Systems, Inc
Sierra Pacific Software, LLC
TIAG
Vitals Aware Services Inc

Data Mining
Accident Support Services International Ltd.
Benchmark Analytics
Dace IT LLC d/b/a Sense Traffic Pulse
EWA
FirstWatch Solutions, Inc
Fivecast
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Transunion

Data Recovery
Cloudian
Dace IT LLC d/b/a Sense Traffic Pulse
Oxygen Forensics, Inc
SecureData, Inc

Emergency Management
AppArmor
Envisage Technologies
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
OHD, LLLP

Facial Recognition
Briefcam
Equature
HD Barcode
IDEMIA
NEC Corporation of America
Sirchie
Vigilant Solutions
Vintra
WatchGuard Video

Fleet Management
Taoglas
Track Star International, Inc
TXI Systems, Inc
Visiologix Corporation
WatchGuard Video

Forensics
AccessData
Blockchain Intelligence Group
EZ Dupe
HEMCO Corporation
Oxygen Forensics, Inc
SecureData, Inc
Sirchie
Thermo Fisher Scientific
Visionations

Gang Tracking
Fivecast
Transunion

Geographic Information
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
OffenderWatch

GPS
3SI Security Systems
Laser Technology, Inc
Let's Corp.
OnStar
Taoglas
Track Star International, Inc
TXI Systems, Inc
Visual Labs
WatchGuard Video

Image Search & Analysis
AccessData
Cloudian
Complete Inspection Systems
CrimeCenter
LENSEC

Incident Based Reporting System
AppArmor
CrimeCenter
CrimeCenter Software
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Turning Point Justice

Information Sharing/ NCIC
Center for Law Enforcement Technology, Training & Research, Inc
DigitalBlue Software
Eimpound.com
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
OffenderWatch
OSOU/CJIS

Intelligence-Led Policing
Anyline
CentralSquare Technologies
Copley Consulting Group, The
CrimeCenter Software
FirstWatch Solutions, Inc
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Southern Police Institute

Investigative
3SI Security Systems
AccessData
Briefcam
Center for Law Enforcement Technology, Training & Research, Inc
CrimeCenter
CrimeCenter Software
Dektor Corporation
IPVideo Corporation
Let's Corp.
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Net Transcripts, Inc
NICE
OSOU/CJIS
Sirchie
Southern Police Institute
Thermo Fisher Scientific
Transunion
Vigilant Solutions

License Plate Recognition
Anyline
Eimpound.com
Jenoptik Light & Safety
Leonardo/ ELSAG ALPR Systems
Pips Technology
Total Recall Corp.
Vigilant Solutions
WatchGuard Video

Mapping
3SI Security Systems
Copley Consulting Group, The
FirstWatch Solutions, Inc
Laser Technology, Inc
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
OSOU/CJIS
RadioSoft, Inc

Mobile Devices
AppArmor
COBAN Technologies, Inc
Cordico
Crossmatch
Datalux Corporation
FLYMOTION
Getac Video Solutions
IDEMIA
iKey, Ltd.
LanguageLine Solutions
Oxygen Forensics, Inc
Panasonic Corporation of North America
PrintekMobile
Samsung Electronics America
Secure Outcomes Inc
Sprint
Vitals Aware Services Inc

Narcotics Investigation
CrimeCenter Software
Let's Corp.
Sas R & D Services Inc
Sirchie
Surveillance Technology Solutions
Thermo Fisher Scientific

Network
Envisage Technologies
Total Recall Corp.

Networks
Panasonic Corporation of North America
SageNet
Taoglas
Turning Point Justice

Online Services
Aladtec, Inc
Atlas Business Solutions, Inc
Envisage Technologies
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
OffenderWatch
OHD, LLLP
Schedule Express by Informer Systems
Transunion
Turning Point Justice
TXI Systems, Inc

Peripherals
Datalux Corporation
iKey, Ltd.
POSH USA
PrintekMobile

Personnel Management & Scheduling
Aladtec, Inc
Atlas Business Solutions, Inc
Benchmark Analytics
Cordico
CrimeCenter Software
Envisage Technologies
JAMAR Technologies, Inc
Liberty Art Works, Inc
Off Duty Force
Orion Communications, Inc
Public Safety Software Group
Schedule Anywhere
Schedule Express by Informer Systems

Photo Identification
IDville
Sirchie

Portable/ In-Car
Datalux Corporation
Getac Video Solutions
iKey, Ltd.
Panasonic Corporation of North America
POSH USA
Secure Outcomes Inc
Zebra Technologies

Predictive Policing
Benchmark Analytics
Copley Consulting Group, The
EWA
FirstWatch Solutions, Inc
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Southern Police Institute

Property/Evidence Management
CrimeCenter Software
Crimesoft, Inc
Equature
EZ Dupe
Genetec Inc
Mark43
NICE
Sirchie
Spacesaver
Tri Tech Forensics
Versaterm
Visionations
WatchGuard Video

Records Management
Accident Support Services International Ltd.
Axon
Cloudian
CrimeCenter Software
Crimesoft, Inc
Envisage Technologies
GunBusters
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Mark43
Net Transcripts, Inc
Nuance Dragon Law Enforcement
Sierra Pacific Software, LLC
Versaterm

Report Writing
Accident Support Services International Ltd.
Axon
CrimeCenter Software
Crimesoft, Inc
JPMA – Staff Development Solutions LLC
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Net Transcripts, Inc
Nuance Dragon Law Enforcement
Turning Point Justice
Versaterm
Visionations

Terrorism
Oxygen Forensics, Inc
RiotWatch USA

Touch Screen Computers, Kiosks
Clear Touch Interactive
Datalux Corporation
Getac Video Solutions
iKey, Ltd.
Panasonic Corporation of North America
Zebra Technologies

Traffic Crash Investigation
4n6xprt Systems
Accident Support Services International Ltd.
GloBug Lights
iNPUT-ACE
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Ocular

Traffic Parking Violation Management
Genetec Inc
Laser Labs, Inc
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)

Training
Blockchain Intelligence Group
Envisage Technologies
IACP Net
Laser Labs, Inc
Laser Shot
L.E.A.D. Inc
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
Oxygen Forensics, Inc
Public Safety Software Group
Polis Solutions, Inc
PowerDMS

RedUAS, LLC
Rhonda M. Glover Group LLC The
Sirchie

Uniform
Crimesoft, Inc

Video Analysis & Enhancement
Briefcam
CaseCracker – Cardinal Peak Technologies
COBAN Technologies, Inc
IDEMIA
iNPUT-ACE
IPVideo Corporation
LENSEC
NEC Corporation of America
Polis Solutions, Inc
Sirchie
WatchGuard Video

Warrant Records
CrimeCenter Software
Crimesoft, Inc
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)

Weapon Tracking
Envisage Technologies
GunBusters

EMERGENCY RESPONSE

Alarms/Evacuation
Information Station Specialists
North American Rescue, LLC
Securitech Group, Inc
Telesteps
USPDhub

Ambulances/ Accessories
Douglas Cuddle Toys
Rescue Essentials

CPR Masks
North American Rescue, LLC
Rescue Essentials

Defibrillators
North American Rescue, LLC
Stryker – Public Access
ZOLL Medical

First Aid Products
Combat Medical
H&H Medical Corporation
North American Rescue, LLC
Rescue Essentials
SAM Medical Products
Tactical Medical Solutions
ZOLL Medical

Flares/Guns/Cases
PF Distribution Center (Powerflare)
ProForce Law Enforcement

Flashers
Information Station Specialists
PF Distribution Center (Powerflare)
POLIFORCE
Tomar Electronics
Whelen Engineering

Gas Detectors
FLIR Systems, Inc

Hazardous Materials Equipment
Berkeley Nucleonics Corporation
Blauer
DQE
First Line Technology
FLIR Systems, Inc
HEMCO Corporation
Rigaku Analytical Devices
ZUMRO

Hospital Equipment
North American Rescue, LLC
SAM Medical Products
ZUMRO

Lights, Emergency
ACRO Lights
BMW Motorrad USA
Code 3 Inc
FMS Accessories
GloBug Lights
Kaldor Emergency Lights, LLC
PF Distribution Center (Powerflare)
POLIFORCE
Streamlight Inc
Tomar Electronics
Whelen Engineering

Rescue/ Disaster Equipment
AmpliVox Sound Systems, LLC
Armor Express
Blueline Sensors LLC
Combat Medical
Deep Trekker
H&H Medical Corporation
Hoverfly Technologies, Inc
Rescue Essentials
SageNet
SAM Medical Products
Sarcos Robotics
Stryker – Public Access
Tactical Medical Solutions
Telesteps
ZOLL Medical
ZUMRO

HUMAN RESOURCES

Departmental Promotions
International Association of Chiefs of Police
Liberty Art Works, Inc
McCann Associates

Executive Placements Services
International Association of Chiefs of Police
SiTNA Solutions

Identification, Personnel
Aladtec, Inc
Eiseman-Ludmar Co., Inc
Envisage Technologies
HD Barcode
Kronos, Inc
Reeves Company, Inc
Rhonda M. Glover Group LLC, The

Personnel Screening & Testing
Dektor Corporation
Envisage Technologies
International Association of Chiefs of Police
LanguageLine Solutions
McCann Associates
Rhonda M. Glover Group LLC, The

Personnel/Recruitment
Cordico
Envisage Technologies
McCann Associates
International Association of Chiefs of Police
International Association of Crime Analysts
Rhonda M. Glover Group LLC, The
Secure Outcomes Inc
Southern Police Institute
The Nice Life, LLC

Treatment Services, Chemical Dependency/Stress
Alpha-Stim
Cordico
Fit Responder
Heartmath Institute
Serve & Protect
TIAG

INVESTIGATION

Biometrics Equipment
Crossmatch
IDEMIA
NEC Corporation of America
Ocular
Sirchie
Thermo Fisher Scientific
Tri Tech Forensics

Biomedical Test Instruments
Crossmatch
Thermo Fisher Scientific

Cameras, Digital
LensPen
LENSEC
Ocular
Sirchie
Surveillance Technology Solutions
Total Recall Corp.
Visual Labs
WatchGuard Video

Cameras, Surveillance
Axis Communications
Blue Line Innovations
Hoverfly Technologies, Inc
iNPUT-ACE
LENSEC
Sirchie
Sofradir-Ec
Total Recall Corp.
WatchGuard Video

Cameras, Video
Blue Line Innovations
COBAN Technologies, Inc
Getac Video Solutions
iNPUT-ACE
Kustom Signals, Inc
Ocular
Sirchie
Sofradir-Ec
Total Recall Corp.
Visual Labs
WatchGuard Video

Countermeasure Devices
BIRD Aerosystems
Blueline Sensors LLC
ChemImage
EWA

Crime Scene Clean Up
Bio-One Inc
First Line Technology

Crime Scene Processing Equipment
908 Devices
DSC Laboratories
Identa Ltd
Laser Labs, Inc
Sirchie

DNA Test Kits
Thermo Fisher Scientific

Evidence Collection
908 Devices
Anyline
Briefcam
DSC Laboratories
DME Forensics
National Center on Elder Abuse
NICE
Sirchie

Evidence, Currency Processing
Blockchain Intelligence Group

Evidence Storage/Security
Estes Aws
GunBusters
HEMCO Corporation
MedReturn, LLC
NICE
Salsbury Industries – Lockers.Com
SecureData, Inc
Sirchie
Spacesaver
Equature
Visiologix Corporation
WatchGuard Video

Explosive Detection Systems
908 Devices
ChemImage
FLIR Systems, Inc (Detection)
Identa Ltd
Rigaku Analytical Devices
Sas R & D Services Inc
Tri Tech Forensics

Facial Composite Kits
Sirchie

Fingerprint Kits
CIMA LTCI Corporation
POSH USA
Sirchie

Forensic DNA Testing Services
Tri Tech Forensics

Forensic Test Equipment/Kits
Complete Inspection Systems
EZ Dupe
FLIR Systems, Inc (Detection)
HEMCO Corporation
Identa Ltd
Savage Range Systems, Inc
Sirchie
Thermo Fisher Scientific

Gunshot Residue Test Kits
Tri Tech Forensics

Laboratory Equipment/Supplies
HEMCO Corporation
Rigaku Analytical Devices
Sirchie
Thermo Fisher Scientific

Lights, Special Purpose
ACRO Lights
GloBug Lights
Streamlight Inc
ZUMRO

Marine/Diving Equipment
ZUMRO

Surveillance Equipment
ACRO Lights
BIRD Aerosystems
Blueline Sensors LLC
Briefcam
Deep Trekker
EZ Dupe
INVISIO Communications Inc
IPVideo Corporation
Pryme Radio Products
Sirchie
Sofradir-Ec
Total Recall Corp.
TWITCO Distributing
WatchGuard Video

Thermal Imaging Systems
Sirchie
Sofradir-Ec
Southern Police Equipment Company
Total Recall Corp.

Tracking Devices
3SI Security Systems

Voice Analysis
Dektor Corporation

SECURITY

Access Control Devices/Systems
Axis Communications
Blac-Rac Manufacturing
ChemImage
Crossmatch
Genetec Inc
HD Barcode
Securitech Group, Inc

Alarm Systems/Intrusion Detection Systems
Vintra

Cameras, CCTV/Security
Axis Communications
Code 3 Inc
Genetec Inc
iNPUT-ACE
LensPen
PRO-VISION
Sirchie
Sofradir-EC
Total Recall Corp.
TWITCO Distributing
Wanco Inc
WatchGuard Video

Communication Security Systems
AppArmor
Samsung Electronics America

Deterrent Systems
Alternative Ballistics
Hoverfly Technologies, Inc
Phoenix International LTD

ID Systems/Badges
Crossmatch
HD Barcode
IDville

Metal/Weapons Detectors
Berkeley Nucleonics Corporation
IPVideo Corporation
Sas R & D Services Inc

Security Devices Systems
Alternative Ballistics
Blac-Rac Manufacturing
ChemImage
Genetec Inc
Hoverfly Technologies, Inc
Jenoptik Light & Safety
OnStar
OTTO Engineering
POSH USA
RAMCATCH Defense
RedUAS, LLC
Rohde & Schwarz USA, Inc
Securitech Group, Inc
Wanco Inc

TACTICAL AND PROTECTIVE EQUIPMENT

Armored Shields
Armor Express
Force Training Institute
GH Armor Systems
Southern Police Equipment Company
Spartan Armor Systems
Survival Armor, Inc
Teijin Aramid USA, Inc

Ballistic Materials
Armor Express
Force Training Institute
Spartan Armor Systems
Survival Armor, Inc
Teijin Aramid USA, Inc

Barricades
Delta Scientific
Mifram
RAMCATCH Defense

Body Armor
Armor Express
GH Armor Systems
HWI Gear, Inc
Markl Supply Company Inc
Sirchie
Spartan Armor Systems
Survival Armor, Inc
Tactical Medical Solutions
Teijin Aramid USA, Inc
ProForce Law Enforcement
Volcanic Bikes

Bomb Detection
ChemImage
FLIR Systems, Inc
Rigaku Analytical Devices
Sas R & D Services Inc

Bomb Disposal
Sas R & D Services Inc
Rigaku Analytical Devices

Cameras, Body-Worn
Blue Line Innovations
COBAN Technologies, Inc
Equature
Getac Video Solutions
Visiologix Corporation
LensPen
Sirchie
PRO-VISION
Sprint
Super Seer Corporation
Vigilant Solutions
Visual Labs
WatchGuard Video

Cases, Protective
Go Rhino Public Safety

Chemical Munitions
Markl Supply Company Inc
Guardian Protective Devices Inc

Entry Devices
908 Devices
Broco Tactical

Eyewear
Rescue Essentials
Super Seer Corporation

Goggles, Safety
Sirchie
Volcanic Bikes

Gun Retention Device
Blac-Rac Manufacturing
Go Rhino Public Safety
ProForce Law Enforcement

Helmets
Armor Express
GH Armor Systems
Sirchie
Southern Police Equipment Company
Spartan Armor Systems
Super Seer Corporation
Survival Armor, Inc
Team Wendy
Teijin Aramid USA, Inc
Volcanic Bikes

Infectious Disease Protection Equipment
DQE

Lights, Special Purpose
ACRO Lights
ASP, Inc
GloBug Lights
PF Distribution Center (Powerflare)
Streamlight Inc

Lock- Opening Devices
Broco Tactical

Personal Protective Equipment
Alternative Ballistics
Berkeley Nucleonics Corporation
DQE
Force Training Institute
INVISIO Communications Inc
Mesa Tactical
ProForce Law Enforcement
Super Seer Corporation
Sirchie
Survival Armor, Inc
Team Wendy

Post Disaster Recovery
Broco Tactical
Combat Medical
Heartmath Institute
Hoverfly Technologies, Inc
Skyfire

Restraint/Defense Devices
Alternative Ballistics
ASP, Inc
Go Rhino Public Safety
Proforce Law Enforcement
Reliapon Police Products

Robots, Tactical
Deep Trekker
Icarus Aerospace Inc
ICOR Technology
RoboteX, Inc
Sarcos Robotics

TRAFFIC ENFORCEMENT

Alcohol/Drug Detection Devices
908 Devices
Abbott
iDenta Ltd

E-Citation
Anyline
LexisNexis Risk Solutions (LexisNexis Coplogic Solutions)
PrintekMobile
Zebra Technologies

Measuring Devices
Laser Labs, Inc
RU2 Systems, Inc
Sirchie

Parking Enforcement Equipment
Delta Scientific
MDI Traffic Control Products
Mifram
PrintekMobile
Vigilant Solutions

Pedestrian Safety Equipment
Delta Scientific
MDI Traffic Control Products
Mifram
RAMCATCH Defense

Red Light Cameras
Jenoptik Light & Safety

Signs
Delta Scientific
Kustom Signals, Inc
MDI Traffic Control Products
RU2 Systems, Inc
Stalker Radar

Speed Cameras
Jenoptik Light & Safety

Speed Detection Equipment
Blue Line Innovations
JAMAR Technologies, Inc
Jenoptik Light & Safety
Kustom Signals, Inc
Leonardo/ ELSAG ALPR Systems
RU2 Systems, Inc
Stalker Radar

Tire Deflation Device
Phoenix International LTD

Traffic Control Systems
Delta Scientific
JAMAR Technologies, Inc
MDI Traffic Control Products
Mifram
POLIFORCE
RU2 Systems, Inc
Wanco Inc

Traffic Markers/Cones/Flashers
Code 3 Inc
MDI Traffic Control Products
PF Distribution Center (Powerflare)
POLIFORCE

TRAINING

Books/ Manuals/ Periodicals
ASIS International
Institute of Police Technology and Management (IPTM)
International Association of Chiefs of Police
International Police Mountain Bike Association (IPMBA)
Public Safety Software Group
Reliapon Police Products
Southern Police Institute
Verbal Judo Institute

Courses/Schools/Seminars
Architects Design Group
ASIS International
Center for Homeland Defense and Security
Dektor Corporation
Department of Criminal Justice
Dixie State University
Force Science Institute
Husson University's School of Legal Studies
Institute of Police Technology and Management (IPTM)
International Association of Chiefs of Police
International Association of Crime Analysts
International Police Mountain Bike Association (IPMBA)
JPMA – Staff Development Solutions LLC
Learning House, The
Nice Life, LLC, The
OnStar
Penn State Justice and Safety Institute
Serve & Protect
Sirchie
Southern Police Institute
TIAG
University of San Diego Online M.S. in Law Enforcement Leadership
Verbal Judo Institute
VirTra, Inc

Crime Prevention
JPMA- Staff Development Solutions LLC
National Center on Elder Abuse
Southern Police Institute

Defensive Tactics Training
Laser Ammo USA Inc
Laser Shot
Nice Life, LLC, The
Polis Solutions, Inc
RedUAS, LLC
VirTra, Inc

Devices/Aids, Training
Guardian Protective Devices Inc
International Association of Chiefs of Police
Laser Ammo USA Inc
Laser Shot
Verbal Judo Institute

Distance Learning
ASIS International
Center for Homeland Defense and Security
Department of Criminal Justice
Envisage Technologies
Learning House, The
National Center on Elder Abuse
Nice Life, LLC, The
Polis Solutions, Inc
University of San Diego Online MS in Law Enforcement Leadership

Driver Training
BMW Motorrad USA

Emergency Medical Devices Training
Stryker – Public Access
Tactical Medical Solutions
Techline Technologies, Inc
ZOLL Medical

Equipment, Training
Blac-Rac Manufacturing
Broco Tactical
Icarus Aerospace Inc
Laser Labs, Inc
Laser Shot
Mesa Tactical
Savage Range Systems, Inc
Tactical Training Systems
TIAG
VirTra, Inc

Films/Slides/Videos
International Association of Chiefs of Police
National Center on Elder Abuse

Firearms Training
Envisage Technologies
Laser Ammo USA Inc
Laser Shot
Remington Law Enforcement
Spire Ranges
VirTra, Inc

Forensics
Dixie State University
Husson University's School of Legal Studies
Institute of Police Technology and Management (IPTM)
Southern Police Institute

Graduate and Undergraduate Degrees
Center for Homeland Defense and Security
Southern Police Institute
Dixie State University
Husson University's School of Legal Studies
Learning House, The
Univ of Louisville – Department of Criminal Justice
University of San Diego Online MS in Law Enforcement Leadership

Homeland Security
Center for Homeland Defense and Security
Husson University's School of Legal Studies
VirTra, Inc

Interrogation/Investigation Training
Blockchain Intelligence Group
Dektor Corporation
Southern Police Institute

Law Enforcement Schools
Center for Homeland Defense and Security
Envisage Technologies
Husson University's School of Legal Studies
L.E.A.D. Inc
Southern Police Institute
University of San Diego Online MS in Law Enforcement Leadership

Legal Training
Force Science Institute
Lexipol
Southern Police Institute

Management Training
Force Science Institute
HeartMath Institute
First-Line Leadership (IACP)
Institute of Police Technology and Management (IPTM)
Leadership in Police Organizations (IACP)
Penn State Justice and Safety Institute
SiTNA Solutions
Southern Police Institute
Women's Leadership Institute (IACP)

Rescue Training
Airborne Public Safety Association
Tactical Medical Solutions
Techline Technologies, Inc

Tactical Training
Airborne Public Safety Association
Broco Tactical
Guardian Protective Devices Inc
Laser Ammo USA Inc
Nice Life, LLC, The
RedUAS, LLC
Skyfire
Tactical Training Systems
Techline Technologies, Inc
Vortex Optics

TRANSPORTATION

Aircraf/Accessories/Parts
Airborne Public Safety Association
Whelen Engineering

Bicycles
Quadrini-USA
Volcanic Bikes

Boats/ Accessories
RiotWatch USA

Command Centers, Mobile
Frontline Communications
Nomad Global Communication Solutions (Nomad GCS)
OPS Public Safety

Helicopters
Airborne Public Safety Association

Lights, Mounted
ACRO Lights
J.W. Speaker Corporation
Kaldor Emergency Lights, LLC
POLIFORCE
Tomar Electronics
Whelen Engineering

Motorcycles/ Accessories
BMW Motorrad USA
FMS Accessories
J.W. Speaker Corporation
Whelen Engineering

Mounting Hardware
Datalux Corporation

Partitions/Screens/Shields
Kaldor Emergency Lights, LLC
Pro-gard Products LLC

Push Bumpers
Kaldor Emergency Lights, LLC
Pro-gard Products LLC

Recording Systems, In-Car
10-8 Video
Axon
Kustom Signals, Inc
PRO-VISION
Stalker Radar
Visiologix Corporation
WatchGuard Video

Sirens
Kaldor Emergency Lights, LLC
Tomar Electronics
Whelen Engineering

Theft Prevention Devices
Estes AWS
OnStar
Tuffy Security Products

Truck Organizers
Estes AWS
OPS Public Safety
Pro-gard Products LLC
Tuffy Security Products

Vehicle Accessories
Big Sky Racks, Inc
Estes AWS
Kustom Signals, Inc
Laser Labs, Inc
PrintekMobile
Rockland Custom Products
Telesteps

Vehicle Modification/Custom Design
Frontline Communications
Rockland Custom Products
Nomad Global Communication Solutions (Nomad GCS)
Sirchie

Vehicles, Patrol
BMW Motorrad USA
WatchGuard Video

Vehicles, Prisoner Transport
Nomad Global Communication Solutions (Nomad GCS)
Pro-gard Products LLC

Vehicles, Special Purpose
Frontline Communications
Sirchie
Skyfire

Vehicles, SWAT
Frontline Communications
RiotWatch USA

Vehicles, Tracking Systems
3SI Security Systems
OnStar
PRO-VISION
Visiologix Corporation

UNIFORMS AND GEAR

Special Apparel
Axon
Blauer
CIMA LTCI Corporation
Her BlueWear Uniforms, LLC
HWI Gear, Inc
Outdoor Outfits
Passaic Leather

Badges/Shields/Cases
Aker Leather
CIMA LTCI Corporation
Force Training Institute
Sirchie
Sun Badge Company

Duty Equipment, Accessories
ASP, Inc
Blauer
CIMA LTCI Corporation
Combat Medical
Guardian Protective Devices Inc
INVISIO Communications Inc
Her BlueWear Uniforms, LLC
HWI Gear, Inc
LensPen
Pryme Radio Products

Emblems/ Insignia/ Name Plates
CIMA LTCI Corporation
Eiseman-Ludmar Co., Inc

Flashlights
ASP, Inc
Markl Supply Company, Inc
Reliapon Police Products
Sirchie
Streamlight Inc

Footwear
Blauer
Southern Police Equipment Company

Gloves
Blauer
Eiseman-Ludmar Co., Inc
HWI Gear, Inc
Sirchie
Volcanic Bikes

Handbags/Purses
Combat Medical

Name Badges
Reeves Company, Inc

Uniform Accessories
Aker Leather
Blauer
Eiseman-Ludmar Co., Inc
HWI Gear, Inc
Outdoor Outfits
Reeves Company, Inc

Uniforms, Custom Design
Blauer
Her BlueWear Uniforms, LLC
Outdoor Outfits
Passaic Leather
Spiewak, Inc

Uniform Pants/Shirts/Skirts
Blauer
Her BlueWear Uniforms, LLC
Outdoor Outfits
Spiewak, Inc

Uniforms, Riot/SWAT
Blauer
Outdoor Outfits

WEAPONS

Batons/Baton Carrier
ASP, Inc

Holsters
Aker Leather
Guardian Protective Devices Inc
Markl Supply Company, Inc

Scopes/Sights
Laser Ammo USA Inc
Rock River Arms, Inc
Vortex Optics

Shooting Ranges/Equipment
MT2 Firing Range Services
Savage Range Systems, Inc
Spire Ranges

Weapon Accessories
Big Sky Racks, Inc
Force Training Institute
Mesa Tactical
Reliapon Police Products
Remington Law Enforcement
Rock River Arms, Inc
Streamlight Inc

Weapon Cleaning Equipment
LensPen
Remington Law Enforcement

Weapons, Firearms
Markl Supply Company, Inc
Remington Law Enforcement
Rock River Arms, Inc

Weapons, Grips
Mesa Tactical

Weapons, Less-Lethal
Alternative Ballistics
Axon
Reliapon Police Products
Remington Law Enforcement
RiotWatch USA
Southern Police Equipment Company

Weapons, Storage/Security
Big Sky Racks, Inc
Estes AWS
Go Rhino Public Safety
GunBusters
Pro-gard Products LLC
Spacesaver
Tuffy Security Products

***POLICE CHIEF*'s BUYERS' GUIDE** is released every April. To make sure your company is included in the 2019 edition, email dgudakunst@theiacp.org to ensure you're notified when the 2020 Buyers' Guide submission form opens.

WLI WOMEN'S LEADERSHIP INSTITUTE

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

Women's Leadership Institute participants will:

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

CURRENT OPPORTUNITIES

NEW YORK, NEW YORK, 2019

April 28-May 3

HYANNIS, MASSACHUSETTS, 2019

June 3-8

MINNEAPOLIS, MINNESOTA

July 21-26

COST

$1,380. This includes course materials and select meals.

Early registration discounts available.

FOR MORE INFORMATION:

IACP International Association of Chiefs of Police

LeadershipServices@theIACP.org • theIACP.org/WLI

800.THE.IACP

Enhancing the "I" in the IACP

By
Joe Oliver, Assistant Commissioner,
Royal Canadian Mounted Police,
International Vice President, IACP

THE WORLD IS INCREASINGLY BECOMING BORDERLESS, REQUIRING POLICE EXECUTIVES TO CONSISTENTLY THINK GLOBALLY WHILE ACTING LOCALLY. EVENTS TAKING PLACE HALFWAY AROUND THE WORLD HAVE THE POTENTIAL TO EVOLVE INTO LOCAL POLICING ISSUES. WE HAVE WITNESSED POLITICAL INSTABILITY AND CONFLICT IN ONE JURISDICTION RESULTING IN A HUMANITARIAN CRISIS AND MASS MIGRATION IN NEIGHBOURING COUNTRIES, STRETCHING LOCAL RESOURCES TO THE BREAKING POINT, AND A TERRORIST INCIDENT IN ONE JURISDICTION BEING LINKED TO A SPIKE IN HATE CRIMES IN ANOTHER.

All police executives—regardless of jurisdiction, uniform, and background—are routinely confronted with similar chal-lenges when leading police services in the 21st century: exponential growths in cybercrime; mass casualty events; constant calls for increased transparency and accountability in policing; interventions with individuals experiencing mental health crises; the introduction of disruptive technologies in the workplace; the need to safeguard officer health and wellness; and so forth. This complex and constantly evolving environment requires police leaders share their experiences and best practices.

The IACP is well positioned to support police executives in responding to these challenges. Committed to "shaping the future of the policing profession," the IACP boasts an impressive membership of some 31,000 individuals from 152 nations. However, despite this large and growing global membership, it remains true that the majority of the IACP's membership does reside in North America. As a result, the IACP's ability to genuinely represent the interests of policing leaders globally has been limited by the absence of international representation and diversity. However, that is changing.

Left page: IACP staff met with Polícia Militar do Estado de São Paulo's (PMESP's) aviation command in February 2019, in continuation of the strong working relationship between the IACP and PMESP.

Right: IACP Global Affairs Director Vince Hawkes speaks to PMESP captains about supporting PMESP's effort to connect rising leaders with IACP for wider exposure to the police profession.

Lower right: IACP President Paul M. Cell and Global Affairs Director Vince Hawkes attended the International Association of Women Police board of director's meeting in Quito, Ecuador, March 2019. (Also pictured, Juan Adams, HSI, on left.)

For several years, the IACP has been focused on enhancing its global focus. In fact, during his address at the 2019 IACP Annual Conference and Exposition, President Paul M. Cell emphasized these efforts by committing to "increasing the IACP's international footprint by leveraging the voice of international police leaders to inform public policy, professionalize police leadership, and improve IACP member services." In support of this goal, the IACP has taken a number of actions.

First, President Cell recently launched his Plus One Campaign to increase the IACP's global network. Current IACP members are encouraged to recruit at least one new member into the association, and President Cell has been aggressively promoting the Plus One Campaign during his international outreach activities.

Second, President Cell has been working closely with IACP's committee chairs to ensure that at least three appointments on each committee are reserved for non-U.S. members. Increased international representation will strengthen the diversity of committee deliberations and ensure that forthcoming resolutions are supportive and reflective of the diverse needs of policing across the globe.

Finally, the IACP Board of Directors has established a task force to conduct a sweeping review of the Global Policing Division and international member services. The Global Policing Division (GPD) was established under the IACP Constitution over two decades ago "to provide a strategic plan for the international programs and activities of the IACP." However, it has been observed that the GPD is not well aligned with current IACP governance, and it has had limited success in fulfilling its mandate.

The task force—composed of representatives from the Caribbean, Europe, Western Pacific, and North America—has been directed to explore options to better integrate the voice and influence of the global policing community into the IACP's strategic planning, policy development, and governance processes. The task force is narrowing its focus to analyze two concepts: (1) creating an International Subcommittee under the Board of Directors and (2) forming a new division of national/regional associations of chiefs of police. The task force is also expected to bring forward recommendations on other measures to improve services to international members such as expanded translation services, virtual meeting capabilities, and technologies to facilitate global collaboration.

Throughout its history, the IACP has served as a credible and influential global policing institution. But, like the complex world that surrounds it, the IACP must continuously evolve to ensure it is responding to the diverse needs of its global constituents. It is for these reasons that the IACP is taking tangible and decisive actions to enhance the "I" in IACP.

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Updating Policies with Ease

IACP Net Empowers Policy Building and Development

Those tasked with policy manual updates at their agencies know it can be a tedious, time-consuming task. With access to IACP Net, though, personnel can save time, maximize effort, and avoid reinventing the wheel.

IACP Net contains more than 25,000 policies from a wide variety of sources, with more than 10,000 from CALEA-accredited agencies. The full collection of Model Policies and Concepts and Issues Papers from the IACP Law Enforcement Policy Center is also included among IACP Net's resources.

In addition, the Policies e-Library provides for in-depth searching by many different criteria, including state, agency size (by number of sworn personnel), and more. The following list is just a small sample of recent policies:

- "Carrying and Administering Intranasal Naloxone (Narcan)" – Troy Police Department, Michigan (646826)
- "Unmanned Aircraft System (UAS)" – St. Louis County Police Department, Missouri (649714)
- "Bias-Based Policing" – Covington Police Department, Virginia (649558)
- "Grooming Standards" – Cobb County Police Department, Georgia (650025)
- "Information Technology and Security" – Roseville Police Department, Michigan(649740)
- "Management of Subjects With Mental Illness/ Extreme Distress" – Charlotte-Mecklenburg Police Department, North Carolina (645379)
- "Social Media" – Vancouver Police Department, British Columbia (649567)

Highlight your department's manual by submitting it to info.iacpnet@theiacp.org.

Access these and more resources at iacpnet.com. For more information, call the IACP Net hotline at 800.227.9640.

TOP IACP BLOG POST

Cutting Edge New Tracks for Tech 2019

This 2019 Technology Conference is expanding the number of educational workshops and is now offering an Emerging Technologies track. This track will highlight up-and-coming ideas, research, and technology gaining traction within the law enforcement field. Topics will include the use of 3D location data, understanding new digital driver's licenses, and preparedness to support communities impacted by online crime.

This year's Technology Conference is May 20–22 in Jacksonville, Florida.

Read this blog post and others at
theIACP.org/blog-news-releases

MOST POPULAR IACP RESOURCE

Supporting officer Safety Through Family Wellness: The Effects of Sleep Deprivation

Access this fact sheet and more at
theIACP.org

TWEET of the month

TOP READ ITEM IN IACP MONTHLY FEBRUARY NEWSLETTER

DAID Conference

The IACP Annual Conference on Drugs, Alcohol, and Impaired Driving (DAID) Conference features a mix of plenary sessions and concurrent workshops that are designed to keep attendees up to date on the latest practice and science of impaired driving with a focus on drug impairment detection and recognition. Attendance is open to drug recognition experts, physicians, prosecutors, toxicologists, sworn officers, first responders, and civilian employees of public safety and government agencies.

This year's conference will take place August 10–12, 2019, in Anaheim California.

Learn more at
theIACP.org

THIS MONTH'S QUOTE

"The creating of an intuitive, AI-based neural network that enables millions of individual data points to speak to each other and identify commonalities that generate leads for subsequent investigations is truly the Holy Grail of data analytics, with a tremendous upside potential for the law enforcement community."

"Better Days Ahead"
Pgs. 26–30

TOP *POLICE CHIEF* FEBRUARY ONLINE BONUS ARTICLE

Recruitment and Retention for 2019 and Beyond

By Ray Arcuri, Chief of Police, Rittman, Ohio, Police Department

Read this article and more bonus content at
policechiefmagazine.org

The IACP Net is a subscription fee-based professional service that is available at a discount to current IACP members.

IACP Net: Trusted Resources for Tough Decisions

SINCE 1991, IACP NET HAS FOCUSED ON A SINGLE GOAL: TO HELP LAW ENFORCEMENT LEADERS MAKE INFORMED, DATA-DRIVEN DECISIONS THROUGH RELEVANT, EASY-TO-FIND, EASY-TO-USE ONLINE RESOURCES. IN SERVICE OF THAT GOAL, THE IACP NET TEAM HAS PLACED A SPECIAL EMPHASIS ON BUILDING FIVE FEATURES INTO THE SERVICE.

WEB BASED

Because IACP Net is a web-based database, subscribers can easily access it in any browser and from any web-enabled device. There is no need to install and maintain proprietary software, and the site navigation follows patterns similar to other websites.

BUILT-IN SEARCHING

Everyone who has ever "Googled" a topic knows the frustration of receiving too much irrelevant or unreliable information. IACP Net aims to save users time and energy by providing internal search tools that pull documents exclusively from the site's database.

These tools are aimed to satisfy users of all technical skill levels, providing various search options. The basic search pulls documents from all the e-Libraries at once, grouped under convenient headings, while the advanced search options allow users to locate resources using values in specific fields such as date, source, location, and department size.

FOCUSED E-LIBRARIES

Early on, the IACP Net team discovered that users have a better research experience if the database is grouped into distinct e-Libraries, each with its own area of specialization. Today, users can access the database section of their choice including a Main e-Library containing 75,000 selected documents, including magazine and journal articles, research reports, court case summaries, overviews of successful programs, and training videos and podcasts.

The Policies e-Library is a gold mine for policy development, offering more than 25,000 in-use department policies that are easily customizable, about 10,000 of which are from CALEA-accredited agencies. Many of these policies include related forms, but IACP Net also offers a Forms e-Library featuring more than 3,000 forms from agencies of all types and sizes.

In addition to these powerful e-Libraries, the database includes a Current Affairs section that makes it easy for users to find money-saving information about grants, discounts, and free resources. This section also highlights important events and training opportunities, as well as law enforcement news.

To keep things current and relevant, IACP Net's information team updates and adds hundreds of documents to these e-Libraries every month.

COMMUNITY CONNECTIONS

The Networking section of IACP Net provides tools for reaching out to other departments and sharing expertise. The Quest-Response tool, in particular, provides a forum where department personnel can post questions and requests for specific types of documents, as well as help each other by sharing experiences. Because IACP Net is secure, these exchanges are visible only to the law enforcement personnel who are granted access to the site.

PERSONALIZED SERVICE

One of the most widely appreciated features of IACP Net is the personal attention users receive. Each participating department is assigned to an expert who assists with everything from training users to providing custom searches and managing passwords. This level of personal support ensures that department employees are able to maximize the value of the database quickly and efficiently. At the same time, the experience is positive, friendly, and collaborative.

IACP Net users come from all sizes of agencies, from less than ten to thousands of sworn officers. They all share a desire to be the best leaders they can be, learning from one another, sharing their expertise, and using the most trusted resources for making the tough decisions that run their agencies.

CALENDAR

APR 24 — 26

Policy Council Midyear Meeting, ORLANDO, FL

In order to facilitate better collaboration within and across Policy Councils, IACP committees will now meet together for their midyear meetings. This meeting will provide an opportunity for IACP committee members to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

theIACP.org/policy-council-midyear

MAY 6 — 8

PIO Section Midyear Conference, HENDERSON, NV

As the only PIO conference designed solely for law enforcement, this event provides networking and educational sessions on case studies, social media, and other relevant topics for professionals in the law enforcement public information field.

theIACP.org/events/conference/iacp-pio-section-midyear-conference

MAY 20 — 22

Technology Conference, JACKSONVILLE, FL

Technological advancements in law enforcement have their benefits, but they can also present challenges. The IACP Technology Conference provides training, professional development, and a forum for law enforcement executives, operational managers, and technology and research staff to share best practices and lessons learned on a broad array of technologies.

theIACP.org/tech-conference

AUG 8 — 9

CARE Conference, ANAHEIM, CA

The IACP CARE Conference is an opportunity for attendees to learn about critical issues in traffic safety, identify best practices, and enhance relationships with their colleagues.

theIACP.org/care-conference

AUG 10 — 12

DAID Conference, ANAHEIM, CA

The DAID Conference features plenary sessions and workshops designed to keep attendees up to date on the latest practices and science of impaired driving with a focus on drug impairment detection and recognition. Networking events enable attendees to meet colleagues and establish a professional rapport.

theIACP.org/events/conference/iacp-annual-training-conference-on-drugs-alcohol-and-impaired-driving-daid

OCT 26 — 29

IACP Annual Conference & Exposition, CHICAGO, IL

The IACP Annual Conference & Exposition provides new strategies, techniques, and resources to law enforcement professionals.

theIACPconference.org

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ROBERTSON
MARKETING

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

2019 *POLICE CHIEF* CALENDAR

JANUARY	LEADERSHIP
FEBRUARY	VIOLENCE AGAINST POLICE
MARCH	HATE CRIME
APRIL	CUTTING-EDGE TECHNOLOGY
MAY	OFFICER SAFETY & WELLNESS
JUNE	USE OF FORCE REPORTING
JULY	SERVING DIVERSE & VULNERABLE POPULATIONS
AUGUST	MEDIA RELATIONS
SEPTEMBER	NON-TRADITIONAL TERROR ATTACKS
OCTOBER	COMMUNITIES & CRIME PREVENTION
NOVEMBER	EDUCATION & TRAINING
DECEMBER	RESPONDING TO FIREARMS VIOLENCE

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

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https://crimecenter.com....45

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703.849.0100
www.dewberry.com....88

DSC Labs
905.673.3211
www.dsclabs.com....88

Envisage Technologies
888.313.8324
www.envisagenow.com....64

EWA
703.904.5700
https://ewa-cuas.com....29, 71

FGM Architects
www.fgmarchitects.com....68

First-Line Leadership
800.THE.IACP
www.theiacp.org/first-line-leadership-training....53

First Line Technology
703.955.7510
www.firstlinetech.com/pcpdk....52

GM OnStar
www.onstar.com/publicsafety....9

Gresco
478.315.0812
www.grescoUAS.com....50

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877.342.7281
https://iacp.fulfillworks.com....92

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800.THE.IACP
www.iacpnet.com....95

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www.theiacp.org/plusone....62–63

IACPreferred
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www.theiacp.org/member-discounts....73, 91

IACP Technology Conference
800.THE.IACP
www.theiacp.org/tech-conference....82

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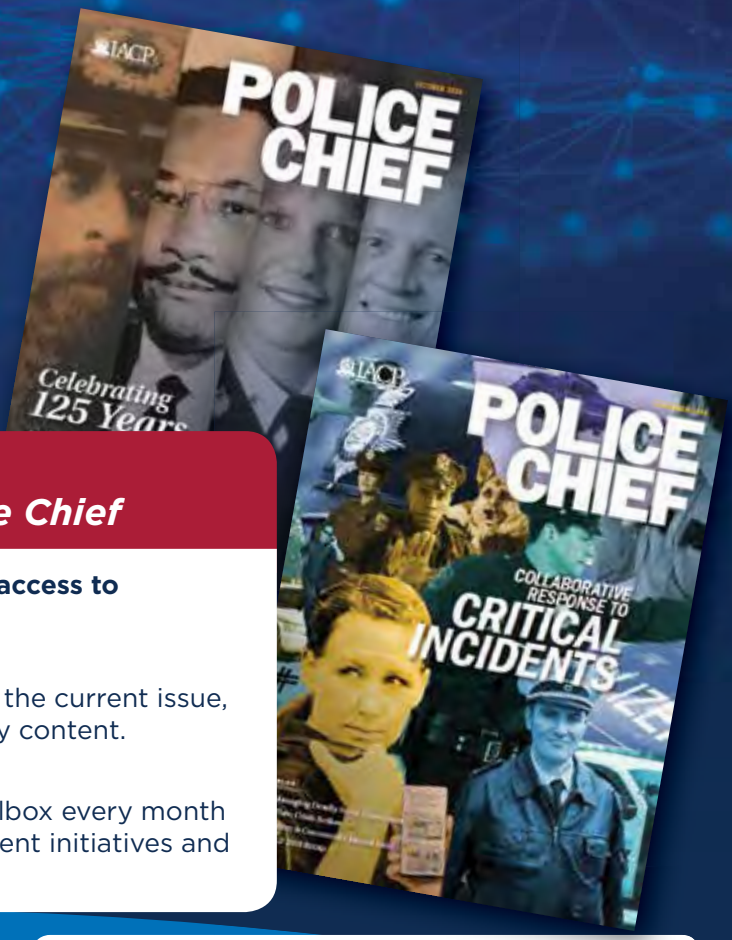

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