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Federal Bureau of Investigation via Getty Images



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Cover: Photo courtesy of NYPD.



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Joe Polzak currently serves as police legal advisor for the Sarasota, Florida, Police Department, and as legal counsel

for several other law enforcement agencies. He formerly served as a felony prosecutor for the State of Florida as an assistant state attorney. He has presented law enforcement best practices to government agencies and industry organizations.

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Chief Ken Clary



low for the Police Foundation. He has been inducted into the Evidence-Based Policing Hall of Fame and received the IACP J. Stannard Baker Lifetime Achievement in Highway Safety Award.

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Leah Harms is a licensed independent mental health practitioner, certified professional counselor, and licensed alcohol and

drug counselor in Nebraska who specializes in working with first responders and their spouses. She is also trained in eye movement desensitization and reprocessing (EMDR), designed to help alleviate the distress associated with traumatic memories.

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Mary Fetchet is founding director of Voices Center for Resilience, which she cofounded following the death of her son on 9/11. She

works with public-private partnerships to share lessons learned and conduct training and research, and she has co-authored several scientific publications, tip sheets, and trainings that have been distributed worldwide.

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She was appointed as Canada's Federal Ombudsman for Victims of Crime (2010-2017), and she is currently the chair of the International Network Supporting Victims of Terrorism and Mass Violence and the CACP National Working Group.

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POLICE CHIEF

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A Year in Review

2020-2021



Police officers have hearts for public service—that is undeniable.

"

WHEN I WAS SWORN IN AS IACP PRESIDENT A YEAR AGO, THERE WERE A MULTITUDE OF ISSUES AND CHALLENGES FACING OUR PROFESSION.

I am pleased to say that, through it all—the COVID-19 pandemic, the increased scrutiny on our officers and the profession, and the calls for reform—the IACP has remained steadfast in our commitment to our communities, our officers, and our shared desire to shape a path forward for our profession.

Over the past year, we have witnessed a sweeping movement across the globe to reform and reimagine policing. These efforts have led to many difficult conversations and have required each of us to carefully examine our views. For my part, when I have conversations with the elected officials about police reform, I always begin by saying there needs to be an acknowledgement that policing is not broken. As a profession, we have made great strides. We must and will continue to adapt and evolve our actions in response to an everchanging landscape of criminal threats and community expectations. We embrace those pressures and expectations and work hard to make our communities safe and thriving places for all those who live in, work in, and visit them.

At the same time, I think we all recognize that, far too often, the image of our noble profession has suffered from actions of bad actors or split-second decisions that ended in tragedy for all involved. But against this backdrop of negative images, I truly believe that the men and women of the policing profession are universally committed to evolving and building trust within all segments of our communities. But, as we strive to improve our work every day, we must be committed to understanding that effective, lasting change will require resources, commitment, and well-thought-out, evidence-based approaches.

Unfortunately, far too often, policies are enacted without careful consideration of their impact. Hasty, misguided, and shortsighted actions like slashing police budgets, ending qualified immunity,

changing use-of-force standards, or limiting the use of much-needed law enforcement equipment will have an adverse, sometimes dangerous, impact on policing and community safety for years to come. Even worse, these approaches do little to build community trust or get to the core goal of enhancing community-police engagement.

That is why, with our powerful voice of more than 31,000 members, we must continue to vigorously oppose proposals on a state and federal level that will have a detrimental impact to the policing profession and, consequently, the communities we serve. I am proud of each of you who joined our various calls to action and reached out to your members of Congress to defend and support the doctrine of qualified immunity and oppose any provision that would limit, reduce, or eliminate this essential protection for officers and to oppose modifications to the use-of-force standard set forth in Graham v. Connor.

While we still face many of the same challenges today that we did one year ago, I am proud to say that we are in this together as leaders of the policing profession, and, with the collective strength of the IACP—found in its membership—we worked to ensure our advocacy weight remained strong and that you had the tools and resources needed to keep you and your agencies ably prepared for these layered and complex crises.

I am also proud of the way that we, as an association and a profession, adjusted to the challenges presented by COVID-19 and the inability to gather together in person. To that end, we launched IACPlearn, a one-stop hub for online training, webinars, podcasts, and conference workshops—all easily accessible with your member login (and often available to the profession at large). Content is continually updated to keep pace with emerging issues and the professional development needs of you



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and your officers at every level of your agency. Through IACPlearn we continue to reduce barriers to learning and development to ensure access is timely and meeting the needs of officers where and when they are available.

I am proud to say that IACP continues to tackle pressing and emerging issues, like critical incident response. Earlier this year, I established a task force consisting of leaders from policing, private industry, and academia to focus on creating leading practices and developing cutting-edge training approaches that can assist agencies in dealing with unplanned critical incidents and to identify steps that can be taken before, during, and after an event to keep an incident from becoming a crisis. I am pleased to say that the work of this task force is well underway, and that incoming IACP President Dwight Henninger has agreed to continue its work during his presidency.

In addition to critical incident response, another truly global issue is that of homelessness and the role law enforcement plays in meeting the needs of this population and the communities that experience it. With each passing year, our profession is thrust more deeply into the realm of attempting to help those experiencing homelessness, those struggling with untreated mental health needs, and those grappling with substance use issues, and the COVID-19 pandemic only amplified these issues and challenges.

Police officers have hearts for public service—that is undeniable. But, for many of these more social service—related issues, we are constantly looking for ways to address the ever-expanding role of our traditional law enforcement duties and functions. We look to grow and improve our abilities to respond to homelessness, work with those with substance use issues, and appropriately interact with individuals experiencing a mental health crisis. We also look to improve our officers' abilities to de-escalate tense situations and understand how to best help our vulnerable populations.

To meet these needs and many others, agencies have created cutting-edge, co-responder models, pairing police and

service delivery and immediate response needs. Agencies have also begun pioneering partnerships to help social service partners accomplish their mission, thus preventing situations from becoming a law enforcement issue later. To continue to aid agencies in these efforts, the IACP is establishing the Public Health Informed Policing initiative to increase collaboration and mutual learning between the law enforcement and public health fields to advance evidencebased approaches to issues at the intersection of public health and public safety—including violence, addiction/ overdose, mental health disorders, and homelessness. IACP is also providing dedicated technical assistance, through the Law Enforcement/First Responder Partnership initiative, to help local communities plan, implement, sustain, and enhance system solutions at the front end of the justice system to address the substance use that often leads to justice involvement, high utilization of emergency services, and homelessness. In addition, the association is currently developing and piloting the "next generation" of crisis intervention training (CIT) in a new Crisis Response and Intervention Training (CRIT) program to better prepare police officers to respond effectively to people experiencing mental health or substance use disorders and engage with individuals with intellectual and developmental disabilities.

mental health professionals for in-field

These are just a few examples of the work we have underway, and I am pleased to say that our work in the area of homelessness will continue, and only amplify over the years. Fifth Vice President Ken Walker has agreed to champion this work through his term as president, and I am excited for the prospects and continued work ahead.

While what we have collectively accomplished this year is far too much to list, I want to end by thanking you for your commitment and contributions. I am inspired by all of you as leaders within your agencies and communities. I encourage each of you to continue to lead locally through these challenging times and for all of us to come together in voicing the collective best of our great profession. $\mathfrak O$

The Way Forward

Two IACP Presidents Reflect on the Lessons of 9/11



LIKE IT IS FOR MANY OF OUR MEMBERS, SEPTEMBER 11, 2001, IS STILL VERY VIVID IN MY MEMORY. AT THE TIME, I WAS THE INCOMING PRESIDENT OF JACP.

On September 10, 2001—accompanied by my wife, Denise, and daughter, Jessica—I addressed the New England Chiefs of Police Association in Old Saybrook, Connecticut.

On September 11, we were scheduled to fly home to Florida on an 8:00 a.m. flight out of Boston, Massachusetts; however, the flight plans were changed to instead depart out of Hartford, Connecticut, with a connecting flight through Charlotte, North Carolina. Our air flight route actually crossed over those of the flights that crashed into the Twin Towers, in Pennsylvania, and into the Pentagon. Upon landing in Charlotte, we were the last travelers to deplane, and I knew something had occurred, prompting

me to ask the flight attendant what was going on. Her response to me was "We are under attack; we are at war." Crowds of people gathered around television sets in the terminal and witnessed, as millions of Americans did that day, the terrorist attacks on the United States. Within hours, I observed hundreds of U.S. military personnel occupy the airport and hundreds of planes landing and being parked on the tarmac.

All flights were canceled, and there were no rental cars available. If not for the kindness and personal attention of, at that time, Deputy Chief Glen Mowrey of the Charlotte-Mecklenburg Police Department, my family would've been stranded. Glen assigned a sergeant to assist us, and, eventually, I secured a rental van and drove the 24 hours to South Florida. As the days passed, the media revealed that a group of the terrorists had traveled to and resided in South Florida. Little, if any, information was shared from our federal or state partners. The 9/11 incident completely changed my priorities for my year as the president of the IACP. It was decided that the IACP would play a major role in attempting to link federal, state, and local law enforcement together for the purpose of exchanging critical information.

The first IACP Executive Board meeting of my term immediately convened in New York City, where we saw firsthand the devastation of the 9/11 attack. Thanks to New York State Superintendent Jim McMahon, we were given access to the site of the Twin Towers. We observed the recovery efforts of bodies taken from the rubble of the fallen towers, all of us feeling helpless and enraged by what we were witnessing.

Shortly after that visit, then-IACP Executive Director Dan Rosenblatt and the entire board met to initiate a plan of

action. IACP member Peter Modafferi, chief of detectives for the Rockland County District Attorney's Office and chair of the Policy Investigative Operation Committee, suggested a summit to bring all the major players together under one roof to seriously discuss the exchange of information concerning national security issues. Two important decisions I made were to empower Peter to convene that summit and to appoint then-IACP First Vice President Joe Polisar to carry the baton, knowing that this initiative was not a one-year effort. That summit led to the creation of the Global Justice Information Sharing Initiative and Criminal Intelligence Coordination Council, which involved discussion on the forming of what would later be the FBI Joint Terrorism Task Forces (JTTFs) and state fusion centers, both committed to providing criminal and potential terrorist-related information to all law enforcement partners.

Fast forward 20 years, and, although FBI JTTFs and state fusion centers still exist today, the information being shared is heavily focused on past events and efforts that have thwarted terrorist incidents but seldom includes current impending investigations. Much more attention requiring the disclosing of domestic terrorist perpetrators or groups that are embedded in every community in the United States should be elevated to a top priority and be shared with the law enforcement community as a whole. The recent disclosure of the identities of persons who stormed the U.S. Capitol, including some military and law enforcement personnel, should be a wake-up call for all of us. The importance of sharing criminal and potential terrorist-related information that could save lives and avoid injuries to our most valuable assets—our employees—is crucial.

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The 9/11 incident completely changed my priorities for my year as the president of the IACP.

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-William Berger

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Amid the pain, anger, and anguish of the day, the images of heroes working to save others still stand out.

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—Cynthia Renaud



FIRST, LET ME SAY HOW HONORED I AM TO SHARE WRITING THIS ARTICLE WITH PAST PRESIDENT BERGER.

He is a consummate professional who can count decades of contributions to our profession among his credits, and I know many have benefited from his wisdom, sage advice, and friendship.

Like Past President Berger, I, too, was on the eastern seaboard on September 11—I was enjoying an impromptu reunion with close high school girlfriends and was having breakfast in the hotel with one when the other ran down—completely disheveled and visibly shaken—to tell us what was occurring. With the rest of the world, we watched in helpless horror as so many innocent lives were lost that day. And we watched with heartfelt accord and a nationwide, unified strength as so many acts of selfless bravery played out from location to location. Amid the pain, anger, and anguish of the day, the images

of heroes working to save others still stand out. As Past President Berger points out, the aftermath of 9/11 exposed gaps in the United States' nationwide intelligence gathering and information sharing networks, and, while the last 20 years have seen dramatic improvements, we still have work to do in order to ensure we are proactively keeping our nation and our communities safe from all threats. We are still working toward communication interoperability, and we still strive for smooth command operations during critical incidents.

The events of 9/11 changed our priorities and gave birth to new constructs. The Department of Homeland Security was created. Homeland Security Presidential Directive 5 created the National Response Plan, and Homeland Security Presidential Directive 8 called for the National Incident Management System (NIMS). Fusion centers were stood up, and we began to look at how disciplines outside of law enforcement contributed to this new and somewhat amorphic arena called "homeland security."

Amid the governmental hubbub of creating processes, laws, tools, and trainings, a small group of people began talking about how we thought about homeland security, and upon what kind of foundation our leaders working in this area should stand. I have heard it said that training teaches one how to use a tool to perform a task, while education teaches one how to use their mind to think about the best way to perform that task. After 9/11, the Center for Homeland Defense and Security (CHDS) at the Naval Postgraduate School was created to educate the current and future leaders working in all disciplines that provide for the safety and security of our communities and nation. I know many of our IACP members are alumni of CHDS programs, and I also believe

that their education and subsequent contributions have made us safer and more effective. The IACP, my FBI National Academy experience, and my time at CHDS have provided national and international relationships and best practice sharing that have infused the work done in all three communities in which I was fortunate enough to serve.

Although not a U.S. citizen at the time, my father fought bravely for the Allies during World War II. His reasons for doing so, his beliefs in putting others before himself, his strength, and his calm acceptance of what life demanded of him imprinted on me very strongly when I was a young girl. As he once told me, "Life is 10 percent what happens to you and 90 percent what you make of it." I believe we, as a nation and as a profession, have lived that 90 percent in the last 20 years.

However, the threats to our world will never end, they will just change. And so, I close with a finding from The 9/11 Commission Report that has resonated with me from the moment I read it nearly two decades ago. The report cited "a failure of imagination" in understanding the growing terrorist threat. The 9/11 attacks happened just over 10 years into my policing career, and it shaped the remaining 20 years of it. For those leading now and for those who will lead into the future, do not fail in your imagination to understand the possible and the potential and to ensure that you and your organizations are as prepared as possible in the continued service to your communities. ♥

DHS and the Power of Partnerships in a Post-9/11 World



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Addressing these risks is a shared responsibility that depends on close collaboration between the public and private sector.

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TWENTY YEARS AGO, THE UNITED STATES WAS SHAKEN TO ITS CORE BY THE DEADLIEST TERRORIST ATTACK IN OUR HISTORY. ON SEPTEMBER 11, 2001, FAMILIES WERE IRREPARABLY BROKEN, AND OUR LIVES WOULD NEVER BE THE SAME.

That day, Americans became painfully aware of the grave threat posed by foreign terrorists who seek to attack our democracy and the freedom and hope that the United States represents. Law enforcement, first responders, military, and other brave and selfless individuals put their lives on the line to lead dangerous rescue, recovery, and defense efforts. We resolved to never again allow such an attack to occur on our soil.

Out of that tragic day, and as a result of the 9/11 Commission's recommendations, the U.S. Department of Homeland Security (DHS) was created. DHS was charged with protecting the United States by aligning different security agencies under one framework, bringing together 22 separate entities under a single Cabinet-level department that has since evolved into the largest law enforcement agency in the country.

Since 2001, we have learned many lessons, namely that DHS is fundamentally a department of partnerships and that everything we do must be informed by you—our state, local, tribal, territorial, and campus law enforcement partners. Across the entire homeland security enterprise, we have strengthened our defenses and become more resilient by working with you.

Together, we have developed stronger communication tools and resources, created a multilayered information sharing strategy that extends across state lines, and helped build a national network of fusion centers to connect DHS with law enforcement agencies across the country to better receive, analyze, and share actionable information. We are committed to ensuring you

have the resources you need to keep our communities safe and secure.

IMPROVING OUR CAPACITY TO COMBAT EVOLVING THREATS

Today, domestic violent extremism poses the most persistent, evolving, and lethal terrorism-related threat to the United States. These threats are often fueled by false narratives, conspiracy theories, and extremist rhetoric spread on social media and other online platforms that provide fertile ground for potential radicalization. Racially or ethnically motivated violent extremists are the most likely to conduct mass casualty attacks against civilians, while anti-government or anti-authority violent extremists, specifically militias, are the most likely to target law enforcement, government personnel, and government facilities. We saw this latter threat unfold during the January 6 insurrection, when domestic violent extremists attacked the U.S. Capitol.

The threat posed by domestic violent extremism continues to grow in communities at an alarming rate. Recognizing this trend in violence, the Biden-Harris administration and DHS have made combating domestic violent extremism a top priority. In June, U.S. President Joe Biden released the first-ever National Strategy for Countering Domestic Terrorism, which was informed by law enforcement and intelligence community threat assessments. Our law enforcement and intelligence community partners, including DHS's Office of Intelligence and Analysis, will continue to play a major role in this effort. Further, DHS has initiated a comprehensive review led by our chief security officer to prevent, detect, and respond to potential threats related to

domestic violent extremism within the department. Like your agencies, we will not tolerate acts of hate or violent extremism within our ranks.

Since January 2021, DHS also released two, first-of-their-kind National Terrorism Advisory System (NTAS) Bulletins to inform the public about the threats posed by domestic violent extremism. DHS will continue using the NTAS to communicate with the public and seek your input on how to continuously improve it. DHS will also continue leveraging the counterterrorism public service awareness campaign, "If You See Something, Say Something," to encourage the reporting of suspicious activity to authorities. Further, DHS will continue providing operational support during major events.

In line with our commitment to increase the United States' capacity to combat evolving threats, DHS designated, for the first time, domestic violent extremism as a "National Priority Area" within our Homeland Security Grant Program, which means that state, local, tribal, and territorial governments across the United States will spend at least \$77 million to build the capacity to detect and protect against threats from domestic violent extremism. Further, in May, DHS launched the Center for Prevention Programs and Partnerships (CP3), to provide communities with the tools to prevent individuals from radicalizing to violence and intervene when the individuals already have done so.

STRENGTHENING CYBERSECURITY AT EVERY LEVEL

In recent years, we have seen a significant increase in cyber attacks, namely ransomware, against public and private sector organizations of all sizes, including police departments, schools, and hospitals. Ransomware now poses a serious national security threat, including its ability to undermine law enforcement operations.

Addressing these risks is a shared responsibility that depends on close collaboration between the public and private sector. That's why, within my first month in office, I issued a call for action to tackle ransomware. DHS is working with our interagency partners, industry, stakeholder groups such as the Ransomware Task Force, and allies and partners abroad to combat this threat as part of a global whole-of-society effort.

Through DHS's Cybersecurity and Infrastructure Security Agency (CISA), we will continue providing resources to increase organizations' cyber resilience and defense. We increased cybersecurity grant funds from 5 to 7.5 percent through our State Homeland Security Program and the Urban Area Security Initiative, and we are committed to assisting you in preventing and recovering from costly and disruptive attacks, including through the cyber and forensic training and equipment that we offer at no cost through our National Cyber Forensics Institute.

SUPPORTING STATE, LOCAL, TRIBAL, TERRITORIAL, AND CAMPUS LAW ENFORCEMENT

While DHS was created to enhance the United States' ability to protect against, prevent, and respond to terrorist attacks, DHS works with law enforcement every day to combat a broad range of criminal activity and protect communities from gangs, drug traffickers, and other violent criminals.

Law enforcement organizations in many cities are under tremendous strain as they face a remarkable set of challenges driven by a dynamic threat environment, including increases in violent crime. DHS continues to provide personnel, technical assistance, and other resources to our law enforcement partners to disrupt and dismantle transnational criminal activity such as human trafficking.

Further, I will ensure our state, local, tribal, territorial, and campus law enforcement partners have a direct line of communication to DHS through our assistant secretary for state and local law enforcement who reports directly to me and leads the Office for State and Local Law Enforcement. To learn more about this office and DHS's law enforcement resources, including information on the Homeland Security Information Network (HSIN), Federal Law Enforcement Training Centers' (FLETC) programs, the Blue Campaign, and DHS grant opportunities, visit www.DHS.gov/ lep-resources. Of course, I look forward to continuing my personal engagement with all of you, and to keeping an open door in the service of our partnership.

KEEPING OUR COMMUNITIES SAFE AND SECURE TOGETHER

As we approach the 20th anniversary of the September 11, 2001, terrorist attacks, we honor the memory of those who lost their lives, and we remain committed to working together across every level of government to keep the United States safe from evolving threats, both foreign and domestic.

We remain vigilant in our shared efforts to combat the threats of today and tomorrow alongside our state, local, tribal, territorial, and campus law enforcement partners. Together, we will continue to protect, serve, and safeguard our people, our homeland, and our values. Thank you for everything you do in service to the United States. O

Working Together Toward Success



Conditions change, crimes change, and police have to morph and change their approaches to keep up.

SEPTEMBER 11, 2001, CHANGED EVERYTHING. FOR THE UNITED STATES, IT ALTERED OUR CONFIDENCE ON WHETHER OR NOT WE WERE SAFE AT HOME FROM FOREIGN THREATS.

For the military, it changed how we define what war looks like, what an enemy is when it is not another country, and how to fight such an enemy. For police chiefs, being the leaders on the front lines of domestic security, it changed everything too. It also changed everything for me. Having retired into a comfortable private sector life, it was 9/11 that brought me back into policing as chief of the Los Angeles, California, Police Department (LAPD).

Los Angeles was a potential target. It represented the America everyone knew from the movies as the capital of the motion picture world. Taking the helm post-9/11, I had to redefine how the LAPD looked at counterterrorism. Something that had occupied maybe 10 percent of my time when I was the police commissioner of New York City in the 1990s now took up 40 percent of my time in the second largest U.S. city. I had to build out a counterterrorism and intelligence structure that was capable of protecting Los Angeles in this new threat picture. That meant expanding the counterterrorism and intelligence functions to include more than 250 cops with specialized training and equipment. It meant redefining how we policed events like the Oscars to not just handle the crowds and traffic but to have a complex counterterrorism overlay that covered every possibility from a truck filled with explosives ramming through blockades to a sniper to having a chemical or radiological attack inside the theater. This became the new normal for major events. We had to be innovative and think out of the box. We created a program called Archangel to gather digital files of every significant target in the city. This way, field commanders could access blueprints and plans for any building that might come under attack. It was a model that was adopted by the U.S. Department of Homeland Security and taken

nationally to other cities. Los Angeles, for a major city, was always an undersized police department surrounded by other undersized police departments. It made partnerships and mutual aid agreements among the LAPD, the Los Angeles County Sheriff's Office, 44 other cities and towns, and the California Highway Patrol second nature. We worked together seamlessly, especially on counterterrorism. Together, we formed the Joint Regional Intelligence Center (JRIC), an intelligence fusion center that became a clearinghouse for threat information and intelligence analysis to be shared within Los Angeles County and as far as Las Vegas, Nevada.

The years of finger pointing that followed 9/11 had damaged many of the partnerships in New York law enforcement. When I returned to New York for a second tour as police commissioner in 2014, it meant rebuilding frayed relationships with all of our federal partners. I am a real believer in partners. We broke the log jams and shared everything-including highly classified intelligenceall the time. In New York, we could never afford to not connect the dots again. I operated on the theory that every terrorist attack in the world was one that could have occurred in New York. We were still the number one target. We studied each attack. We analyzed it, broke it down, and asked ourselves over and over again: If it had happened here, would we have been prepared? We looked at the Mumbai attacks in India, and the Charlie Hebdo attack and the hostage-taking and slaughter at the Bataclan Theater in Paris, France. That led to the creation of the Critical Response Commandmore than 525 officers heavily armed, specially trained, and rolling through the streets 24 hours a day. They are deployed each day to different locations based on an overnight analysis of the global threat stream. It gave us agility, flexibility, and unpredictability. It was

a huge investment, but it also gave us a unique advantage. It meant in the event of a terrorist attack or an active shooter, the response would be swift and overwhelming.

Policing has to be flexible and adaptive. Conditions change, crimes change, and police have to morph and change their approaches to keep up. This is even more true in the realm of counterterrorism. Groups like Al Qaeda think and plan an attack in asymmetric terms. It was ISIS that brought on the theory of mass marketing through social media as a way to create an army of lone wolves. There were times when my Intelligence Bureau and the Joint Terrorism Task Force were working together full tilt trying to

manage three or four simultaneous plots against New York City at one time.

Today, we have to look back over our shoulder at the foreign threat from terrorist groups that still looms while looking right in front of us at a rising tide of domestic violence extremists. These are both organized or semi-organized groups, but they are also the kind of violent social media–driven crowdsourcing that can lead to events like thousands storming the U.S. Capitol to topple democracy.

Right now, U.S. policing is facing a crisis of rising crime. That has put pressure on chiefs to reduce their counterterrorism efforts to focus more resources on street crime. The pressure is understandable, but I urge caution. Terrorism is not going away. Domestic extremists are using a lot of the same tricks of the trade developed by groups like ISIS. The good news is we have all gotten smarter, more sophisticated, and more capable through our experience in counterterrorism and intelligence. The principles of prevention are the same for both; timely, accurate intelligence; effective tactics; rapid deployment; and relentless follow up and assessment. Those core principles, along with strong partnerships, are how we will prevail on both crime and foreign or domestic terrorism. But the only way we will succeed is if we do it together. O

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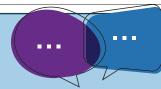
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CPE WORKSHOPS AT IACP 2021

On September 11–14, both virtually and in New Orleans, Louisiana, the IACP 2021 Annual Conference and Exposition will host a selection of workshops for officers and agency leaders on tangible community-police engagement skills and practices they can bring back to their departments.

- Moving Forward Together: How Police-Community Reconciliation Builds Trust & Improves Public Safety demonstrates how understanding, acknowledging, and repairing institutional harm and elevating community voice in policing uniquely allow us to finally address grievances, mistrust, and fractured relationships—and thus ultimately build trust, reconcile, and improve public safety.
- Promising Tools for Improved Police Responses examines alternative approaches to traditional law enforcement and will explore how different law enforcement agencies developed approaches for responding to people in crisis or with developmental disabilities.
- Visualizing Accountability demonstrates how the Toronto Police Service has developed innovative scorecards to visualize their progress on accountability and public trust issues.
- Smart Policies for Building Trust and Reducing Gang Violence in Los Angeles focuses on two key components of the LAPD strategy: youth jobs and community engagement through the Summer Night Lights program and the GRYD Incident Response Program, a coordinated response to incidents of gang-related violence, which includes the LAPD, community-based peacemakers, and GRYD office staff.
- Implementing Procedural Justice: Improving Community-Police Interactions through Body Worn Camera Reviews examines procedural justice as an increasingly prevalent concept in law enforcement. The presentation will look at how an agency can truly implement it in practice to improve communitypolice relations.
- Cultivating Community Trust by Improving Officer Resilience shares how
 evidence-based resilience skills, such as avoiding thinking traps, navigating difficult conversations, leveraging character strengths, and expressing gratitude,
 can help officers cultivate positive community-police engagement focused on
 empathy and trust.

Please visit **www.theiacpconference.org** or contact **CPE@theiacp.org** for more information.

#PATHFORWARD CAMPAIGN

IN MAY 2021, IACP LAUNCHED #PATHFORWARD, a social media campaign intended to highlight everyday endeavors, challenges, heroic efforts, acts of service and the often unnoticed critical tasks that have become the responsibility of law enforcement such as responding to homelessness or serving as public and mental health advocates, and to engage the community and elected officials in a more robust conversation about the realities and expectations of policing. The IACP encourages police agencies around the globe to tell their stories in new and creative ways, using the hashtag #PathForward to increase visibility.

Visit the IACP.org/sites/default/files/PathForward%20Newsletter.pdf for more information.

IACPlearn Education Opportunities

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 Law Enforcement Family Wellness During COVID-19 (Webinar)

This webinar addresses strategies for maintaining emotional wellness during COVID-19 and beyond. *Free to both IACP members and nonmembers*

 2021 Officer Safety and Wellness Symposium Workshops and Activities (Conference Workshops)

The package provides access to the 50+ 2021 Officer Safety and Wellness Symposium workshops and activities. \$150 for IACP members and \$200 for nonmembers

 Public Information Officers Section Webinar: Developing Resiliency Through Self-Care for Public Information Officers (Webinar)

This webinar provides public information officers some insight into the relationship between stress and mental wellness. *Free to IACP members*

Practices in Modern Policing (General Education)

This video series provides law enforcement officers with information and promising practices on officer safety and wellness; policing in small, rural, and tribal communities; and serving vulnerable populations. Free to both IACP members and nonmembers

 Social Media Matters: Why Law Enforcement Leaders Should Embrace Strategic Communication Through Social Media (Webinar)

This webinar addresses how an effective use of social media by law enforcement leaders can help build community trust in their agencies and positively impact the culture of their departments. *Free to IACP members*

Visit **learn.theIACP.org** to register for these and other training and education offerings.



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Q: How do you think the threat landscape has changed since 9/11?



A: Since 9/11, the threats we face have evolved dramatically. China and Russia have rearisen as familiar competitors; but, somewhat disconcertingly, the "democratization" of high-tech capabilities like Global Positioning Systems, drones, and cyber have empowered a wider spectrum of potential adversaries-from non-state actors or American citizenswith lethal tools that had long been reserved for sophisticated nation-states. We must have great peripheral vision and an enduring ability to adapt quickly to whatever emerges.

Stan McChrystal, General *McChrystal Group*



A: Post-9/11, the threat landscape changed drastically, complicating law enforcement's efforts to effectively disrupt threats to our homeland. Online propaganda on extremist ideology and open-source tactics have become more readily accessible, extending the reach of foreign terrorist organizations and increasing risk from lone-actor extremists or domestic violent extremist groups. The security of our communities dictates private and public partners communicate and share information.

The Central Florida Intelligence Exchange (CFIX) is one of a network of fusion centers comprising partnerships with federal, state, and local agencies. Through CFIX, relationships are maintained with local intelligence investigators, as well as the Florida Department of Law Enforcement, FBI, and Department of Homeland Security. This information sharing helps to identify potential threats and mitigate the risk as quickly as possible.

John W. Mina, Sheriff Orange County Sheriff's Office



A: Anti-government, white supremacy, Neo-Nazi ideologues, and a host of other domestic radical groups have been around forever. However, before 9/11, groups and individuals espousing extremist ideas were mostly rejected and kept to the fringe of our social order. The internet and social media since 9/11 have raised these groups' visibility and ability to influence, interact, and coordinate messaging and tactics with greater effectiveness.

Also, the amount of misinformation and inflammatory rhetoric from so many media platforms and partisan political discourse adds impetus to the current and potential threat landscape. Finally, encryption technology has significantly improved since 9/11; as these groups have turned more to the use of it, this advancement has made it more difficult to detect and disrupt potential threats.

Charles Prouty, Special Agent (Ret.) (SAC, Boston, MA, on 9/11) Federal Bureau of Investigation

Vice President, Justice Section General Dynamics



A: The threat landscape has expanded beyond the fear of international terrorists plotting to take down democracy. The threat question now rests to those within our own communities. Every jurisdiction must now consider domestic terrorists. The threat of the lone wolf or single actor has expanded. Self-proclaimed incels are an example of individuals who believe they have been harmed or mistreated and who find like-minded peers on social media and promote violent responses. The attacks on cities under the guise of social justice, such as the Christmas Day bombing in Nashville and the U.S. Capitol attack, are prime examples of how expansive the threat has become. Fringe groups have always been a concern, but these new threats are more dangerous, requiring extra vigilance.

David Rausch, Director *Tennessee Bureau of Investigation*

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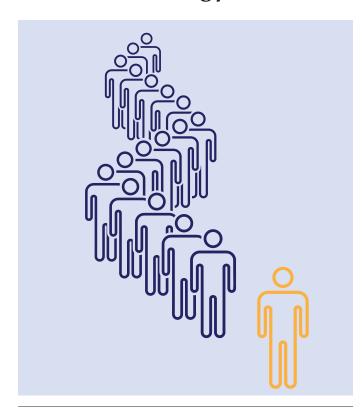


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103A

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 is answered by experienced leaders.

!: How do police leaders effectively include their followers in decision-making processes?



Al: Chief Brian A. Kyes: Effective leadership consists of many interrelated characteristics, including the ability to influence others, especially subordinates who actually do the lion's share of the important work. Police leaders need to inspire their followers pertaining to decisions that may influence or affect them. Accepting input; leading by example; willing to take chances and mistakes; and making others feel engaged, vested, and valued will aid greatly in providing such requisite inspiration. It is also essential that leaders understand the specific areas where their subordinates may have certain levels of expertise and where there may be a need to build additional skills. Allowing subordinates to shape the ultimate decision by empowering them while providing the necessary guidance and direction will allow for an all-inclusive process with optimal results.

A2: *Lieutenant Dave Tripp:* Many of today's leaders focus on organizational inclusiveness and creating a sense of belonging within those who serve in this noble profession. While

there are many strategies available to accomplish this, involving our followers in the decision-making process is an important one.

- 1. Understand opposing views better for unbiased decision-making.
- 2. Be open to others' thoughts and opinions and regularly ask for input. Express to followers that they have ownership in the organization and you value their thoughts and ideas.
- 3. Practice and encourage open dialogue to hone ideas into effective solutions.
- 4. Strive to implement the recommendations of others, and openly recognize the value of their input.

Through practicing the four steps above, leaders can improve organizational effectiveness as we lean into the future of policing.

A3: Colonel Melissa Zebley: Developing effective and exemplary followership in a police organization is a significant component in the growth of future leaders. A police leader can employ many strategies to enhance followership attributes to include broader collaboration in an agency's decision-making process. Diagnosing the nature of the decision to be made, the time constraints associated, and the expertise possessed by the followers can inform the method and membership chosen by the leader. Surveys, officer focus groups, policy development committees, or product testing and evaluation can be optimal opportunities for member engagement, which allow for a free exchange of information that can ultimately lead to greater acceptance of the decision. Similarly, members will be enhancing their communication, problemsolving, and research

skills while engaged in the

process. り

THE MENTORS



Brian A. Kyes, Esq., Chief of Police CHELSEA POLICE DEPARTMENT, MA



Dave Tripp, LieutenantMAINE STATE POLICE, ME



Melissa Zebley, Colonel DELAWARE STATE POLICE, DE

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



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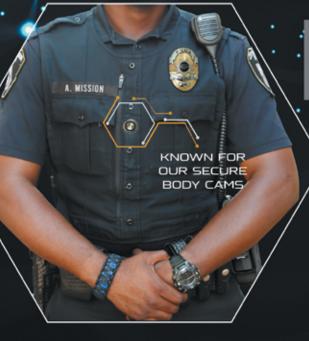






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Lessons Learned? A Civilized Society

"WHICH IS BETTER—TO HAVE RULES AND AGREE, OR TO HUNT AND KILL?"¹

- William Golding, Lord of the Flies

The answer lies in lessons learned through tyrants and the oppressed, wars and revolutions, and in the events culminating on September 11, 2001. The 9/11 attacks revisited the lesson that the history of the world continues to teach: We can choose lawlessness and the destruction of life and property it breeds, or we can choose something more *civilized*.

"THAT MEN DO NOT LEARN VERY MUCH FROM THE LESSONS OF HIS-TORY IS THE MOST IMPORTANT OF ALL THE LESSONS THAT HISTORY HAS TO TEACH."²

-Aldous Huxley, Collected Essays

Civilization harnesses good governance for the well-being of the individual and society. Without strong states to govern it, human behavior can regress to the mean. Historically, one could say the aggregate average of human behavior can be classified as, well, *uncivilized*.

Civilization can be described as both "a process and a destination" whereby a society progresses from a raw "state of nature," or "barbarism," to a state marked by "reasonably complex sociopolitical organization and self-government according to prevailing standards." First, we must begin with the assumption that "civilization is a good thing—or at least better than the alternatives." History speaks loud enough to remind us that in the absence of civil authority "it was the Law of the Sea—beyond that, we all enter the food chain, and not always right at the top." 5

As to governance, standards of "civilization" have evolved in international law to determine membership in the international society of states.⁶ A civilized state has historically required: (1) basic institutions of good governance; (2) the organizational capacity for self-defense; (3) a published legal code and adherence to the rule of law (ROL); (4) the capacity

to honor contracts in commerce and capital exchange; and (5) recognition of international law and norms, including the laws of war.⁷

If a nation could meet these requirements, it was generally deemed to be a legitimate sovereign state, entitled to full recognition as an international entity.⁸ If not, history is replete with failed states.

During the 1990s, some U.S. strategists began to alert to the risks of "spillover consequences of weak governance in the developing world."9 Before 9/11, however, U.S. policy makers were focused on the humanitarian aspect to such risks, not the strategic significance.10 This all changed at 8:46 a.m. EST on September 11, 2001, when 19 hijackers acting at the direction of Al Qaeda leadership headquartered in Afghanistan turned commercial airliners into weapons of war, killing more people than the attack on Pearl Harbor in World War II.11 A consensus was quickly reached that "state fragility was both an incubator and vector of multiple transnational threats."12

Accordingly, President George Bush declared a "Global War on Terror," initiating "a conflict without temporal and spatial horizons, where non-state, terrorist actors were as much a target of U.S. military action as the states that harbored them." ¹³ U.S. State Department Director of Policy and Planning Richard Haass noted,

The attacks of September 11, 2001, reminded us that weak states can threaten our security as much as strong ones, by providing breeding grounds for extremism and havens for criminals, drug traffickers, and terrorists. Such lawlessness abroad can bring devastation here at home.¹⁴

A new focus emerged on the spillover threats from weak or failed states, and it rapidly became conventional wisdom, both in the United States and abroad. ¹⁵ What followed was a (re)focus on building the *capacity* to be civilized.

"THE ART OF WAR IS OF VITAL IMPORTANCE TO THE STATE."16

-Sun Tzu, Art of War

Strong states are built with security capacity. President Ronald Reagan stated at the Republican National Convention on July 17, 1980, "We know only too well that war comes not when the forces of freedom are strong, but when they are weak. It is then that tyrants are tempted."¹⁷

The U.S. National Security Strategy (NSS) now formally recognizes the "threat posed by fragile states and instability; and emphasizes the need to help create legitimate, well-governed states" by way of nation-building efforts to avoid military intervention.18 Among these are Security Sector Assistance (SSA) operations developed to build the "security capacity" of partner nations—both their armed forces and law enforcement agencies.19 The U.S. Department of State (DOS) was initially tasked with the implementation and overseeing of the SSA programs, in coordination with the Department of Defense (DOD), the Department of Justice (DOJ), and other interagency partners.20 The DOD has developed its own robust SSA programming in more of a bifurcated process and, along with DOS and the U.S. Agency for International Development (USAID), operates a corollary program that has emerged over the last decade—Security Sector Reform (SSR).21 SSR is also directed at the institutions, processes, and forces that provide security and promote the ROL.22 More than structural capacity, SSR is "the set of policies, plans, programs, and activities that a government undertakes to improve the way it provides safety, security, and justice."23 The United States is not alone in its pursuit of coordinated and comprehensive approaches to SSA or SSR-the United Nations (UN) has an integrated SSR unit that works in conjunction with the UN Development Program and UN Department of Peacekeeping Operations (UNDPKO), pursuant to UN Security Resolution 2151 (2014) to promote ROL and good governance.24

"THAT TO SECURE THESE RIGHTS, GOVERNMENTS ARE INSTITUTED AMONG MEN..."

—U.S. Declaration of Independence (1776)

Security capacity is intertwined with the ROL. It follows that central to SSA/SSR operations and NSS is the rule of law.²⁵ ROL is often cited as being a very important strategic goal in itself and is found numerous times in major official U.S. strategy documents, including the NSS, the National Military Strategy, National Security Presidential Directives, and official programs of the DOD, DOS, and DOJ.²⁶

The U.S. government interagency definition of ROL, adopted from the UN definition and used in SSA/SSR operations, is "a principle under which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, and which are consistent with international human rights law."27 To advance NSS objectives and counter failed state threats, the U.S. military has been heavily involved in ROL operations in the context of counterinsurgency campaigns, such as in Iraq and Afghanistan, and in overarching SSA/SSR operations.28 ROL measures to improve the justice sector affects all aspects of SSA/SSR. Courts provide oversight over the security sector mechanisms, management, and oversight institutions by adjudicating disputes and by applying sanctions to those that fail to comply with the governing laws.29

How important is the ROL to security capacity, good governance, and a civilized society? UN High Representative Lord Paddy Ashdown recounted the UN's experience in war-torn Bosnia:

We thought that democracy was the highest priority, and we measured it by the number of elections we could organize. In hindsight, we should have put the establishment of ROL first, for everything else depends on it: a functioning economy, a free and fair political system, the development of civil society, and public confidence in police and courts.³⁰

To maintain this focus today, the UN SSR unit is within an enhanced UN Office of Rule of Law and Security Institutions, established within the UNDPKO, which

deploys peacekeepers who "assist conflict-affected countries in re-establishing the ROL and security institutions necessary to build and sustain peace."

"ETERNAL VIGILANCE IS THE PRICE WE PAY FOR LIBERTY."32

-attributed to Thomas Jefferson

Civilization stands in defiance of human history and must be guarded closely. This is the heart of the identified weaknesses leading to 9/11. According to the 9/11 Commission Report, "Across the government, there were failures of imagination, policy, capabilities, and management."33 It is interesting to note, that the 9/11 Commission found that "the most important failure was one of imagination [emphasis added]... Al Qaeda's new brand of terrorism presented challenges to U.S. governmental institutions that they were not well-designed to meet."34 Even the policy failures were linked to this failure of imagination.35 The management failures were due to a broader inability to adapt to the new challenges of the 21st century.36 Perhaps, the United States could have used a "Tenth Man," an institutionalized "devil's advocate," as Israel did to guard against blindsiding in the new world of "asymmetrical operating and oversight environments."37

Underpinning the limited imaginative capacity were structural failures. "Before 9/11, the U.S. tried to solve the al Qaeda problem with the capabilities it had used in the last stages of the Cold War and its immediate aftermath. These capabilities were insufficient. Little was done to expand or reform them." This failure in capacity stemmed from a "combination of an overwhelming number of priorities, flat budgets, an outmoded structure, and bureaucratic rivalries [that] resulted in an insufficient response to this new challenge." 39

Security capacity is the foundation upon which all other civil capacities rest. The "First Duty of Government" is to protect the life, liberty, and property of its citizens. ⁴⁰ The governed convey this power to the sovereign where it is held in the public trust to "form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity. ⁷⁴¹ According to a recent study, post-9/11 military and nation-building operations as part of

the Global War on Terror cost the United States alone over \$6.4 trillion and 7,014 U.S. military lives (and counting). ⁴² U.S. founding father Benjamin Franklin famously stated in a letter about the "Protection of Towns," that "an ounce of prevention is worth a pound of cure." ⁴³

We either resource our military and justice institutions to guard the walls of the "shining cities upon a hill," that we work so hard to build, or we pay the price to retake them.⁴⁴ Let's never forget the lessons of history. Let's never stop building our capacity to be secure and be civilized.

"LET'S ROLL..."45

—Todd Beamer ♥

NOTES:

- ¹ William Golding and Edmund L. Epstein, *Lord of the Flies: A Novel* (Perigee, 1954).
- ²Aldous Huxley, *Collected Essays* (New York, NY: Harper, 1958).
- ³Brett Bowden, *Civilization and Its Consequences* (Oxford Handbooks Online, 2016).
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- ⁵ Hunter S. Thompson, *Generation of Swine: Tales of Shame and Degradation in the '80s* (New York, Simon & Schuster, 1988).
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- ⁹Stewart M. Patrick, Weak Links: Fragile States, Global Threats, and International Security (Oxford, UK: Oxford University Press, 2011), 1-4.
- ¹⁰Patrick, Weak Links.
- ¹¹National Commission on Terrorist Attacks Upon the United States, *The 9/11 Commission Report*, Executive Summary (2004).
- 12Patrick, Weak Links.
- ¹³Conor Keane, *US Nation-Building in Afghanistan* (London, UK: Routledge, 2016).
- ¹⁴Patrick, Weak Links, citing Richard Haass (State Department Director of Policy Planning, remarks to the School of Foreign Service and the Mortara Center for International Studies, Georgetown University, Washington, DC, January 14, 2003).
- 15Patrick, Weak Links.
- $^{\rm 16}{\rm Sun}$ Tzu, ${\it Art~of~War},$ trans. Thomas Cleary (Boston, MA: Shambhala, 2005).
- ¹⁷Ronald Reagan Presidential Library & Museum, "Peace Through Strength.
- ¹⁸U.S. Army Center for Law and Military Operations, preface to Rule of Law Handbook: A Practitioner's Guide for Judge Advocates, citing the White House National Security Strategy (Charlottesville, VA: Judge Advocate General Legal Center and School, 2015), v.

(NOTES continued on page 157)

A Chronic Problem

Efforts to Protect Police Officers' Mental Health

BY

Ken Clary, Chief of Police, Bellevue Police Department, Nebraska; Leah Harms, Licensed Independent Medical Health Practitioner, Certified Professional Counselor, Licensed Alcohol and Drug Counselor, Nebraska; and Andy Jashinske, Executive Officer, Bellevue Police Department, Nebraska

ALTHOUGH THE LAW ENFORCEMENT PROFESSION CAN BE REWARDING, IT ALSO PRODUCES A GREAT AMOUNT OF MENTAL AND PHYSICAL STRESS ON AN OFFICER'S BODY.

Studies have shown that police officers have higher rates of depression and post-traumatic stress disorder (PTSD) when compared to populations of similar age. Nationally, this leads to a 69 percent increased risk of suicide over the general working population. This is largely due to an officer's significant exposure to a variety of both chronic and acute stressors.

Stress in policing is generally classified into two categories: (1) those stressors coming from "job content," such as antipolicing movements, traumatic events, physical threats of violence, and work schedules, and (2) those stressors coming from "job context," which are organizational stressors that are tied to the bureaucratic nature of policing.

In the Buffalo Cardio-Metabolic Occupational Police Stress Pilot Study, researchers found that "several longitudinal studies reported significant relationships between traumatic incidents experienced at work and PTSD in police officers." These "traumatic incidents" are defined as violence, encountering a dead body, identifying abused children, and other related experiences, which occur regularly for most police officers. The psychological effects of chronic exposure to these stressors increase the suicide risk for officers beyond that of an average person.

Officers who have experienced trauma are also more likely to exhibit other problematic conditions, including chronic fatigue or pain, gastrointestinal disorders, autoimmune disorders, and substance abuse.

As Gordan Graham famously stated, "If it is predictable, it is preventable." Knowing officers deal with trauma every day—and the fact that the negative outcome on those officers can be predicted—police administrators owe it to them to provide the resources needed to limit these negative outcomes.

To curb this trend, and strengthen the mental health of officers, there are several things police administrators can do to support their most important resource—their people.

INCREASING SUPPORT FROM WITHIN

One approach to reducing stress related to police work is to increase support from within. Police officers often shy away from seeking the help they need due to the perceived stigma

associated with needing assistance. Due to the culture of many police organizations, there is a belief that seeking help will show weakness, along with losing their fellow officers' confidence, opportunities for promotion, or even their job. This issue can largely be alleviated by establishing a greater trust between officers and police administration. Through communication and support, police administrators have the ability to create a culture where officers are not only welcomed to seek assistance but are encouraged to do so.

A possible low- or no-cost solution is a peer support program, which allows troubled officers to confidentially speak with peers who are trained to help them deal with stress-related issues. When carefully selected, peers can act as sounding boards on a variety of issues. They can relate due to similar experiences and have immediate legitimacy with the struggling employee—even encouraging them to get further assistance when needed.

Along the same line as peer support, some police departments have also experienced success with mentorship programs—especially when it comes to onboarding and retention of police officers. Mentoring has been shown to be an effective means to facilitate organizational understanding in a variety of ways, as well as reducing stress in police officers. Each new officer hired by Bellevue, Nebraska, Police Department (BPD) is provided a mentor who will be assigned to the incoming police officer for a one-year period.

BRINGING IN SUPPORT

Employee assistance programs (EAPs) are work-based intervention programs designed to assist employees in resolving these types of personal problems. Although these programs have assisted many employees through their difficulties, many still often see this type of intervention as complicated, formal, temporary, or tied to administration. In fact, "officers reported that they would be unlikely to seek mental health care because of lack of confidentiality, stigma, loss of job, and mistrust of mental health care professionals who do not understand police work."

In an effort to simplify the process and remove the stigma, the BPD partnered with the First Responders Foundation to provide a low-cost solution by making a first responder counselor available to officers a few hours each week. At the First Responders Foundation, clinicians and peer support teams

66

Mentoring has been shown to be an effective means to facilitate organizational understanding in a variety of ways, as well as reducing stress in police officers.

99

work together to holistically support first responders through general training and workshops to critical incident debriefing and support. The appointments with the counselor-which are completely free to the officer—are scheduled by an email request sent directly to the counselor. The sessions are completely confidential between the officer and the counselor. The officers are allowed to participate in the session during duty time once a week, if needed.

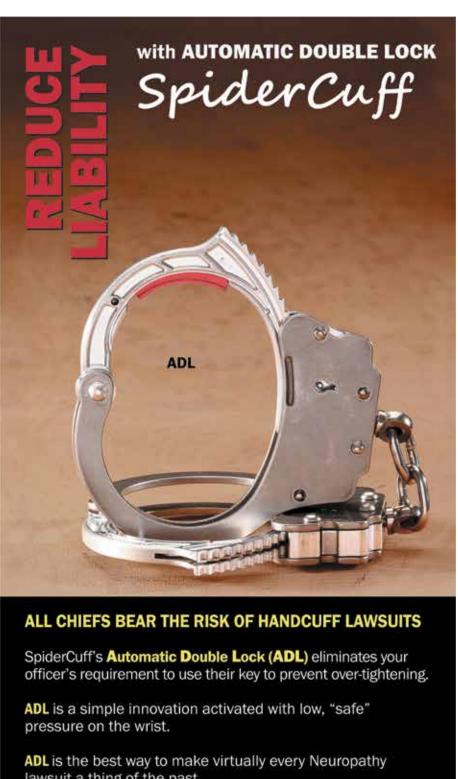
An anonymous survey sent out to those utilizing the program resulted in the following feedback:

This counseling is awesome. [The counselor] is easy to work with and extremely helpful. It is so nice to be able to reach out immediately when help is needed. She works with our schedule and makes herself available with either Telehealth or in person to accommodate any schedule problems, essentially eliminating many barriers to treatment. I think this program is extremely beneficial, and I hope we continue it.

Leah Harms, a licensed independent medical health practitioner and certified professional counselor, believes this type of program should be considered and embraced by departments across the United States:

It has been a rewarding experience as a clinician to be an important branch of the Bellevue Police Department and be able to help in overall efforts to reduce the stigma of mental health in the first responder population.

Another option that several police departments are turning to-including BPD—is the adoption of therapy dog



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programs. Pet therapy is a low-tech, low-cost solution that has proven to improve moods and have meaningful positive results. Seeing the evidence that this type of program can be successful, BPD worked with several private partners to establish a similar one. They began by submitting a grant application with the local Walmart to help in providing the immediate funds to get the program started. Next, administrators identified a therapy dog breeder (Midwest Puppy LLC) who graciously offered to donate the first puppy to the police department. Finally, the agency was able to identify a local therapy dog trainer (Russ Dylan Training) who would provide the training to certify the new canine (and was willing to do so at a reduced rate).

To lead the way regarding the mental health welfare of their officers, BPD partnered with the local Nebraska Furniture Mart to create a relaxation room to lower stress levels. Nebraska Furniture Mart agreed to sell BPD two massage chairs, a television, and Bluetooth speakers to fill a small office where officers can go to unwind. This office can be utilized for breaks—or before and after work—as a place to remove body armor and truly relax. This is an extra step that administration can take to show their commitment to the mental health of officers.

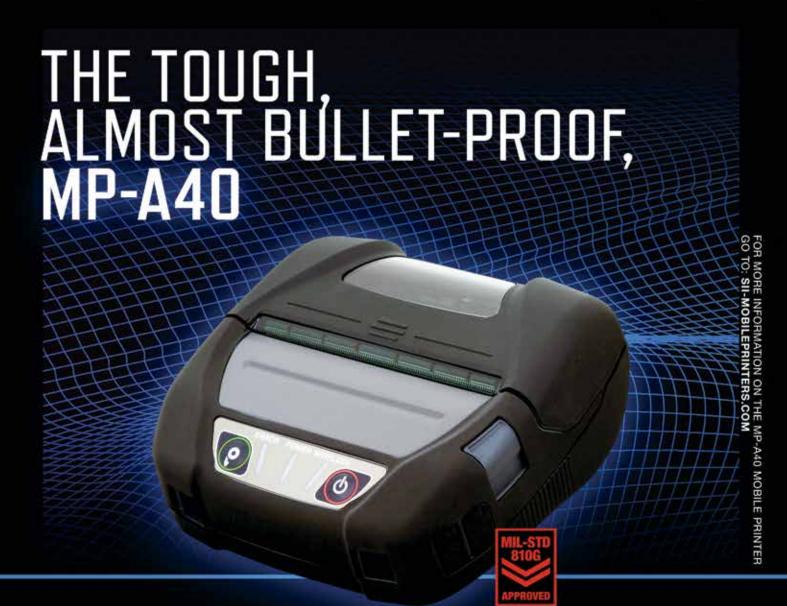
Many in law enforcement know an officer who has taken his or her own life due to the constant exposure the job brings. In fact, more officers are lost each year to suicide than are killed by felonious assault. Officers are asked to deal with the worst tragedies on a day-to-day basis—often with little public support. So it is imperative that police administrators ensure they have every resource possible to maintain positive mental health within their agencies. O

Top: BPD therapy puppy, Mo

Bottom: BPD "blue room" (relaxation) room for officers to unwind







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Operation Sober Handle

Changing Behaviors and Increasing Public Safety One Truck Stop at a Time



ASK A PATROL OFFICER IF HE OR SHE HAS EVER WILLINGLY STOPPED A COMMERCIAL MOTOR VEHICLE (CMV) AND MOST WILL REPLY WITH A NO. THERE ARE A MULTITUDE OF UNDERSTANDABLE REASONS, USUALLY REGARDING SAFETY AND LACK OF KNOWLEDGE.

Within the law enforcement community, it is well known that most patrol officers do not stop CVMs. Unfortunately, this is also well known in the trucking industry. As a result, some CMV operators drive poorly and feel emboldened to drive in such a fashion.

The statistics on CMV fatalities are sobering: trucks and buses represent 10 percent of the vehicle miles traveled, 12 percent of the fatal crashes, and 13 percent of the traffic fatalities. CMVs account for 22 percent of all passenger vehicle occupant deaths in crashes; 98 percent of those killed were in the passenger vehicle. CMVs are disproportionately involved in more fatal motor vehicle crashes per mile. There is a wasted opportunity to positively impact traffic safety when an officer declines to stop a CMV.

A 2019 study about the prevalence of drug use by CMV operators ignited passions to solve this problem of getting a patrol officer to stop CMVs. This study, Psychoactive Drug Consumption among Truck Drivers: A Systematic Review of the Literature with Meta-Analysis and Meta-Regression, revealed a shockingly high prevalence of drug consumption by CMV operators. There was a high prevalence of illicit central nervous system (CNS) stimulant consumption (amphetamine consumption of 21.3 percent and cocaine

consumption of 2.2 percent) compared to the estimated global prevalence. Due to the nature of the job, CMV operators tend to favor stimulants to enhance performance and increase productivity, thus increasing earnings. The rate of amphetamine use among CMV operators was almost 30 times higher than the general population. Amphetamine use increases risk of crashes by five times the average amount. Opiate and cannabis use are also increased in the CMV operator population versus the general population. The takeaway from this study is that 1 in every 20 CMV operators was driving under the influence of drugs.

The Federal Motor Carriers Safety Administration statistics on positive urinalysis by CMV operators in 2020









showed, of the 56,000 positive urinalysis tests, only 1,203 were positive for alcohol. Most were positive for drugs (e.g., cocaine, amphetamines, and cannabis). Prevalence of drug use among CMV operators illustrates the concern that even if an officer stops a CMV, if they are only looking for alcohol, the drug-impaired drivers will be missed.

After reviewing the 2019 study, Miriam Norman, Washington State traffic safety resource prosecutor, sent a summary to several drug recognition experts (DREs) and asked them, "Are you going to stop big trucks now?" They all responded similarly, "Miriam, if you teach us how to do it safely, yes." Hence, the birth of Operation Sober Handle.

Although filled with useful information, the existing classroom-based trainings did little to change behavior without the addition of applied skill-based training. This inspired Norman to develop a training course for patrol officers that is skills based (teaching the process of stopping a CMV) and focused on the drug impairment prevalent in the CMV population.

For patrol officers to feel empowered to stop big trucks in their jurisdiction, it is best to conduct this skill-based training in the specific area, geography, and environment in which they work. This class expands on existing knowledge of how to stop a car or truck, investigate impaired drivers, and detect drug impairment by explaining how to properly stop large trucks and focus on CNS stimulant, narcotics analgesics, and cannabis. For the most part, the class avoids discussing federal regulations surrounding CMVs; however, the low standard of a CMV DUI is emphasized. The officers are advised to not worry about the CFRs (federal regulations) or WACs (Washington Administrative Code), but focus on known statutes such as CMV DUI, DUI, reckless driving, speeding, and lane travel. If an officer sees bizarre, dangerous, or illegal driving, they should stop that truck.

To facilitate the skill of stopping a CMV, a "big rig" is brought to class on day one, allowing the officers to

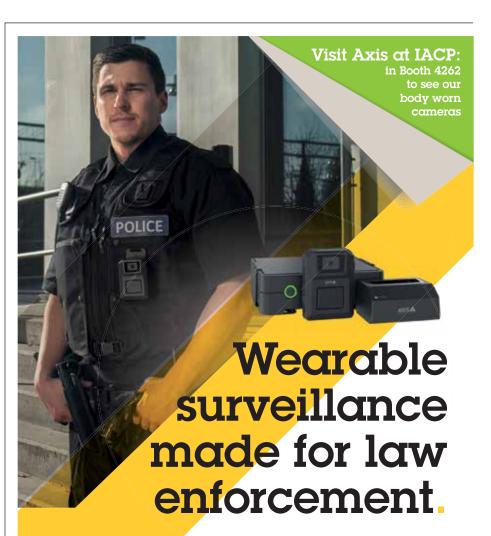
examine it up close and climb into it. The classroom lectures and this hands-on training occur on the first day. On the second day of the course, the officers are assigned a mentor to make traffic stops of CMVs in the field. This allows the patrol officers to develop the skill through repetition. By the end of day two, attendees have the confidence to stop CMVs on their own.

This training required significant investment on the part of many stakeholders. Norman created and organized this training with the help of Seattle, Washington, Police Department Officer Jon Huber and Washington State Patrol Officer Paul Woodside, Sergeant Travis Snider, Commercial Vehicle Enforcement Officer Ryan Hernandez, Lieutenant Bruce Maier, and WA DRE Coordinator Brock Haner. While the requirements for the course involve logistical challenges, the effectiveness is immense.

This course has been conducted twice in Washington. In the most recent Seattle class, attendees investigated two CMV drivers for DUI, placed one truck out of service, seized several illegal substances, arrested one passenger on an outstanding warrant, and positively impacted public road safety. To incentivize the continued use of this new skill set, instructors ask attendees to submit monthly reports on the number of CMV stops conducted, the types of CMV investigations conducted, the number of arrests made, and the number of CMVs placed out of service.

This course would not be possible without the assistance of many. The Washington State Patrol, City of Seattle, Washington Traffic Safety Commission, Reponsibility.org, Governor's Highway Safety Administration, XPO Trucking, and local agencies and stakeholders provided grant funds to support the regional classes and access to trainers and trucks. This course changes behaviors and increases public safety, one OSH class and truck stop at a time. $\mathfrak O$

For more information about Operation Sober Handle, please contact Miriam Norman, Washington Traffic Safety Resource Prosecutor, at 206-850-5260 or Miriam.norman@seattle.gov.



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Research abounds on topics related to law enforcement and criminal justice, and it can be difficult to sift through it all. Informer breaks down three studies for law enforcement leaders to help keep them up to date.

DISASTER EXPOSURE AND PUBLIC OPINION

Public opinion of police can change in response to how the police handle certain events. Exploring this potential relationship, this study examined the effect direct and vicarious disaster experience had on individuals' opinions of the police and local government. This study used survey data from 520 U.S. adults to measure lived experience in a disaster (direct exposure), exposure to terrorism in the news (vicarious exposure), opinion of the police, and opinion of local government.

There was no correlation, overall, between having lived through a disaster and one's opinion of police. However, in examining the subset of only those respondents who had lived through a disaster, exposure to radio news was associated with lower opinions of the police. Similarly, the relationship between news exposure to terrorism and opinion of the police was dependent on the type of news medium. Higher levels of exposure to terrorism in television news was associated with higher opinions of police, while higher levels of exposure to terrorism in print news was associated with lower opinions of police. However, exposure to terrorism in print news was associated with higher confidence in local government, as was verbal news. While these findings are complex and more research is needed to fully explain them, the results indicate that news media can be more influential than lived experience, and how the news is delivered may make a difference in shaping public opinion.

Cameron Banjak-Corle and Lacey N. Wallace, "Disaster Experiences and Terrorism News Exposure: Effects on Perceptions of Police and Trust in Local Government in the United States," Police Practice and Research 22, no. 1 (2021): 542-556.

A COMPARISON OF PROPERTY DAMAGE AMONG EXTREMIST AND NON-EXTREMIST EVENTS

Non-extremist criminal activity may look similar to the acts of domestic extremism. Specifically, in some cases of property damage, it can be difficult to distinguish extremism from nonextremist criminal activity. Using data on instances of arson and criminal property damage, this study compared 95 cases of domestic extremism to 95 cases of non-extremist property damage in Bristol, England, to identify patterns of differences in situational factors. Both groups were coded by the types of behavior and preventive security measures in place on scene. Results indicated that individuals who committed extremist acts were not as deterred by situational factors as were those involved in non-extremist acts. Compared to non-extremist events, extremist events were more likely to take place in areas where adequate lighting, CCTV, and fencing were present. Extremist events were also more likely to occur in public places, and tools or instruments were used as opposed to bodily force. These findings suggest that the theoretical models used to explain criminal behavior may not be generalizable to extremist events. Although the outcomes may look similar, the two types of events are driven by different motives. Events of domestic extremism or terrorism may require that new theories be developed for better explanation and understanding of extremist behavior.

Arlene Robinson, Zoe Marchment, and Paul Gill, "Domestic Extremist Criminal Damage Events: Behaving Like Criminals or Terrorists?" Security Journal 32 (June 2019): 153-167.

THE SPREAD OF MISINFORMATION

The digital age of social media drastically increased the ease of information shared online. This study investigated misinformation and disinformation shared following terrorist attacks. Qualitative data were collected following four separate terrorist attacks in England during 2017. From these data, 22 instances of communication that used false information (referred to as "soft facts") were isolated for further analysis, seeking to understand how false information influenced the public and the extent to which it contributed to misinformation. Three themes emerged. The first phenomenon was spoofing, which involves the intentional falsification of information or identity. The second phenomenon identified was truthing, where groups or individuals attempt to discredit official information already released. The information shared in truthing may be accurate, but it is presented out of context and framed in such a way as to further one's own goals or ideologies. The third phenomenon identified was social proofing, where one-sided opinions are presented in large numbers. Although it may be only a small portion of the population holding such opinions, the number of likes or shares a social media post has inflates perception and makes it appear that the views have a very large number of supporters. In these ways, misinformation spread through social media can alter public opinion about a crisis and about police response. As police agencies are increasingly using social media to communicate with the public, interventions to dispel misinformation should also be considered.

Martin Innes, Diyana Dobreva, and Helen Innes, "Disinformation and Digital Influencing after Terrorism: Spoofing, Truthing, and Social Proofing," Contemporary Social Science 16, no. 1 (2021).



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A Nontraditional Partnership to Increase Trust and Safety

LAW ENFORCEMENT IS A PROFESSION OF PERSONAL AND PUBLIC ENGAGEMENT. BE IT PROACTIVE OR REACTIVE, ITS UNIVERSAL MISSION HAS ALWAYS BEEN AND WILL ALWAYS BE TO ACHIEVE A POSITIVE OUTCOME TO EVERY ENGAGEMENT. TODAY, ALTHOUGH A UNIVERSAL DEFINITION FOR A POSITIVE OUTCOME REMAINS ELUSIVE, POLICE PROFESSIONALS SHOULD NEVER AIM FOR ANYTHING LESS.

One agency in Pennsylvania is more successful than ever in achieving these goals, thanks to a rather unusual partnership that leverages the expertise of a nearby college faculty—outside the criminal justice department.

Since its inception, modern law enforcement has recognized that positive community relationships and public cooperation not only go hand in hand but diminish the likelihood of more extreme measures, like the use of force. These principles remain as critical today as they were almost 200 years ago.

Today's frayed relationships must be repaired in the streets through daily interactions. This is how we will build mutual trust and respect. Embracing this mindset means seeking and leveraging any opportunity to develop nontraditional partnerships—and capitalizing when presented with an opportunity to descent

One such opportunity has been seized in Indiana Borough, a rural community in Western Pennsylvania. In addition to being the county seat and, famously, the birthplace of legendary actor Jimmy Stewart, Indiana Borough is a hub of local businesses, host to popular regional events, and home to the Indiana University of Pennsylvania (IUP), one of Pennsylvania's largest higher learning institutions. Indiana Borough's 20member police department serves a resident population of approximately 14,000 and works closely with IUP's Police Department, which serves a university community with a student enrollment as high as 14,000.

Through this relationship, Indiana Borough and IUP cemented a partnership in late 2018 that has since proven invaluable. Although IUP's criminology department is among the best in the United States, it is the police department's partnership with the university's anthropology department that has built a bridge to higher levels of police service.

"The men and women of our police department are high character professionals who work tirelessly to serve and protect our community. Equipping them with a broadest resource base is incredibly important for everyone's safety and success," said Indiana Borough Mayor Joseph Trimarchi.

Law enforcement and anthropology may sound like a strange mix, but what began as a single-day training session has developed into an ongoing partnership centering on social justice, equity, inclusion, and diversity. The police and university believe this has translated to a safer, more welcoming environment for officers and the community.

"IUP is home to a very diverse population of students and employees, and we are committed to a culture and an environment that embraces diversity, equity, and inclusion. We greatly value our home community and continue to work hard to build bridges and connections, including with our local leaders. We are very fortunate to have an open and collaborative working relationship with the Indiana Borough Police, and we truly appreciate Chief Schawl's proactive approach." said Dr. Thomas Segar, IUP vice president for Student Affairs.

A key part of this partnership is Dr. Abigail Adams, a cultural and medical anthropologist with IUP's College of Humanities and Social Sciences. Loosely stated, cultural anthropology is the study of societies and cultures, while medical anthropology is the study of stress and its impacts on health and well-being.

While adding to our mission success, Dr. Adams has simultaneously been committed to learning police culture, listening to officers, and understanding the "why" behind police actions and behaviors. This flow of information made for increasingly productive conversations and planning.

"IUP is fortunate to have outstanding faculty and staff—like Abbie Adams—who are experts in fields related to diversity, equity, and inclusion. Listening, understanding, and respecting one another is key to a positive, strong town-gown relationship. I commend Chief Schawl for his willingness to invite members of the IUP community into his department to do the hard work and to make real change," said IUP Chief Diversity and Inclusion Officer/Title IX Coordinator Elise Glenn.

The partnership consists of semi-annual department-wide meetings in which

RECOMMENDATIONS

Chief Schawl offers these tips for agencies interested in emulating Indiana Borough's successful partnership:

- Don't hesitate to explore a nontraditional partnership.
- Identify the potential resources that exist within your region.
- Seek a professional conversation with subject matter experts or educators in other fields who can support and enhance your localized professional efforts and mission (with their nonlaw enforcement skill set).
- Commit to supporting an initial training opportunity.
 Be public with your effort.

A visible way we can all lead positive change is to identify and embrace nontraditional partnerships capable of increasing both officer and community safety.

Dr. Adams addresses officers as a whole and leads education and conversation on specific topics to enhance their ability to positively serve the community and increase officer safety. Topics have included understanding the diversity within the university community, Northern Appalachian culture, implicit bias and hate, local and global health impacts of COVID 19, the history of Black Lives Matter, and developing competencies to serve and support the LGBTQ+ community.

Through roll-call trainings, department meetings, ride-along opportunities, and informal socializing, the partnership delivers the following:

- An understanding of how the police's actions are perceived among the diverse populations they serve.
- 2. Context for and insights into the mindsets and opinions of others regarding the police's professional efforts.
- 3. Improved communication to validate and respect those with whom officers engage.
- Above all, positive community-police relationships that are capable of reducing stress and fostering healthier communities.

This partnership has enhanced the organizational knowledge base and the police department's ability to reflect upon and reference its professional growth efforts, according to Chief Justin Schawl. In addition, public knowledge of the effort continues building community trust and support.

As the profession has always done, the Indiana Borough Police Department continues to embrace the best paths for officer and community safety. It's more obvious than ever that law enforcement needs to provide better "customer service" by listening and taking steps to increase its understanding of and respect for those it serves.

The mission of police leaders is to create environments where officers can perform at their best. This means equipping them with the tools to succeed on the streets. The end results are increased trust in police and more productive relationships with community members. O





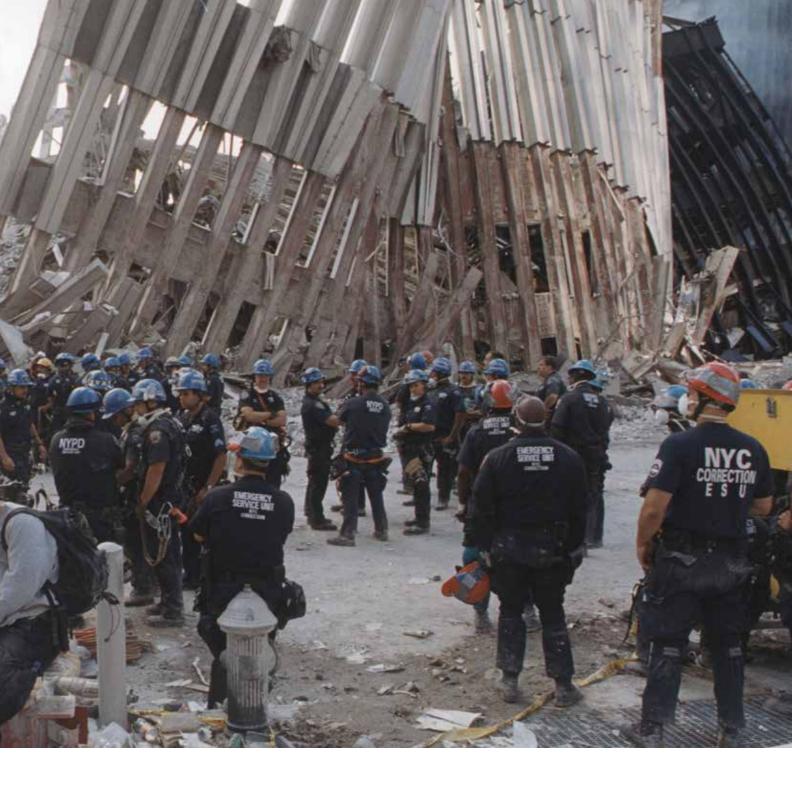
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John Tully Gordon, Intelligence Research Specialist, and Rebecca Ulam Weiner, Assistant Commissioner for Intelligence Analysis, Intelligence Bureau, New York City Police Department



LIGHT PIERCES THROUGH

AN NYPD
REFLECTION ON
LOSS & LESSONS
LEARNED 20 YEARS
AFTER 9/11



JOSEPH ESPOSITO, THE NEW YORK, NEW YORK, POLICE DEPARTMENT'S (NYPD'S) CHIEF OF DEPARTMENT, was arriving at work on the morning of September 11, 2001, and about to drive through the entrance gate of One Police Plaza when the sound of the first hijacked plane hitting the World Trade Center's North Tower reached him.

He looked up, saw the smoking hole in the building a few blocks away, and immediately started driving toward the complex.

By the time he reached the Battery Park underpass, where the FDR Drive bends around the southern tip of Manhattan, traffic had snarled to a stop. He ran the rest of the way to the World Trade Center. As he arrived at the site moments later, United Airlines Flight 175 crashed into the South Tower. He took out his department radio and issued a Level 4 mobilization—the single largest emergency deployment of police officers in New York City's history—broadcasting to NYPD officers citywide, "This looks like a planned attack."

NYPD's Emergency Services Unit (ESU) personnel were among the earliest responders to the World Trade Center.



Above: First responders for the NYPD, FDNY, and other area agencies were greeted by a scene of absolute devastation.

Right: Smoke filled the sky of Manhattan as first responders watched in helpless horror as the Twin Towers collapsed.



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REMEMBRANCE & REFLECTION

Thomas P. Galati, Chief of Intelligence, NYPD

I could just feel the earth move. The tower came down. The smoke just ripped through the buildings. I was probably somewhere around City Hall. You could see the smoke, and everything was hazy from the first tower. But when the second building went down, it was just this thick smoke that moved quickly through the whole canyon of buildings. I jumped inside a building as it passed and waited there a few minutes, but then ended up going outside. There were no masks. I had no facemask, nothing. It was summertime, and it wasn't even like you had a handkerchief or anything. I remember taking in a lot of dust and debris to the point where my eyes were just filled with it. I had to just push water into my eyes. Later that night, when I left the scene, I went right to Our Lady of Mercy Hospital, because I couldn't see anymore. My eyes were almost sealed. I remember coughing up stuff I ingested that night and for weeks after. That night I didn't go home; I slept in the precinct.

I came across a lieutenant who I actually knew... he was having difficulty breathing. I grabbed him with the other uniformed cops who were there, and we dragged him into a Roy Rogers. We got him up on the table, opened up his shirt, got him water. I knew that he was experiencing something, didn't know what, but at that point, I thought it was better to try and get him out. I took a couple of those cops and said, "Take him down to Broadway to the Ferry Terminal," because we heard they were transporting people to Staten Island Hospital. So they put him on the ferry. He came back to see me several months later and said he had a heart attack.

I remember a lot of discussion and rumors among cops because nobody knew what happened. We heard things like the entire First Precinct was killed, or that the chief of the department had died. Then somebody would say, "No, I just saw him—he's alive." But as the days went on, you would learn who still hadn't been found. I remember saying, "No, they're gonna show up," but the names for whom that was true just started to dwindle.

IN MEMORIAM: Police Officer Stephen Patrick Driscoll - NYPD ESU

Chief Esposito ordered the evacuation of NYPD's headquarters, City Hall, the United Nations, the Empire State Building, and iconic signature buildings citywide, telling borough commanders across the city that they were on their own and trusting the leadership, training, and experience that he had helped inculcate in them to guide them as they put their respective emergency plans into effect. "I was on the job over 30 years at the time," he says.

What are you going to do? A lot of it is common sense, but a lot is the result of training over the years, mobilizations responding to riots, blackouts, etc. For the police department, it is second nature

Twenty years later, he is still quick to praise the actions of his colleagues that day. "Everybody who responded, they did a phenomenal job, and it was automatic...There wasn't a lot of communication. But I knew that the people on the scene there knew what they were doing."

After linking up with first responders from the NYPD Emergency Service Unit (ESU) when he arrived, he took shelter under an overpass across West Street, in the shadow of the Twin Towers.

I looked up and debris was coming down from over 100 stories up, bouncing all around us. When it stopped, I got out and threw my baseball hat on. The officers gave me a helmet, and I remember jokingly saying, "Don't lose my hat." I went one way. They went another.

I watched the second tower melt. It was like a big candle, melting in fast motion... It was like Pearl Harbor, the civilian equivalent of that sneak attack.

The difference between Chief Esposito going one way and his colleagues from ESU going another turned out to be life versus death. He recalls,

Later that day, when I was with ESU again, I said to them, "You tell Vinnie Danz and Joe Vigiano I want my hat back!"... and their faces dropped. They knew both of them didn't make it, and I hadn't found out yet.

Salvatore Carcaterra, a retired NYPD deputy chief who managed the implementation of the department's counterterrorism response to 9/11, recounts,

The South Tower is collapsing, and somebody grabs my arm and says, "Chief, the building is coming down." We were under the overpass on West and Liberty—it was the only thing that saved my life. At first, we were getting hit like somebody throwing dirt on you, and then it just all came down hard, like a train. Things just went silent.

The emotion that he remembers is less fear than anger:

We were kind of buried, and I remember, personally, I was so angry at myself, thinking how the hell did I put myself in this position that I can't get out of here, thinking I would die, that I couldn't breathe... When the tower went down, it was just black... You were basically on your own figuring out how to survive.

Some of the officers, they were able to shoot the glass out [of the building they were backed up against], and we escaped to the other side near Battery Park. We started doing evacuations of people off Manhattan to New Jersey, back and forth via the harbor launch.

Thomas Galati, the NYPD's longstanding chief of intelligence, describes running into a high-ranking official he knew that morning near City Hall after rushing to the scene from the 47th Precinct. He was told, "Get as many cops as you can find, go toward the towers, and try to help as many people as you can." He remembers,

There were some cops around who were covered from head to toe in just ash, and I knew I couldn't take them with me. They were there when the first tower went down. I gathered some other clean uniform[ed officers] and started making my way to the towers.

First responders and volunteers combed through the rubble for months in rescue and recovery efforts.

REMEMBRANCE & REFLECTION

Terri Tobin, Chief of Interagency Operations, NYPD

Everywhere I looked, there was an officer. For people coming out of the towers, there was absolutely no thinking. They didn't come down and have to wonder, "Where do I go?" It wasn't mass confusion. Every five feet, there was an officer saying, very calmly, "Please exit to your left. Exit to your left." So there was this very obvious route. Just follow the blue. At the same time, firefighters were coming in and going up. The response by emergency personnel was just phenomenal.

I do not understand how I am here now, but am grateful I am. I can't explain why I survived September 11—having been blown a good distance and clearing a concrete barrier that separated northbound and southbound traffic, I landed on a patch of grass outside the World Financial Center, which if you are familiar with the landscape of Manhattan, is a pretty remarkable feat. At the direction of First Deputy Commissioner Joe Dunne, I had put on a heavy ballistic helmet, so that when the mass of concrete split it in half, I only had a chunk embedded in my skull. I fully believe that I would have been decapitated if I had not had that helmet on. Although I was struck with glass between my shoulder blades and the glass went in rather deep, it hit no major artery nor any major organ. I don't know why when some people made a left and others a right, one made it and the other didn't. One of the lessons I have learned as a result of September 11 is that we are all connected. Not one of us suffers without all of us suffering.

I was close to retirement; I was just over a year away from retiring—and I think that 9/11 really made me recommit. To be honest with you, there was no place else that I wanted to be but there and doing what I was doing on that day.

IN MEMORIAM: Robert Thomas Linnane - FDNY, Ladder 20

11 The sheer scale and unprecedented nature of the attack created insurmountable odds.77

As Chief Galati and the officers approached. instead of the thicker and thicker crowds of people that they expected to see, they found empty streets:

The closer we came to the site, the less people there were. I was on Liberty and Church Street, and the ground was littered with all kinds of debris from the first tower—I vividly remember seeing a whole lot of shoes. Either people were blown out of their shoes, or ran out of them—they were everywhere.

Along with the shoes, Chief Galati vividly remembers the heat: "It was so hot where the building was that you couldn't get close to it. You could literally walk over there and feel like you were walking into a fire."

Carcaterra now serves as the executive vice president for Security Fire & Life Safety at the 9/11 Memorial and Museum, a job he feels called to do given his relationship to the site and to the events of the day. He emphasizes,

What we went through was nothing compared to the people hanging on the outside of those towers and knowing there was nowhere to go. That terror. Those

people did not choose to jump. Open a 400-degree oven and feel yourself get burned—these fires were burning with jet fuel at 2,000 degrees. There was no choice.

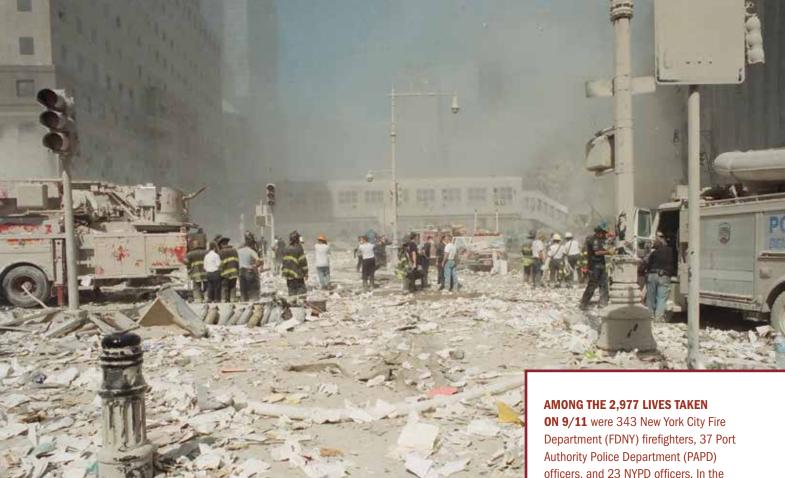
Chief Esposito credits his colleagues with making many lifesaving decisions that day, such as a critical recommendation by the executive officer of Manhattan South to stage the NYPD's incident command post farther from Ground Zero than initially proposed. But the sheer scale and unprecedented nature of the attack created insurmountable odds for first responders. The frustration and helplessness that many officers remember experiencing that day would form the basis of the counterterrorism program that the NYPD created, in order to never be in that position again. "As law enforcement officers, we know we are supposed to respond to this, but these people just went to work in the office," Carcaterra explains.

On our side, just looking and knowing that we cannot help them, we just cannot get there—it was a horrible and helpless feeling. That's a sound I will never forget in my entire life those poor people coming down and hitting the floor, the ground... it was terrible.

He remembers, "Later that night, I don't know what time it was, maybe two in the morning, I looked up at the helicopters and everything burning, and I just thought, 'Where are we?'

MAKING SENSE OF OUR DESPAIR: FROM RESCUE AND RECOVERY TO RESTRUCTURING

Of course, 9/11 was not the NYPD's first encounter with terrorism. The department had over a century's experience dealing with politically motivated acts of violence, from investigating violent anarchist and communist entities with the NYPD's Red Hand Squad to the 1993 World Trade Center bombing that



presaged 9/11. The department had long dedicated resources to countering terrorism through its partnership with the Federal Bureau of Investigation (FBI), a consequence largely born out of violent extremist bombings in the 1970s and 80s carried out by groups like the Weathermen Underground Organization, the Puerto Rican Fuerzas Armadas de Liberacion Nacional, Omega-7, and the Jewish Defense League, among others. The highly effective Joint Terrorism Task Force (ITTF) was the first dedicated federal/ local partnership of its kind in the United States when it was established in New York City in 1980. But 9/11 left no doubt that the department couldn't rely solely on its federal counterparts or existing partnerships and needed to fundamentally reimagine itself in order to protect the city. Even as the rescue and recovery effort at Ground Zero was ongoing, the NYPD, under the leadership of former Commissioner Ray Kelly, began to design within the United States' largest municipal police force an intelligence-led, counterterrorismfocused capability that leveraged its

specialized understanding of the local threat environment.

The immediate transformation within the department was equal parts evolution and creation. Commissioner Kelly appointed the new NYPD Deputy Commissioner of Intelligence David Cohen, who had recently retired from over 30 years at the Central Intelligence Agency (CIA), where he served in senior positions in both its Directorate of Intelligence and its Directorate of Operations. Deputy Commissioner Cohen fundamentally transformed the NYPD's Intelligence Bureau—which until that time had largely focused on protecting local officials and foreign dignitaries—into an entirely unique, counterterrorism-focused agencywithin-an-agency that could anticipate, identify, and mitigate threats, wherever and whatever the origin. The bureau was reoriented toward intelligence gathering and bolstered with new investigative resources. Staffing was expanded and reimagined with the addition and redirection of seasoned investigators with years of experience

officers, and 23 NYPD officers. In the two decades that have passed, at least 526 additional NYPD and FDNY officers have succumbed to 9/11 related illnesses, a toll that considerably eclipses even the staggering toll of those who were lost on the day of the incident itself. It is difficult to find a single piece of the NYPD that has been unchanged by 9/11. With the passage of time comes a measure of healing and renewal. The voungest of this year's NYPD recruits and cadets were not even born on September 11, 2001. It is therefore all the more vital that they come to personally understand that day's horror and heroism from the 4,297 remaining members of the department who worked at the NYPD during the attacks. These men and women are identifiable by the WTC memorial bar worn on their uniform—a simple acknowledgment of that selfless service. With the 20th anniversary of 9/11, we honor the legacy of those who were lost with recollections from those who were there, and we reflect on the unprecedented effort undertaken to protect the city in the two challenging decades that followed.

No one knows the streets of New **York City better** than the officers who patrol them.

fighting crime, as well as a new contingent of officers from international backgrounds, who brought with them critical language skills as well as deep cultural knowledge.

Commissioner Kelly also created the Counterterrorism Bureau (CTB) to complement the Intelligence Bureau's ability to independently investigate and mitigate terrorism threats. After he was named as police commissioner by incoming Mayor Michael Bloomberg, but before taking office, Kelly met with some of his key advisors and sketched out the structure of the CTB on a sheet of butcher paper. The CTB would focus on hardening the myriad targets in and around the city, as well as responding to events ranging from a chemical or biological weapons attack to a radioactive dispersal device to a complex, coordinated active-shooter event taking place in the city.

These two bureaus, totaling some 1,000 men and women strong, formed the twin pillars of a counterterrorism strategy that would ably equip the NYPD to meet the threats that would confront it in the first two decades of the new millennium. Deputy Commissioner Cohen recalls a seminal conversation with Commissioner Kelly during one of the daily morning meetings in the early days of the program. "Someone asked him, what was the NYPD's guiding strategy? He said, 'Our strategy is to move the odds in our favor a little bit, every single day."

REMEMBRANCE & REFLECTION

Eddie Maldonado, Lieutenant (Ret.), NYPD

On 9/11, I was a new lieutenant in the Bronx. I was listening to the radio on the way to work, dropping my wife off, and the broadcast was interrupted to say a plane hit the World Trade Center. I was a rookie during the 1993 bombing, and I remember vividly having my first experience as part of a mobilization where they take cops for big incidents and send them to respond. That moment in my career was burned into my head. When I pulled into the station house, we had a van of officers and I told them to stand by because we're going. The mobilization hadn't been called yet, but I knew it was only a matter of time.

We entered the South Tower with a bunch of firefighters, and I told the cops to go down and start evacuating the mall area. We went down the stairs to the first sub-level and saw two guys carrying a woman burned almost beyond all recognition on a chair. As we were going to help take her out, a Port Authority worker yelled "Hit the deck!" Everybody got down on the floor. We heard a huge rumbling... like a jet engine rewing up, the sudden sounds of crashing, and then a huge push of air. It was so strong, it pushed people into these storefront windows, and then it was just pure darkness. In hindsight, this was the building pancaking and coming down. You could hear people running full speed and hitting walls, people moaning on the floor all over. We got up and started to look for a way out. As crazy as it sounds, like light at the end of the tunnel, there was a glow at the end of the corridor that we were following, and it turned out to be the entrance point to the train station underneath the World Trade Center. One of the cops I had been outside with earlier was down there. I asked what happened. He said, "I think a bomb went off." We went toward the stairway, and it was covered in books; there was a bookstore nearby and the books were just littering the street. Once outside, all the smoke was caking up in my eyes, I couldn't breathe too well. I asked an ESU guy if he had anything I could use to cover my face. He pulled out a sling, then immediately dropped the bag, and said "Run!" With that, I heard the rumbling of the second building. The smoke was like a freight train, coming right behind you.

I had been to those buildings many times in the past, and there used to be a restaurant on the top floor—Windows on the World. I remember being on the pile all day on September 14. We had the bucket brigade, and near the end of the day, someone said, "Hey I've got some noise. I have an air pocket!" Everyone got excited; we started digging faster and faster. A miner went in and started passing us things, and one of them was a rack from there. I just thought to myself, "We have been here all day, digging in this spot, and we only got to the Windows on the World."

IN MEMORIAM: Police Officer Stephen Driscoll - NYPD ESU; Sergeant Rodney Gillis - NYPD ESU

TAPPING THE TALENT TO TACKLE THE THREAT: LEVERAGING THE DIVERSITY OF PERSONNEL

One of the earliest and best lessons that the NYPD learned was how to access the untapped resources that already existed throughout the department to leverage those law enforcement strengths established in nearly two centuries of policing. Key among these resources were officers from more than 160 countries who spoke 168 distinct languages. The diversity of the NYPD whose personnel mirror the cultural melting pot of New York City and that became majority minority in 2006 differentiates it from even its federal intelligence and law enforcement peers. In the post-9/11 environment of growing transnational terrorism threats, diversity has become a defining strength.



REMEMBRANCE & REFLECTION

Eugene Fasano, Sergeant (Ret.), PAPD

I was a PAPD officer teaching EMT classes and working directly with Captain Kathy Mazza and Lieutenant Robert Cirri. We were in Jersey City at the time, talking about how beautiful the weather was and how we were going to get lunch in Hoboken. Someone came out of the office and said, "A plane hit the World Trade Center." We changed into our tactical uniforms, and Kathy said, "You're coming with me." I looked at the Twin Towers, and they were burning.

We entered the building through the loading dock entrance and saw a man with a bad compound fracture to the leg. Kathy turned back to me and said, "Go get the first aid kit out of the car; take care of him." She had a mind like a steel trap. she wouldn't forget anything—if it was important to her, she remembered. I went back, opened the trunk, and nothing was there. Back in the loading dock there was water coming down, alarms blaring—I yelled Kathy and Bobby's names, and they were not hearing me. They went through a door ahead, and I turned around to help the wounded man. That was the last time I saw Kathy and Bobby. I've had survivor's guilt for a very long time because I didn't go with them. I spoke to Kathy's husband after, and I told him you know she never forgets anything—she sent me to the car for the first aid kits and they weren't there-Do you know where they were?—Were they in her personal car? He said yes.

I was in and out of that building three or four times evacuating people before it came down, but I just had this feeling I never experienced before. I was in emergency services, volunteering for ambulances, in buildings that were on fire or collapsed, for a long time but I never had this overwhelming feeling of something telling me to "get out of this building now" more than I did that day. A group of three officers and I helped more people out, getting further away from the building to clear the area and transport victims to ambulances. When the South Tower came down, we didn't believe it. I turned around again and looked up at the North Tower and at the antenna—it was bobbling back and forth, left to right. Once the cloud cleared, we just looked at this big hole in the sky. How could this happen? It's gone.

We heard the White House was gone, the Pentagon was gone, the Capitol was gone, and that all air traffic had been stopped. The sky was eerily quiet, people walking around in a daze. We started hearing planes and everyone got quiet, nobody knew what they were. After a minute they were overhead, and it was two low-flying Air Force jets. It was almost like they were up there saying, "We're here guys, we've got your back." I'll never forget that moment.

IN MEMORIAM: Captain Kathy Mazza – PAPD; Lieutenant Robert D. Cirri – PAPD



Recognizing the urgent need to build subject matter expertise in the counterterrorism and intelligence spaceinstitutional knowledge that federal agencies had the benefit of building over more than half a century—the Intelligence and Counterterrorism Bureaus recruited officers and analysts with critical language skill sets, overseas regional experiences, and backgrounds in international affairs. Commissioner Kelly worked with City Hall to establish new classifications and hiring authorities for civilian positions like intelligence research specialists, professional analyst roles based on those that existed for decades throughout the U.S. intelligence community. These men and women were recruited from established national security and foreign affairs graduate schools at institutes of higher education throughout the United States, as well as from agencies like the CIA, FBI, and National Security Administration and across

the private sector. The teamed-up civilian analysts and uniformed investigators were charged with bringing their vastly different backgrounds, perspectives, and skills together to counter the terrorism threat. It has proved a formidable and enduring model.

The second key insight the department had was that no one knows the streets of New York City better than the officers who patrol them. The eyes and ears of roughly 36,000 officers, whether working in uniform, plainclothes, or in specialized undercover capacities, provided unparalleled domain knowledge and insight, which have become invaluable as the terrorism threat has shifted from external to homegrown. Conventional policing tactics and techniques-ranging from investigative experience with complex narcotics cases, to covert work in plainclothes street crime and anticrime units, to comfortable familiarity

talking to, recruiting, and running sources—formed the backbone of the human intelligence—based work that the Intelligence Bureau soon became defined by. Given NYPD's decades of experience working with sources of information from different communities to combat crime, it was natural for the Intelligence Bureau to create units to apply the same techniques and expertise to combating terrorism. The cornerstone of the bureau's human intelligence capabilities was a deep undercover program that had already existed for nearly a hundred years.

This approach served equally useful in addressing crime. The Field Intelligence Officer (FIO) program, comprising uniformed members of service serving in each of the city's 77 precincts, housing police service areas, transit boroughs, and other specialty locations throughout New York City, is a key example of this approach. FIOs track down hundreds of illegal guns each

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First responders from all disciplines flocked to the scene on 9/11 and for many days after, seeking to help.

REMEMBRANCE & REFLECTION

Dermot Shea, Police Commissioner, NYPD

I was a lieutenant in Narcotics at the time. I drove down, as many other officers did, on 9/11. We didn't know what we were driving into. People didn't hesitate. I always think about the tragedy that there wasn't really a lot to do that day. As much as everyone wanted to help, and as hard as everyone did work, it was pretty apparent that, once the dust settled, there were not going to be a lot of survivors. The world changed, and it really has never been the same since. As I look back now at 20 years, I think of that sacrifice—the lives lost.

I remember standing at a church in the Bronx for a firefighter's funeral and just thinking, how are they going to conduct all these services? A funeral for a firefighter or a cop is something that no one would ever miss... and there was no way you could be at them all—it was that many.

I remember sending undercover officers to the debris landfill in the early stages. It was well intentioned. It was important work that had to be done. These were officers who were available, but as undercovers, clearly could not do enforcement; it wouldn't be right. The first time I went to the landfill they handed me a rake and just said, "Sift that field." Nine months later, you were doing that in HAZMAT suits with hot and cold decontamination washes, so you wonder what people went through in those early days.

There are events like 9/11, Hurricane Sandy, and the pandemic where some people step back and some people step forward. When it is all written—I think it is those in service, whether it is in the military, those who wear some uniform, be it police, sanitation, or fire—they shine in crisis and pull the city through with a lot of help.

IN MEMORIAM: All the victims and survivors of the terrorist attacks of September 11, 2001. Every loss is tragic; each one is important for their families and loved ones. We remember them all at this solemn anniversary.

REMEMBRANCE & REFLECTION

Matthew Pontillo, Chief of Risk Management, NYPD

I was in early, maybe 6:30 a.m., for the opening of the mayoral primary polls. I was supposed to have a meeting that morning. When the first plane struck, I was in the administrative office of operations speaking to my lieutenant about the mayoral primary election and the police security plan for the day. We were standing there, and we hear this loud crash. We both instinctively walked to the window and looked down at the Brooklyn Bridge roadway because that's where we thought it was coming from. It sounded like a large truck colliding with something. It was that metallic crunching noise. We looked down, and we didn't see anything, but we saw people looking up at the World Trade Center... There was the initial shock and uncertainty and that quickly became this laser-like focus on what had just happened, what this meant, getting a handle on all of our resources with thousands of cops at polling places. How do we stop this election, get all those cops mobilized to where we need them?

IN MEMORIAM: Sergeant Rodney Gillis - NYPD ESU

year, develop leads online, and debrief individuals who may have valuable information about terrorism-related or criminal activity. They seek to prevent gang and crew violence as well as terrorism. They provide a mechanism for the Intelligence Bureau to understand the crime trends afflicting the city as well as communicate information related to terrorism down to the precinct level.

NEW THREATS MEET NEW TECH: LEVERAGING THE POWER OF DATA

The devastation of 9/11 didn't just result from a failure of imagination; it laid bare multiple failures of technology. The list of things that went wrong was long and varied, compounding the sheer enormity of the destruction. Interoperable gear, equipment, and technology—from radios, repeaters, and mobile telecommunications kits to respirator masks and other personal

protective equipment—were minimally available and hardly functional. The 911 call systems, according to the findings of the 9/11 Commission Report, struggled to manage the volume of calls and were limited by dispatching operational procedures. Mobile phone networks were heavily impacted from the damaging combination of a destroyed cell tower infrastructure and surges in wireless communications traffic. Twenty years later, the technological infrastructure is much stronger. The NYPD, FDNY, PAPD, and other partners rely on far more resilient and interoperable communications platforms with a greater number of cross-band UHF radio communication channels that can be accessed by shared-mission responders in an emergency. Interconnected operating protocols like the Department of Homeland Securityguided National Incident Management System, innovative joint operations centers, and interagency tabletop exercises, ensure that incident plans are coordinated and enacted with partnerships at the center of crisis response.

The 9/11 attacks also transformed the way the NYPD used the vast amount of data that it generated. The NYPD has considered itself data driven since the 1990s, when Commissioner William Bratton drastically reduced citywide crime with the CompStat program. At that time, the technology involved wasn't much more sophisticated than pushpins on a map. After 9/11, the department invested heavily in the creation of centralized data repositories and powerful engines to search them, bringing the philosophy of CompStat into the information age. The goal of these efforts wasn't just to centralize data, it was to democratize it-the latter being nonobvious in a paramilitary institution.

Multiple streams of data, which had previously existed in silos that were not even always electronic (forms in triplicate being a signature of the department well into the 2000s), were fed into broadly accessible lakes of information and made available not only to executive-level decision makers in

police headquarters, but also to patrol cops on the street. Department-wide data collection and analysis programs such as the Domain Awareness System (DAS), the license plate reader expansion, and the vast camera network of the Lower Manhattan Security Initiative (LMSI) have, in recent years, transformed the work of uniformed members of service throughout New York, allowing them to access torrents of valuable information for situational awareness, incident response, and investigative purposes. All of this information, moreover, is accessible via their department-issued smartphones and tablets.

Many of the NYPD's most advanced technological platforms, initially developed and funded for a post-9/11 counterterrorism need, also demonstrated value and applicability in combating crime. GPS-derived automatic vehicle location and identification systems that enable the NYPD to monitor the movement of its patrol resources in real time help with large mobilizations as well as identifying, monitoring, and patrolling hot spot areas of crime. The same video camera networks originally established to help identify suspicious activity and unattended packages on the city's more than 200 miles of mass transit lines also regularly prove essential in identifying suspects of violent crimes throughout the subway system. Even something that seems so simple today—a police officer having access to a department-issued smartphone—allows the department to transmit tactical intelligence products, situational awareness reports, and be-on-the-lookout notices (BOLOs) for real-time officer safety, incident response, and suspect identification and apprehension purposes.

SUCCEED TOGETHER OR FAIL ALONE: GLOBAL NETWORKS OF LOCAL LAW ENFORCEMENT

When teams of assailants arrived by boat in the city of Mumbai, India, to attack multiple hotels and a religious center over three fraught and deadly

days in 2008, some of the first foreign law enforcement agents to arrive on scene were a team of officers from the NYPD. The NYPD's International Liaison Unit post, stationed in Amman, Jordan, arrived on scene within 72 hours of the attacks, working with local and international law enforcement personnel to understand the scope and impact of what had happened. Within a few days, the NYPD team on site called in from Mumbai to a packed auditorium at NYPD headquarters, briefing NYPD's leadership cadre and key private sector security directors about what had happened. Before the chaos in Mumbai had subsided, New York City stakeholders were already beginning to prepare to protect their assets from a similar attack.

While 9/11 required seismic adaptions of the NYPD, the department drew as much from the experiences of other departments and cities in dealing with terrorism as its own. Among the most valuable lessons of the post-9/11 era was the imperative for relationship building. Lieutenant John Miedreich, who marks 20 years with the NYPD this year, was part of the "9/11 Class," the group of police academy recruits who were put into the field ahead of graduation to support the demanding security needs of the city in the early days after 9/11. Today, he leads the Intelligence Bureau's International Liaison Unit (ILU), which includes 14 overseas and 3 domestic liaison posts that are embedded in local law enforcement or international policing agencies. These specialized liaisons, unique among major municipal police agencies in the United States, provide firsthand daily reporting to NYPD decision makers, allowing the department to ask what Commissioner Kelly referred to as "the New York question" when a high-profile incident takes place elsewhere. Though the liaisons do not independently conduct international investigations, they serve as vital interlocutors—they are able to learn best practices, provide counsel, and share critical information in real time by speaking the language of law

REMEMBRANCE & REFLECTION

David Cohen, Deputy Commissioner of Intelligence (Ret.), NYPD

I was out of the country on 9/11 in Turkey when we saw the image of the Twin Towers on the news. I was stunned. I wanted to be in New York. It was painful to see, but also painful not to be there to share the anguish that you knew the city and its people were going through. When I returned, I remember the acrid smell of burning wire and burning rubber. It looked like what portions of Dresden must have looked like during the firebombing. I didn't need to wait to know that this was al-Qa'ida. The group had been deeply embedded in me from my experience as deputy director of operations at CIA. In 1996, I had authorized the establishment of a unique station, the first of its kind, solely dedicated to the gaining of intelligence and the pursuit of an individual—Usama Bin Laden. The attacks on 9/11 made a deep, deep impact on those who had been watching Bin Laden for the better part of half a decade. Not being part of the intelligence community any longer at that time, I had a certain lost feeling after the attacks. That feeling disappeared when I received a call from Commissioner Kelly, who asked me to participate in the effort to remake the NYPD in light of the attacks. There was only one serious thought in my mind—I either say yes, or I leave New York City. It was not possible for me to walk away from his request to help in any way I could and still stay in the city.

The Intelligence Division had a lot of extraordinarily talented people who got there for many different reasons. But what they didn't originally come there for, pre-9/11, was the mission of protecting the city from another terrorist attack. That was not in their initial mental or cultural job description. The cultural change was far more important to me than the architecture that we ended up with. There was never any fixed structure, no playbook, no consultants to seek out for advice, because this had never been done before. My meetings with Commissioner Kelly served as an incubator for ideas, plans, and actions. Within the Intelligence Division, there was continuous adaptation as our capabilities changed and the culture migrated to the new nontraditional missions that these amazing detectives, officers, analysts, and support staff undertook. We delivered an organization that made sense for the mission; people who were professional and understood what they were doing, why they were there, and how to do it; and the knowledge that it would continue to grow and get better.

IN MEMORIAM: The men and women of the CIA who died protecting New York City and the United States from another terrorist attack. There have been many who will remain unknown to the world.

REMEMBRANCE & REFLECTION

Raymond W. Kelly, Police Commissioner (Ret.), NYPD

On 9/11, I was the Global Head of Security for Bear Stearns. We were in midtown Manhattan when someone came in and told us that a small plane had hit the World Trade Center—that got everybody's attention. Shortly thereafter, it was two planes, and obviously an attack. People were clearly panicked. I went to our new building under construction to try and calm people down—they were running out the door. On the 36th floor, the highest I could go at the time, someone said, "Look out the window." We could see the top of the World Trade Center coming down slowly. What a tremendous shock.

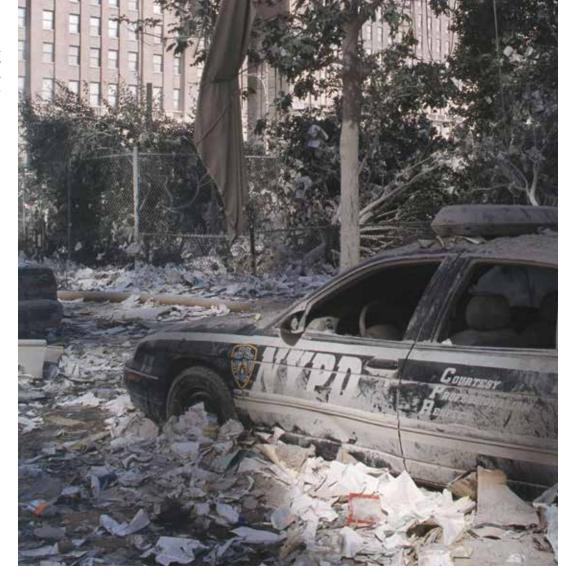
I had a tremendous feeling of frustration. I was the police commissioner during the first World Trade Center attack; I had been in the federal government and worked with all the agencies, and I thought I could be helpful someplace, but it didn't materialize until Mayor Bloomberg asked me to serve again. Immediately after that, I started putting plans together for a Counterterrorism Bureau and a much more robust intelligence entity in the department—I wanted to

elevate it, reporting directly to me, with top-notch people to run both functions. We had the biggest police department in the country with tremendous diversity—a lot of talented people born abroad who spoke many different languages and dialects—great resources that, in my view, were not being appropriately applied to the terrorist threat, which was huge at the time.

I think, when you look back, it's been a successful effort as far as counterterrorism is concerned. It's the combination of good work by law enforcement and luck. (Take the 2009 Times Square car bomber, who didn't set the device correctly.) But the harder you work, the luckier you get... and you stay at it, you keep pushing. You have to continue the effort. I don't think we can take our eye off the ball.

IN MEMORIAM: Police Officer Moira Smith – NYPD, 13th Pct.; Sergeant Michael Sean Curtin – NYPD ESU; Detective Joseph V. Vigiano – NYPD ESU; John T. Vigiano, Jr. — FDNY, Ladder 132

The 9/11 attacks drastically changed New York's (and the world's) approach to counterterrorism.



REMEMBRANCE & REFLECTION

Mohammed Karimzada, Sergeant, NYPD

I was nine years old and living near the Russian embassy in Kabul during the Soviet invasion of Afghanistan. I could see the rockets flying over my house. My brother knew that, at my age, the Soviets would likely try to forcibly recruit me into the military, so he made a decision and arrangements with the villagers in 1982 so that my brother, my two sisters, and I could flee the country through the mountains. After making it to Pakistan, we traveled to the United States, and landed at JFK [Airport] in 1982. I didn't speak a word of English. I had zero knowledge of the culture and the ways of life in this country. I went to school, and, as a seventh grader, that was incredibly difficult. In 1991, I was at the City University of New York, and there was an NYPD brochure in the cafeteria looking for recruits in the Cadet Corps. Due to my not fully knowing the language, the recruiter didn't know if she should give me a chance, but said, "'You know what? Come to the Police Academy and we'll go from there." Twenty-two years later, I became the second-in-command of the NYPD's International Liaison Unit.

On 9/11, I was an officer in the 109th Precinct in Queens. We were mobilized to protect one of the bridges. I was called back to transport a volunteer doctor to the World Trade Center site. I was in total disbelief. Total shock. I couldn't believe that in America, this could happen; I'd seen it in other countries, but not here. It brought my memories back to what I went through in Afghanistan. The terrorists were trained in Afghanistan. I thought I could play a major role in the response. I said I have to provide any assistance, whether it be my language skills, my background and interactions, anything that I could bring to the table. Within days I was transferred to Gang Intelligence, helping the JTTF, as a linguist. We lost a great number of people that day and we are still losing... but we've rebuilt ourselves, stronger and more resilient than ever before.

IN MEMORIAM: Sergeant Michael Sean Curtin - NYPD ESU

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enforcement. Forging sustaining relationships with other agencies allows crucial intelligence to be analyzed and targets to be hardened back home in New York City. While the primary remit of ILU is counterterrorism intelligence, the NYPD's overseas liaisons have supported international partners on a range of criminal matters, from recovering a missing person from the UK to bringing home evidence in a European artifact-smuggling case to greeting a homicide suspect from New York City with an arrest warrant in Bangkok, Thailand.

Building off the success of the ILU, the Intelligence Bureau created Operation Sentry in 2006—a nationwide domestic network of more than 670 trusted law enforcement partners throughout the United States. This partnership program—which grew from a small network of police allies primarily in the tristate area called the Strategic Intelligence Unit—acts as an intelligence force multiplier that collaborates

to produce and disseminate tactical and strategic intelligence products, support domestic partners during major incidents, and mutually assist with investigative efforts across all 50 U.S. states. As with many of the bureau's programs, its creation was inspired and driven by a specific incident. On July 7, 2005, London, England, experienced its version of 9/11, when four suicide bombers killed 52 people on the subway and a bus. The 7/7 attacks, as they were known, were not planned in London, but some 200 kilometers away, in the city of Leeds. Similarly, the 1993 World Trade Center bombing had been planned across the river in New Jersey. It was clearly necessary to expand the NYPD's defensive security perimeter beyond the five boroughs and establish clear lines of communication and mutual support among regional law enforcement partners.

As the Intelligence Bureau stood up ILU and Operation Sentry, the

Counterterrorism Bureau invested considerably in interagency partnerships by bolstering its personnel contributions to the JTTF, moving from only a handful of detectives pre-9/11 to more than 100 assigned today. The NYPD also enhanced existing partnerships with the New York/New Jersey High Intensity Drug Trafficking Area (NY/NJ HIDTA), enabling its uniformed and civilian personnel to work in the same spaces as personnel from more than 30 state and federal agencies, which were all becoming increasingly integral to the United States' new homeland security mission.

Collectively, these expanded networks of support have allowed the department to learn from incidents elsewhere—such as the deadly 2004 Madrid, Spain, train bombings; the November 2015 Paris, France, attacks; and the May 2017 Manchester Arena suicide bombing in the UK—how to better protect New York City.

REMEMBRANCE & REFLECTION

John Miller, Deputy Commissioner of Intelligence & Counterterrorism, NYPD

What Usama Bin Laden succeeded in imagining was how a non-state actor without a standing army or a national budget, but with enough resources and a few people, could bring to a superpower what had the shape and consequences of war—devastating damage, mass casualties, and a threat to the nation's security—that the nation felt waking up the next day insecure. A country that had felt safe at home no matter what the perils of the world were, since the darkest days of the Cold War, largely didn't feel safe at home.

Twenty years to me is a set of contrasts. It is bittersweet. Bitter because you remember that day and what it cost and who we lost. To me, that is not a number; those are people I knew. John O'Neill, one of my best friends, who ironically was the point man on the FBI's quest to get Bin Laden. Danny Richards, a bomb squad detective who I sat at a table with in New Mexico at a bomb squad convention just a few months before 9/11. Could you think that the guy you were having dinner with twice

a week or the guy you presented to about an obscure risk from far away would both die in one day from the same threat? That's the bitter part. The sweet part is that it is now 20 years later, and we still come back every year—much in the way that we still come back to Pearl Harbor. There are some things you do not forget. We tell our people that when they make the ultimate sacrifice, when they pay that ultimate debt, that we will never forget. Twenty years is a marker, and we have not forgotten.

IN MEMORIAM: Detective Claude "Danny" Richards – NYPD Bomb Squad and John O'Neill, FBI



The smoke from the burning towers could be seen across the river in New Jersey.

AN INFORMED PUBLIC: AN INSTRUMENTAL PARTNER

The NYPD realized early on the power of the public to be a force-multiplier and a tripwire. By launching a simple way for members of the public to call in leads via a 24/7 hotline, the Intelligence Bureau created an early warning system for attack planning and preparation. The post-9/11 "If You See Something, Say Something" campaign, originally created by the New York Metropolitan Transportation Authority and later licensed by the U.S. Department of Homeland Security, has become a part of ordinary life in New York City over the past 20 years. The Intelligence Bureau, independently or in coordination with the JTTF, investigates every lead called in, with approximately 900 leads processed every year.

In addition to being informed by the public, the NYPD takes seriously its mandate to help inform the public. Through specially tailored public-private partnerships like Operation Nexus, the Intelligence Bureau engages with private sector stakeholders in tactically significant industries—such as purveyors of potential explosives precursors, pyrotechnics, or commercial chemical and infrastructure companies—to help them better understand how to detect anomalous activity. In the aftermath of the deadly vehicle-ramming attacks in Nice, France, and along the West Side Highway's Hudson River Greenway in Manhattan, members of Operation Nexus visited dozens of truck rental businesses to give them information about what had happened and make sure they knew who to call if they saw something themselves. Through CTB's SHIELD program, the



REMEMBRANCE & REFLECTION

Thomas J. Currao, Assistant Chief of Counterterrorism & Emergency Preparedness, FDNY

I left the house on a Tuesday and didn't come back until the following Saturday. I was a fire marshal working as a fire investigator in the Bronx. The first indication that things were as bad as it seemed—we got a fax listing members we thought were unaccounted for at the time. One of the members in our command, as we were looking at this, realized that his brother was on it. That's where it instantly became intensely personal.

As fire investigators, we were detailed to the morgues. We were tasked with ensuring the collection and safeguarding of personal effects and supporting the identification of firefighter remains via our knowledge of markings on personal protective gear. I think we were the right people to ask to do that by the nature of our work, but it was overwhelming. It feels like it happened yesterday.

Chief Joe Pfeifer took the personal loss of his brother Kevin on September 11 as the driver to chart a new path forward with the creation of the FDNY's Center for Terrorism and Disaster Preparedness in 2004. As it developed, there was an awareness and a reckoning that the fire service should have a role in risk analysis and threat assessment.

Whenever there is any connection to 9/11 and we lose a member of the FDNY family, it is a line-of-duty funeral, recognizing the sacrifice they made on that day, no matter how many years later. In the immediate aftermath of 9/11, our pipes and drums were taken offline during that time and had to come up with an action plan for how they would be able to attend and lend dignity to so many funerals at one time. It drove our department to develop a full ceremonial unit that lends support throughout the entire grieving process for the company and the family that lost a member. I don't think we would have ever really considered this were it not for the impact of 9/11. The highest compliment we can pay them is to never stop trying to make things better, to be more prepared, to never take our efforts for granted, and to look at our work in this field as an unfinished painting.

IN MEMORIAM: The fallen first responders of September 11, 2001. We pay special tribute to first responder families, our loved ones, our rocks who support us in our current work. We could not get through our darkest days without them.

Intelligence Bureau disseminates intelligence products to more than 20,000 public and private sector entities, providing them with training, briefings, and a network through which they can become better able to protect themselves and each other. SHIELD's commitment to this work helped lead to the creation of similar local intelligence sharing programs by more than a dozen law enforcement agencies throughout the United States and Western Europe.

NYPD Deputy Commissioner John Miller maintains, "Buying equipment, developing LMSI, the Domain Awareness System, the license plate readers, the network of cameras, all of the things that became our concentric rings, our layers of counterterrorism protection, was an enormous investment."

Equally important was the department's investment in relationships. Miller underlines,

Part of what we learned from 9/11 was that we have to share information and that comes with trust. That trust comes with relationship building that cannot be done on the day of the attack.

Relationships are built under non-stressful circumstances so that during stressful circumstances you have a lot of friends around who are ready to help... The return value of the surrounding security that comes with those partnerships and those layers and levels of trust cannot be calculated or estimated... it's extraordinary.

The dividends of those regional relationships were paid in September 2016, when Ahmad Khan Rahimi, a Salafi-jihadist extremist, detonated pipe bombs and pressure cooker IEDs in Seaside Park, New Jersey, and Manhattan's Chelsea neighborhood. Within 50 hours of the first explosion, Rahimi was identified as the sole suspect, made the focus of a BOLO alert that was widely disseminated to law enforcement partners, and ultimately discovered and taken into custody after a firefight with officers of the Linden, New Jersey, Police Department. This partnership triumphed across multiple local, federal, and state agencies and across state lines.

BUILDING THE LEGAL ARCHITECTURE TO SUPPORT THE MISSION

Prior to 9/11, local law enforcement authorities across the United States were well positioned to respond and

REMEMBRANCE & REFLECTION

Joseph Esposito, Chief of Department (Ret.), NYPD

After 9/11, because we used to go down there and dig, I would finish work, and we would go at midnight, one o'clock in the morning. People don't understand what was going on. There were pockets of fire for months after that; the place was burning for months—there were these caverns. There were mountains of debris, and we would find a cave hole and it would be on fire and they would go in and start digging and digging-24 hours a day, 7 days a week, people were there with the bucket brigades. I would say to myself, did we need to be there? What are we doing here? What are we trying to accomplish? We were literally getting buckets of debris, and we're taking them out. It's because it was therapy, and we needed to be there—there was a connection to it. I remember going down into the train station. It was like a scene out of Escape from New York. Beams went through the sidewalk and into the train station. It was insanity. But with the digging around, I'm at a point now that I'm claustrophobic. I can't do an MRI or anything like that... I haven't slept... I don't sleep anymore.

IN MEMORIAM: Detective Joseph V. Vigiano - NYPD ESU; Police Officer Vincent G. Danz - NYPD ESU: and all of the fallen members of the NYPD family who served on 9/11—in tribute to those who have passed from Ground Zerorelated illnesses and those who carry on.

investigate criminality after an incident took place—responding to crime scenes, collecting evidence, and interviewing witnesses-but they lacked the proper legal foundation for increasingly essential preventative actions that required weeks, months, and even years of complex investigative work. Policing in the post-9/11 era that seeks to be proactive rather than reactionary hinges on having appropriate legal policy to guide these investigations. Having a defined and understood legal structure ensures the flexibility to act before a terrorist attack occurs and gives guidance for the level of intrusive measures permitted as an investigation progresses, while protecting civil rights and liberties.

In 2003, the U.S. District Court for the Southern District of New York modified a consent decree that the NYPD had been operating under since 1985, which placed certain constraints on the investigation of political and religious activity. The modification, requested by the NYPD to provide the department more latitude to investigate potential terrorism, provided more leeway to focus on *preemptive* investigations and wrote into law a series of guidelines that would govern these investigative activities. Called the Handschu Guidelines, these rules are the legal backbone of the Intelligence Bureau's work.

The balance between security and privacy has been tested over the past two decades, and the department has continued to adapt, creating policy and practice that keep up with the threat and the law, while preserving core constitutional norms and democratic values. In 2017, the department settled two federal cases dating from 2013 that sought to change the practice of how terrorism investigations are carried out. The settlement enhanced the Handschu Guidelines by enshrining as law certain practices that had been taken voluntarily related to its investigative practices, requiring the consideration of the least intrusive methods for collecting information and, importantly, establishing external civilian oversight. The presence of an external,

objective, civilian representative on the committee responsible for administration of the Handschu Guidelines has been invaluable—providing a multiplicity of views while avoiding groupthink and being a credible bridge between the bureau and the many communities that it serves.

PREVENTION, PREPAREDNESS, AND RESPONSE: CREATING AND GROWING THE COUNTER-**TERRORISM BUREAU**

Since its genesis on butcher paper in the immediate wake of 9/11, the Counterterrorism Bureau has been responsible for the "deter" and "defend" pillars of the NYPD's response. The CTB has made vigilance against acts of terrorism not merely an add-on consideration for major events like New Year's Eve and the New York City Marathon, but rather its daily mission. One of the most recognizable units of CTB is the Critical Response Command (CRC), a unit of more than 500 officers who surge to critical infrastructure sites, iconic landmarks, and sensitive locations throughout the five boroughs, guided every day by the most up-to-date threat intelligence. While the development of the CRC was years in the making, it was first deployed citywide in November 2015, in the immediate aftermath of the Paris attacks that left 130 dead and more than 450 wounded. The multiphased suicide bombing, gunfire, and hostage-taking attack was the deadliest act of peacetime violence in France's history and, for the NYPD, drove home the urgent importance of the NYPD having its own rapidly deployable, heavily equipped, and specially trained capability to respond to a similar complex, multisite, mass casualty attack.

Through regular intelligence-led pre-deployment of assets, the NYPD strives to reduce the number of vulnerable "soft targets" throughout the city by hardening key locations of concern, thus achieving deterrence



through defense. When the average New Yorker encounters an NYPD transit bag check in a packed station at rush hour, or a STRYKER team of heavily armed CTB officers deployed to an iconic venue, or a Vapor Wake Explosive Trace Detection K9 unit scanning outside a crowded parade, they are seeing firsthand the impact of CTB's creation. Complex protective counterterrorism overlays that involve detailed pre-event security threat assessments, infrastructure-hardening countermeasures like vehicle barriers, and extensive uniformed and plainclothes force deployment plans are now developed as a matter of course for virtually every major event in New York City, from parades and papal visits to the Super Bowl to the annual United Nations General Assembly. Guided by intelligence obtained from liaison posts overseas, partners across the United States, and assessments from the analytical cadre in New York City, each day, counterterrorism-trained, heavy weapons-equipped CRC teams deploy at locations of potential elevated threat throughout New York City's five boroughs. They harden vulnerable locations, deter the hostile preoperational surveillance efforts of adversaries, and provide public assurance of rapid response to an incident.

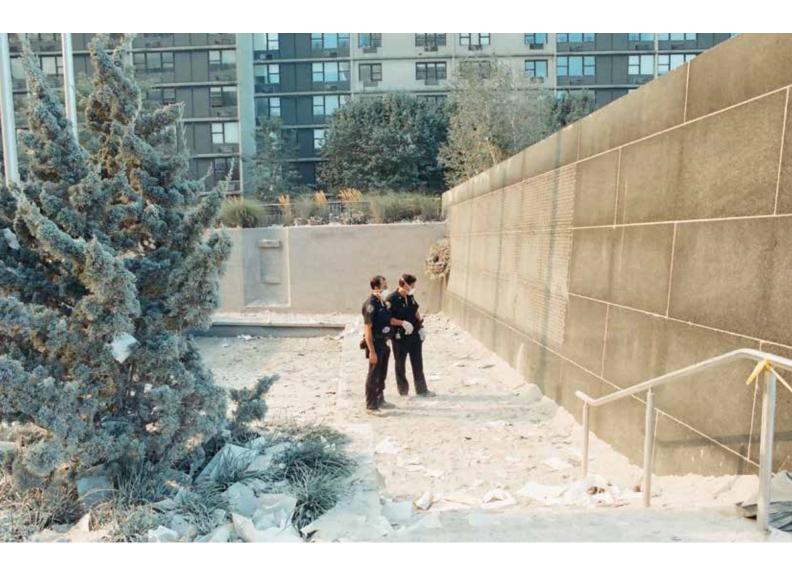
FAR AHEAD YET FRONT OF MIND: ANTICIPATING FUTURE ATTACKS

The attacks of 9/11 were the sum total of a series of systemic and structural shortcomings, but perhaps one of the greatest culprits was the failure of imagination. No one imagined an attack of this scope or scale. As the NYPD and its partners look to the future, they still find themselves grappling with threats from the past that shape the present. Since 9/11, at least 44 publicly known plots and attacks have targeted New York City. These plots have varied dramatically over the years in terms of complexity, sophistication, and ideological drivers, but the goal of inflicting casualties on the streets of New York has remained constant. Moreover, the pace of the plotting and attacking has increased markedly over the years—half of the incidents took place in the last five years alone. The diversification and acceleration of the plotting against the city have required sustained efforts to defend it.

Despite significant leadership losses, organizational fracturing, and territorial degradation, foreign terrorist groups like al-Qa'ida and ISIS remain a persistent challenge, consistently

threatening New York City in extremist recruitment and tactical training propaganda distributed via online channels and encrypted messaging platforms. While low-tech attacks involving edged weapons, vehicle rammings, and small arms may seem like the order of the day, the consistent tactical interest in improvised explosive devices and more sophisticated mass casualty assaults has not dissipated, as the failed suicide bombing in the subway below the Port Authority Bus Terminal on December 11, 2017, makes clear.

The deadly December 2019 mass shooting at U.S. Naval Air Station Pensacola highlighted the enduring influence of a patient adversary al-Oa'ida's affiliate network in Yemen. Just last year, the public disclosure of a disrupted terrorist plot in the Philippines that was orchestrated by the same group's East African affiliate al-Shabaab, again demonstrated that the fixation on 9/11-scale attacks remains as real today as two decades ago. Were it not for the persistent effort and swift intervention of U.S. intelligence and law enforcement authorities in that case, the world could have again seen a skyscraper in the United States attacked with a hijacked and weaponized passenger airline.



Separate and apart from these now familiar foreign terrorist organizations and the homegrown Salafi jihadists they inspire is a bourgeoning domestic violent extremism problem composed of racially and ethnically motivated violent extremists and anti-authority anarchists that will add to the challenges faced by U.S. law enforcement. In 2019, with a series of domestic terrorism incidents from Pittsburgh, Pennsylvania, to Poway, California, and from Charleston, South Carolina, to Christchurch, New Zealand, demanding greater law enforcement attention and focus, the NYPD established a task force dedicated to racially and ethnically motivated violent extremism (REME), expanding resources within the department and collaborating with other agencies to address this growing threat. In the aftermath of the January 6 Capitol Riot, the perception among some of a permissive environment for targeted violence against political figures not

only adds fuel to the fires of stochastic terrorism but also makes the fine line between constitutionally protected speech and dangerous deliberate threats even more challenging to discern.

Regardless of the ideological drivers of the threat, the program that the NYPD created in the aftermath of 9/11 can address it using the same tools and techniques it deploys to combat terrorism that originates overseas. In a post-9/11 world, the NYPD stands ably equipped to establish new units, move teams, and reallocate resources to match the threat as it shifts.

In the 20 years to come, these threat actors will likely become increasingly difficult to define, with ideologically untethered, violent, lone individuals drawn to the act of mass bloodshed as a personal means of self-actualization and driven more by a myriad web of personal grievances, conspiracist views, and catalytic events than by

a specific political agenda or worldview. Technological advancements will continue to change the nature and course of potential threats, with implications for unattributable hostile nation-state violence via proxy. Threat domains ranging from cyber malware to 3D printed weapons to remotely piloted aircraft, along with advances in machine learning, quantum computing, and encryption will continue to change the environment.

Above all, in a world where the virtual is often indistinguishable from reality, the lag time between concerning rhetoric and violent action can be shorter than ever before. The critical task for law enforcement will be to operate in the now, while never taking an eye off the later—prioritizing strategic threat assessments, intelligence analysis-led national security initiatives, and tabletop exercises that provide opportunities to anticipate and prepare for the next era of threats.

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The Memorial Wall is etched with the names of those officers lost on 9/11 or from 9/11-related causes.

BORN FROM TRAGEDY: A LEGACY OF PROTECTIVE SERVICE

Twenty years later, the NYPD continues to learn and grow, but it also continues to suffer from the single deadliest act of terrorism ever perpetrated against the United States. At least 274 NYPD members and 252 FDNY firefighters have died since 9/11 from cancers, cardiovascular disease, and other severe illnesses contracted as a direct result of their service and sacrifice at Ground Zero—conditions that have left many of them at even greater risk amid the COVID-19 pandemic. Scores more struggle silently with post-traumatic stress disorder. As of this year, there are 110,198 survivors and first responders registered in the World Trade Center Health program, which monitors and treats those at risk and battling diagnosed 9/11-related illnesses. Those lost are held in the memories of members of the NYPD. FDNY, and PAPD, who can recall attending more funerals in those first few months after 9/11 than most people endure in a lifetime. The resilience of those who grieved and coped with the loss of coworkers, family, and friends, while spending weeks and months protecting and working at the site of their final moments is still palpable in today's NYPD. However, the pain of 9/11 also compounds for many as the years pass and the stacks of funeral prayer cards on desks grow taller with each fallen officer who succumbs to the lingering consequences of that terrible attack and its toxic aftermath.

On the 20th anniversary of 9/11, officials, first responders, victims' family members, and scores of people from around the world will gather in the fields of Somerset County, Pennsylvania; at the Pentagon in Arlington, Virginia; and at the World Trade Center site in Lower Manhattan to once again pay their respects, remember, and reflect on how much has changed in two decades. At the 9/11 Memorial in New York, there now rests a new addition to the solemn site known as the Memorial Glade.

REMEMBRANCE & REFLECTION

Barry Driscoll, Sergeant, NYPD

I was 15 on September 11 when I lost my dad. For as long as I can remember, my father was a cop. More than anything, he loved the job; he really loved helping people. Looking back now, it feels like the job was a means for him to do his life's work, helping people and helping cops. I can't tell you how many times we would pull over on the side of the road to check and see if a person with a broken-down car needed help. I was struck by how much he loved it. Even now, I don't think I know anybody who loves their job as much as he did. I don't remember him ever complaining about a bad day or a busy day or stress. He loved the work, and he believed he could make his city better through that work. He worked in Street Crime and ultimately ESU on 9/11, where he would have stayed for the rest of his career.

I didn't necessarily want to be a cop when I was growing up. After he passed, I think it just kind of came into focus that he lived a life in service. It struck me as a tremendous way to live your life, and I saw this job as an opportunity to both honor him and find what he found on this job—a sense of purpose, the passion that he had... I took his police shield number when I first graduated the academy and was proud and happy to do that to continue his legacy. Hopefully, I wore it proudly, and honored it through my work the way he did.

For me, the anniversary is a little bit of what have I done with my time on Earth in those 20 years. I think I'm proud of the work I've done to honor him through his job. But I think if I could talk to him now, I think it would take a long time before we got to the topic of this job. He would want to make sure that I was trying to be a good father, a good husband, a good son, and a good friend. I had a great role model for those things. It's a tough benchmark

IN MEMORIAM: Police Officer Stephen Patrick Driscoll - NYPD ESU

which was dedicated in 2019 to the thousands of emergency first responders, laborers, survivors, and volunteers from across New York City, throughout the United States, and around the world who came to help this city in its hour of greatest need. The Memorial Glade honors these brave men and women—those who, as the dedication inscription reads, "renewed the spirit of a grieving city, gave hope to the nation, and inspired the world."

After one of the most harrowing years in recent memory, this powerful symbol is needed more than ever, though no stone or steel monument will ever be a fitting enough tribute to those public servants' lives and the nearly 3,000 souls taken on that clear September morning. May the shared commitment at the NYPD and at countless first responder agencies—to live by their example, to be defined by response and recovery, not by ruin—help to build a living and forever enduring memorial of service to all who were lost. O



Fallen Officers from the 9/11 Terrorist Attacks

NEW YORK CITY POLICE DEPARTMENT

Detective Jennifer S. Abramowitz Detective Sandra Y. Adrian Detective Gerard A. Ahearn Detective James J. Albanese Chief of Dets. William H. Allee Detective Sixto Almonte Detective Luis G. Alvarez Sergeant Alex W. Baez Police Officer Curtis J. Bako Police Officer Karen E. Barnes Detective Thomas J. Barnitt Police Officer Ronald G. Becker Detective Aslyn A. Beckles Sergeant James P. Best Police Officer James A. Betso Sergeant Gerard T. Beyrodt Police Officer Derrick A. Bishop Police Officer Scott R. Blackshaw Police Officer Frank M. Bolusi Dep. Chief Steven J. Bonano

Sergeant Patrick J. Boyle Detective Anthony N. Brognano Police Officer Thomas G. Brophy Lieutenant Rebecca A. Buck Police Officer James M. Burke Captain Carmine C. Cantalino Police Officer Audrey P. Capra Police Officer Madeline Carlo Police Officer Wilfredo Carradero Detective Megan K. Carr-Wilks Detective Joseph A. Cavitolo Police Officer Yolanda Cawley Sergeant Christopher M. Christodoulou Police Officer Peter D. Ciaccio Lieutenant Steven L. Cioffi Sergeant Charles J. Clark Police Officer Daniel C. Conroy Sergeant John G. Coughlin Sergeant Patrick T. Coyne Detective Christopher E. Cranston Detective Angel A. Creagh Sergeant Michael S. Curtin

Detective Kevin A. Czartoryski Police Officer John D'Allara Detective Annetta G. Daniels Police Officer Vincent G. Danz Sergeant Garrett S. Danza Detective Michael K. Davis Police Officer Anthony DeJesus Dep. Chief Vincent A. DeMarino Police Officer Anthony D'Erasmo Police Officer Michael O. Diamond Detective Corey J. Diaz Detective Leroy Dixon Police Officer Kenneth X. Domenech Police Officer Jerome M. Dominguez Police Officer Stephen P. Driscoll Police Officer Renee Dunbar Police Officer Robert M. Ehmer Police Officer Mark J. Ellis Police Officer Otto R. Espinoza Detective Pedro Esponda Police Officer William P. Farley Police Officer Robert Fazio Sergeant Thomas J. Fennessy

Police Officer James B. Boyle

Detective Luis G. Fernandez Police Officer Keith A. Ferrara Sergeant Paul M. Ferrara Police Officer John P. Ferrari Police Officer Edward M. Ferraro Inspector Donald G. Feser Detective Carmen M. Figueroa Police Officer Alexander Figueroa Police Officer Nicholas G. Finelli Detective Stuart F. Fishkin Police Officer Edward J. Fitzgerald Lieutenant Jeffrey W. Francis Sergeant Gary M. Franklin Detective Sean P. Franklin Police Officer Scott M. Fusco Police Officer Frank L. Gagliano Police Officer Scott N. Gaines Captain Barry Galfano Police Officer Thomas J. Gallagher Detective Thomas J. Gallo Sergeant Michael J. Galvin Police Officer Deborah A. Garbutt-Jeff Police Officer Pedro Garcia Police Officer Matthew J. Gay Police Officer Judy A. Ghany-Barounis Police Officer Anthony C. Giambra Detective James T. Giery Sergeant Rodney C. Gillis Captain Edward C. Gilpin Detective Charles G. Gittens Detective Michael F. Glazer Police Officer James J. Godbee Detective John E. Goggin Sergeant Vincent K. Gough Police Officer Michael H. Grannis Police Officer Robert C. Grossman Police Officer Dave E. Guevara

Inspector James Guida Sergeant Charles R. Gunzelman Police Officer Diane F. Halbran Police Officer Michael J. Hance Police Officer Anthony R. Hanlon Sergeant Claire T. Hanrahan Police Officer Raymond G. Harris Surgeon Murtain Haskin Detective Kevin G. Hawkins Police Officer Joseph F. Heid Police Officer Robert B. Helmke Detective Michael R. Henry Detective Alick W. Herrmann Detective William J. Holfester Police Officer Richard G. Holland **Detective Nathaniel Holland** Detective Steven Hom Police Officer Demetrias Hopkins Detective Charles J. Humphry Sergeant Jeremiah Hunt Sergeant Michael V. Incontrera Sergeant Wayne A. Jackson Police Officer Richard Jakubowsky Detective Jewel Jenkins Police Officer Chervl D. Johnson Police Officer Paul J. Johnson Police Officer Louise M. Johnston Police Officer Robert W. Kaminski Police Officer Charles M. Karen Detective William D. Kinane Police Officer William J. King Police Officer Ronald P. Kloepfer Police Officer Gary L. Koch Police Officer Kelly C. Korchak Police Officer Fred J. Krines Detective John F. Kristoffersen Detective Stephen T. Kubinski

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NOTES:

*This list only includes law enforcement personnel. Thousands of other lives were lost during the attacks, and innumerable civilians and first responders from other disciplines have since died from 9/11-related illnesses.

†In total, 343 members of the New York City Fire Department (FDNY) were killed in the line of duty on September 11, 2001. As of September 2020, a further 227 had died from 9/11-related causes.

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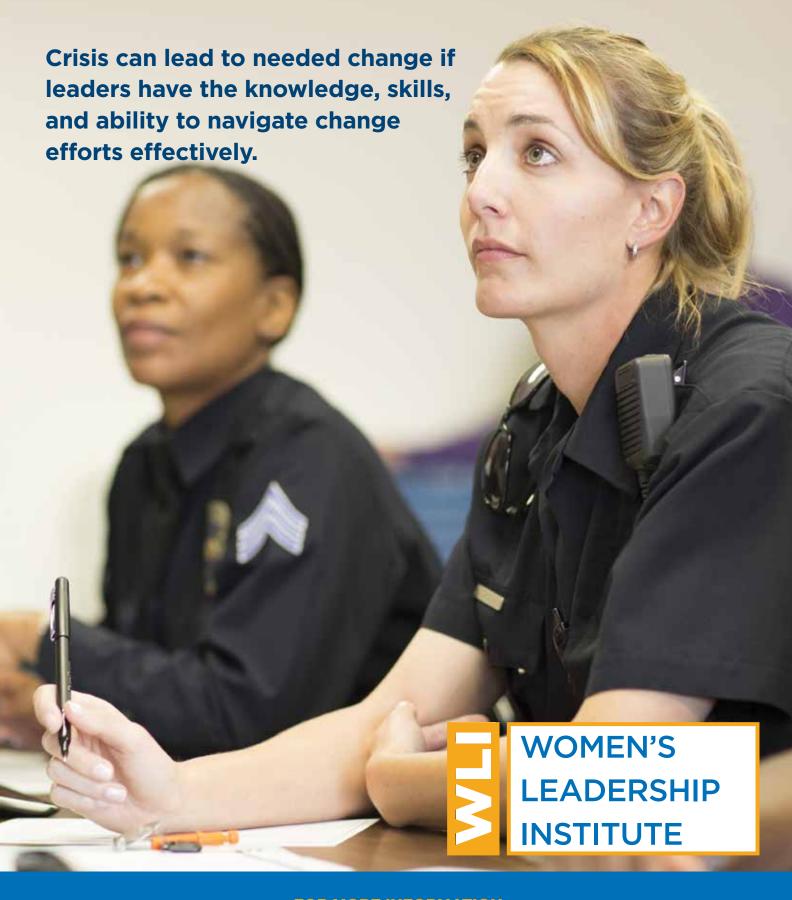


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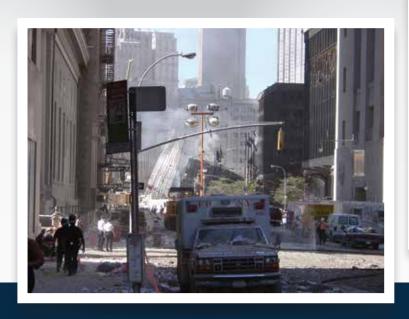


9/11 REM





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THE GLOBAL IMPACT OF

Insight from the Five Eyes

While undeniably a tragedy for the people of the United States, the 9/11 terrorism attacks impacted people and governments around the world, changing how countries across the globe prepared for and worked to counter domestic and international terrorism. The members of the Five Eyes intelligence alliance—Australia, Canada, New Zealand, the United Kingdom, and the United States—each took a critical look at the impact of 9/11 on their operations, any positive takeaways, and the evolution of the Five Eyes in the 20 years since the attacks.



AUSTRALIA-AUSTRALIAN FEDERAL POLICE



REECE KERSHAW. COMMISSIONER, AUSTRALIAN FEDERAL POLICE

1. What has been the greatest impact on your operation as a result of the 9/11 attacks?

Like the rest of the world, Australia stood watching the tragic events of 9/11 unfold. And, like the rest of the world, we were asking ourselves: How do we stop this from happening again, and how do we stop it from happening here?

The 9/11 attacks placed urgent demands on Australia's commonwealth government to refocus attention and resources toward possible terroristrelated activity in Australia. The Australian Federal Police (AFP) Counter Terrorism Command was built out of this urgency to focus on this emerging threat.

Our first big test came all too soon. In 2002, terrorists in Bali, Indonesia, bombed a nightclub district popular with Australians and other international visitors, killing 202 people, including 88 Australians. While not on the same scale as the 9/11 attacks, this incident struck close to our hearts and sent further shockwaves through the Australian community. The AFP, with its international reach and mandate

for keeping Australians safe at home and abroad, worked with our partners in Indonesia to restore public safety and conduct a massive investigation to find and catch the perpetrators.

These events demonstrated that Australia needed a consolidated, multiagency approach, involving high-level coordination between police, government, community, and stakeholder organizations. We formed the National Counter Terrorism Committee in 2002, and developed a National Counter Terrorism Plan, defining counterterrorism as a shared responsibility of all sectors of society. The same year, we established Joint Counter Terrorism Teams in every Australian capital city, combining the resources of the AFP, state and territory police, the Australian Security and Intelligence Organisation, and other partners. Providing us with national consistency and strategic management of counterterrorism operations in every Australian jurisdiction, these teams continue to remain our front line to responding to and preventing terrorism attacks.

The momentum of counterterrorism response and investigations has continued throughout the next two decades. The threat environment has shifted and diversified, and the AFP's role has expanded and evolved in response. We have developed or amended legislation and policy strategies and expanded our partnerships to include New Zealand, extending our cooperative framework to counter current and future terrorist threats and consequences. With an emphasis on information sharing and cooperation, agencies became better coordinated with stronger relationships across government. Counterterrorism has become a central part of the AFP's identity and of the Australian community's understanding of how we help keep them safe.

44The past two decades in the aftermath of 9/11 leave us stronger than before."

2. What are the positive takeaways from this tragedy?

Two decades of international counterterrorism cooperation has, I hope, left Australians safer than ever before. We are now at the stage where our law enforcement response evolves with the threat environment, and we are shaping the environment to get ahead of the threat.

The AFP is focusing further on the enduring nature of terrorism. This includes the ongoing management of high-risk terrorist offenders, where courts may decide that individuals present an unacceptable risk to the community, even when they may have concluded a custodial sentence. We are working to counter the radicalization that can lead to violent extremism, especially online, and helping individuals disengage from a path that takes them to that tragic conclusion. The AFP's Community Liaison Teams engage directly with communities to ensure police have a legitimate voice and are trusted by the community we serve. Our National Security Hotline has made it easier for the community to share information, and many investigations and successful disruptions have occurred as a result of community reporting. New legislation has provided national security agencies, including the AFP, with powers and strategies to protect the community from terrorist acts and to manage individuals who might otherwise do us harm.

Our information and intelligence sharing practices are better than ever, thanks to our strong relationships with partners in Australia and offshore. The AFP's extensive international network has proved invaluable in this, as well as building capacity with regional partners and learning from them in turn. Strong partnerships, even in conflict zones, have allowed us to collect evidence and intelligence for use in domestic investigations and prosecutions of foreign fighters.

Australia still faces significant risks, but the past two decades in the aftermath of 9/11 leave us stronger than before. We are better at working together, and we have developed better tools to manage issues into the future, rather than reacting to each new crisis anew.

3. How has the Five Eyes evolved in the past 20 years?

Twenty years is a long time in any industry or environment— and no less so in international law enforcement. The great strength of the Five Eyes is that it has endured over this time, while evolving to meet new challenges.

From a law enforcement perspective, the Five Eyes Law Enforcement Group (FELEG) brings us together with a common aim and a common platform, allowing us to each bring our particular expertise, resources, and capabilities to bear on shared problems.

FELEG has diversified its approach to global crime problems, looking for new and innovative ways to deliver lasting damage to the criminal environment. The ability of FELEG to form thematic working groups based around emerging issues or methodologies, such as criminal financing, demonstrates our true strength in working together.

CANADA-ROYAL CANADIAN MOUNTED POLICE



BRENDA LUCKI, COMMISSIONER, ROYAL CANADIAN MOUNTED POLICE

1. What has been the greatest impact on your operation as a result of the 9/11 attacks?

It has been 20 years since the devastating terrorist attacks in the United States of America. It shocked the world then, but it also remains a powerful reminder of how far-reaching terrorist attack impacts can be and that we must remain vigilant.

This anniversary is a time to recognize the sacrifices made by those who risked their lives to protect others from harm. It is also a time to highlight the commitment and dedication of our communities and first-line responders who rose to the challenge in the face of this tragedy. The last two decades have shown that terrorism has not and will not undermine our way of life.

The Royal Canadian Mounted Police's (RCMP's) goal is and has always been to ensure the security and safety of Canadian citizens. The philosophy and practice of integrated and intelligenceled policing are at the core of the RCMP's policing principles. The RCMP has formed solid partnerships with police services and government agencies at home and around the world, devoted to fighting terrorism, such as the Five Eyes Law Enforcement Group.

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The RCMP has been collaborating with other enforcement agencies on all levels since 9/11. We share intelligence and integrate policing efforts locally, provincially, nationally, and internationally.

The RCMP collaborates with its partners to examine the threat landscape faced both domestically and internationally. This threat landscape continues to evolve as global events unfold, as seen with the rise in ideologically motivated individuals during a pandemic who are on the cusp of committing violence or serious terrorism offenses. Ideologically motivated violent extremists (IMVE) are motivated by a mix of ideological, sociopolitical, or personal grievances against their targets rather than a singular belief system, such as xenophobia, antiauthority, or gender-driven beliefs.

The RCMP and its international law enforcement partners support each other to protect life, regardless of the threat, and those partnerships are paramount in preventing disasters as best we can.

2. What are the positive takeaways from this tragedy?

The 9/11 attacks brought to light the complexity of addressing these types of major threats and demonstrated that effective cooperation and integration among law enforcement agencies was required.

A better integrated law enforcement community makes us more efficient by

- exchanging strategic and criminal intelligence,
- sharing tactical and operational knowledge,
- planning joint and individual actions, and
- communicating effectively.

Successful convictions have demonstrated the effectiveness of the law enforcement approach to countering

threats to national security in Canada. Over the past two decades, the RCMP conducted criminal investigations that led to successful prosecutions, including but not limited to the following:

- In January 2019, following an RCMP national security criminal investigation, charges were laid against a teenager in Kingston, Ontario, for facilitating terrorist activity and constructing an explosive device. The teenager later pled guilty and admitted that he was inspired and motivated by the Islamic State.
- In 2016, the RCMP laid charges against a young man from Whitby, Ontario, who traveled to Turkey to join Jabhat al-Nusra and later returned to Canada. Upon returning to Canada, the subject conducted surveillance on locations to plan a terrorist attack and passed this information to foreign contacts. The subject was convicted for terrorism offenses in October 2017.
- Following an RCMP national security criminal investigation and subsequent trial, Mohammad Momin Khawaja, a Canadian citizen, was found guilty in 2008 of involvement in a plot to plant fertilizer bombs in the United Kingdom. Khawaja was the first person charged and found guilty under the Canadian Anti-Terrorism Act.

Our successes highlight the effectiveness of integrated efforts deployed by Canada's strong security and intelligence community at all levels. They also speak to the awareness and active engagement of our citizens across Canada in keeping their communities resilient to radicalization to violence and safe from all types of terrorism.

To this end, the RCMP worked to create a stronger and more integrated law enforcement approach. This approach focuses on partnerships with the communities to counter terrorist

criminal activity and radicalization to violence. Our outreach work has shown great success at building mutual trust and understanding between the RCMP and the communities most affected by national security operations. For example, our outreach work includes participation at local community events, with advisory committees, in cultural awareness sessions, and in specialized training, to name only a few.

3. How has the Five Eyes evolved in the past 20 years?

Over the past 20 years, each enforcement agency has had a chance to reassess and identify their respective strengths and share them as best practices. These best practices have resulted in new protocols for the RCMP, which are regularly tested and revised with partner agencies.

Since 9/11, the RCMP conducts diversity training sessions for members specifically engaged in national security criminal investigations. We also conduct countering violent extremism training for frontline officers and support personnel. These training sessions are done to build capacity to act through better awareness of radicalization toward violence. Our goal, shared with other partners, is to continue to build stronger resilience of our communities to all forms of violence.

The RCMP is an active partner in the worldwide fight against terrorism. We will continue our efforts in partnership with other law enforcement and police agencies in Canada and abroad. We constantly assess any potential terrorist threats that may impact the safety and security of Canadians and collaborate with international police services for the security of other nations.

Together we are stronger.

NEW ZEALAND—NEW ZEALAND POLICE



ANDREW COSTER, COMMISSIONER, NEW ZEALAND POLICE

1. What has been the greatest impact on your operation as a result of the 9/11 attacks?

The events of 9/11 brought significant change and an increased focus on national security and counterterrorism within New Zealand Police, and, 20 years on, resources dedicated to supporting these areas with partner agencies remain a key priority.

New Zealand's response has evolved with an increasing awareness that we are not immune to the impacts of global acts of terror. In more recent times, this has included the establishment of the dedicated National Security Investigation Team and the Security and Intelligence Threat Group. New Zealand Police's offshore footprint was also stepped up through the establishment of the Washington Senior Liaison Officer position and the London Liaison Officer position in 2002. These positions played an important role in supporting the implementation of a raft of obligations, including

counterterrorist financing and designating terrorist groups, in support of New Zealand's counterterrorism response through the Terrorism Suppression Act (2002).

More broadly, the learnings emanating from 9/11 sent a clear message that policing *at all levels*, from the community level through to specialist investigations, has a role to play in supporting national security, particularly through having the first opportunity to collect and receive relevant information and identify risks. We have been reminded of these lessons following the Bali bombings in 2002, and the attack on the Christchurch mosques in 2019.

2. What are the positive takeaways from this tragedy?

A key takeaway is the value of partnerships. Domestically, 9/11 prompted New Zealand Police to forge stronger relationships with other security and intelligence agencies, for example, the New Zealand Security Intelligence Service, to discuss and establish a more comprehensive view of where threats might present and how to respond. It was clear that a systems-based approach toward supporting national security efforts was needed.

In addition, international partnerships were expanded through New Zealand Police's Liaison Officer Network and various international capability development activities, which have been crucial in supporting national security efforts through the sharing of intelligence with international partners. New Zealand Police's law enforcement relationship with the Americas through the Washington Senior Liaison Officer deepened following 9/11, and New Zealand Police's footprint in the Americas has now

expanded to a total of three, with liaison officers based in Virginia and Los Angeles, California. These posts, alongside New Zealand Police's nine other overseas posts, play a key role in facilitating ongoing criminal investigations, police-to-police information sharing on best practices, and critical incident response. These relationships continue to grow stronger and build trust and confidence with overseas agencies to ensure relevant terrorism prevention information can be received in a timely way, where responses to threats are coordinated and mitigated.

3. How has the Five Eyes evolved in the past 20 years?

Five Eyes has evolved to include law enforcement intelligence sharing, which, post-9/11, has become more open and robust and includes law enforcement and criminal justice outcomes as part of the broader aims of collective security. Sharing criminal intelligence that might impact our national security interests is now a central component of Five Eyes.

Following 9/11, New Zealand Police reevaluated its position, transforming from a primarily domestic-focused agency to one that participates within the rules-based system alongside other global security and intelligence agencies to not only share intelligence, but also take action against those who threaten the safety and security of New Zealand, New Zealanders, and the international community. As such, the Five Eyes network has become a vital national security, intelligence, and law enforcement partnership for New Zealand, enabling New Zealand Police to have insight into events that impact New Zealand's criminal and security threatscape. New Zealand Police is a committed Five Eyes partner, one of several networks where engagement with international partners is important, in order to deliver the services that New Zealanders and our partners expect and deserve, and that directly contributes to achieving New Zealand Police's vision for New Zealand "To Be the Safest Country."

44 It was clear that a systems-based approach toward supporting national security efforts was needed.77

UNITED KINGDOM—NATIONAL CRIME AGENCY



NIKKI HOLLAND, DIRECTOR OF INVESTIGATIONS, NATIONAL CRIME AGENCY, UNITED KINGDOM

1. What has been the greatest impact on your operation as a result of the 9/11 attacks?

When the towers came down in 2001, we all knew we were watching history. The attack on 9/11 was a watershed moment for Western civilization and represented the greatest challenge to democracy and our way of life since the Cold War. We grappled with this redefinition of terrorism, and with terms that were at that time, largely unheard and unuttered outside the fringes of special interest and academia—suicide bomber, jihadi, Al Qaeda, Taliban, Islamist extremism.

The impact of the attacks resonated throughout the world and threw up hard questions for national security and law enforcement professionals. How did this happen? How could a plot of such sophistication and long-term commitment develop without detection? What is the insidious ideology that drove psychologically healthy, intelligent people to mass murder and suicide? Then, four years later, came the UK's own deadly confrontation with this new breed of terrorist—the July 7 and July 21 suicide bombings in London that caused the deaths of 52 innocent people. We were neither operationally nor legally equipped to

respond and, like many other nations, needed desperately to refocus on the realities of the new threat. Our response was an overhaul of the counterterrorism (CT) system. We merged our investigative operational CT arms to form a single unit, now known as the London Counter Terrorism Command (SO15) and developed a far closer working relationship with UK National Security, particularly our closest partner, MI5. Concurrently, there was a period of prolific drafting of new legislation to ensure our legal mechanism was fit for the purpose.

In the UK, we had somewhat of a head start in dealing with terrorism, given our history with Northern Ireland Republican terrorism, which meant we had already established an effective regional network. Our major concern post-9/11 was foreign terrorist fighters coming into our country, but 7/7 disproved this theory as our terrorists were homegrown, radicalized from abroad, reaching across the world via the internet to partially segregated communities across the UK.

We knew terrorism was fomenting in the counties, so we had to ensure we were structured against that new evolution of the threat. We ended up with nine regional colocated MI5/CT-Policing units. Over 20 years, that has proved an accurate forecast. Large urban centers—very diverse but not mixed—engendered clashes between poverty and wealth; a lack of opportunity; and segregation, all conditions that proved a breeding ground for people who want to amplify grievances and inspire extremism.

2. What are the positive takeaways from this tragedy?

The impact of 9/11 is hard to overstate, and it is an uncomfortable exercise to try to pull out positives from an act that killed nearly 3,000 people and destroyed lives of many thousands more who were horribly injured or suffered life-changing bereavement. But, even with the greatest of tragedies, our capacity to learn and develop will

always be positive and a source of hope. The events of 9/11 jarred the Western world out of complacency, and, in the UK, we developed one of the world's most effective counterterrorism machines. The UK became expert in intervening, disrupting, and bringing to justice sophisticated attack planners from across the spectrum of terrorist ideologies. Of the many attack plots our CT professionals disrupted in the years that followed, the most significant was the 2006 transatlantic airline plot, where Al Qaeda-inspired, UK-based terrorists planned to detonate liquid explosives on seven passenger aircraft. Had the plot succeeded, the body count would probably have topped that of 9/11, and the attack would have ruined the airline industry and crippled the confidence of the international community. Thanks to UK law enforcement and intelligence communities, the only long-term impact for the public was that we cannot carry bottled drinks onto a plane anymore.

Less directly, the 9/11 tragedy also brought out some of the best in humanity, from the immediate response and extraordinary bravery of emergency services and the public in New York, to the support of the international community and coming together in the aftermath of the attack. Now, 20 years on, in this time of reflection, we would do well to remember the importance of our common humanity and values and the need to stand together against terrorism.

3. How has the Five Eyes evolved in the past 20 years?

From the many issues raised from 9/11, the need to intensify collaboration and information sharing was foremost. The Five Eyes formed the Five Eyes Law Enforcement Group (FELEG), bringing together the countries' national law enforcement organizations, which is represented by the National Crime Agency, from the UK perspective.

FELEG, over the past 20 years, has evolved from an information sharing and agency relationship vehicle to become a dominant international framework. Through its working groups, FELEG now identifies significant threats from serious and organized crime and national security perspectives, conducting in-depth assessments from a Five Eyes viewpoint and identifying and sharing good practices to find solutions to the issues raised.

FELEG also conducts joint operational activities to ensure members' investigations are maximized to achieve the greatest disruption to criminality that presents a global threat.

This joined-up approach can achieve quicker, more impactful, and longer lasting disruption to some of the world's most sophisticated criminals. FELEG continues to grow and evolve, aided by the enthusiastic response of the agencies involved and the committed actions of its working group members.

UNITED STATES—FEDERAL BUREAU OF INVESTIGATION



CHRISTOPHER WRAY, DIRECTOR, FEDERAL BUREAU OF INVESTIGATION, UNITED STATES

What has been the greatest impact on your operation as a result of the 9/11 attacks? What are the positive takeaways from this tragedy?

The horrific terror attacks on 9/11 profoundly changed the FBI. During the past 20 years, we have transformed

in ways that have made us stronger and our nation safer. After 9/11, our focus changed from investigating terrorist plots and attacks after the fact to stopping them before they occur. We became an intelligence-based national security and law enforcement organization—one that collects, uses, and shares intelligence in everything we do. To combat the terrorist threat, we tore down walls internally and externally that prevented collaboration. Doing so significantly improved the way we share information, not just among the domestic law enforcement and the intelligence community, but also with the private sector and foreign partners.

Through this increased collaboration, we developed a whole-of-government approach to combating terrorism.

Today we prioritize collecting and sharing intelligence with partners to develop a comprehensive picture of threats and to understand how they intersect across threat actors. This strategic approach allows us to disrupt threat actors before they act by taking action ourselves, informing other agencies with authorities to address the activities, or working with policy makers to use the broader capabilities of the government to address the threat.

One of the first steps to drive this strategic operational approach was to establish organizational structures at FBI Headquarters to centralize the management of operations and ensure information is shared across all 56 FBI field offices. This sharing was essential to build a broader understanding of the threats. Our joint domestic and international task forces and information systems have been a critical part of these efforts. With our top priority being to address terrorist threats, the FBI expanded the Joint Terrorism Task Forces (JTTFs) in the field offices from approximately 30 prior to 9/11 to more than 200 today. The FBI also created a single National Joint Terrorism Task Force (NJTTF) at headquarters to manage them. This centralization not only synthesized intelligence across field offices and from our law enforcement partners, but also provided a hub to integrate law enforcement and the intelligence communities through

shared knowledge and strategies against the terrorist threat.

As the terrorist threat has grown in complexity, morphing beyond traditional actors and tactics and blending with other national security and criminal threats, we have enhanced our capabilities across investigations in every program and for every community we serve. These capabilities included expanding information sharing with our law enforcement partners through eGuardian, our platform for sharing suspicious incidents across jurisdictions, enabling partner agencies to provide, view, and analyze suspicious activity reporting. Originally established solely to house suspicious activity that might be terrorism related, eGuardian is a single system for agencies and local emergency call centers to push all threats of violence—national security and criminal. This enhances our operational capability for developing a cross-programmatic threat picture.

How has the Five Eyes evolved in the past 20 years?

Underpinning all of our successes since 9/11 is our commitment to partnerships to adapt and confront challenges. Given the increasing global nature of threats, since 9/11, the FBI has worked to forge deeper, stronger partnerships with its international partners, especially with its fellow Five Eyes members. Through the FBI legal attaché offices in each Five Eyes country, the FBI shares and benefits from the receipt of information, expertise, training, and resources. With our Five Eyes partners, the FBI conducts intelligence-driven joint operations against shared global threats, including terrorism, cybercrime, money laundering, and transnational organized crime. The FBI will continue to strengthen this critical partnership to address these transnational threats. ひ

POLICE CHIEF * SEPTEMBER 2021

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COUNTERING



FOR YEARS, RICHARD HOLZER REG-ULARLY USED SOCIAL MEDIA TO GLORIFY VIOLENCE AND ADVOCATE FOR THE SUPERIORITY OF THE WHITE RACE.

Holzer consumed and promoted racially or ethnically motivated violent extremism (RMVE), and in 2019, the self-identified neo-Nazi began to move toward acting on his beliefs with violence. His intended target was the Temple Emanuel Synagogue in Pueblo, Colorado, the second oldest synagogue in Colorado, listed on the National Register of Historic Places.

For months, Holzer told associates that he wanted to attack Temple Emanuel, and he visited the synagogue to observe Jewish congregants.

The FBI's Southern Colorado Joint Terrorism Task Force worked with the Pueblo County Sheriff's Department and the Pueblo Police Department to investigate Holzer's plans. After Holzer was contacted by an undercover FBI employee, Holzer sent pictures of himself holding automatic weapons and said he was "getting ready for RAHOWA," shorthand for a racial holy war.



The FBI expects that for the near future, RMVEs—such as Holzer—and antigovernment or anti-authority violent extremists (AGAAVE) will very likely continue to pose the greatest domestic terrorism threat to the United States. In fact, 2019 was the most fatal year for domestic violent extremist attacks within the United States since the 1995 Oklahoma City bombing.

In recent years, domestic violent extremists (DVEs) have caused more deaths in the United States than international terrorists. Between 2015 and 2019, RMVEs were responsible for the most domestic terrorism fatalities. A majority of the RMVE attacks—about 80 percent—were committed by those advocating for the superiority of the white race. In 2020, AGAAVEs were responsible for three of the four fatal DVE attacks.

The January 6, 2021, siege of the U.S. Capitol emboldened some of these actors, and it is impossible to discuss the evolving domestic terrorism threat in the United States today without examining those events. The siege of the Capitol demonstrates a willingness by some, including DVEs, to use violence against the U.S. Government in pursuit of their political and social goals.

As of early July, more than 535 people had been arrested in connection with the Capitol siege. The FBI has received more than 270,000 digital media tips from the public and continues working with local and state law enforcement to identify and charge individuals who participated.

THE EVOLVING TERRORISM THREAT

In the 20 years since the 9/11 terrorist attacks, the overall terrorism threat has evolved significantly. In the past two years, as part of the FBI's annual threat review, the Bureau elevated RMVE and AGAAVE as the top two DVE threats. The FBI's caseload of domestic terrorism investigations has doubled, and the organization has increased the number of personnel working domestic terrorism investigations.

The FBI has also continued arresting more domestic terrorism than international terrorism subjects, using a combination of federal, state, and local charges. In fiscal year 2020, more than three times as many domestic terrorism subjects were arrested compared to international terrorism subjects.

Across the board, the greatest terrorism threat faced by the United States is posed by lone actors or small cells who typically radicalize online, have no formal or overt connection to a group or organization, and look to attack soft targets with easily accessible weapons. This threat is manifested in both DVEs and homegrown violent extremists (HVEs). DVEs and HVEs are two distinct sets of individuals, but they both frequently radicalize and mobilize to violence on their own.

HVEs are inspired by, or associated with, designated foreign terrorist organizations, primarily the Islamic State of Iraq and Ash-Shām and Al Qaeda.

During a meeting with undercover agents to discuss his plans, Holzer repeatedly expressed his hatred of Jewish people and suggested using explosive devices to destroy the synagogue. Holzer told the undercover agents that he wanted to "get that place off the map." Holzer was arrested on November 1, 2019, after he accepted inert explosive devices that had been fabricated by the FBI, including two pipe bombs and 14 sticks of dynamite. In October 2020, Holzer pleaded guilty to federal hate crime and explosives charges, and in his plea agreement, admitted to conduct that met the federal definition of domestic terrorism. Earlier this year, Holzer was sentenced to more than 19 years in prison, followed by 15 years of supervised release.



SOCIAL MEDIA AND THE INTERNET



Violent extremists are increasingly consuming materials online, and use social media to distribute propaganda, recruit, select targets, and incite violence. Social media enables like-minded individuals to find one another, even across borders, without having to join organized groups.

In recent years, a small number of U.S.-based RMVEs have traveled overseas to network with like-minded individuals. In some cases, U.S.-based RMVEs have cited past attackers from abroad as inspiration, such as Anders Breivik, who killed 77 people in Norway, or Brenton Tarrant, who killed 51 people in New Zealand.

Even when the FBI obtains a warrant or court order, encrypted applications make it more and more difficult for law enforcement to identify and disrupt today's increasingly insular actor. Relationships that might start in the open online between DVEs and HVEs can quickly submerge beyond the scope of law enforcement via encryption.

ing perceptions of government or law enforcement overreach, racial tensions, socio-political conditions, feelings of disenfranchisement within society, reactions to legislation (or lack thereof), partisan political grievances, or world events. Online conspiracy theories and narratives of electoral fraud following the 2020 U.S. general election may also, in some instances, be an inspiration for violent attacks.

DVEs are motivated by domestic influences, includ-

While trends on the domestic terrorism side continue to evolve, most drivers remain constant and are often very personalized. Many DVEs mobilize to violence in response to a unique mix of ideological, socio-political, and personal grievances.

Both DVEs and HVEs seek to engage in violent, criminal acts. The solitary, insular nature of lone actor HVEs and lone actor DVEs is challenging for law enforcement, as there are a greater number of potential threats, far fewer "dots" to connect, and less time to detect and disrupt an attack.

The FBI cannot open a domestic terrorism investigation based solely on a person's exercise of rights protected by the First Amendment. Instead, it focuses its investigative efforts on individuals who commit or intend to commit violence and criminal activity that constitutes a federal crime or poses a threat to national security.

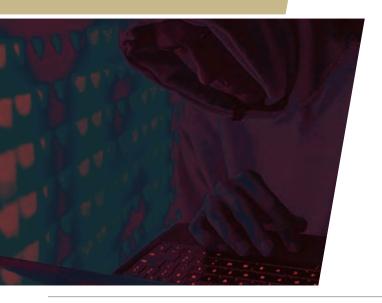
Membership in a group, no matter how repellant its beliefs, is not grounds for opening a domestic terrorism investigation, and the FBI does not investigate beliefs or ideology.

Preventing acts of terrorism continues to be the FBI's number one priority, from any place, by any actor, whether foreign or domestic. Potentially for the first time in 20 years, the threats from domestic terrorism, Salafi jihadism, and state-sponsored terrorism are all elevated.

DEFINITION OF DOMESTIC TERRORISM

Domestic terrorism is defined in the U.S. Code as any act dangerous to human life that violates U.S. criminal laws and appears intended to intimidate or coerce a civilian population; influence the policy of a government by intimidation or coercion; or affect the conduct of a government by mass destruction, assassination, or kidnapping. The statute holds that the act must occur primarily in the territorial jurisdiction of the United States.

While domestic terrorism is *defined* in U.S. legal code, there is not an independent charging mechanism under federal law the way there is for international terrorism.





Instead, domestic terrorism prosecutions rely on a variety of federal and state statutes, with the goal of disrupting DVEs using any applicable criminal offense. The FBI frequently relies on statutes covering federal firearms charges, communication of interstate threats, and attempted use of explosives to disrupt domestic terrorism subjects. The FBI partnerships with state and local enforcement are also critical to disrupting DVEs, as about half of the arrests of domestic terrorism subjects arise from state charges.

PARTNERSHIPS ARE KEY

To confront domestic terrorism, the FBI turns to its network of partnerships and information sharing.

The FBI's Joint Terrorism Task Force (JTTF) partnerships remain a critical element of the FBI's counterterrorism strategy. Across the United States, there are now more than 200 JTTFs, bringing together federal, state, and local law enforcement partners.

In fiscal year 2020, JTTFs were responsible for the arrests of 235 terrorism subjects, both international and domestic.

To address the "internationalization of domestic terrorism," the FBI continues to strengthen its engagement with international partners, particularly within Europe and the traditional Five Eyes partners of Canada, the United Kingdom, Australia, and New Zealand. This engagement includes discussing best practices for disruption and prevention and sharing relevant investigative information.

Nearly half of the FBI's counterterrorism cases are predicated on tips from the public or referrals from other law enforcement agencies and private sector partners.

HOW THE PUBLIC CAN HELP

The FBI continues to appeal for the public's help in preventing terrorism. In almost every instance of a violent attack, investigators have found there was a family member, friend, coworker,

or somebody close to the person who saw something and didn't report it.

Family members and friends are always best positioned to notice a change in the behavior of their loved ones. If someone is concerned about a person who might be radicalizing to violence, encouraging the concerned person to reach out to law enforcement or others in the community who can help is critical to preventing terrorism here at home. O



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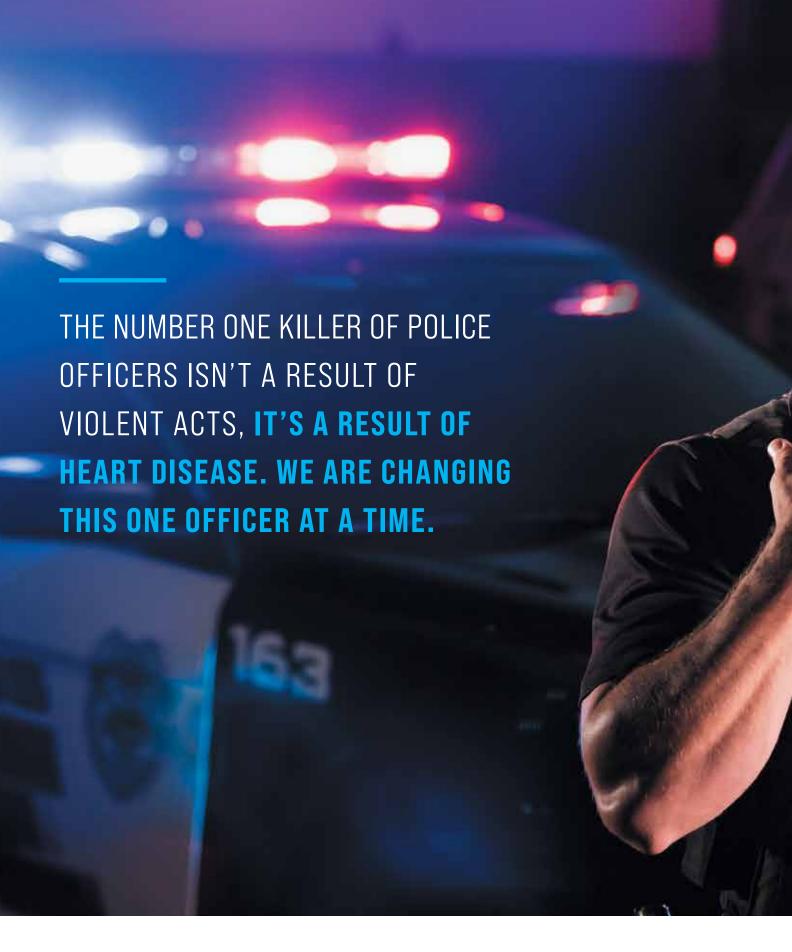
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COUNTERTERRORISM





Q&A with Key Players

The FBI National Security Branch interviewed a cross section of FBI leaders, special agents, and other law enforcement partners who played key roles in the evolving counterterrorism mission before, during, and after the terrorist attacks of September 11, 2001.



Dan Coleman, Special Agent (Ret.), New York Field Office, FBI

As a special agent assigned to the New York Field Office, Dan Coleman investigated the first World Trade Center bombing in February 1993. In February 1996, he was the first FBI agent assigned to Alec Station, a group of CIA analysts targeting Usama bin Laden and al-Qa'ida. Coleman was one of the main handlers of an al-Qa'ida defector codenamed Junior. Coleman's investigative work contributed to the indictment of bin Laden and al-Qa'ida conspirators in June 1998. Prior to 9/11, Coleman also worked on the plan to try to capture bin Laden in Afghanistan and bring him back to United States for trial, which was never carried out. He retired in 2004.

Q. How did you transition to investigating terrorism?

A. I worked on the first World Trade Center bombing, mostly from an intelligence side, but I had a source who was able to tell us within a couple

of days who was claiming responsibility for the bombing, and it turned out the source was correct, and then I worked on the case that came after that, the bridges and tunnels case. I was able to use that source for more information about Sheik Rahman [Sheik Omar Abdel-Rahman] and what he was up to... We were able to develop a sufficient case against bin Laden, and we had an arrest warrant and an indictment in June 1998. We had a plan to go get him in Afghanistan, but there wasn't any will within the government to do that... We actually practiced landing a plane in a desert in Texas.

Q. What did you learn about al-Qa'ida and Usama bin Laden from the former al-Qa'ida member turned defector and informer, codenamed "Junior"?

A. What we did learn, is that even though "Junior" had stolen money from bin Laden, he loved the guy. We showed him a photograph of bin Laden sleeping in Afghanistan, and he said, "Oh my God, he sleeps just like the Prophet" because bin Laden was contorted in a shape like an Arabic letter that's in the Prophet's name. Bin Laden was very charismatic, and people liked him, and that's why people followed him... that's why so many people were loyal to him, but the loyalty was very organized, you had to sign contracts, and be referred in by somebody who was previously known.

Q. How would you describe the level of attention your work investigating al-Qa'ida received from FBI leadership during the 1996 to 1998 timeframe?

A. I think we tried to convince them, based on what we learned from "Junior" and other people, that when bin Laden said he was going to do something, he meant it, and he had proclaimed war against the United States in various statements going back to 1996, and we thought that should be taken seriously. It wasn't until the bombings in Africa that we were able to get people convinced that they were a threat. But it didn't really bang home until 9/11, that these guys meant what they said, and they were going to do what they said.

Q. From the interviews you conducted, what do you think motivated people who joined al-Qa'ida?

A. The geopolitical thing, and all that kind of stuff, that was from the leadership. I don't think a lot of the guys at the lower levels thought much about that ... this was a call to action, and this was a guy [Usama bin Laden] who could provide them with some monetary support, give them training, and lead them on to that action.



Michael E. "Mike" Rolince, Special Agent in Charge (Ret.), Counterterrorism Division, Washington Field Office, FBI

Michael Rolince, who joined the FBI in 1974, took over as chief of the International Terrorism Operations Section (ITOS) in August 1998, just days before the simultaneous truck bombings of the U.S. Embassies in Nairobi, Kenya, and Dar es Salaam, Tanzania. Rolince helped coordinate, from a national perspective, the FBI's East Africa bombings investigation; the Millennium conspiracy investigation; and the investigation of the bombing of the USS Cole in Aden, Yemen, in October 2000. Following 9/11, Rolince held leadership posts at the Washington Field Office (WFO) in counterterrorism and counterintelligence. Named acting assistant director of the newly formed Office of Intelligence in December 2003, he retired in 2005 as the special agent in charge of the Counterterrorism Division at WFO.

Q. Before 9/11, how was the FBI trying to shift to a proactive stance against international terrorism?

A. Prior to the attacks of 9/11, the FBI's CT [counterterrorism] program both at FBIHQ and within many field offices was consumed with investigating major attacks against U.S. persons and interests; identifying potential and known threats; and developing strategies to neutralize those threats, leaving little time for long-term strategic thinking. The business of counterterrorism was both proactive and reactive in nature. In an effort to gain a better understanding of the patterns and trends of our adversaries across the country, and internationally, a more proactive approach was in order.

Part of the shift entailed an initiative entitled MAXCAP 05, which was developed by senior counterterrorism leadership to take a long, hard, and honest look at the effectiveness of our 56 field offices' efforts against known terrorist groups and the countries that sponsored them.

The strategy entailed working with field offices to ensure they had properly identified existing and potential threats within their respective divisions and had allocated sufficient resources against each threat. Utilizing the "red, green, and yellow" model, each office was tasked with assessing their CT program's strengths and weaknesses, after which decisions would be made regarding moving agents and analysts from lower priority programs within the office to address deficiencies, or alternatively, FBIHQ reallocating manpower from other FBI field offices who were found to be underutilizing existing resources. Should a field office identify a need of enhanced funding or technology, FBIHQ would commit to fill that gap.

Dale Watson, Executive Assistant Director (Ret.), Counterterrorism and Counterintelligence, FBI

As an assistant special agent in charge of the FBI's Kansas City Division, Dale Watson oversaw the Kansas Joint Task Force investigation of the Oklahoma City bombing in 1995, since much of the conspirators' meetings, planning, purchasing of materials, and construction of the bomb occurred in Kansas. The task force was responsible for the arrest of Terry Nichols and the collection of supporting evidence against Timothy McVeigh and Nichols. In 1996, Watson was selected as the first FBI deputy director of the CIA's newly formed Counterterrorism (CT) Center due to the growing international terrorism threat. He was transferred to FBIHO to manage the FBI International and Domestic CT programs. In 1999, based on the continuing growth of the terrorism threat, Director Freeh elevated the CT programs to form the Counterterrorism Division within the FBI and appointed Watson as its first assistant director, a position he held throughout the 9/11 investigation. He was promoted in January 2002 by FBI Director Mueller to the new position of executive assistant director, with responsibility for all FBI CT and counterintelligence programs. Watson, who retired in October 2002, is a lifetime member of the IACP and former chair of the IACP Terrorism Committee.

Q. How would you describe the operational tempo of the CT Division prior to 9/11?

A. It was unbelievable. From the mid-90s until 9/11, there was a huge increase in the number of CT cases, both domestically and internationally. After the Oklahoma City bombing, Congress passed several laws that greatly increased the FBI's jurisdiction and responsibility in CT and weapons of mass destruction investigations. Any act of violence waged against U.S. citizens by a terrorist group, anywhere in the world, became a federal crime and an FBI case, regardless of the location. FBI investigative activity was also generated in response to our enemies' actions and declarations; al-Qa'ida was threatening U.S. citizens and institutions, abroad and within our homeland.

Q. What do you remember about the overall mindset within the FBI toward terrorism?

A. Those in the FBI not assigned CT matters held the same attitude as the American public and most U.S. government policy makers, that terrorist attacks were terrible things happening overseas but not posing a threat to the United States. For those working CT, the bureau's focus was on a



"reactive" stance, responding to terrorist actions in the same manner as criminal cases. There was little to no intelligence analysis directed at prevention of terrorism. But after terrorists bombed two U.S. embassies in Kenya and Tanzania in 1998, the reactive posture was changed.

Q. And how did you attempt to shift the Bureau to a more proactive approach toward international terrorism?

A. After the East Africa bombings, we made three key shifts. First, the Bureau identified terrorism as the number one priority. Director Freeh elevated the counterterrorism program into an independent division, which increased our resources and reflected CT's importance. Second, to increase our ability to react and respond to overseas events, we formed FBI Rapid Deployment Teams in four of our largest field offices (New York, New York; Miami, Florida; Washington, DC; and Los Angeles, California), trained to quickly respond with necessary training and equipment to different parts of the world. Through Director Freeh's efforts, our legal attaché program was expanded to key countries with terrorism issues. Third, the FBI launched an aggressive program focused on proactive prevention of attack. It required each field office to evaluate the terrorism program within their territory based on specific criteria [and to establish JTTFs where appropriate]. The criteria included Intelligence, liaison, investigative capability, information sharing, and agile coordination with FBIHQ. These data were used to drive decision-making on readiness and resources, and to identify gaps. We were close to full implementation of these efforts before 9/11.

Arthur M. "Art" Cummings, Executive Assistant Director (Ret.), National Security Branch, FBI

Following 9/11, Arthur Cummings was brought back to the Counterterrorism Division at FBIHQ to help expand and reorganize the FBI's counterterrorism program. As chief of the Counterterrorism Operational Response Section, Cummings developed and oversaw FBI operations in Afghanistan. As the FBI's counterterrorism mission rapidly expanded, his leadership roles included serving as chief of ITOS, deputy director of the National Counterterrorism Center, and special agent in charge of the Counterterrorism Division and Intelligence Branch at WFO. In January 2008, Cummings was named executive assistant director of the National Security Branch (NSB). He retired in 2010.



Q. When 9/11 happened, suddenly the FBI had this massive investigation with all-hands on deck. How would you describe each distinct phase of the FBI's initial response to the 9/11 attacks?

A. The first was our response in terms of the crime scene and the evidence collection. That wasn't new to us, and we had the response teams and the lab screening all the material, on a scale the FBI had never seen. And the second was the criminal investigation, and yet again, that was something we were very well practiced at, but it was wildly broader in scale. And we brought in the NSA and the CIA, all the elements of national power were brought to bear. We're going to hunt down the people responsible for this and need to ensure everyone that was part of it is held to account... the bottom line was, this investigation has to stand the test of time. The piece we were not used to was the terrorism prevention mission. We knew they're coming after us again, and we have to make sure it doesn't happen again. We were changing the tires on the car while it was going 100 miles per hour.

Q. And in those first years following 9/11, how would you describe the FBI strategy?

A. In the first couple years, we were running a very significant disruption strategy, and from 2001 to 2010, there were only a few terrorism operations that weren't disrupted. The guiding strategy was, do not make an arrest unless you're sure you know absolutely everything about this person. For me, to take someone off the street who's a known terrorist is negligent. The goal was to understand their entire world, then disrupt them.



Q. But, as is always the case, threats evolve. What started to shift following the initial fight against al-Qa'ida?

A. Starting around 2006, we really started seeing the success of online radicalization, and we saw a significant shift. Al-Qa'ida evolved into a strategy of decentralized operations, so that it's not "command and control," now, it's a franchise, [and the approach] is "we'll give you some training and send you back to your home country to carry out attacks on your own."

Michael Steinbach, Executive Assistant Director (Ret.), National Security Branch, FBI

Steinbach joined the FBI in 1995 and started his career working violent crime. He transferred to the CT Division in 2003. In 2004, Steinbach deployed to Afghanistan as the deputy on-scene commander for FBI operations. In 2009, Steinbach was named assistant section chief for ITOS. Steinbach later served as assistant director of the CT Division in 2014 before becoming executive assistant director of NSB in February 2016. He retired in 2017.

Q. How would you describe the mission when you initially joined the CT Division?

A. It was an interdiction mission; we needed to identify U.S. persons known to be in Afghanistan and Pakistan and identify people leaving those areas to come to the United States. We were trying to understand who was coming in.

Q. How did the threat evolve from 9/11 through the early 2000s?

A. It went to the online forums, which were almost like a watering hole for people around the world interested in jihad. Someone would get the password to get into these like-minded forums, and the idea was, instead of travel, we can train you in terrorist techniques, we can radicalize you online.

Q. What changed with the rise of social media?

A. With the shift to social media, you had the last element that was missing. You could now broadcast and blast the message out... with social media, that radicalization tool is sitting in your back pocket in your phone. It's with you all the time; the message is constantly in your head.

With al-Qa'ida, the messaging was strategically controlled from the top-down. But with ISIS, there was a decentralized communication model. Communications did not need to be approved from senior leadership, and as a consequence,

there was a significant volume of messaging compared with al-Qa'ida, which was promulgated through multiple social media platforms.

Q. Today, we say that propaganda moves at the speed of social media. For ISIS, what propaganda benefits were gained by holding territory?

A. It emboldened them to say, "We're winning, the Caliphate is reemerging," and that's a message they could push out. In Europe, it created a huge pipeline of recruits coming in and helped them to continue to radicalize sympathizers and continue to recruit.

Bruce Glasscock, Chief of Police (Ret.), Plano Police Department, Texas

Bruce Glasscock started his law enforcement career as a patrol officer in St. Petersburg, Florida, in 1969. He went on to serve as chief of the Fort Collins, Colorado, Police Department and chief of the Plano, Texas, Police Department during nearly 32 years in law enforcement. He served as president of the IACP for the 2000–2001 term and has continued as a member of the Board of Officers and Executive Committee.

Q. Overall, how would you describe the relationship between state and local law enforcement prior to 9/11?

A. Well, I guess I need to characterize my experience with the FBI from the Dallas area in 1990. I think the Dallas-Fort Worth area had one of the best relationships with federal agencies... I think that was a unique relationship, and I think there was a general feeling between local law enforcement and the FBI... not of real close partnership, there was a sort of distancing that occurred. After 9/11, when I was president of IACP, I think Robert Mueller really started a strong, concerted effort to improve the relationship between local law enforcement and the FBI.

Q. What do you remember about the IACP's annual meeting in October 2001, just weeks after 9/11?

A. Director Mueller wanted the feedback, and I didn't hold any punches back... the director and I were talking about the message for the meeting, and I said you're not going to be able to blow smoke at these guys, they're all experienced law enforcement professionals, and he said, "I need to hear it, about how we can improve the information flow."

Q. And what change did you see in the flow of information post-9/11 between the FBI and state and local law enforcement?

A. I think the question became, what can we do to assist the FBI, and how can the FBI assist us?



Post-9/11 in Plano, we had some individuals considered of high interest to the FBI because of travel. Pre-9/11, I doubt we would have ever known that. But the FBI gave us information, and we could provide feedback and context from the local community. My sense is, it has changed tremendously since 9/11, because we all learned the lesson that we need to do a better job of working together.

Carlos T. Fernandez, Special Agent in Charge (Ret.), Counterterrorism, New York Field Office, FBI

Assigned to the New York Field Office after becoming a special agent in 1996, Carlos Fernandez helped investigate the East Africa bombings and attack on the USS Cole. Following 9/11, he served with a small team in Yemen pursuing leads on al-Qa'ida operatives, then returned to Yemen as legal attaché. In 2009, Fernandez served as senior FBI representative to Joint Special Operations Command. In 2011, he was promoted to assistant special agent in charge of New York's Counterterrorism Division, then became special agent in charge for counterterrorism in New York in 2015. He retired from the FBI in 2017.

Q. What changed in terms of engagement between the field and FBIHQ following 9/11?

A. The necessity for detailed information to go back to headquarters was incredible, and the engagement, whether it was local or from the intelligence community, was just 10 times higher than it was prior to 9/11. The accountability, it's really hard to explain how different it became... everyone needed to get briefed, and everybody had input on these cases... that level of engagement increased exponentially following 9/11 and as things started to grow.

Q. Post-9/11, how did the role of the Joint Terrorism Task Forces grow?

A. Pre-9/11, people, let's say locally, they wanted to be *informed* on what was going on; following 9/11, they wanted to be *part* of what was going on. That's where you saw the numbers within our JTTFs grow, and the numbers grow at headquarters as well.

Q. What did the expansion of the JTTFs bring to the counterterrorism effort?

A. Tremendous resources. We realized that everyone really had a stake in the fight, so by increasing our partnerships, we increased our capabilities, and by everyone having visibility on the threat, and the importance of addressing the threat with all U.S. resources, I think that was probably one of the biggest achievements we had in the fight against terrorism.

Pasquale "Pat" D'Amuro, Assistant Director in Charge (Ret.), New York Field Office, FBI

As assistant special agent in charge, Joint Ter-rorism Task Force, National Security Division-Counterterrorism for the New York Field Office from August 1997 to January 2001, Pasquale D'Amuro supervised the investigation of the East Africa bombings in 1998 and the attack on the USS Cole in 2000. In October 2001, FBI Director Mueller asked D'Amuro to lead the PENTTBOM investigation. In January 2002, D'Amuro became assistant director of the Counterterrorism Division, then served as executive assistant director for Counterterrorism and Counterintelligence. D'Amuro, who was named assistant director in charge of the New York Field Office in August 2003, retired in 2005.

Q. Can you give some context to the counterterrorism mission before 9/11?

A. The first al-Qa'ida matter that I deployed on was the East Africa bombings in 1998. We managed to get an [Air Force] Starlifter that took a bunch of us over to Nairobi to start working on that investigation... after we landed in Nairobi, I turned to a couple of agents and said, listen, it's important we establish a command post, and sure enough, that night we get a very critical phone call, telling us about a guy who came back to a motel bloodied, who kept going outside to make phone calls, and sure enough, that turned out to be al-Owhali [Mohammed Rashed Daoud al-Owhali]. We were able to work with the source and transfer him back to the United States, and about a week and half later he confessed to the bombings... it was an unbelievable investigation, because at the peak of it, we had almost 500 agents deployed to Nairobi.

Q. What were some key organizational and structural changes within the FBI's counterterrorism program following 9/11?

A. We practically tripled the size of the Counterterrorism Division after 9/11, and, in doing that, we created some very critical pieces. One of the first was terrorism financing. It's always about following the money; there's got to be money involved in almost any crime. It was difficult to try to find and trace the money,



but you're able to do it if you have good investigators. Creating a professional analysis piece for counterterrorism was critical... when I came to the New York office, we created the first Office of Intelligence in the field.

Jacqueline Maguire, Special Agent in Charge, Criminal Division, New York Field Office, FBI

Now serving as special agent in charge of the Criminal Division for the New York Field Office, Jacqueline Maguire became a special agent in 2000. Assigned to New York's JTTF in June 2001, Maguire served on a reactive squad investigating all terrorism threats. At work on the morning of September 11, just blocks from the World Trade Center, Maguire heard the first plane hit the north tower and responded with fellow JTTF members; they were on the street adjacent to the World Trade Center when the second hijacked plane slammed into the south tower. Following 9/11, Maguire helped manage the flood of tips coming in from the public. Sent to Washington, DC, in October 2001, Maguire became the lead agent investigating the hijackers of Flight 77, which struck the Pentagon.

Q. What were some of the immediate goals of the initial investigation?

A. The immediate goal was to identify who was responsible. Early in the evening of September 11, the names of the hijackers had been potentially identified, and, from there, our goals were to identify any associates, to identify any co-conspirators, and to make sure there was no second wave coming.



Q. In addition to the possibility of co-conspirators, was there anything else you were trying to determine about the hijackers?

A. We wanted to determine where the hijackers were, who they associated with... where did they live, who did they call, where did they spend their money, where did they get that money that they spent? As a result of that investigation, we ended up with a near daily account of the hijackers' activity here in the United States and, to some extent, prior to them entering the United States.

Q. And from your perspective, how did the terrorism threat change and evolve from 2006 to 2011?

A. We had been focused on al-Qa'ida, and that was centralized in Afghanistan, under bin Laden. But during that time frame, it became more decentralized and then we started to see al-Qa'ida branches becoming stronger. That's also when we started to see the homegrown violent extremists [HVE]—during that time, the world is using more and more social media, and we become a more digital world. People don't have to be necessarily directly tasked for terrorist attacks, they don't have to attend an al-Qa'ida training camp... as more and more of the world went online, someone could sit in their basement and listen to the preaching of Anwar al-Aulaqi, and become inspired by that, and go off and do something on their own.

Q. What law enforcement challenges did that create?

A. With that evolution, changing into the HVE threat, there are less so-called dots to connect, and sometimes there are no dots, because it could be just that one person acting alone. We started to see examples where their circle is very limited, if a circle of associates exists at all, and again, especially through social media and the internet, they don't need to talk to anyone.

Q. As you look back, what do you think were the key elements in making the FBI more proactive in its counterterrorism mission?

A. I think the obvious one is intelligence, building a more robust intelligence function. Along with that, and as important, are our partnerships and us becoming a true member of the Intel community. And though we had JTTFs before 9/11, not every field office had a JTTF; after 9/11, every field office established a JTTF. When we talk about HVEs, I think our partnerships with state and local law enforcement are key with those sorts of threats, because they're the ones out there on the street, they know their neighborhoods much better, they know what is normal, and what's not

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normal for their communities. All those eyes and ears on the ground is a huge help for us. It's a force multiplier against the terror threat, and the FBI certainly couldn't do our job without our law enforcement partners.

Jennifer Keenan, Legal Attaché (Ret.), Sanaa, Yemen, FBI

Jennifer Keenan became a special agent in 1989 and mainly worked criminal cases with the New York Field Office until September 1998, when she joined a counterterrorism squad investigating the East Africa bombings. She deployed to Tanzania in October 1998, followed by travel to Jordan, Yemen, the Philippines, Thailand, Pakistan, and the United Arab Emirates pursuing al-Qa'ida leads. In July 2001, Keenan became the FBI's assistant legal attaché in Islamabad, Pakistan, focused on counterterrorism. Following 9/11, Keenan worked with CIA officers and Pakistani authorities and participated in raids targeting al-Qai'da operatives and associates in Pakistan. She interviewed foreign fighters fleeing Afghanistan and managed evidence recovered during the first campaign against the Taliban and al-Qa'ida in late 2001. Following leadership roles in counterterrorism at FBIHQ, Keenan served as legal attaché in Sanaa, Yemen in 2005. She retired in 2019.

Q. In your early years of counterterrorism work, what was your experience with the "wall" between intelligence and criminal investigations?

A. Back then, FISAs [Foreign Intelligence Surveillance Act requests] were authorized solely to collect intelligence, and any information developed was required to remain with national security investigations. It was nearly impossible to share FISA-collected information to the criminal side. The policies were updated, and while the primary purpose of a FISA is still to collect intelligence for matters of national security, there is now a pathway to share information imperative to criminal investigations. So, pre-9/11, we basically had two types of investigations; it wasn't efficient at all, and clearly, information that should have been shared was not always shared with the criminal investigators.

Q. In the aftermath of 9/11, we know a lot about the changes taking place in the United States. What change did you see overseas from the Pakistani authorities?

A. The Pakistanis also had a problem of deciding how to handle all the non-Pakistanis.

Literally everybody that got into Afghanistan went through Pakistan. When we attacked Afghanistan at the start of the Global War on Terrorism, almost everyone fled back into Pakistan ... and the general rule was, we [U.S. intelligence and law enforcement] could talk to any non-Pakistani fleeing foreign fighter. Once the bombing of Tora Bora started, the Pakistani border was flooded with foreign fighters, they were fleeing by the hundreds and hundreds... this is all late 2001. The foreign fighters had no documents or proper visas and were basically entering Pakistan illegally. We were able to collect fingerprints, take mug shot-type photographs, and conduct interviews with everybody that the Pakistanis caught and allowed access to... we got some great, great information that way. The operation took place after they had exited Afghanistan, just kilometers from the border.

Q. Looking back on your time as a legal attaché, how did you try to build relationships with the Yemeni authorities?

A. Providing training to Yemeni law enforcement and intelligence agents served as a segue into building a sustainable and solid relationship. We developed a close relationship with the Yemen Ministry of Interior (MIO) law enforcement laboratory, and that was an offshoot of collecting evidence from the attack on the USS Cole, the Navy destroyer attacked by suicide bombers in a small craft in the harbor of Aden on October 12, 2000. Many relationships were built out of necessity during the USS Cole investigation. We tried to be very open with the Yemeni authorities about the investigation. We brought Yemeni authorities to the United States to interview all the service member witnesses they wanted to talk to regarding their own investigative interests; these witnesses had been on the USS Cole when it was attacked. You can't expect people to help you with your interviews if you're not going to give them access and help with their interviews... it turned out to be a very good thing.

Q. Overall, why is the LEGAT (legal attaché) program important to the FBI's counterterrorism mission?

A. Crime has gone global; it's all interconnected, so with counterterrorism and international terrorism, countries are looking at this problem/issue as a global phenomenon, because citizens from many countries are being radicalized, and that doesn't bode well for anybody's stability as a government. Our ability to help each other dictates that we have a working relationship, so even



if you're not getting a whole lot of information, you've got to meet, you've got to sit down, you've got to have tea, and at some point, you might have some common threat, and just because today they're not going to answer your question doesn't mean that tomorrow they won't, and so that's a really big part of it. The LEGAT program is the conduit for law enforcement cooperation.

THE EVOLVING COUNTERTERRORISM MISSION

In recent years, domestic violent extremists have also begun using social media to communicate and exhort each other to commit violence, both within the United States and internationally, much as international terrorists and homegrown violent extremists did in the years following 9/11. Internationally, cooperation on the challenges posed by domestic violent extremists (DVEs) is growing between Europe and the United States, and also with the Five Eyes partners of Canada, the United Kingdom, Australia, and New Zealand.

Michael "Mike" McGarrity, Assistant Director (Ret.), Counterterrorism Division, FBI

Following service as an assistant district attorney in New York City, McGarrity joined the FBI in 1996 and initially worked violent crime and gang investigations from the New York Field Office. In 2006, he served as a supervisory special agent with the CIA's Counterterrorism Center. Following service as the FBI's deputy on-scene commander in Afghanistan supporting U.S. Special Forces operations, McGarrity served as unit chief, then acting section chief of the ITOS. In 2009, McGarrity led the WFO extraterritorial counterterrorism squad targeting al-Qa'ida leadership. In this assignment he was also responsible for investigating terrorist attacks and hostage cases targeting Americans overseas. McGarrity served as director of counterterrorism with the National Security Council at the White House. McGarrity was commissioned by President Obama to be the first director of the interagency Hostage Recovery Fusion Cell whose mission was to safely recover Americans abducted abroad. Named assistant director of the FBI Counterterrorism Division in February 2018, he was the longest serving assistant director for counterterrorism since 9/11 upon his retirement in November 2019.

Q. During your time as assistant director of the Counterterrorism Division, compared to your previous work in counterterrorism, how had the terrorism threat evolved?

A. Certainly the online presence, both in international terrorism—global jihad, which had been there for years after 9/11—but we started to see a lot of the domestic terrorism threat actors also going toward the internet. They were certainly behind international terrorism threat actors in their use of the internet, in realizing the capability the internet provided them to get their message out... to recruit, to radicalize was significant, certainly from 2016 to 2019... but once they learned how to leverage the internet, they became pretty good at using it to further their violent extremist ideologies.

Q. And what's the role of social media in the process of radicalization to violence?

A. I think social media, and the internet in general, has been an accelerator in the radicalization process and has allowed threat actors to promote ideologies across national boundaries more quickly. A person, whether an HVE or a DVE, who has a grievance, feels disenfranchised, and is looking for something—they can find like-minded individuals on the internet; they can look for a specific ideology and multiple ideologies, if you will, that support their specific ideology. You can pick and choose from what's out there to support your particular ideology and yet never have to leave your computer to communicate, plan, and target individuals. The internet and social media can embolden threat actors who would normally not be charismatic and influential in an in-person setting. Social media allows threat actors to post and promote their attacks almost in real time, influencing others to copy their attacks or causing others from opposing extremist ideologies to counterattack.

Q. What challenges does that create for the FBI and law enforcement?

A. Very much like we saw in the HVE side, it's very insular in nature, less conspiratorial, so if they're not conspiring with someone, if they're not meeting with someone somewhere in the physical world, physical sources will not get you there. The FBI and law enforcement across the globe have to be in the online world, you have to be in the virtual world to see it, through sources and undercovers and different platforms.

Q. Is there also the aspect that the timeline to violence can be quicker?

A. Because of the internet, the flash to bang, if you will, is quicker, because what happens is, you have a grievance you find something that supports your grievance, real or perceived it doesn't matter, and because something is supporting what you believe, there's less of an indoctrination period;

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it's more of a support period. It goes grievance, disenfranchisement, radicalization, mobilization to violence, and then attack. And that period has definitely shrunk, due to the internet.

Ross Guenther, Deputy Commissioner, Public Safety and Security, Victoria Police, Australia

Ross Guenther joined Victoria Police in Australia in 1985, and his professional experience as a police officer and leader includes leading and managing teams across investigative, general policing, specialist operations, and business environments. Promoted to the rank of assistant commissioner in 2015, he became head of the newly formed Victoria Police Counter Terrorism Command in 2016. The following year, Guenther was elected to the leadership of the Leadership in Counter Terrorism Alumni Association and currently serves as its president. In 2019, after joining the IACP, Guenther was nominated to serve on the Terrorism Committee. Last vear, Guenther was appointed deputy commissioner for Public Safety and Security, with responsibility for Counter Terrorism Command, Crime Command, and Transit & Public Safety Command.

Q. What changes have you seen in the terrorism threat in Australia since you led the Victoria Police Counter Terrorism Command in 2016?

A. During that time period between 2015 and 2018, the Victoria Police were successful in disrupting several intended criminal plots, the majority of those being connected back to ISIL, and very much driven by internet-related propaganda. As we witnessed the loss of geography in Syria for ISIL, the issue remained that all of the extremist material that was on the internet remained on the internet, so, it wasn't that the Islamist-based threat dropped away; it remained constant for all that time. But then toward the end of that period, we saw the rise of more ideologically motivated violent extremism, which at the time, we referred to as the Extreme Right, and it became more organized. Most of the Extreme Right groups were regarded as very disorganized, very disparate, but there's been a change in that posture in the last two to three years, which is certainly increasing our concern about that threat.

Q. During that time frame, with what was then referred to as the Extreme Right, did individuals start getting better at using social media and the internet to radicalize people?

A. That's a good point, I mean, not unlike the Islamist threat, the Extreme Right became much

more organized in the use of encrypted technologies... by using social media, and [improving] their ability to recruit and attract representatives to the cause, we saw that galvanize into more over demonstrations in our public areas as well, where numbers that used to be very, very small started to grow.

Q. What are you seeing in the growth of ideologically motivated violent extremism in Victoria?

A. We are monitoring, certainly, more IMVE [ideologically motivated violent extremism] entities than at any time previously, but it's still the socially dislocated individuals at the edge of those groups that give us the most cause for concern.

Q. That's tied to the difficulty of detecting and monitoring those individuals, correct?

A. Yes, because you have to consider, how does a person become a person of interest to us... that means we are either told about that individual through a number of sources, or we've recognized them through their interactions with groups, or we don't actually have them on our watchlist or radar—that's the gap that we really concern ourselves with.

Q. In terms of the engagement, cooperation, and collaboration between the FBI and Australian authorities on counterterrorism, what factors have made it not be pro forma?

A. I think the game changer is about relationships because we have relationships on a very personal level... we actually speak on a very personal level, and use those relationships to enhance our response, because we've built great trust through that.

Q: Is there anything else you want to add in terms of the ongoing counterterrorism challenge and where it goes from here?

A. It certainly hasn't gone away, and I think the risk for law enforcement, and probably government more generally, will be to think, well, it's been some time since we had an attack in some of the developed nations, so, do we need the investment to remain large? My strong contention around that is we certainly need that ongoing commitment and support from government because the threat hasn't diminished. O

Note: Both questions and answers have been edited for clarity.

The content are the personal recollections and opinions of each person interviewed. The comments are not intended to represent the views of, nor are they endorsed by, the FBI.

From Tragedy





to Advocacy

Lessons Learned in Supporting Victims, Survivors, and Responders





BY Mary Fetchet, LCSW, Executive Director, Voices Center for Resilience, and Sue O' Sullivan, Chair, INVICTM

SEPTEMBER 11, 2001, BEGAN AS A BEAUTIFUL, CRISP FALL DAY WITH-OUT A CLOUD IN THE DEEP BLUE

SKY. Children were on their way to their first day of school, a local election was underway, and individuals were going about their daily routines. In what seemed to be the blink of an eye, people's lives changed dramatically. The naïve belief that terrorism happened in other countries was replaced with the grim reality that the United States was vulnerable. The 9/11 attacks were a wake-up call.

The terrorist attacks on September 11 transformed the course of U.S. history, and sent shock waves that reverberated globally, changing how the public and responders view the safety and security of their communities and the world. Sadly, 2,977 innocent men, women, and children were killed at the World Trade Center in New York City; the Pentagon in Arlington, Virginia; and in Shanksville, Pennsylvania, where a plane crashed into an open field.

The terrorist attacks on September 11, 2001, drastically changed the lives of the nearly 3,000 families, from 93 countries, whose loved ones perished that day.

In the days following 9/11, a devastated country mobilized. Families filed missing persons reports and frantically searched for information about their loved ones. The smoldering World Trade Center site was the largest crime scene in the history of the United States, and therefore the largest recovery effort the country has ever undertaken. The New York City Chief

Medical Examiner Dr. Charles Hirsch and his team had the monumental task of collecting DNA samples from the families of victims and missing persons, as recovery workers were simultaneously gathering human remains at the World Trade Center site. Families suspecting the inevitable, held memorial services without their loved ones' remains or bodies to bury. The country and the world were on high alert, as law enforcement, counterterrorism experts, and government officials worked overtime to prevent another attack.

Family Assistance Centers (FACs) were set up in New York City; New Jersey; Washington, DC; Shanksville, Pennsylvania; Boston, Massachusetts; and other areas. Families from around the world flooded into the centers seeking information about their loved ones. They completed endless forms, filed missing persons reports, and provided DNA samples and personal items of their loved ones. Each FAC was a central location that provided information and support and a safe haven where families could connect with one another—many sharing photographs and missing person posters. However, many families living around the United States and in 93 countries around the globe were unable to visit the FACs due to their geographical distance. Consequently, they had challenges accessing information and accounting for their loved ones. Many also had language barriers, further complicating their access to information.

Once the FACs closed, hundreds of organizations stepped forward to



EXPERIENCING THE UNIMAGINABLE

Our family suffered the unimaginable murder of our 24-year-old son Brad at the hands of terrorists. At the time, I never fathomed that a terrorist attack could happen here in the United States, nor that my son's life was at risk working at the World Trade Center. On 9/11, I became part of an international club I didn't want to belong to. My young, thoughtful, and talented son, who was dearly loved by his family and friends, was a victim, and we became victims of terrorism.

In the aftermath of 9/11, many individuals from all walks of life, from the United States and abroad, have stepped forward to help. I have had the opportunity to meet four U.S. presidents—President Bush and President Clinton; President Obama in the early days of his presidency when he was considering closing Guantanamo and following the capture of Usama Bin Laden; and President Biden when he was vice president. I have been fortunate to collaborate with senators and representatives who supported the establishment of the 9/11 Commission and to work closely with the 9/11 Commission to support the investigation and ensure its recommendations were made into law. I've seen firsthand the dedication and commitment of so many working in victims' services, law enforcement, counterterrorism, and federal and international agencies—all inspiring individuals who have dedicated their careers to public service and to ensuring that victims receive the support they need during their darkest hours.

-Mary Fetchet

provide short-term services. However, without a central coordination of information and delivery of services, organizations often duplicated efforts, and families were frustrated by repeatedly being asked for identifying information.

At the time, neither the government nor the organizations providing services recognized that the 9/11 community would have long-term, ongoing needs in the years to come. Funding ran out and services ended prematurely.

The tragedy shined a spotlight on the inadequacies of the government and federal agencies to prevent a terrorist attack due to systemic failures within and among agencies to communicate. Similarly, it demonstrated that the United States was unprepared to effectively respond to a tragedy of this magnitude that affected families domestically and abroad. It also brought to light that tragedies often have international consequences that require cross-border cooperation, both in preventing and responding to the event.

Shortly after 9/11, Mary Fetchet and the late Beverly Eckert established Voices of September 11th, now known as Voices Center for Resilience (VOICES), to provide families with information and support and advocate on their behalf regarding the myriad issues they faced at a time of grieving. VOICES held meetings with families to assess their needs, and informal coalitions of family advocates began meeting with elected officials in New York City and Washington, DC.

VOICES' advocacy efforts were focused on ensuring that families were informed, represented, and involved in the decision-making process regarding issues that impacted them. Some of the organization's immediate priorities were focused on streamlining the process concerning the notification of family members regarding remains; ensuring an appropriate memorial was built at the World Trade Center site; and advocating for a full investigation into the systemic government failures that led to the attack.

In the immediate aftermath of the attacks, the New York City Office of the Chief Medical Examiner (OCME) began the monumental task of collecting and identifying human remains. More than 22,000 human remains of 2,753 victims were collected during the recovery efforts at the World Trade Center site. Various agencies were tasked with collecting DNA samples from families who were geographically dispersed. Once the OCME made an identification, they relied on local law enforcement officers to notify the family. Often, the officers were not properly trained, and families were unprepared when an officer arrived at their

front door. The return of body parts was unprecedented, and funeral directors who processed human remains often had to plan multiple burials for the same person. Families wanted more control over how and when they were notified, so VOICES worked with OCME to streamline the notification process, allowing families to determine if, how, and when they were notified of the identification of their loved ones' remains.

As the recovery effort continued, the Lower Manhattan Development Corporation (LMDC) was formed by New York Governor George Pataki to help plan and coordinate the rebuilding and revitalization of Lower Manhattan and to oversee the creation of the memorial. Although the attack occurred on one of the most valuable pieces of commercial real estate, families of victims considered the place where their loved ones died to be sacred ground. Advocates, including the author, joined the LMDC Family Advisory Committee to represent the families' views during the planning process and to ensure a 9/11 memorial was built to honor the 2,977 victims so that future generations understood the losses suffered and the magnitude of the event. It was a long and arduous process, vet the families' involvement helped shape the memorial.

The September 11 terrorist attacks were the deadliest loss of life in the history of the United States, and many believed the tragedy warranted a full investigation into what led up to and contributed to the failure of the government to prevent the attacks.

Advocacy efforts for the creation of a 9/11 independent commission began in June 2002, when 9/11 families held a rally in Washington, DC. It was clear from news reports that failures within and among government agencies contributed to the success of the terrorists in attacking the United States, leading to the deaths of thousands of innocent people. In response to Congress's resistance, 12 determined family members formed the 9/11 Family Steering Committee, which made endless trips to Washington, DC. The committee held rallies and candlelight vigils, made phone calls and faxed letters, and visited all 100 U.S. senators and 435 representatives. The 9/11 Family Steering Committee had ongoing negotiations with the White House, and the members became subject matter experts on intelligence reform and testified before Congress. The 9/11 Commission was established in late 2002, and New Jersey Governor Tom Kean and U.S. Congressman Lee Hamilton cochaired the bipartisan investigation. Their final report resulted in recommendations that led to sweeping intelligence reforms designed to guard against future attacks. Beyond

the 9/11 report, they spent years ensuring their recommendations were legislated and funded, and they continue monitoring its effectiveness. As a result, U.S. communities are safer today.

Many of the key issues that impact the recovery of victims and families were drawn out, such as compensation, the building of a memorial, a trial, holding perpetrators accountable, and the identification of remains. Still today, after nearly two decades, many of these issues are unresolved.

The 9/11 Memorial Plaza was dedicated on September 11, 2011, and the 9/11 Memorial on May 15, 2014. Many of the components the families advocated for were incorporated into what is now an inspiring 9/11 Memorial Museum.

These included the use of water to drown out the sound of the city; preservation of the footprints of the twin towers; the victims' names inscribed around the pools of water; the survivor staircase where many escaped; the unidentified remains, located between the north and south towers; and the unfettered story about 9/11.

Most importantly, families wanted the faces, names, and the stories of the 2,977 victims to be told so that future generations would always remember. To that end, the Voices of September 11th Living Memorial Project created a digital archive honoring the 2,977 lives lost and documenting their stories through photographs and personal mementos contributed by their families. Today, the Living Memorial is an extensive online collection of more than 87,000 photographs, and a copy of the archive is a core component of the In-Memoriam exhibit at the 9/11 Memorial Museum.

Nearly 20 years later, the Office of the Chief Medical Examiner still has more than 7,000 unidentified remains in their possession, and more than 1,100 families have never been notified of their loved ones' remains. The dedicated staff at the OCME has made the long-term commitment to use advanced DNA technology until all remains are identified.

The terrorist trials in Guantanamo are slow moving and ongoing. Lawyers are still seeking documents from the federal government that are likely to hold the perpetrators accountable.

In the aftermath of 9/11, there was little understanding that victims of trauma have long-term needs. VOICES continues to hear from members of the 9/11 community asking for assistance to connect them with resources and mental health care. In addition, in recent years, advocates recognizing intergenerational consequences, such as the



increase in the need for mental health treatment among the now young adults, who suffered a loss that day as children.

The effects of 9/11 are also still felt among the 90,000 responders and 400,000 survivors who were exposed to toxic contaminants and emotionally stressful conditions in Lower Manhattan on 9/11 and in the days and months following while working in the recovery effort.

After years of advocacy efforts by first responders, the World Trade Center Health Program was legislated to provide medical and mental health treatment. Today, nearly 83,000 responders and survivors are in treatment for life-threatening illnesses and serious medical conditions. Over 4,100 have died from the 9/11-related illnesses they contracted.

LESSONS LEARNED

So, what are the lessons learned from 9/11 and what progress has been made? Following a tragedy, victims, survivors, and responders need a central hub that provides information and support. Longterm services and access to mental health care are imperative, as is the coordination of resources within and among agencies. The circle of impact extends beyond the victims' families. The needs of survivors, witnesses, responders, and the community at large should all be considered. Preplanning a

community response is essential for organizations and agencies to have the proper training and to establish an effective and immediate response. Many tragedies have international consequences that require cross-border coordination.

Over the course of 20 years, there has been a transformational shift in the focus toward a victim-centered approach. VOICES has had the pleasure of working with individuals and organizations in law enforcement, counterterrorism, and victim services, in the United States and abroad, such as International Association of Chiefs of Police, Leadership in Counterterrorism Alumni Association, and International Network Supporting Victims of Terrorism and Mass Violence (INVICTM), to mention a few. Their dedication and commitment to public service, public safety, and the greater good of our communities and the world is inspiring, and VOICES looks forward to the continued work together.

THE VICTIM-CENTERED APPROACH

Mass victimization incidents such as terror attacks and mass shootings all carry the potential for significant trauma to a wide circle of people. Great work has been done and is currently being undertaken by governments, first responders, victim service agencies, and community stakeholders to prepare for and respond to these types of incidents; however, it must also be asked whether enough is being done to support victims, survivors, families, first responders, and all those who have been impacted by these events.

Mass casualty incidents pose significant challenges to responding agencies to provide appropriate assistance efficiently and effectively to victims, survivors, families, first responders, and all those impacted. The key to addressing these challenges is a victim-centered approach, in which victims' experiences and voices inform preplanning and response strategies. The earlier the appropriate intervention to help victims address the challenges they face, the more resilient they can be. Applying a victim-centered approach to the development of a counterterrorism/mass violence response strategy will ultimately help to achieve the objective of enhancing the safety, well-being, and resiliency of those who have been impacted.

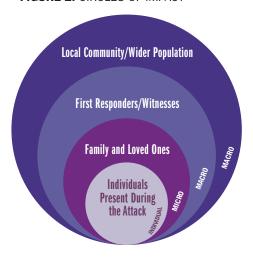
Thoughtfully preplanned processes, grounded in the evidence-informed models, tools, and lessons learned from the local, national, and international context and developed in collaboration with key partners, will help to ensure victims' rights are

FIGURE 1: COMMON PROTOCOLS/SERVICES NEEDED

Apply a victim-centered approach to

Victim/witness identification Incident command system Death notification Emergency transportation and travel Family/survivor assistance centers Financial support (emergency funds & compensation) Liaison between victims and investigation team Cleaning & return of personal effects Contact lists Support services (victims, survivors & responders) Communication (tech, social media, web) Coordination, collaboration & partnerships Volunteer management Community resiliency & counter narrative Donation management Commemoration & memorials

FIGURE 2: CIRCLES OF IMPACT



protected and the necessary protocols are in place at the time they are needed.

Incorporating Victims' Issues into Planning and Response Strategies

Why is it necessary to employ a victim-centered approach? As per the FBI:

The quality of the overall response to mass fatality incidents (whether caused by criminal or accidental events) will, in large part, be judged by the manner in which victims and families and all those impacted are supported and treated.

It is a critical point in time for policing, a time when significant changes are necessary to maintain public confidence, ensure integrity and excellence in service to the public, and build healthy and safe communities. Now, more than ever, law enforcement agencies (LEAs) need to work within collaborative frameworks and develop response plans that recognize the importance of addressing all aspects of the criminal justice continuum—starting with prevention, through the time of the crime, to criminal justice proceedings, and beyond.

A victim-centered approach forms part of a human rights approach to policing, founded upon the fundamental principles of respect, dignity, and equality of all persons. It ensures that victims, survivors, families, and all those impacted by these tragedies are treated with the respect, compassion, and dignity they deserve, and their rights are respected and protected.

It provides a supportive environment; coordinates services; and ensures victims have the information they need, an opportunity to be heard and to participate, and be assured that their safety and protection is considered at all stages of the response.

Major incident response strategies must also include the added layer of capacity to respond to

what we know will be some of the "predictable challenges" faced in a mass casualty incident:

- identification of victims
- management of victim/family response
- communication
- resource coordination
- impact on responders and service providers

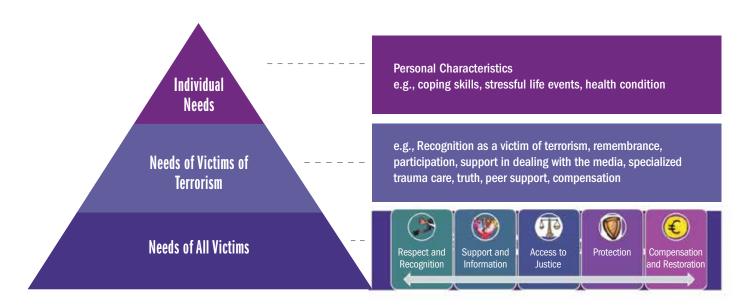
LEAs will need to determine in their planning process who will oversee and carry out victim-related tasks for their agencies and which organizations they will partner with or call upon for assistance with community-wide planning and protocols. According to FBI Assistant Director of the Victim Services Division (Ret.) Kathryn Turman, established relationships and agreements in place ahead of time will also help LEAs determine their responsibilities versus those of other organizations for addressing longer-term needs and rights of victims.

Police leaders should ensure that their planning and response strategies include protocols that are typically needed in the event of a mass violence incident. (See Figure 1.)

Overview of Victims' Needs

Who is a victim? Although legislation in many countries defines who a "victim" is, an effective strategy will adopt a broad definition of 'victim' from the outset. Incidents of terrorism and mass violence impact not only victims (including survivors and witnesses) and their families and loved ones, but also first responders (e.g., police officers, paramedics, firefighters), other service providers (e.g., victim support services), and the broader community—all of whom are faced with the challenge of coping in the aftermath.

The term "circles of impact" considers the potential for harm when victims and their families are affected, as well as their communities and society as a whole, as shown in Figure 2.



What are victims' needs? While every victim is unique, there are common themes in relation to victims' needs that must be considered and provided for in agencies' preplanning and response strategy in the short, medium, and long term. Having a needs assessment process in place will assist with ensuring that victims' needs are identified and the appropriate supports are in place.

Benefits of a Victim-Centered Approach

The benefits of implementing a victim-centered approach not only impact victims, but support agencies in other areas such as public trust, first responder wellness and resiliency, and investigations.

Public Trust and Confidence: The victimcentered approach helps build trust and enhances cooperation from victims and the public. It demonstrates commitment to victims and communities by supporting government officials, first responders, community partners, nongovernmental organizations, other stakeholders, and the public by providing the information and expertise they need in a time of crisis. The approach also enhances the capacity of police services to provide victims with entitlements under victims' rights legislation and ensures that victims will be informed, considered, supported, and protected.

Support for Those Impacted: A victim-centered approach offers significant benefits for victims and their loved ones in the context of mass victimization. It allows them to feel heard and promotes healing and resiliency. It also reduces the potential for further harm, revictimization, and post-traumatic stress. There can also be an impact to responders and service providers when they do

not have the resources, knowledge, or capacity to help those who have been affected by the incident. Knowing that victims and their loved ones are receiving the information, support, and care they need from others can help responders cope and be more resilient.

Investigative and Operational Priorities: A

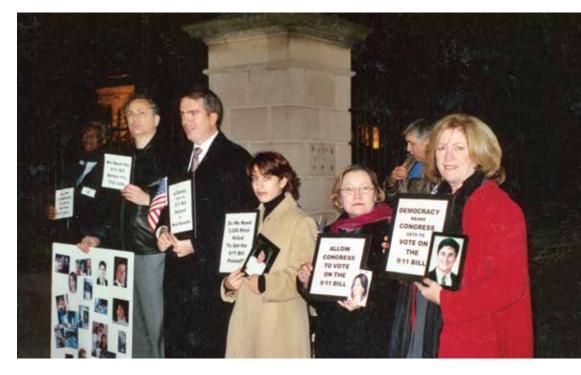
victim-centered approach with trained victim specialists or family liaison officers linked to incident command and major investigations will help facilitate the identification and location of and communication with victims and witnesses. A positive relationship with the families will need to be in place from the beginning—trust can be built over time, when trained victim specialists or liaisons are embedded in the response strategy from the start.

As demonstrated by the aftermath of 9/11 and other tragedies, victims will have needs that go well beyond the incident. As the investigation progresses following the incident, there will be public accountability, whether it comes as a criminal trial, inquest or inquiry, or commission. A positive relationship between the investigators and victims, witnesses, and families is helpful to future success, as mentioned, for building ongoing public trust in the police.

This approach also creates a pool of subject matter experts who can be consulted to ensure a victims' lens is applied in development and review of emergency response plans.

As stated by Maria McDonald, the victim services lead at the Ontario Provincial Police:

The goal of an effective planning and response strategy is to build a tiered, scalable, resilient victim-centered response which empowers victims,



facilitates investigative excellence and supports the health and well-being of your people and your communities.

COLLABORATION, PREPLANNING, IMPLEMENTATION, AND TESTING

It is the leadership, advocacy, and voices of victims, survivors, and families that has informed and inspired police leaders to turn policy, best practices, and lessons learned into action. Leaders like Mary and Frank Fetchet from VOICES Center for Resilience; Susheel Gupta, director of the Air India Victims' Families Association; and Maureen Basnicki, cofounder of the Canadian Coalition Against Terrorism, are just a few of the many victims and family members who use their advocacy and leadership to influence change at the local, national, and international level.

They have provided the momentum, support, and access to expertise to move forward on implementing key initiatives in relation to the victim-centered approach in the preplanning and response strategies to terrorism and mass violence, as evidenced by and reflected in the work of the Leadership in Counter-Terrorism Alumni Association (LinCT-AA) and INVICTM, among other organizations.

Since its inception in 2008, the LinCT-AA has brought together senior police and intelligence leaders from the Five Eyes to promote personal and professional development, networking, exchange of good practices, and global thinking. LinCT-AA leaders continue to ensure that victims have been included in and considered as essential partners in the discussions and the work of the association.



"It is the leadership, advocacy, and voices of victims, survivors, and families that has informed and inspired police leaders."



1. Research and Development:

Identification of best practices and lessons learned in victim response domestically and from international jurisdictions, and development of policy and practices to reflect this. (Resource Compendium)

2. Training of Victim Specialists/

FLOs: Promoting the professional development and recognition of people working collaboratively to assist and support victims of terrorism and mass violence. (Pilot VS/FLO Training Program and participation in international TTX to test plans)

3. Policies and Protocols Support:

Sharing of policies, plans, and protocols to ensure victims' needs are considered and planned for in response frameworks. Creation of a national/international network of victim advocates, victim serving agencies, key experts, and stakeholders who can be consulted to inform plans.

4. Use of Technology: Maximize virtual capabilities/use of technology to increase the impact and effectiveness of training, services, collaboration, information sharing, and accessibility. Examples of technology and communications: the UK's Major Incident Portal, the FBI's "Seeking Victims Page" and the website set up after MH17.

In 2016, INVICTM was created, bringing together a group of trusted experts dedicated to improving support for victims of terrorism. Without a formal structure or legal entity, the group dedicates its time to sharing good practices and lessons learned, with the goal of enhancing support to victims of terrorism by furthering knowledge about terrorism victim needs. Built on trust and confidentiality, the group has grown as a platform for sharing knowledge and information and has become a forum for experts from around the world to leverage new information and expertise for use in their own countries.

Police Leadership and International Collaboration

The following three examples demonstrate how the established relationships and collaboration between police leaders and advocates have ensured that the experience, knowledge and expertise of victims, survivors, families, and civil society have been used to inform, enhance, improve, and test plans and response strategies at the national and international level.

Operation Kenova (Northern Ireland): The use of a victim-centered approach in a major investigation is highlighted in the work of Operation Kenova. This independent investigation is being led by former Chief Constable Jon Boutcher.

Victims are at the very heart of Kenova, with the overriding priority to discover the circumstances of how and why people died—to establish the truth regarding those offences covered within the Terms of Reference.

The Victim Focus Group (VFG) was established to facilitate transparency, oversight, and reassurance for victims' families with regard to the adoption of a victim-centered investigation.

Canadian Association of Chiefs of Police (CACP) – National Working Group (NWG): The CACP NWG was formed in 2018 to bring together a group of senior police leaders and members to assist police services and communities in Canada increase the country's preparedness by developing a more consistent standard of victim response across jurisdictions, with flexibility built in to respond in ways appropriate to the specific communities. The work of the committee is built around four pillars, as shown in Figure 4.

UK National Police Wellbeing Service (Oscar Kilo)/INVICTM/LinCT-AA: International Virtual CT Tabletop Training Scenario – Testing Victim Response and Member Support: In the spring of this year INVICTM collaborated with Chief (Ret.) Andy Rhodes, service director for the UK National Police Wellbeing Service (Oscar Kilo), and the



LinCT-AA (supported by the CACP NWG), to conduct an international counterterrorism tabletop training exercise to test agencies' response for victims and first responders from a well-being and victims' lens in a terrorist or mass violence incident. The developers used immersive technology and the unique "I AM" concept to trigger the more human and emotional dimensions of the victim response and member wellness by drawing out practical and logistical issues through the simulated personal testimony of those affected.

CONCLUSION

As families, communities, law enforcement, and the world reflect on the 20th anniversary of 9/11, police leadership must also reflect on lessons learned and their current practices and procedures in relation to preparing for and responding to mass victimization. The impact of mass casualty events on those who were directly or indirectly affected underscore the need for a strategic and coordinated approach to victims' rights and support in the aftermath of such tragedies over the short, medium, and long term.

The key to the development and operationalization of a coordinated victim-centered response is preplanning and relationships with key partners established ahead of time and continuously strengthened, in order to collectively ensure victims are identified, their rights are protected, necessary protocols are in place, and victims receive the information, consideration, and support they need and deserve. り

Thank you to the victims, survivors, families, first responders, and all those impacted by these tragedies for your courage and inspiration. To police leaders, victim advocates and victim serving agencies, thank you for what you do day in and day out to make a difference for so many. Special thanks to the members of INVICTM, LinCT-AA, and CACP NWG for your commitment, leadership, and support. This short article is informed by all your experience, knowledge, and hard work.

Remembrance, Reflection and Resilience is the theme of VOICES 20th Anniversary programs—as we remember those we lost, reflect on our journey together, and acknowledge our resilience. VOICES 20th Anniversary Symposium was held on September 9 and 10 in New York City, and recordings of the symposium presentations are available online at https://voicescenter.org/events/ remembrance-symposium/2021.



VIDEO & POLICING 9/11 TO TODAY



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The Road to Video Literacy for Investigators

WHEN FOUR U.S. PASSENGER AIR-LINERS WERE HIGHJACKED AND THE TWIN TOWERS WERE BROUGHT DOWN ON SEPTEMBER 11, 2001, UBIQUI-TOUS VIDEO SURVEILLANCE WAS NOT YET PART OF THE U.S. SECURITY AND POLICING LANDSCAPE.

In fact, a total of 19 terrorists made their way through three of the nation's busiest airports that day— Logan International in Boston, Massachusetts; Washington-Dulles in Virginia; and Newark International in New Jersey—as the coordinated attack unfolded, leaving behind only a single visual record of the movements of just two of the hijackers.

The first video evidence that put a face to the terrorists came from a small eight-camera, analog video recording system at the Portland, Maine, International Jetport. It was the only meaningful visual record of the movements of the terrorists that fateful morning, taken as Mohamed Atta and Abdul Aziz al Omari made their way through a security checkpoint in the tiny commuter terminal on their way to Boston.

A few days after the attack, John Green, then a 21-year veteran of the FBI field office in Boston and a video analyst, worked to decipher the garbled multiplexed video recordings from the Portland airport. Using what was considered advanced video equipment at the time, Green directed the recovery of the first clear images of the hijackers, helping agents begin to build a picture of the terrorists responsible for the deaths of 2,977 people.

In the following years, and primarily in the wake of the 9/11 attacks, video monitoring in the United States and

elsewhere became a priority for almost every public facility deemed to be part of a nation's critical infrastructure. The exploding analog video surveillance market soon gave way to new, less expensive, and more complicated digital technologies.

By 2011, just a decade after the attack on the U.S. homeland, cameras could be found almost everywhere where the public had access, including buses, taxis, trains, grocery stores, schools, and even churches.

The surveillance society was complete.

EVOLUTION OF VIDEO TECHNOLOGY

Now, in 2021, video technology has evolved from simple monitoring, recording, and detection to powerful analytics and to a looming artificial intelligence (AI) architecture, which includes facial recognition that is already testing privacy concerns, ethical boundaries, and the technical limitations of most law enforcement agencies. The recent push for Smart Cities, integrated intelligence sharing infrastructures that automatically track crime trends, criminal activity, and public mobility, is possible only due to the powerful and growing capabilities of AI, computer algorithms that leverage video images, and increasingly powerful computer systems to process, analyze, and respond thousands of times faster than a human. AI technology not only responds to events instantly, but collates data to analyze colors, shapes, vehicles, suspicious human activity, and other related imaging in order to autonomously direct a police response, diverting appropriate law enforcement resources to an active event. Israeli-based AI and

Computer Vision expert Zvika Ashani proffers that society is now at a tipping point where video is about to be among the most important investigative assets available to modern policing. Ashani maintains,

In the same way that IP video changed surveillance a decade ago, our industry is now feeling the impact of recent developments in Artificial Intelligence, Machine Learning, Deep Learning, Big Data, and Intelligent Video Analysis.

Although AI technologies are not fully developed for law enforcement yet, former Farmington, New Mexico, Police Chief (Ret). Mike Burridge, who sits on the IACP's Technology Committee and specializes in video applications for law enforcement, says that the profession may not yet be prepared to completely embrace AI in policing, but "intelligent video analysis" must start now and with every officer, before control is turned over to an AI entity. "Video is the most prolific source of evidence available to the police investigator today," says Burridge.

Agency leaders need to take immediate steps to begin developing video literacy training programs so their officers can meet the challenges they face in a world where everything is already captured on camera.

Police agencies are now recording more video than at any other time in history, yet few agencies have maintained the same pace in educating their officers about how to effectively work with video evidence. In 2001, a handful of mostly state police agencies had deployed in-car video systems, primarily to gather evidence of impaired driving incidents, although the stated purpose of the initial camera programs was to deter racial profiling. However,

The first meaningful video evidence of the 9/11 terrorists came from an analog video recording system at the Portland, Maine, International Jetport.



to get buy-in from rank-and-file officers for the initial rollout, in-car video systems were often depicted as the "Silent Witness" that could gather evidence for murdered officers who were no longer able to "speak for themselves." For a number of years, installation of in-car video systems flourished.

Midway through the first decade after 9/11, body-worn video technology had not yet been fully developed. Trial programs in various law enforcement agencies around the world received mixed reviews. But, by 2013, the wearable mobile video technology had improved dramatically and 32 percent of local police agencies in the United States had deployed cameras on police officers' uniforms, producing significantly more visual data of police-public encounters than what was being captured by in-car video systems. By 2016, 47 percent of local police departments were deploying even more sophisticated body-worn camera systems, which produced far greater audio fidelity and video image resolution data than the old, and by then obsolete, analog in-car recording systems. Today, seven U.S. states now mandate body-worn video recording technology for law enforcement. Colorado, Connecticut, Illinois,

Maryland, New Jersey, New Mexico, and South Carolina police agencies must put cameras on any officer who interacts with the public. Full compliance in all seven states is required by 2023.

A DELUGE OF DATA

Video is data intensive. As additional state legislatures look to implement similar laws, police agencies expect to produce more visual data than any other form of computer information, so much information that outsourcing storage and management to a third party is often the only viable and cost-effective strategy for agencies currently drowning in video data. For example, Axon, one provider of cloud-based storage solutions, reports it is managing and storing more than 120,000 TB of video data from 14,000 police agencies.

As remarkable as the growth in police generated video recordings has become since 9/11, the visual surveillance industry as a whole has provided a far greater infrastructure for the ubiquitous production of video evidence. The CCTV industry is expected to continue its meteoric expansion of visual surveillance of

our streets, businesses, schools, and homes, creating billions more dollars' worth of evidence collection systems year after year. A recently published industry forecast paper by Allied Market Research called U.S. Video Surveillance Market by Component, Application, and Customer Type projects a compounded annual growth of 13.9 percent in the visual surveillance industry from 2020 to 2027. According to the research, which polls manufacturers, experts, and industrial consumers, the annual U.S. market will be valued at \$23.60 billion by 2027, up from \$8.29 billion in 2019. Enhancing the security of U.S. cities is driving the growth of this market. The report states,

[The] rise in need for safety in highrisk areas, surge in transition from analog surveillance to IP cameras, and integration of Internet-of-Things boost growth of the U.S. video surveillance market. Furthermore, increase in trends toward development of smart cities is expected to offer lucrative video surveillance market opportunities.

Detective Steve Paxton, a digital forensic examiner with the Everett Police Department in Washington State, can personally attest to the exponential growth of video evidence. He says he has had a "front-row seat" to the yearly and dramatic increase in video evidence in his own agency. Paxton notes that in a municipality of approximately 110,000 residents, his audit of video data recovered by his agency shows a staggering increase in volume from 2013 to 2019. In 2013, Everett officers recovered 331 videos totaling 19.76 GB of data. In 2019, 34,590 videos were seized, totaling over 2,474 GB. Paxton's study found a 94 percent compounded year-over-year growth of video submissions. The only dip detected in the upsurge of video acquisition by law enforcement since 9/11 occurred in 2020, at least in Everett, where Paxton's team noted a "pandemic flattening" of the video growth curve, as the city's streets were desolate for several months. But halfway through 2021, Paxton reports the intense workload of video recoveries is "back to normal."

The Everett Police Department is not the only agency that is experiencing the post-9/11 and post-pandemic technology surge in video evidence. Data compiled from a privately funded January 2021 survey of more than 400 law enforcement practitioners and investigators from around the world, the majority of whom were from U.S. police agencies, shows that 94 percent of respondents agree that video is a critical source of evidence in investigations. Respondents also reported that on average, 85 percent of all criminal investigations now involve video evidence. Despite these numbers, the disturbing reality is that many agencies are not yet investing in video training for investigators. In fact, 26 percent of survey respondents admit they have never attended any video courses and are, therefore, unaware of how to effectively or reliably deal with the evidence.

The anticipated growth in the CCTV industry is both a blessing and a curse for police agencies that want to leverage the "eye on every corner" concept of community policing, but that have so far failed to develop internal competencies or technologies to meet the needs of investigators who must work with video in most criminal cases. Attorney Eric Daigle, past chair of the IACP's Legal Officers Section and a leading legal expert in police useof-force cases, says that most violent altercations between members of the public and the police are now captured on video, yet few agencies have committed to training investigators how to examine video evidence. "Video is just one witness, with all of its frailties. Too often investigators, chiefs, and prosecutors misinterpret what the video is showing," says Daigle, who frequently presents video evidence in criminal courts and in disciplinary hearings. "Because a lot of video recording systems, including body-worn cameras and cellphones, drop images, motion is not always reproduced accurately," he says. Daigle notes that since almost every individual has a cellphone today, every officer should expect to be recorded when they engage in a violent encounter, and every chief should ensure that investigators have the skills and knowledge to accurately interpret the images.

West Jordon, Utah, Police Chief Ken Wallentine, who is also the president of the Utah Chiefs of Police Association, is leading by example and has already invested in video literacy classes for his investigative staff. "We can't afford the possibility that we're misinterpreting video images or that we're missing important visual evidence simply because our officers didn't have the appropriate training," says Wallentine. He adds that since his agency hosted pre-pandemic hands-on video examination classes for his investigators and technical support staff, video-centric casework has accelerated dramatically. With the new training and technology, the time needed to find the correct proprietary digital video codec has been reduced from days to just minutes. Today, all investigators now have instant access to an online software solution that gives detectives the ability to accurately review and analyze video evidence, even when they are not at their desks. Wallentine points out,

Most police agencies and academies are good at training officers how to shoot a gun, write reports, drive cars, and

conduct interviews, but too few police executives understand the importance of ensuring their officers are video

It's hard to put a dollar figure on what we've saved due to increased productivity. My investigators now understand how video works, and they have instant access to purpose-built video investigation technology through an SaaS subscription model.

"SaaS versus VSaaS are buzzwords every chief should know," says Chief Burridge, who understands that on-premises video software, hardware, and storage technology costs are often out of reach for small- to medium-sized agencies. Burridge explains that SaaS stands for "Software as a Service" where advanced and up-to-date tools are hosted online and available to an entire agency at a fraction of the normal cost of giving every investigator his or her own license. VSaaS stands for "Video Surveillance as a Service," a subscription model adopted by many body-worn and in-car video vendors that host cloud-based storage and data management services. "As video technologies continue to evolve, annual service contracts for best-in-breed video investigation software keeps agencies up to date and their investigators trained," says Burridge. West Jordan's Chief Wallentine believes the VSaaS model, combined with vendor training, is vital as video technology continues to become more integrated into every investigation.

Since video use in our society is exploding, I couldn't imagine the increased costs some agencies are experiencing that have not yet committed to educating their investigators and to investing in SaaS solutions to expedite the examination of video evidence.

Newly minted Anchorage, Alaska, Police Chief Kenneth McCoy echoes Wallentine's approach to video-centric investigation training.

More and more businesses and homeowners are installing video surveillance cameras to protect their properties. This presents a unique opportunity for the police and community to partner to

Every cop needs video knowledge, skills, and equipment in order to keep pace.

address crime. Officers must become proficient in accessing and analyzing this powerful tool, which has redefined community policing.

Prior to his promotion, McCoy was an early adopter of video training, hosting an executive-level video seminar for Alaska's police leaders through the FBI National Academy Associates. "The first step here was to educate senior police managers about how video actually works and what the potential dangers are if their investigative staff gets it wrong." The seminar was an eye-opener and has led to the first video literacy class for police investigators in the state.

The FBI, which offers numerous leadership programs for law enforcement leaders, has fully embraced video literacy training for state and local agency executives and command staff. Supervisory Special Agent James Moore of the FBI Training Division manages the FBI's National Command Course (NCC), the Law Enforcement Executive Development Seminar (LEEDS), and the National Executive Institute (NEI). He maintains that video training has become a key element of all three of the executive leadership programs, which are offered to police executives. Moore states.

It is crucial that law enforcement executives are exposed to video literacy training to understand both the capabilities and limitations of digital video, in all of its forms. Video, without proper interpretation and analysis, does not always tell the whole story about what happened. Having this knowledge can save careers, prevent unnecessary lawsuits, and even save lives.

The FBI National Academy, a 10-week senior police training program in Quantico, Virginia, has integrated an introduction to video-centric investigations into its prestigious Enrichment Speaker sessions. Buddy McGinnis, the FBI National Academy's long-time forensic science program manager, has included video literacy training for his session students since the first days after 9/11. McGinnis argues,

When the towers came down and we saw those first pictures of the terrorists at the airport, it was clear that video was going to develop into the powerful investigative tool that it is today. Yet I'm surprised how few police leaders fully understand how video actually works.

McGinnis acknowledges that some agencies spend millions of dollars on video technology without giving their staff appropriate training or tools to work with video properly.

We are seeing that video evidence is now more common than fingerprints, DNA, and even eyewitnesses, yet when police managers come into my classes, it's often the first time they are exposed to the truth behind video interpretation for police casework. They all leave our sessions with a determined goal of bringing video literacy to their officers.

In California, Grover Beach Police Department Chief John Peters recently graduated from the inaugural FBI National Command Course, where video literacy training provided most of his classmates with their first exposure to how video data are actually created and why they must be accurately interpreted before the data are safe to use in criminal investigations and internal reviews. As an early adopter of video technology, his agency of 23 sworn officers has already fully integrated video into every aspect of its operations. Not only does each officer have a bodyworn camera and in-car video systems, including license plate readers, the department also manages more than 70 community surveillance cameras purchased through grant funding and via a partnership with area businesses. "This is not just the future," says Chief Peters. "This is the here and now, and video is critical to our task of serving and protecting our citizens." He adds that most recruits exiting police academies in the early 2000s and in the wake of 9/11 had little experience with technology in general. "But in 2021, new officers want to know how to use technology in every aspect of their police work. Today's recruits are not afraid of video." In fact, Peters will be launching an aerial drone program in the new fiscal year, producing additional video data in search and rescue, patrol support, and SWAT operations. "I expect the officers working today and in the coming years to have a full working knowledge of video technology and the important role it plays in enhancing community safety," says Peters.

Former FBI Video Examiner John Green, who processed the first images of the hijackers in September 2001, is now the chief for the Suffolk County District Attorney's Forensic Audio/ Image Analysis Unit in Boston. Green recalls that 20 years ago, with relatively few video examination requests, specialized expertise was normally required to analyze and process video evidence. "With the overwhelming amount of video collected by investigators today, there are not enough experts to go around," he says. "Every cop needs video knowledge, skills, and equipment in order to keep pace."

Since 9/11, video has become a part of every person's daily experience. Video literacy among investigators is no longer a luxury—it is an imperative. O





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Leading the Way in Communications Interoperability

Lousiana Leverages Lessons from Past Crises



THE START OF THE MILLENNIUM HAS BEEN MARKED—AND IN MANY WAYS DEFINED—BY INCREASINGLY SEVERE NATURAL DISASTERS AND CRISES.

While damages aren't always possible to predict, having an established and streamlined response ecosystem makes a world of difference when it comes to recovery efforts. Louisiana residents are more familiar than most when it comes to the catastrophic effects of natural disasters. Bordering the Gulf of Mexico, the state's population of approximately 4.67 million faces an increased likelihood of hurricanes, floods, high winds, and more each year.

One of the most pivotal moments in Louisiana's history occurred 16 years ago, when Hurricane Katrina hit New Orleans on August 29, 2005. A Category 5 hurricane, Katrina led to the deaths of more than 1,800 individuals and resulted in over \$160 billion in damages. The effects of Hurricane Katrina were devastating, and the destruction it left in its wake dramatically affected first responders' ability to restore safety to their communities.

With major power outages, deep-rooted interoperability issues, and maxed-out network capabilities, Louisiana's emergency responders were left powerless to connect across agencies. Without a large-scale, statewide system built to withstand major weather events, many first responders were forced to operate on disparate radio systems. As an outcome, state and local agencies weren't able to communicate with each other for maximum impact and, instead, were forced into silos. This resulted in the duplication of efforts, along with an inability to strategize among multiple parties. The local authorities' maintenance of communications networks was also severely damaged, restricting contacts between emergency responders even further.

Sixteen years later, Louisiana officials and emergency responders paused to reflect on the investment and advancements they have made in public safety technology since that fateful day in their history and the monumental impacts of these advancements on disaster preparedness and recovery. The issues caused by Hurricane Katrina spotlighted the flaws in the state's communication systems at the time. The answer to the problem was made abruptly and brutally clear. There needed to be one statewide system that would allow not only local

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An established and streamlined response ecosystem makes a world of difference when it comes to recovery efforts.

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agencies but state police, federal agencies, and volunteer first responders from other locations to have access to integrated, mission-critical communications for recovery efforts. The system had to be strong enough to withstand hurricane force winds and major flooding.

As an answer to this need, the Louisiana State Police (LSP), along with the Governor's Office of Homeland Security and Disaster Preparedness (GOHSEP), led the initiative to implement the Louisiana Wireless Information Network (LWIN). One of the largest statewide radio systems in the United States, LWIN is currently used by more than 109,000 users across federal, state, local, and nongovernmental levels.

NEW TECHNOLOGY CHANGED THE LANDSCAPE

LWIN, which runs on a Project 25 (P25) land mobile radio (LMR) network technology, provides integrated voice and data communications, primarily operates in the 700 MHz and 800 MHz bands, and has changed the game when it comes to state interoperability. It covers more than 51,800 square miles to protect against natural disasters, dispatch consoles, mobile and subscriber radios, and software applications for around-the-clock operation.

Communication needs have evolved to more than just voice, as first responders—now more than ever—need to include imperative information such as location data, text messaging, database queries, identity information, and more within their messaging. Voice, video, and additional data can be shared seamlessly across radio networks.

LWIN currently includes 148 active towers and 4 master sites. To withstand the impact of hurricane force winds, flooding, or power failures, the state also has two mobile repeater sites, four mobile tower sites, four mobile satellite dishes, and six generators on wheels. The state also depends on its purposebuilt handheld radio devices that are durable and resilient and used by individuals across agencies. The handheld radios have become a lifeline for first responders.

LWIN CONTINUES TO MAINTAIN STAMINA

LWIN remains just as valuable today as the day it was implemented in 2007. With advanced channel management technology and system engineering, the state of Louisiana was able to navigate the record-breaking year that was 2020. With 30 named storms impacting the United States, it marked the highest number of Atlantic hurricanes ever. Five of those made landfall in Louisiana, breaking the state record for the most strikes in a single season, and three of those storms led to significant damage in the state.

The largest and strongest of the season, Hurricane Laura, hit southeast Louisiana at speeds of 150 mph and was one of the

strongest storms on record to hit the United States. Prior to the 2007 implementation of LWIN, this type of storm would have resulted in an interruption or loss of service. Due to the strength of the storm, some sites where the hurricane made landfall sustained physical damage. With the durable, statewide network in place, service teams from different agencies were able to communicate effectively and efficiently to begin immediate recovery work to help ensure no service was lost. It also streamlined efforts for evacuation organization, road clearing, search-and-rescue missions, and assistance in returning citizens to their homes safely.

As a statewide system, Louisiana can "plug and play" new radios on the network, making it simple to add new users when emergency needs arise. LWIN is flexible and can be easily updated to help ensure best-in-class communications for evolving needs.

Cities in Louisiana, like New Orleans, have experienced myriad benefits firsthand. The New Orleans Real-Time Crime Center, managed by the city's Office of Public Safety and Homeland Security, relies on radio communications every single day; using LWIN allows them to operate flawlessly not only during routine occurrences but also under some of the most demanding situations, such as when several federal, state, and local agencies need to communicate together to coordinate a large-scale response. The Real-Time Crime Center is committed to keeping their communities safe by providing first responders with real-time information and multiple levels of support, so they are empowered to make tactical and logical decisions in an instant.

In the nine major metropolitan regions in the state, LWIN offers more than 95 percent coverage. As of March 2021, LWIN transmissions reached an average of over 10.7 million. In the next 10 years, planned substantial additions will enhance the capacity of the system for new users.

LOOKING TO THE FUTURE

With the 2021 hurricane season well underway, Louisiana continues to prepare for an above-average season of storms. With the reliable, resilient, and secure LWIN, the state is prepared and ready to act quickly and effectively to keep citizens safe whenever disaster strikes.

Over the past 14 years since its inception, LWIN has continued to prove its value and importance, enhancing the people of Louisiana's faith in the capability of the state's emergency preparedness in almost any situation. As Louisiana looks to the future, it can rest assured it has a state-of-the-art communications ecosystem in place. O

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The Many Benefits of More Effective Records Management

TIME IS NOT A RENEWABLE RESOURCE, AND THAT'S SOMETHING LAW ENFORCE-MENT AGENCIES ARE REMINDED OF EVERY DAY.

Among the many demands on an officer's time, two of the largest are records management and report writing. According to experts, the average law enforcement agency can have significant inefficiencies in their records management systems (RMS) and related entities and processes. These inefficiencies arise not only in the work itself but in the missed opportunities that come from underusing the information those reports and records—which now accumulate faster than ever because of video and other technological advancements—contain.

"Even today, we find a ton of agencies that have the technology they need but are still operating in an archaic fashion," said Ed Claughton, chief executive officer of PRI Management Group, a law enforcement training and consulting firm based in Coral Gables, Florida. "There are some departments that have a robust records management system but still print out every single report and file and put each on the wall somewhere. That's not a good thing because it's not nearly as efficient as it could be."

Fortunately, there are a range of vendors providing solutions to help departments streamline their records management. The right application for the right job can help advance investigations and improve training, on top of saving time and effort.

SOLVING CRIMES

According to statistics provided by officials with IMT, a Des Plaines,

Iowa-based identity solutions firm, crime analysts can spend up to 80 percent of their time collecting and collating data from within an RMS. One-quarter of all incidents recorded in a given RMS over a given 12-month period could contain duplicate entries.

IMT designed Intel:ID, their new investigative software, to help analysts do their work more quickly and more intelligently.

"IMT Intel:ID is a fully managed, cost-effective solution for entity resolution, relationship discovery, and alerting," said Deanna Noble, IMT's director of solutions and marketing. "It enables law enforcement analysts to consolidate and analyze both internal and external data from multiple sources in real time to deliver non-obvious insights and inform decision-making."

For added functionality, the solution includes a plugin for the IBM i2 Analyst Notebook, allowing for visualization of pertinent data and relationships.

Investigations go to another level with PLX, an all-inclusive RMS from PenLink, a Nebraska-based provider of communications data systems. Officials bill the RMS as a perfect companion for complex investigations that involve live or historical communications data from social media, email, and other sources.

"Investigators can save time and increase accuracy of information gleaned from communication records with the help of PLX," said Eric Hunzaker, PenLink's chief revenue officer. "The platform features automated ingestion capabilities from hundreds



PLX is an all-inclusive records management system. (Image courtesy of PenLink.)

of diverse data sources, including cellphones, social media, email, web browsing, app usage, location pings, tower dumps, and mobile forensic extractions."

The PLX RMS is designed to take an active role in investigations, with the ability to map cellphone locations, social media activity, text messaging, and IP addresses.

"Furthermore, PLX can now ingest data from GPS tracking devices, as well as audio wires. The ability for an investigator to be able to collect, normalize, and analyze communication data in one system saves investigators time and increases accuracy," Hunzaker said.

SAVING TIME

Report writing is a notoriously time-consuming endeavor. Mark43, a public safety software developer based in New York City, is working to change that reality with cloud-native software

that allows first responders to, among other things, write accurate reports more quickly.

"Mark43 RMS is designed to give law enforcement members the most pleasant report-writing experience possible," said Matthew Polega, Mark43's co-founder and head of communications and public policy. "We understand that writing reports can be distracting and tedious... It's an administrative component of the job that is made only more unpleasant with outdated technology that slows the process and siloes vital information. But Mark43 RMS makes it tolerable, fast, and accurate with a cloud-native system that's designed with simplicity and usability in mind. Users are able to save hours every day."

Managing records more efficiently is much easier said than done. Although everyone understands its importance, it can sometimes be hard to know where to start. PRI Management Group



A cloud-native RMS saves officers time by allowing them to write accurate reports more quickly. (Image courtesy of Mark43.)

provides specialized audits for departments in this very position.

"We conduct performance assessments and audits in the field of records management," PRI's Claughton said. "We help agencies proactively identify the risks and eliminate those risks. For example, we make sure that crime stats are accurate or that [agencies] are managing public records correctly and disposing of records the right way."



PRI has also trained more than 5,000 law enforcement professionals on records management and similar topics each year, according to Claughton.

"We do very comprehensive training on NIBRS reporting for line personnel and supervisors, and we teach NIBRS requirements for executive-level stats," Claughton said. "Our focus is on getting agencies to operate in a much more modern fashion."

SOLUTIONS FOR THE MODERN ENVIRONMENT

Everyone understands the internal and external pressures that exist within law enforcement today. The right RMS solution can not only make an officer's job a little easier, but directly improve an agency's culture.

That's a key idea behind the Acadis Readiness Suite, created by Indiana-based Envisage Technologies, which tracks employee training, compliance, and performance management documents all in one solution. It's an opportunity to take a wider view of staff performance and tailor culture accordingly, company officials said.

"When you think about performance management tools, usually they're geared toward documenting bad behavior, like an excessive use of force," said Ari Vidali, founder and chief executive officer of Envisage, head-quartered in Bloomington, Indiana. "But performance management done right means documenting the good things, and sharing that throughout the department and the community. But if you don't capture it, you can't articulate it."

The Acadis Readiness Suite—which was developed for agencies of at least 500 officers—contains 22 customizable modules, Vidali said. These can also help agencies better design and execute training activities.

"It's an end-to-end academy training enterprise resource planning system that fuses everything that an academy has to do, from capacity planning to scheduling to registration to document management," Vidali said. "Our modules do everything from managing statewide compliance to making sure officers are up to date with continuing education."



FirstDraft uses AI to convert audio files to text and provide immediate access to transcripts. (Image courtesy of VIQ Solutions.)

The ubiquity of video in modern law enforcement—and recent increases in public requests for police-generated footage—has made video redaction an increasingly important (and time-consuming) aspect of records management. Virtual Redact, a solution developed by Veritone, a Denver, Colorado, artificial intelligence firm, helps to streamline the process.

In fact, according to company officials, Virtual Redact users can complete the video redaction process up to 10 times faster than those who do it manually.

"Our goal is to automate the process for the officer or the reviewer in order to make it more efficient, so agencies can spend their time and money on their core mission of protecting citizens," said Jon Gacek, head of Veritone's government, legal, and compliance business unit. "It's an open system, so we can take essentially any kind of body cam, drone cam, CCTV footage, or another video source and automate the redaction for audio and video... You can go through and look at what was found and either accept or reject the changes. For chain of custody, we provide an auto log that's detailed down to the pixel level."

Earlier this year, VIQ Solutions, a Mississauga, Ontario, Canada, provider of digital voice and video capture technology and transcription services, unveiled FirstDraft, which uses artificial intelligence to convert audio files to text and provide quick access to transcripts. But that's just the beginning.

"Using FirstDraft, transcripts are received in near real-time and at a lower cost than traditional transcription services," said Krizia Mylonas, VIO Solutions' vice president of sales. "FirstDraft enables our clients to digitize content historically retained as audio files. Text-based documents created by FirstDraft unlock a vast amount of key information otherwise overlooked within audio and video recordings. In addition to improved accessibility to information, FirstDraft allows for expedited reporting, efficiencies in record management, and the ultimate improvement of case closure rates."

Given the current law enforcement environment, experts say it's more important than ever to ensure agencies make the most of each hour and each officer. Given workforce shortages and sometimes tense relationships with the public, managing records more efficiently and effectively has more benefits than might meet the eye. $\mathfrak O$

SOURCE LIST

Please view this article online for contact information or visit **policechiefbuyersguide.org** to request information from companies. Complete list can be found online.

- Acadis Readiness Suite
- CrimeCenter
- Envisage Technologies
- Infomagnetics Technologies, Inc.
- Mark43
- PenLink
- PRI Management Group
- · Veritone, Inc.
- VIQ Solutions | Net Transcripts



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www.PolicePowerBikes.com

Redundant Power Supply



Matrox Video introduces the

Matrox NRG, a multi-output redundant power supply unit (RPSU) providing zero-compromise uptime protection of Matrox encoders, decoders, IP KVMs, and multimonitor controllers. Featuring two hot-swappable power supply modules and IP connectivity for status monitoring and output control, Matrox NRG maintains high-performance encoding, streaming, recording, decoding, extension, switching, and display operations in 24/7 and mission-critical environments. It offers 100 percent redundancy for up to five devices. Automatic load balancing ensures even usage. Supported Matrox appliances include Extio 3 4K/quad-HD IP KVM extenders; Maevex 6100 quad-4K/UHD encoders and decoders; Maevex 6020, Panopto-certified remote recorder; QuadHead2Go multimonitor video wall controllers; and more.

www.matrox.com

Protective Film Spray





public spaces. The protective film spray can be used in in various public institutions to effectively supplement existing hygiene strategies. The spray is suitable for use in rooms where many people come together. The MSBG-Tec protective film spray inactivates enveloped viruses. In addition to the current coronavirus (SARS-CoV-2), it works on SARS-CoV, MERS-CoV, and influenza viruses, reducing the risk of infections and helping to protect people.

www.bio-gate.de

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.

Drone Handheld Launch System

SpearUAV offers its handheld version of the Ninox 40. This drone system offers instant launch and provides immediate intelligence capabilities to any tactical unit. With its unique launching system, the Ninox40 Handheld is designed for



single-user operation, weighing under 250 g, and can provide advanced capabilities to various law enforcement agencies for use in public safety and law and order applications, border guards for situational awareness and securing sensitive infrastructure, and more. The system comprises an encapsulated drone and control unit; when launched at high speed, the drone immediately unfolds and stabilizes in the air with no operator intervention required.

www.spearuav.com

Fully Rugged Laptop with 5G

Getac Technology Corporation, a leading producer of rugged technology, announces the first Sub-6 5G certified rugged laptop B360. The highspeed 5G capability joins the B360s existing robust communications options consisting of 4G, Intel Wi-Fi 6 AX200, 802.11ax, Bluetooth 5.2,



optional dedicated GPS. Sub-6 5G's major advantages over current 4G LTE technology include increased throughput, reduced latency, more simultaneous connections, improved consistency in dense areas, higher user capacity per tower, and enhanced spectral efficiencies for more network connections. It features Intel's highpowered 10th generation CPUs, massive amounts of optional RAM and SSD storage space, and shock protection, and it is IP66 rated.

www.getac.com

Tactical Footwear

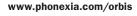
Reebok Duty is now bringing the athletic-popular Floatride Energy platform to the tactical market. With its ultralightweight midsole, the Floatride Energy Tactical delivers extreme cushion and energy rebound for maximum training and performance. The foam is supportive and highly responsive. The slip resistant rubber outsole with cleat-like advanced traction lugs helps officers feel fast, fresh, and fueled with every step. It comes in four models; the RB4350 and RB4355 are black soft tyle styles with a composite toe and side zipper, and the RB4360 and RB4365 are coyote styles with a soft toe model.



www.reebokwork.com

Audio Data Analyses Software

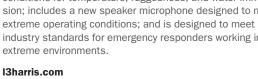
Phonexia, a Czech company and a leader in voice biometrics and speech analytics, announces its revolutionary new product for law enforcement agencies, Phonexia Orbis, which allows investigators to perform extremely efficient audio data analyses. This unique on-premise software solution extracts sophisticated insights from considerable amounts of audio seamlessly using a precise coupling of Phonexia's innovative voice biometrics and speech analytics technologies and displays these findings in a modern, importantinformation-first graphical user interface. It features effortless case management, automatic speaker filtering, the instant generation of reports, automatic skipping of the audio parts that do not contain speech, and easy-to-grasp network map visualization.





Rugged P25 Radio

L3Harris Public Safety and Professional Communications, a leading supplier of communications systems and equipment for public safety and other markets and a division of L3Harris Technologies, has expanded its XL platform of Project 25 (P25) radios to include the new XL Extreme 400P, the first and only handheld radio designed to meet the most rigorous two-way, portable RF device standards for emergency responder communications. The XL Extreme 400P withstands extreme conditions for temperature, ruggedness, and water immersion; includes a new speaker microphone designed to meet extreme operating conditions; and is designed to meet new industry standards for emergency responders working in extreme environments.





Facial Recognition Platform



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IACP®

DON'T-MISS KEY EVENTS

The IACP 2021 ANNUAL CONFERENCE AND EXPOSITION is upon us! We are thrilled to be meeting here in New Orleans (and online). IACP 2021 offers more than 200 workshops, featuring critical topics for the policing profession. Additionally, we have numerous networking opportunities and a bustling exhibit hall showcasing the latest products and services.

► COMMEMORATING THE 20TH ANNIVERSARY OF THE 9/11 TERRORIST ATTACKS

9/11 Memorial Ceremony

On Saturday, September 11, 2021, IACP President Cynthia E. Renaud will lead us in remembering the brave men and women who gave their lives in service to the United States and recognizing the impact of this deadly day on the policing profession as well as the country and the world.

The IACP is honored to be joined by individuals who will share their insights on this historic event and what we can learn from it 20 years later, including NYPD Deputy Commissioner John Miller and FBI Director Christopher Wray.

Deputy Commissioner Miller is known both for his extensive career in policing and his work in journalism, including a May 1998 interview with Osama bin Laden in Afghanistan and his coverage alongside Peter Jennings on the morning of 9/11. He will share his experience at NYPD, the FBI, Los Angeles Police Department, and ABC News.

Director Wray joined the U.S. government in 1997 as an assistant United States attorney for the Northern District of Georgia. After years of service in various roles, Wray was sworn in as the director of the FBI on September 29, 2017. Director Wray will recall the impact of 9/11 on the FBI, discuss the shift in focus, and emphasize the continued need to prioritize information sharing.

Speaker Series: The Evolution of Counterterrorism

Attend a conversation with Philip Mudd, current CNN counterterrorism analyst and former deputy director of the Counterterrorist Center at the Central Intelligence Agency (CIA), the first deputy director for the FBI's National Security Branch, and later the FBI's senior intelligence advisor, as he discusses the evolving counterterrorism threat. The discussion will include how some of the pivotal global and domestic terrorism events have evolved from 9/11 to present day, the lessons learned from these events, and how we prepare to combat these threats moving forward.



▶ OTHER KEY EVENTS

General Assembly

The General Assembly on Tuesday, September 14, will feature IACP business. Any active qualifying member who intends to run for office at the IACP 2022 Annual Conference and Exposition in Dallas, Texas, will have the opportunity to announce his or her candidacy at the conclusion of the General Assembly.

In addition, IACP will celebrate and honor award winners and their remarkable dedication to service and the policing profession during the General Assembly. The IACP/Axon Police Officer of the Year finalists and winner will be recognized for exceptional achievement, highlighting these officers who exemplify selflessness, empathy, and strength of character. Additionally, the IACP will recognize the 2021 40 under 40 awardees for their leadership and exemplary commitment to the policing profession.

Speaker Series

This year, IACP presents the Speaker Series featuring law enforcement leaders from around the globe addressing current issues and topics important to the profession.

- Speaker Series: Critical Incidents: Preparation, Response and Management
- Speaker Series: Police Wellness Services—Providing Critical Resources to Officers in the Field
- Closing Keynote: Fireside Chat with Homeland Security Secretary Alejandro Mayorkas

▶ APP

App! If you already have the IACP Events App on your device, simply open and refresh for the

on your device, simply open and refresh for the new look—no need to download anything new.

Users of Android devices may need to uninstall and reinstall the app if it does not refresh.

access to more than

150 workshops until

December 15, 2021.

Access IACP 2021 event information by selecting "Events" at the bottom of the app homepage and then selecting "IACP 2021." The app gives you the ability to make the most of your IACP 2021 experience:

- Search workshops and events to build your schedule.
- Provide feedback for the workshops you attend.
- View exhibitors and sponsors and find contact information for each.
- Download workshop handouts provided by speakers.
- Access and download your workshop certificate of attendance.
- Track your shuttle while on site.
- Stay in the know and join in on the conversations on social media.
- Find attendees and connect with your colleagues.
- Receive important real-time communications from IACP.

New this year, delegates are responsible for recording their own certificate of attendance. Complete instructions can be found either in the IACP 2021 app or on the conference website.

► GIVE BACK TO THE NOLA COMMUNITY WITH THE IACP 2021 SERVICE PROJECT

SATURDAY, SEPTEMBER 11 10:00 AM-2:00 PM

Stop by the Great Hall pre-function space on Saturday, September 11, to help sort, organize, and repackage cleaned Mardi Gras beads. The Mardi Gras Recycle Center funds more than 80 market-wage year-round jobs, while also making Carnival a little more eco-friendly. It is sponsored by ArcGNO, a grassroots nonprofit organization founded in 1953, dedicated to promoting the independence and well-being of individuals with intellectual disabilities. Help show our spirit of service to the community that is hosting us for IACP 2021. #PathForward

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of Techwerks, LLC	3275	Amped Software USA, Inc.	2510	Blauer Manufacturing Co.	1031
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All Traffic Solutions	2649	Beretta USA Corp.	639	Cambium Networks	1162
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2021 EXHIBITOR LIST

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Carbyne	3867			Draeger Medical Systems, Inc.	629
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& Security, The	863	Critical Response Group, Inc.	4045	FAGL	
CentralSquare Technologies See our ad on C4.	2519	Critical Tech Solutions - The RATT	2629	Technology.Inc.	
	0.40	Critter Control	3754	EAGL Technology, Inc.	2961
Certified Payments by Deluxe	949	Cuehit	3064	See our ad on page 127.	
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Clearview Al See our ad on page 75.	3755	Davis & Stanton	3363	Employer Support of the Guard and Reserve (ESGR)	3949
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CODY Systems	1719	Detail Kommander	2960	EPI/Alpha-Stim Esri	1155
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Combined Systems, Inc.	3627	Dewberry Architects, Inc.	3115	Everbridge EvidenceIQ	3756
Command Concepts	2861	See our ad on page 157.	11.10	EWA	3444
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Constant Technologies, Inc.	3773	DOJ/OCDETF EXO	2757	FARO Technologies, Inc.	2538
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First Responder Wellness by Simple Recovery	2264	Havis, Inc.	1401	International Association	4000
First Response Mental Health	4239	Hawk Analytics	1028	of Crime Analysts	1338
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Flagpin Custom Tools	319	Hexagon	2829	Iron Curtain Portable Barriers	455
Flock Safety	1101	High Intensity Drug Trafficking Areas	1813	IronYun, Inc. USA	3204
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Focal Forensics Redaction	619	Holosun Technologies	923	ITsimple LC	3973
Force Science Institute, Ltd.	1002	Hope Uniform	1962	JENOPTIK Light & Safety	3447
Ford Motor Company	3355	Horace Small	2800	Jessiffany Canine Services, LLC	4067
Forensic Logic, LLC	3561	Howard Technology Solutions	232	Jobs4Blue	3111
Fortem Technologies	4061	Hutchinson Industries	3531	JVCKENWOOD/EFJohnson	1047
Frontline Communications	1601	HWI Gear	1565	Kaizen Budo International	4221
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Fūsus	4031	TACD		Knott Laboratory	2662
Galls	1955	Incirnet		Kologik	4256
Genasys, Inc. (LRAD)	555			Kustom Signals, Inc.	4044
General Motors Fleet See our ad on page 15.	1111	IACPnet See our ad on page 115.	2039	KWA Performance Industries	3873
Genetec Genetec	1701	IADDO		L.E.A.D Law Enforcement	
GeoTime by Uncharted Software	448	IAPRO		Against Drugs	1011
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GETAC	1625	See our ad on page 5.		Laser Ammo USA, Inc.	931
GLIAU	1023	Icarus Aerospace, Inc.	2129	Laser Shot	3739

Laser Technology, Inc.	2238
LDV, Inc.	1439
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Lectronix, Inc.	4240
LEFTA Systems	2101
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Lenco Armored Vehicles	2847
LensLock	554



Leonardo/ELSAG	2219
See our ad on page 59.	
Lexipol	2862

(iii) LexisNexis*	Coplogic" Solutions
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LexisNexis Risk Solutions See our ad on page C3.	2329
LexisNexis Risk Solutions Government	2229
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Lind Electronics, Inc.	2832
Logistic Systems, Inc.	3105
LSC Destruction	2721
Lund Industries	2731
MaestroVision	3667
Mag Instrument	3057
Magnet Forensics	3464
Man & Machine, Inc.	1664
Mantis Training Systems	3331
Marine Corps Law Enforcement Program	4238
Mark43	739
Matthews Specialty Vehicles	2301
MaxAssure, Inc.	561
MC Armor – Miguel Caballero	1019
MCM Technology, LLC	1561
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Mocean Tactical	2260	NITV Federal Services (NITV)	718	PITAGONE Sa-Nv	3831
MOTOROLA SOLUTIONS	S	Nomad GCS	711	PlanIt Schedule/Police	1918
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Narc Gone/GFMD	1811	Office of Radiological Security/	44.45	POLICE Magazine	2761
NASPO VALUEPOINT	2457	Sandia National Laboratories	4145	PolicePro.tech	3767
National Association of	0=10	Officer Media Group	3327	Porter Lee Corporation	3738
School Resource Officers	2518	OnSolve	1829	PowerDMS	2139
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National Insurance Crime Bureau	2729	Operative IQ	1908	Center, Inc.)	3927
National Judicial College, The		Opiant Pharmaceuticals	1130	Powertac USA, Inc.	4074
- Tribal Center & Federal	461	Ops Core	2157	Prepared Oncome	3955
National Law Enforcement Officers Memorial Fund	3446	Oracle America, Inc.	2801	PRI Management Group	444
See our ad on page 61.	3440	Orange Photonics, Inc.	4144	Printek, LLC	2222
National Police Credit Union (NPCU)	1354	Orlo	4166	Priority Dispatch Corp.	2723
National Public Safety		O-Sun Company	4251	Pro-gard Products	1119
Information Bureau	722	Otis Technology	1628	Project Lifesaver International	2719
National Shooting Sports Foundation	1322	οπο	2820	ProPhoenix Corporation	755
National University	913	Outback Armor USA, LLC	426	Pro-Vision Video Systems	2854
National White Collar Crime Center	1904	PAARI	1042	Public Safety Cadets	3055
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NEP Services	4254	Peacekeeper International	330	Radix Metasystems, Inc./ Nighthawk	3061
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2021 EXHIBITOR LIST

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Redstone Architects, Inc. See our ad on page 13.	2701
Regional Information Sharing System (RISS)	1600
Rekor Systems	1411
Rep	963
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Sandoval Custom Creations, Inc.	1008
Savage Range Systems, Inc.	3367
ScheduleAnywhere	2526
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Schrader Group Architecture, LLC	2463
Secure Planet, Inc.	465
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Security Lines US	754

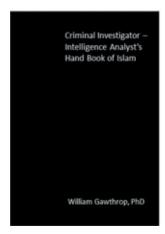
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See our ad on page 25.

Seiko Instruments USA, Inc.

905

Setina Manufacturing Company, Inc.	1001	Siren Data Intelligence	1161
Shoes For Crews	2709	Skopenow	3718
ShotSpotter	2209	Skydio	3764
ShotStop Ballistics	748	Skyfire Consulting	1755
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Spartan Armor Systems	3160	Strong Leather Co.	1622	TBL Systems, Inc.	1920
		Strongwatch	2063	Team Wendy	3422
SpiderBuff		Stryker	3855	Techline Technologies, Inc.	427
		Sun Badge Company	1038	Tecton Architects	1018
		Sunny Communications	2749	Teleflex	3362
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See our ads on pages 23 & 33.	0055	SureFire, LLC	331	Telesteps	3263
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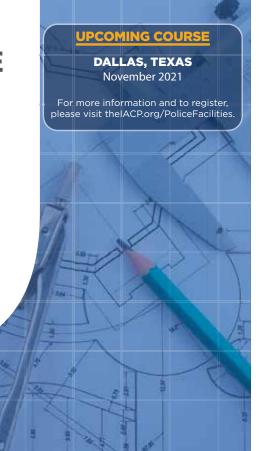
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ThePoliceApp.com	4245	TRU-SPEC by Atlanco	1613	Upper Iowa University	2755
Thermo Fisher Scientific	2808	Truleo	1160	UPSafety - a T2 SYSTEMS	
Thomson Reuters	3131	Tyler Technologies	1308	Company	4165
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Tiger Mountain Tactical	943	U.S. DOJ, Community	1000	V-DRAIN	1022
tip411	2244	Relations Service	2560	Vapen Systems, Inc.	1363
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T-MOBILE FOR GOVERNMENT		U.S. Immigration & Customs		Solutions	1608
I FOR GOVERNMENT		Enforcement	2255	Vector Solutions	927
T-Mobile	3249	U.S. Postal Inspection Service	2201	Vega Holster USA	2145
See our ad on page 79.		UK Defence & Security Exports	1461	Verco Materials, LLC	3209
Track Star International, Inc.	2963	UKG	2813	See our ad on page 113.	
		ona	2013	· -	



Veritone, Inc.	3005	Voyager Labs	3866	Wireless CCTV, LLC	1911
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Verkada	4062	Walden University	3319	WSI Tactical	1000
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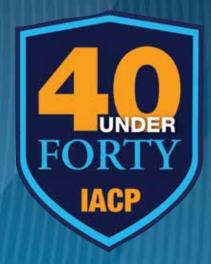
Comprehensive reports that meet your department's individual needs The annual IACP 40 Under 40 award recognizes 40 law enforcement professionals under the age of 40 from around the world who demonstrate leadership, exemplify commitment to their profession, and have a positive impact on their communities and the field of policing.

The professionals chosen as the 2021 40 Under 40 awardees represent the rising leaders of policing, regardless of rank. They serve their agencies and communities with excellence, whether they are civilian staff, line officers, or chiefs of police. This year's awardees include public information officers, special agents, captains, lieutenants, section and department leads, victim services staff, inspectors, deputy chiefs, and others. They hail from six countries and represent local, state and provincial, national, and military police and law enforcement agencies.

These extraordinary individuals are motivated to lead their agencies into the future, and they encourage colleagues to grow professionally and personally, striving daily to provide best-of-class services that lead to a safer, more inclusive, and more peaceful world. Regardless of role, rank, or agency, these professionals have dedicated their efforts to raising the bar for policing and serve as role models to those they work with, as well as the community members they serve.

The 2021 40 Under 40 class members each bring their own skills, talents, and perspectives to the policing profession, but they all share important characteristics—the spirit of collaboration, the drive to help others, innovation and creativity, leadership, and the desire to make a difference in their communities and profession.

Each winner was chosen for his or her demonstration of strong values, leadership capability, and commitment to the law enforcement field. They emit positivity, compassion, and energy, despite the challenging circumstances that all law enforcement personnel face. They provide training and mentorship for others, develop more effective methodologies for their agencies, and drive advancements in technology and policy. The awardees consistently show their dedication to their communities through community service, philanthropic programs, outreach, and education, going beyond their roles in the law enforcement field to make the world a better, safer place for their loved ones, the public, and future generations. O



The IACP is proud to recognize the following law enforcement professionals through the 2021 40 Under 40 award.





Austin Drake
Operations Officer/
Captain
316th Security Support
Squadron, U.S. Air Force
AGE: 27

OPERATIONS OFFICER/CAPTAIN AUSTIN DRAKE

commands a team of 130 Security Forces professionals, who all defend Joint Base Andrews and provide on-order combat arms and armory capabilities. His team also conducts presidential and installation military working dog operations and provides oversight on base access by visitors. Capt. Drake welcomes challenges and new responsibilities, which has driven him to successfully complete two of the U.S. Army's hardest courses, namely, Army Air Assault School and the Army Small Unit Ranger Tactics course. Capt. Drake has the capacity to learn,

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I look forward to the opportunities of increased leadership and the potential to improve the quality of life of our airmen.

99

adapt, and overcome any tasks he is presented with, and he has leveraged the knowledge acquired in these courses to facilitate critical security upgrades throughout the military installation.

In his roles as both a logistics and readiness officer and as an operations officer, Capt. Drake has had the opportunity to manage over \$28 million in logistical assets. These assets served over 8,400 DOD personnel across the National Capital

Region and prepared 831 members for deployment. Additionally, Capt. Drake commanded the DOD's largest Military Working Dog Kennel, merging 32 military dog teams with the U.S. Secret Service, which supported 261 presidential missions to ensure a safe 2021 presidential inauguration.

Furthermore, Capt. Drake was named project lead on the Plans and Programs section in partnership with the Joint Artificial Intelligence Center, where the mission was to utilize threat detecting cameras to rapidly detect potential dangers. During the summit to commemorate the partnership, he was named the Air Force District of Washington's Security Forces Outstanding Company Grade Officer of the Year.



Saif Juma Obaid Mohammed Alfalasi Director of Human Resources Policies and Regulations Dubai Police, UAE AGE: 28

DIRECTOR SAIF JUMA OBAID MOHAMMED ALFALASI

has always had an ambition for having a career in law enforcement, which he did not allow to be derailed by his vision impairment. Instead, he enrolled at the Dubai Police Academy College of Law, where he graduated third in his class. He also holds a master's degree in crisis and security disaster management and graduated with honors. As the director of Human Resources Policies and Regulations, he has contributed to the increase in employee production at the Dubai Police General Headquarters, which has positively impacted the sense of security in the emirate.

Director Alfalasi also created a system to aid in reducing absenteeism among employees by improving the quality of their work environment. This was correlated to a dras-

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The special relationship between the public and law enforcement agencies in the UAE contributes to my motivation.

•

tic reduction in the number of absentee hours, which reduced from 636 in recent years to only 25 at the end of 2020. Additionally, he aided in preparing more than 30 legal human resource documents that defined law enforcement roles, duties, rights, and obligation. As a result, Dubai Police was awarded second place in employee satisfaction and happiness by the Dubai government.

As the chair of the People of Determination Council, he has

led the council in four major accomplishments, such as awarding the Smart Disability Award, rehabilitating the first smart-friendly police station for people of determination (people with special needs), launching the first-ever police patrol that is people of determination friendly, and rehabilitating and equipping the Dubai Police HQ to become compliant with people of determination requirements.





Katie Nelson Public Information City of Mountain View Police Department, California **AGE: 29**

An internationally recognized speaker and trainer on the topics of media relations, social media strategy, and crisis communications, Mountain View Police Department's **PUBLIC INFORMATION OFFICER KATIE NELSON has** quickly risen to be considered one of the best police information officers (PIOs) in the United States. She is a frequently published author in IACP's Police Chief magazine

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To be a part of building the best path forward for our profession and for the communities we serve is an honor I do not take lightly.

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and general chair of the IACP PIO section. As a testament to her skill, she was brought in to assist with the digital communications strategy for the U.S. presidential inauguration.

PIO Nelson has been described as one of the brightest minds in policing who personifies leadership, dedication, and service to community. She strives tirelessly to improve the image of policing, working hard to get out the positive stories of the good work cops do on a

regular basis, most recently through the IACP-endorsed #PathForward digital campaign. She's recently helped lead the first collaboration between the IACP Police Professional Standards, Ethics, and Image Committee and the PIO section on a groundbreaking initiative to address the image of policing.

Before joining the Mountain View Police Department, Katie was an award-winning journalist for publications like the San Jose Mercury News, the Contra Costa Times, and the San Francisco Chronicle. She has been published nationally for her breaking news coverage of the Asiana Airlines Flight 214 crash and her investigative work on the State Department of Social Services that led to major legislative reform to protect older Californians.



Eric Boynton Staff Sergeant Waterloo Regional Police Service, ON **AGE: 30**

STAFF SERGEANT ERIC BOYNTON has been described by his superiors as the epitome of an exceptional officer and human being. He joined the Waterloo Regional Police Service in 2012 and has served in a variety of areas, such as patrol, CORE, criminal intelligence, and recruiting. Promoted to sergeant in 2019, he became a supervisor in the Training and Education Unit and was subsequently selected to lead the services' relatively new Equity, Diversity & Inclusion Unit (EDI), where he was

then promoted to the rank of staff sergeant in 2021.

66

Deeds speak. We can make a consistent difference with consistent actions that build trust and demonstrate professional excellence in the community.

"

S/Sgt. Boynton took on the difficult task of implementing the new EDI Strategic Plan. In a short period of time, he helped grow the unit into a high-functioning team that has created programs and trainings to raise officers' awareness of equity, diversity, and inclusion, while trying to change organizational culture.

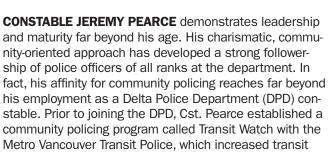
A consummate professional, S/Sgt. Boynton is the recipi-

ent of several awards including a Chief's Commendation; the Chief's Pride Award from the Hamilton Police Service; and academic awards, including the Dr. Paz Buttedahl Graduate Award in Peace and Justice and the Rotary Peace Leadership award. He is in the process of completing a doctoral dissertation focused on diversity in Ontario Police Services, guest lectures at the University of Waterloo, and enjoys volunteering with the Special Olympics. S/Sgt. Boynton also honorably served in the Canadian Armed Forces Reserves for nearly a decade. Emphatically committed to personal physical fitness, he most recently represented Canada and won two silver medals and one bronze medal at the World Police & Fire Games in Chengdu, China.





Jeremy Pearce
Constable
Delta Police Department,
British Columbia
AGE: 30



police presence and rider safety.

Being able to have a positive impact in the lives of others and the community I serve motivates me to continue to work hard for the community.

"

66

In his current role as district liaison officer, Cst. Pearce enhanced the department's community policing and crime prevention programs while building strong relationships with community stakeholders. Cst. Pearce leads a diverse group of more than 120 volunteers and has successfully mentored many of these volunteers toward a career in policing. He has volunteered

thousands of hours as a Big Brother, a rider with Cops for Cancer, and a representative and coach for the Special Olympics. Additionally, Cst. Pearce introduced a Club Fit program, pairing volunteers and high school leaders with Special Olympics athletes, as well as Active Alliance, a weekly drop-in sports and mentorship program at a local high school.

He also has an affinity for creative community policing approaches. After a significant crime spree in the industrial area, he developed a new, unique multifaceted approach utilizing a team of over 100 community members, reducing overall crime by 39 percent and providing the local community members an opportunity to participate in community policing initiatives. Among other initiatives, he's also established a Building Safer Communities program that helped reduce crime and disorder in the growing multi-unit housing population.



Cody Hogeboom Chief DHS Federal Protective Service AGE: 33

CHIEF CODY HOGEBOOM was inspired to devote himself to a career of service by his older cousin, who dedicated his career to local law enforcement. Following a similar path, Chief Hogeboom enlisted in the U.S. Marine Corps in 2007 and, upon completing a successful military career, found his calling in the federal law enforcement field. As Chief Hogeboom has progressed through the ranks

66

I am motivated to foster law enforcement preparedness and professionalism that will improve physical and mental wellness, community relations, and teamwork.

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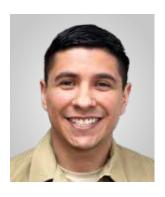
with the Federal Protective Service (FPS), he has served as a leader to his team, ensuring that he projects inspiration across FPS nationwide.

In his eight years with FPS, Chief Hogeboom has been promoted four times and is currently the lead officer for counterterrorism at the FPS Headquarters in Alexandria, Virginia. Although he is the youngest member of the Training and Professional Development leadership team, he exhibits confidence through his leadership, progressive thinking, and

the implementation and execution of innovative solutions for the department.

During calendar year 2020, FPS experienced unprecedented violence, which was primarily directed at federal facilities in the Pacific Northwest. These attacks involved the use of harmful lasers directed at officers' eyes and caused injuries to more than 300 Department of Homeland Security law enforcement officers and agents. In collaboration with science, research, and private sector subject matter experts, Chief Hogeboom led a team that developed a unique solution that provides a superior level of laser eye protection that allows officers to operate in low-light conditions. His plan is to share this innovation with the entire law enforcement community.





Jaime Soto Jr. **Aviation Enforcement** Agent/Air and Marine **Operations** U.S. Customs and Border Protection, Laredo, Texas

AGENT JAIME SOTO JR. is an Air and Marine medical liaison and acting strategic communications manager in the U.S. Customs and Border Protection (CBP) Office of Chief Medical Officer (OCMO). His experience as an emergency medical technician and public affairs liaison is beneficial to the OCMO in their effort to keep the CBP workforce apprised of the latest pandemic situation, and his guidance has proven vital for OCMO's messaging throughout the pandemic. Agent Soto engages with CBP field officers and agents, professional staff, and CBP administrators as a

AGE: 33

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If, at the end of my career, even just one child is impacted by me. I will consider my career to be a total success.

"

representative of OCMO. His professionalism reflects well upon the office and has offered an additional level of credibility in the OCMO's communication with the men and women of CBP.

Agent Soto has utilized his experience as a public affairs liaison officer, as well as his knowledge of the needs and concerns of the CBP frontline workforce, to help produce effective and compelling messaging throughout the

COVID-19 pandemic crisis. He has coordinated multiple informational videos and substantive Twitter content focusing on vital communication from the chief medical officer and CBP leadership, including information about the COVID-19 vaccine rollout. Agent Soto's direct involvement in these campaigns has helped to ensure CBP's approximately 60,000 employees are better informed and prepared to protect their own health as well as that of their families.

Motivated to show children that anything is possible. Agent Soto appreciates the little moments when he can interact with today's youth. He takes every opportunity he can to share his story of how a Latino child who grew up from humble beginnings in a border town became a federal agent flying around in helicopters to help people.



Ji-Eun Ko **Assistant Inspector** Korean National Police Agency **AGE: 33**

ASSISTANT INSPECTOR JI-EUN KO knew from childhood that policing was the profession for her. This resolve never wavered, and she strived to achieve that goal, born from a desire to help people and provide a safer environment for her community. She joined the Korean National Police (KNP) in 2012 and has quickly risen through the ranks to her current position. Working at the International Cooperation Division of the KNP, Asst. Insp. Ko has established a collaboration between various police agencies through the agency's Official Development Assistance (ODA) program.

In a first of its kind project through ODA, Asst. Insp. Ko was a main coordinator in a cooperation mechanism among the KNP, the Korea International Cooperation

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I feel joyful and motivated when I know my work makes the world a better place.

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Agency (KOICA) and other stakeholders, which were tasked with police capacity building in three Central American countries: Honduras, El Salvador, and Guatemala. The project, which spanned an eight-year period, resulted in several accomplishments, such as the completion of a program-funded police training institute in Guatemala. Asst. Insp. Ko's leadership qualities and enthusiasm toward the development of global policing is immeasurable. Her

contribution has also led the KNP to expand its ODA program to support police capacity building in other partner countries.

Asst. Insp. Ko's accomplishments in fostering relationships in global policing has earned her several recognitions, specifically, the Presidential Award in 2019 for significant achievement in international police cooperation and the KOICA Award for coordinating and successfully leading the government ODA program since 2017.





Christopher Wolfer Chief of Police North Catasauqua Police Department, Pennsylvania AGE: 34

CHIEF CHRISTOPHER WOLFER took over leading the North Catasauqua Police Department when their long-time, beloved chief suddenly passed away, sending the entire department into a state of uncertainty. As the ranking officer, it was up to then-Corporal Wolfer to bring some semblance of order to the department. His leadership was quite apparent in those first days after the chief's

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As I made the transition to administration, my motivation shifted from wanting to better myself and my abilities to that of my officers.

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passing, and after an intensive interview process of numerous candidates, he was the clear choice to lead the agency.

In his two years since being appointed, Chief Wolfer overhauled the department with the long-term goal of earning accreditation. He made improvements in the department's technology, acquired a new fleet of vehicles, and tripled the training budget within the department, ensuring the officers are the highest trained in the area. He's undertaken the task of

rewriting nearly all of the standard operating procedures, created the department's first-ever detective position, and developed new systems for file management, along with overhauling the evidence room and procedures for processing and storing evidence.

Recently, Chief Wolfer focused the agency's efforts in the area of community relations. In this endeavor, a new ridealong program was created and a junior police academy was developed. The agency also has undertaken very successful philanthropic efforts. Annual events and fundraisers focused on raising monies and acquiring gifts have now become the norm and those donations find their way to the cancer wards at local hospitals.

Chief Wolfer is still active in everyday patrol duties. He's a wealth of knowledge for his colleagues and still conducts enforcement activities, all while undertaking the administrative functions of the department.



Christopher Barther
Chief Deputy United
States Marshal
U.S. Marshals Service
AGE: 34

CHIEF DEPUTY U.S. MARSHAL CHRISTOPHER

BARTHER began his U.S. Marshals career in 2010, previously working as a pre-school teacher and for the U.S. Capital Police. Longing for a sense of service to the community, Chief Deputy Marshal Barther has worked his way up to being the youngest chief deputy U.S. marshal in modern history for the U.S. Marshals Service (USMS)

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Leadership (in my eyes) is about adapting and being better than you were yesterday for your people tomorrow.

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in the Northern Judicial District of Iowa. As a first-generation federal law enforcement officer, he strives to be a better leader for the community and those under his command, seeking to be a positive inspiration to minorities, underprivileged youth, and underrepresented communities who may view law enforcement in a negative light.

In 2018, he developed the Performance, Resource, and Oversight Tool Using Enhanced Collection Technology (PROTECT)

module within the USMS larger mission management system, Capture. The module was designed to quantify exactly how secure federal courthouses or other protected facilities are by computing a numeric facility security profile score. To accomplish this, he created an algorithm that has now been adopted enterprise wide. The new functionality allows the agency to take a standardized approach to assess more than 45,000 facility security requests. The standard algorithm he designed saved the USMS staff over 33,000 hours per year by automatically generating a facility profile score. Additionally, considered to be one of his major achievements, from October 2020 through January 2021, Chief Deputy Barther successfully led Operation Homecoming, which resulted in the reunification of 20 missing children with their loved ones.





Meredith Bailey Supervisory Intelligence Analyst Georgia Bureau of Investigation **AGE: 35**

SUPERVISORY INTELLIGENCE ANALYST MEREDITH

BAILEY began her career with the Georgia Bureau of Investigation (GBI) 12 years ago as a criminal intelligence analyst. She has always had the desire to help and serve others. She believes that being in law enforcement is being surrounded by people willing to step up and lead by example, and she finds fulfillment in providing intelligence that can enhance the safety of officers. Advancing through the ranks, she became a supervisor in 2018, which has been attributed to her leadership, commitment. dedication to the mission, and exceptional character, but more importantly, to her emotional connection and care for the well-being and growth of others. SIA Bailey mentors and encourages analysts to strive for professional

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As leaders, we won't always have the right words, but the people we serve and advocate for need to hear our voice.

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development and cultivates their growth to become future leaders within the GBL She ensures that her team aspires to provide timely intelligence solutions that are relevant and provide value to each given mission.

In 2020, SIA Bailey oversaw several high-profile criminal cases, command posts, and emergency

responses. Through it all, she maintained her focus and instilled a sense of commitment to providing exceptional support to all partners in others. She exhibited this commitment throughout the summer of 2020, when the Georgia Information Sharing and Analysis Center (GISAC) was tasked with several high-profile cases, including a protest over police reform that transitioned into looting and rioting and a police-involved shooting that led to violent civil unrest. SIA Bailey's leadership, forward thinking, and ability to analyze and predict upcoming intelligence needs ensured her team continually met the needs of the stakeholders.



Britta Davis Victim Witness Specialist Fort Collins Police Services, Colorado **AGE: 35**

VICTIM WITNESS SPECIALIST BRITTA DAVIS began her career with the Fort Collins Police Services (FCPS) over 13 years ago. As the survivor of a sexual assault as a teenager, her positive interaction with the officers and victim advocate who displayed empathy, respect, and kindness sparked her interest in the profession. At the age of 18. she began to volunteer at community agencies that aided victims of violence. This exposure strengthened her resolve to strive for her goal of becoming an advocate. Upon becoming an advocate. Specialist Davis decided to become a self-educated expert in the areas of victim trau-

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I am motivated by my passion and desire to be a positive and motivating civilian leader in the law enforcement profession.

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ma and neurological impacts of trauma on the human brain, and she became a certified Forensic Experiential Trauma Interviewer.

Furthermore, as a member of the Eighth Judicial District's Critical Incident Response Team, Specialist Davis has led the Victim Services Unit's response to incidents investigated by this multijurisdictional team. Additionally, she serves on the State Colorado Organization for Victims Assistance (COVA) board, as well as the 3Hopeful Hearts board. Specialist Davis is a natural leader who has leveraged her vast and growing knowledge

in the field of trauma to train other advocates and officers throughout the state, including by providing high-level training courses at the FCPS Front Range Community College, allowing her to inspire others to knowledgeably and passionately advocate for victims. She is a recipient of several awards, such as the FCPS High Caliber Culture, FCPS Civilian Employee of the Year, Eighth Judicial District Systems-Based Advocate of the Year, and FCPS Commitment to Excellence Awards.





Khaled Ali Khamis Saeed Al-Jallaf Captain Ajman Police, UAE AGE: 35

CAPTAIN KHALED ALI KHAMIS SAEED AL-JALLAF is

a leader with great instincts, agility, productivity, and progressive thinking, but most importantly, he possesses the ability to adapt to unpredictable tasks. He currently supervises the Strategic Planning Section, and he has authored more than 27 pioneering proposals, of which 23 have been successfully implemented across the department and in communities. One such innovation was the creation of a cartoon character designed to educate children about different types of fraud and crimes

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I strive to be a leader who is influential to subordinates and motivates employees to be innovative.

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against children, which has led to a drastic reduction in those crimes. In recognition of his efforts, the Ajman Police were presented with the Best Children Protection Award by Fatima Bint Mubarak from Motherhood & Child.

Captain Al-Jallaf is also fluent in four languages—Arabic, French, English, and Urdu and he has collaborated with groundbreaking teams on several projects. However, one

of the most notable was his contribution to the Crime Victim Protection Team, which resulted in the Ajman Police receiving the 2019 Victim Care Award from IACP. Furthermore, he has provided his leadership with numerous security initiatives to combat crimes, significantly decreasing crime, achieving a sense of security indicator of 96.9 percent, and making the United Arab Emirates first in the Arab world and tenth in the world for having an effective criminal investigation system.

Additionally, he authored a security research paper that earned him a Distinguished Scientific Research Award from the Ajman Police Department. He also actively volunteers in his community, has led workshops in and beyond the UAE, and earned numerous awards and certificates.



James T. Milana
Lieutenant
Syracuse Police Department,
New York
AGE: 36

Known for his tireless work ethic and "can-do" attitude, **LIEUTENANT JAMES MILANA** has consistently gone above and beyond expectations at the Syracuse Police Department (SPD). Aside from working for a time as the acting captain for the Southwest District, he's served as the liaison to the 911 Center and as the NYS Liquor Authority liaison. In 2020, he spearheaded a successful project to realign the department's patrol territories, which required collaborating with all ranks from the almost 500-member department, the Crime Analysis Unit, and

I chose to enter a law enforcement career because I wanted to be an advocate for those who could not stand up for themselves.

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agencies like the 911 Center and County Information Technology.

Another triumphant effort that showed his strong leadership and commitment was revamping the efforts SPD made in recognizing officer achievements. Seeing a dip in department morale during one of the more challenging times in law enforcement, Lt. Milana helped to successfully develop and implement a new Commendation/ Medals Committee, which regularly reviews recommendations

in a prompt and timely fashion to ensure officers are recognized for their hard work. He also helped originate their annual Pink Shield October and No Shave November fundraiser programs that increased officer morale and created countless positive interactions with the public.

As a leader, he's expanded his role into teaching and developing police officers; creating new department systems and policies; and supervised several committees and units. Lt. Milana received numerous accolades for his service and heroism throughout his career including departmental commendations, Chief's Achievement Medal, and the New York State Medal of Valor, and he was the 2018 New York State Governor's Officer of the Year recipient.





Mario Ramirez Captain Morgan Hill Police Department, California **AGE: 36**

CAPTAIN MARIO RAMIREZ started working for the Morgan Hill Police Department in 2002, working his way up the ranks from police cadet to captain. He has a master's degree in law enforcement and public safety leadership from the University of San Diego and a California Police Officer Standards and Training (POST) Advanced and Supervisory Certificate, Additionally, he is a certified court expert and served as the department's defensive tactics and emergency vehicle operations instructor.

Capt. Ramirez helped lead the city through three historical events in 2020. With a captain vacancy, Capt. Ramirez, a sergeant at the time, filled the role, becoming the department's disease infectious control officer and ensuring no instances of COVID-19 occurred in the department. He also served many days as the city's liaison officer

During these tumultuous and unprecedented times, I remain steadfast in my goals to better the community and the profession and leave lasting change.

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to the fire department during California's largest wildland fires in history—providing vital information to assist in the safe evacuations. of hundreds of people—and successfully led several operations during civil unrest. His actions in these roles helped to minimize injuries, preserve property, and ensure the overall safety of first responders and community members.

Capt. Ramirez is also leading the department's efforts to implement the California Racial Identity Profiling Act (RIPA) to eliminate racial and identity profiling and understand diversity in law enforcement through training, education, and outreach. Additionally,

he implemented a Mobile Crisis Response Team that partners officers with licensed clinicians to better respond to incidents involving members of the community who are experiencing a mental health crisis.



Charles "Alan" Rowe **Director of Public** Safety/Chief of **University Police** Valdosta State University Police Department, Georgia **AGE: 36**

Critical to contemporary police leadership is a spirit of enthusiasm, creativity, positivity, and innovation, as well as the ability to identify best practices and their applications to benefit the communities police serve. CHIEF CHARLES "ALAN" ROWE reflects and embraces each of these qualities and characteristics. He has demonstrated consistent leadership in every position he has held. His recognized leadership and commitment also extend to his military service where he effectively functioned as a command investigator for the U.S. Navy, receiving awards for exemplary leadership in addition to being selected as

> Carrier Air Wing 7 Sailor of the Year.

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Throughout my law enforcement career. I've been driven in choices by the idea of "what's next?" I begin each day with the drive to make forward progress.

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In his previous role as the department's training officer, he implemented a redesign of the agency's training program that also benefited 17 small agencies nearby, delivering no-cost training to 160 personnel from other departments.

Chief Rowe recognized the important tenets of 21st century policing well before they were incorporated in

a national document. He increased minority hiring and fostered successful implementation of a community-policing philosophy, leading to increased crime prevention and community outreach. Chief Rowe has also served as a mentor to hundreds of military and law enforcement personnel and led his agency through the challenging process of state certification.

Chief Rowe currently serves as 1st vice president for the Georgia Association of Chiefs of Police; he will become president in 2022 and represent more than 700 executive police leaders in Georgia in a variety of forums.





Jasmine Merricks
Officer/Victim-Witness
Coordinator
Virginia Commonwealth
University Police
Department
AGE: 36

Since joining the Virginia Commonwealth University (VCU) Police Department in 2017, **OFFICER JASMINE MERRICKS** has served on numerous university committees and community engagement initiatives. She's also served countless victims of crimes with guidance surrounding the criminal justice system. Not only does Officer Merricks provide safety insight from the law enforcement perspective, but she also provides tremendous support to victims throughout the justice process. When victims may be hesitant to proceed with prosecution, Officer Merricks is there to accompany them to court, establish meetings

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What motivates me each day is having the chance to reach people who may get overlooked or who wouldn't normally participate.

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with the Commonwealth's Attorney, and provide them with the tools needed to stay engaged with the process.

Noticing a need for an initiative to address dating violence and abuse and help college students identify healthy relationship behaviors, Officer Merricks was instrumental in implementing the One Love Program. She successfully rallied support among the various entities on the VCU campus, bringing leaders together from Student Housing, Student Affairs, University Counseling, Title IX, and

local victim advocacy groups to collaboratively develop the program. The One Love Program centers around engaging college students in discussions of what constitutes healthy dating relationships and empowers students to recognize the red flags of dating violence and abuse.

Finding motivation in having the space to be creative in service to positively affect the community, Officer Merricks has created video tutorials; virtual workshops; and, most recently, the virtual campaign Start by Believing, a sexual assault awareness program. All of these endeavors help creatively educate and engage the students at VCU in domestic relationship—based issues.



Santosh Kumar Singh Superintendent of Police, Raigarh, Chhattisgarh Chhattisgarh Police, India AGE: 36

SUPERINTENDENT OF POLICE SANTOSH KUMAR SINGH

has held various policing roles in his career. For three and half years he was posted in difficult districts of Chhattisgarh where left-wing extremism, such as Maoism (a form of armed insurgency against the state), has deep roots. Former Prime Minister Manmohan Singh described Maoism as India's biggest internal security challenge, but SP Singh worked hard to win the trust of the people through

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Serving the community, helping and protecting people, doing different things every day, and having a job with prestige and pride motivate me.

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various community policing programs. He was instrumental in neutralizing, arresting, and gaining the surrender of hundreds of Maoists. He displayed exemplary courage and valor and was a key player in increasing the safety and security of the area.

During his Mahasamund district assignments, he strengthened a program called Child Friendly Policing. This initiative, in partnership with UNICEF, aimed to bring attitudinal changes in police and empowered children through various training and awareness programs. It significantly reduced crimes against children in the district and changed children's

attitudes toward the police. He was given a Champions of Change award by Venkaiah Naidu, vice president of India, for this effort.

He's provided self-defense training to thousands of children, decreased crimes in all districts where he's commanded, and led from the front in ensuring all of India's Covid-19-related guidelines were followed. Thousands of people were provided rations and food packets during lockdown by police. Under his command, the Raigarh Police distributed about 1.24 million free facemasks to people in a single day. He was also recognized as among the top 20 public servants in India Promoting Good Governance and Innovations during Covid-19 by Bureaucrats India, a Delhi-based organization.





Ben Bjarnesen Senior Constable Oueensland Police Service. Australia **AGE: 37**

SENIOR CONSTABLE BEN BJARNESEN has long been motivated to have a career where he could make a meaningful contribution to the community. Since starting with Queensland Police Services (QPS) 13 years ago, he has become well known for his commitment and leadership in improving relationships between the QPS and LGBTI communities. As a fierce advocate for improving services for LGBTI victims of crime and domestic violence, he's been asked to give Tedx Talks, has consulted with the Queensland government, has served on a number of government and advocacy committees, and was awarded

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I'm passionate about ensuring that all LGBTI people have safe, equal, and inclusive support when it comes to accessing police and support services.

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a Churchill Fellowship where he studied ways to improve police responses to domestic violence in LGBTI communities.

Senior Cst. Bjarnesen established the QPS Brisbane Region LGBTI Community Consultative Group, a group dedicated to developing meaningful partnerships between police and LGBTI communities. He also founded the LGBTO Domestic Violence Awareness Foundation and established the inaugural LGBTI Domestic Violence Awareness Day (2020), which garnered praise and support by state governors, the Queensland Premier, and the prime minister of Australia.

Senior Cst. Bjarnesen has been recognized with some of the most prestigious awards given to Queenslanders. He was named a "Human Rights Hero" by the Australian Human Rights Commission, recognized as an "Inspiring Queenslander of 2020" by the Courier Mail and named in the Deloitte Outstanding 50 LGBTI+ Leaders Report. He was inducted in the Queensland Government Domestic and Family Violence Prevention Honor Roll and has recieved numerous other accolades for his work.



Sarah Allen **Chief of Staff** Colorado State Patrol **AGE: 37**

CHIEF OF STAFF SARAH ALLEN began her career with the Colorado State Patrol as an unpaid intern in 2007 but became a full-time employee in 2008. Early in her career. she was recognized as a high performer who is capable of being tasked with and accomplishing high-impact programs. Chief of Staff Allen's strengths are in strategic planning, change management, and organizational design.

Being part of a team that seizes every opportunity to serve inspires me to make every day count.

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She thrived as a strategic planner and advanced the agency's long-range planning capabilities. Additionally, she worked closely with the chief to develop and implement the agency's internal and overarching communication strategy.

In 2020, she was named Colorado State Patrol's first chief of staff, making her the first nonsworn member of the executive command staff in the agency's

history. In her role, Chief of Staff Allen successfully combined three of the agency's information teams into one, which has led to more comprehensive and uniform communications both internally and externally. Her influence spans the entire state of Colorado, and she is recognized by the state government as a subject matter expert in organizational planning. She is also the architect of the agency's biannual strategic review process.

Chief of Staff Allen also heads a multiagency team that includes representatives from public health, transportation, revenue, and law enforcement. The team's focus involves developing and implementing strategies to provide consistent traffic safety messaging through enforcement and outreach, with an emphasis on equitable, diverse, and inclusive messages.





Theresa Berry
Sergeant
Chicago Police Department,
Illinois
AGE: 37

Growing up in Chicago's Englewood neighborhood, **SERGEANT THERESA BERRY** has long wanted the Chicago Police Department to reflect the diversity of neighborhoods like her own. This was the primary reason she joined the Chicago Police Department. She now gets to serve not only neighborhoods like hers, but also the officers under her supervision who work in those neighborhoods each day.

Since Sgt. Berry joined the Chicago Police Department, she has consistently shown her tremendous leadership traits and abilities throughout her various assignments. From her assignment as a field training officer all the way through her running a very successful Strategic Decision Support Center in the Third District as a newly appointed sergeant, Sgt. Berry has been notable among her peers.

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I seek out change; therefore, I get a broader picture of law enforcement and can better serve those officers who are under my supervision.

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Because of her outstanding work, she was selected to be a supervisor of the newly created Criminal Analytics Section, where she continues to shine as a front-line supervisor.

Sgt. Berry is the recipient of numerous awards including the Chicago Police Department Leadership Award, 20 honorable mentions, multiple complimentary letters and Crime Reduction awards, and a Unit Meritorious Performance Award among others. Her Leadership Award was largely due to her

role in the Peer Support Program, where she has gone above and beyond her regular duties to provide additional support and encouragement to her fellow officers. This voluntary assignment further exemplifies Sgt. Berry's tremendous commitment to the Chicago Police Department and her fellow law enforcement colleagues.



Raj Mander Staff Sergeant Surrey Police Service, British Columbia AGE: 37

STAFF SERGEANT RAJ MANDER started his career with the Vancouver Police Department (VPD) in 2006 and quickly rose to the rank of sergeant within his first 10 years. He served in various sections of the department within the Operations and Investigations Divisions at all three ranks. In 2021, SSgt Mander accepted a position with the newly formed Surrey Police Service.

His passion for policing embodied the VPD mantra, "Beyond the Call" and evidence of this devotion was

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As officers, we have the ability to not only keep people safe—we are provided with unlimited opportunities to positively change their lives.

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displayed in 2019, when the VPD faced significantly high call volumes across the city. SSgt Mander led a project team that redeveloped the VPD's online crime reporting tool. This resulted in an eight-fold increase to online reporting, changes to front line prioritization of calls, and an 85 percent reduction of holding calls for service.

SSgt Mander takes an active role in the development of his peers. He instructed in six different training courses during his last year with the VPD. He also developed and implement-

ed nearly two dozen community sport programs during his career, involving over 2,000 youth.

He is the recipient of 13 different awards, citations, and commendations. He holds a Bachelor of Arts from Simon Fraser University and a Master of Business Administration from the University of British Columbia.

SSgt Mander's continued passion for the community and public safety will play a critical role at his new agency in building a modern, progressive, community-based police service for the residents of Surrey, British Columbia.





Joe Adams **Deputy Chief** Roseville Police Department, Minnesota **AGE: 37**

Throughout his policing career, **DEPUTY CHIEF JOE ADAMS** has been instrumental in the development of several initiatives within the Roseville Police Department. As an officer, he helped to create the agency's Law Enforcement Explorer post, while also serving as a youth mentor. As a deputy chief with a vision of improving the communication between the community and his police department, he helped establish the Community Action Team. The team's mission is to work in partnership with the community to find solutions to problems affecting the quality of life in the community. He has also devoted his time to understanding the pillars and recommendations from the President's Task Force on 21st Century Policing. As a result, he implemented an officer wellness program that includes physical, mental, and financial wellness, as

well as mandated mental health

Working with my peers and community partners to innovate, create change, and help others is an honor.

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In 2019, Deputy Chief Adams helped to establish a lateral hiring process, which offered signing bonuses and front-loaded sick and vacation time for qualified candidates. This process was the first of its kind in the state of Minnesota and has since been used as a model by several other agencies throughout the state. He also served in the department's training unit, expanding training with focus on de-escalation and

critical incidents. As a forward-thinking officer and now the deputy chief, he has received several awards crossing jurisdictional boundaries. However, the most humbling of the awards came from nominations by his fellow officers, which include the Police Medal of Honor, the Medal of Valor, the Award of Merit, and 19 unit citations.



Curtis Dyal Sergeant, Special **Projects Coordinator** Augusta University Police Department, Georgia **AGE: 37**

SERGEANT CURTIS DYAL completed a successful career with another law enforcement agency, where he attained the rank of sergeant, prior to joining the Augusta University Police Department (AUPD) in 2017. As a new team member, he was eager to embrace the AUPD's philosophy and its progressive approach to policing. Leveraging his background in computer science. Sgt. Dval self-initiated several projects to improve the department's operations. He developed a mobile data terminal program on a budget by refurbishing older computers for better functionality, implemented a new records management system to keep up with the advanced technology in the field, developed a digital evidence management system, redesigned the de-

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I am motivated by my passion for technology and how law enforcement can leverage it to solve problems that we encounter on a daily basis.

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partment's website for better community outreach, and launched an electronic crash data process.

Additionally, Sgt. Dyal was instrumental with the creation of the department's Police Explorer program and developed a community services officer program with the aim of an enhanced department social media footprint. Although these tasks were daunting on their own, Sgt. Dyal found time to also become a certified cybercrime investigator. However, what makes him an innovative leader to the department and community is his ability to always get buy-in

from his peers to support the mission and to take pride in the department's future, which has significantly improved the optimism and career path of many of his colleagues. His team approach to all projects within the department continues to embody the philosophy of AUPD's progressiveness.





Bianca Joseph Commander City of Miami Police Department, Florida AGE: 37

At a young age, **COMMANDER BIANCA JOSEPH** knew that a career in law enforcement was in her future because of the professionalism, respect, and lasting positive impressions she experienced during her interactions with officers in her community. A 16-year veteran with the City of Miami Police Department and a second-generation Haitian American, she has been integral in the department's progressiveness, leveraging her role to educate and mentor the youth around her. She also continues to exhibit leadership qualities in the areas of police manage-

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The opportunity to help and educate people brings an inexplicable joy to my life, which is why I chose a career in law enforcement.

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ment and, more specifically, in value-based decision-making through her analytical skills and dedication to research. Additionally, Cdr. Joseph has leveraged the knowledge she acquired through her master's degree in disaster management to educate others and elevate the department's emergency management preparedness.

Following her promotion, Cdr. Joseph was assigned to the Overtown district. Historically, the city's Overtown area has

had a high propensity for violent crimes, with a reported 16.7 percent increase in crime in the month of July 2020. However, she welcomed the challenge to be an agent leading the fight against crime. She conducted analysis of crime data in the community and created an operational plan to support the proper deployment of resources to combat the influx of crime. This approach successfully led to a 42.9 percent reduction in crime by August 2020.

Her principles on law enforcement as a profession has shaped her perspective and behavior to ensure exceptional services are provided to the community she serves. Cdr. Joseph is also a recipient of the Chief of Police Commendation for her invaluable contribution toward the successful management of several protests that erupted following the death of George Floyd.



Jarod J. Towers
Chief of Police
Cheverly Police Department,
Maryland
AGE: 38

When the town of Cheverly needed a law enforcement leader to build a culture of trust and accountability with the community, **CHIEF JAROD J. TOWERS**, then a sergeant with the department, answered the call. He took command of the department in a time of compounded disarray and uncertainty in town leadership and repositioned it under a community-oriented policing model.

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I maintain an unapologetic commitment to both the community and my department's staff, showing my commitment to both without having to leverage one for the other.

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As chief, he is a transformational leader, instituting a complete rebranding of the department with the creation of a new mission and vision, and holistically embracing department values in support of 21st century policing. He translated this philosophy into progressive policies and cultivated a department culture that respects the inherent dignity of every person.

Chief Towers thoughtfully and openly engages community members and seeks out ways the department can rethink and revise policies and operations to increase trust

and safety. Understanding how technology can advance transparency and accountability, his was one of the first agencies in the Washington, DC, region to implement a full department body-worn camera program, which later evolved to a comprehensive program complete with incar and body-worn camera interconnectivity.

He has established an implicit bias training program, trained his officers on African American history and culture, and taken steps to ensure the values of marginalized communities, to include LGBTQ+, are included in all principles of the department. Additionally, he's established a youth kickball league and was able to make department staffing changes that have significantly increased morale.





Tom Sloan Lieutenant Round Rock Police Department, Texas **AGE: 38**

LIEUTENANT TOM SLOAN truly represents a "servant's heart" through his willingness to take on others' responsibilities without hesitation. From enlisting in the Marines after the events of September 11, to his 12-year career at the Round Rock Police Department, public service is in his DNA. He leverages natural leadership ability with his brand of enthusiasm, creating an exciting and vibrant work culture for the department. He's been described as bringing out the best in his officers and has been lauded for his outside-of-the-box thinking to create solutions.

I genuinely like to serve and make a difference. After serving my country, I wanted to serve my community.

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One example was the creation of "Tom's Traffic Tips" social media video series, a public outreach campaign enacted to stem the rising number of crashes in the city. This program won multiple national awards for its engaging method of informing the public on various traffic laws. Another example was with his new assignment as lieutenant in the Criminal Investigations Division when he looked at new ways to

cross-train officers and detectives to increase cooperation between units and within the Patrol Division. This helped to create an environment of collaboration and increased efficiency. It also helps prepare officers to obtain other roles in the future.

As the SWAT lieutenant, he was able to increase the efficiency and energy of the SWAT team by appointing a second team leader, which mitigated the load of the team leader previously being constantly on call. Lt. Sloan also raised the skill sets of his Special Investigations Team and Narcotics Unit by introducing new tactical training, which gave them greater versatility in apprehending dangerous criminals; sponsored new departmental procedures; developed relationships with federal agencies; and created a culture of proactivity among his teams.



Joshua Cousins Assistant Chief of Police Dallas Fort Worth Airport Police, Texas AGE: 38

ASSISTANT CHIEF JOSHUA COUSINS began his career in law enforcement in 2010, following years of faithful service in the U.S. Army. During his police career, he's served in a wide swath of roles, including field training officer, a sergeant overseeing corrections, and lieutenant for numerous sections. As he has progressed through the ranks, Asst. Chief Cousins has proven himself to be

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The challenge of actively finding solutions to problems motivates me to put on the uniform and come to work each day.

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a leading professional in airport policing, contributing to several academic research programs, including the Program for Applied Research in Aviation Security (PARAS) and the Center for Homeland Defense and Security (CHDS) He has also leveraged the knowledge he acquired attaining his master's degree in security studies from the Naval Postgraduate School

by creating a one-of-a-kind counterterrorism Combined Officer Broad Response Action Team (COBRA.) The team brings together Dallas Fort Worth (DFW) Airport police officers with airport security, federal TSA officers, and U.S. Customs and Border Protection agents under one umbrella to provide a unique and highly visible officer presence for over 70 million passengers traveling through DFW Airport each year.

Asst. Chief Cousins' leadership traits and intellect lead him to often consider progressive approaches to policing. Last year, he was selected to lead the department's SWAT and Traffic teams, which were in desperate need of leadership and a sense of direction. Asst. Chief Cousins took on the challenge with a positive methodology and implemented a system that compelled leaders to lead by example, while also holding all team members accountable. Due to his innate ability to lead and work well with others and his emphasis on teamwork, the SWAT and Traffic teams are now striving to develop into two of the department's highest performing teams.





Daniel Alvarez CaptainMetro Transit Police
Department, Washington, DC **AGE: 38**

CAPTAIN DANIEL ALVAREZ is a role model for leadership within the Metro Transit Police Department (MTPD) and, at the time of his promotion, may have been the youngest captain in the history of the department. Although he originally planned to attend law school, a chance at an internship and working in partnership with officers made him choose a career in law enforcement. Since he began his career, he has served in almost every division within the MTPD, including serving on the FBI Joint Terrorism Task Force and as a district commander. He is also an MTPD Medal of Valor recipient for his actions in encountering an

armed kidnapping suspect.

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I want the foundation of my agency to be so strong and a positive culture so ingrained that the agency will continue to grow and succeed long after I retire.

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Capt. Alvarez is always approachable and willing to help everyone, whether it involves sharing his firsthand officer-involved shooting experience with new field training officers or volunteering to partner with other agencies to organize the 2021 presidential inauguration.

As a newly promoted captain, he graciously took on more responsibilities, which included the role of acting

commander for one of the busiest patrol districts. Upon distinguishing himself in the role, he was given command of the Criminal Investigations Division within six months of his promotion. During the events of January 6, 2021, Capt. Alvarez's division was tasked with the daunting assignment of gathering additional intelligence to assist involved stakeholders. His work ethic and ability to keep calm under pressure ensured the transit system in the U.S. Capitol was equipped to handle the event.



Demeika McClendon Lieutenant Okaloosa County Sheriff's Office, Florida AGE: 38

Described as a natural leader, LIEUTENANT DEMEIKA **MCCLENDON** worked her way up from a non-sworn records clerk to becoming an instrumental part of the Okaloosa County Sheriff's Office (OCSO) as a lieutenant in the School Resource Officer (SRO) Division, overseeing all youth service functions and more than 50 sworn personnel. Throughout her 12-year career as a sworn officer with OCSO, she's been awarded several honors for her hard work in various SRO roles. Her most notable accomplishment was in 2017, when she received the Florida's Association of School Resource Officers (FASRO) SRO of the Year, an attorney general award given to an SRO who made a significant contribution to his or her school and community. She's also been awarded several impressive district awards including Performer of the Year and Most Fit Employee of the Year when she broke the agency's

female record fitness score.

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Seeing the impact I make on others fills my heart with genuine purpose and desire to continue my life in public service.

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As a testament to her leadership, she oversaw 12 SROs and their training, which included growing other leaders within her district. Lt. McClendon helped cultivate her fellow SROs, with one under her guidance and mentorship being chosen as FASRO SRO of the Year, the same honor she achieved three years prior.

Lt. McClendon has also made

significant contributions to the community she serves in both an on-duty and off-duty capacity. She's developed partnerships with organizations such as Big Brothers & Big Sisters and Okaloosa Drug Endangered Children Alliance and volunteers as a coach for an area high school women's basketball team. Lt. McClendon also designed a program to unite her community and peers called Trust, Respect & Understanding Strengthens Togetherness and organized an effort to feed more than 100 families last Thanksgiving.





Gabriel Rodriguez Chief of Police Camden County Police Department, New Jersey **AGE: 38**

CHIEF GABRIEL RODRIGUEZ was born and raised in the city of Camden at a time when it was considered among the most dangerous cities in the United States. At the age of 19, he became an officer with the city's police department, and after the department's transformation in 2013, he reapplied and joined the newly created Camden County Police Department. He's held a variety of roles

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I began my law enforcement career to help make this city safer for families like mine and to show them that the local police could be their ally in making that happen.

"

throughout his career, and he is the first Latino person to lead the department.

Even before taking on his current role, Chief Rodriguez understood that the community needed to see and interact with the men and women working to protect their community. Officers needed to be a visible presence, and their energy needed to be used toward building trust, not fear. During the COVID-19

pandemic, he spearheaded a new initiative in South Camden that put officers back on the walking beat. Within months, longtime residents in the area reported noticeable drops in drug-related and other criminal activity.

Many consider Chief Rodriguez as the embodiment of the Camden County Police Department's mission-oriented approach to community policing. He is widely known and recognized throughout the city for his relationships with Camden residents and for leading an organization that was heralded as a model for the United States during the summer of 2020.

Finding motivation in making sure no child living in Camden will ever have the same experiences he did while growing up there. Chief Rodriguez continues to ensure that residents feel a sense of community and a home they can feel truly safe in.



Jafeth Chavez Detective Ossining Police Department, New York **AGE: 38**

As a son of immigrants who moved to the United States to establish a life for him and his younger siblings, **DETECTIVE JAFETH CHAVEZ** never thought that growing up to be a police officer was a possibility. However, as a senior in high school, he began to consider it when he took a forensics class. As a detective, he has not neglected the largely immigrant community but instead has been instrumental in bridging the gap between his department and this underserved population. Det. Chavez is a well-rounded officer and has been a member of the SWAT team for several years, as well as a competent investigator who has solved a wide range of serious and complex cases, including homicides.

Det. Chavez is widely respected in the community, especially by underserved populations. and through this, he

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Policing gave me the opportunity to help my community and those who needed direction.

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has revolutionized how the department could best provide services to them. For instance, Det. Chavez developed a fully functional Spanish-language Facebook page titled, "Policia de Ossining," which is the first of its type in the region. Since its creation, the page has aided the department in publishing messaging specific to the Hispanic population of Ossining, such as sharing police procedures so neighbors understand how to part-

ner with the department; coordinating food pantry drives to support the underprivileged; and providing helpful tips to protect the immigrant community against scams.

Det. Chavez is always available to leverage his knowledge, experience, and training to support the community while also fostering relationships with fellow officers to gain more confidence to ultimately increase the level of safety in the neighborhood.





Brent Blankley Chief of Police Tuscaloosa Police Department, Alabama AGE: 38

CHIEF BRENT BLANKLEY first fell in love with law enforcement while on a ride-along in his junior year of college. After becoming an officer, he quickly rose through the ranks of the Tuscaloosa Police Department (TPD), spending much of his career in areas that emphasized community interaction and outreach. After just 14 years of service, he was promoted to be Tuscaloosa's ninth police chief. Once motivated by arrests and day-to-day community interactions, Chief Blankley has shifted his focus to loftier goals like improving the mental and physical well-being of his officers while more effectively providing police services to the Tuscaloosa community.

During his career, Chief Blankley served as co-director of the citizen police academy, and he coordinated criminal justice student internships and was the Crime Stoppers coordinator. He modernized TPD's social media presence, improving TPD's outreach as the public information officer, and he was instrumental in calming community tensions

66

In today's society, when being a police officer is hard and unpopular and our officers still enjoy coming to work... that motivates me more than any arrest ever could.

"

after an in-custody death during a time of national civil unrest in 2015.

Since becoming Tuscaloosa's chief, he has improved officer morale, upgraded the department's technology, and improved and expanded the department's taser program to include all sworn uniformed officers. He also implemented several proactive units and programs within the department such as a proactive street crimes unit and found-

ed the extremely successful Mental Health Officer program, creating a full-time position to address the change in modern policing needs, train additional officers in crisis intervention, and deliver properly trained personnel to those in the community experiencing emotional distress.



Trent Cleveland Corporal Royal Canadian Mounted Police, Alberta AGE: 38

From a young age, **CORPORAL TRENT CLEVELAND** knew he wanted a career in law enforcement, thanks to the positive interactions he had with his local officers growing up. In the last four years, as a newly promoted corporal, he has been thrust into being a non-commissioned officer in charge of four different detachments, which has given him the opportunity to exhibit his leadership qualities. During this time, he took on a modernization project for the Royal Canadian Mounted Police's (RCMP's) Vision 150 where he successfully organized two detachments to amalgamate

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Law enforcement is more about service to the community and its citizens than about enforcing law—it's building relationships and providing guidance and support.

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to share resources. This shared resources enhanced members' work-life balances, improved service delivery, and decreased fiscal spending.

Cpl. Cleveland has a strong commitment to community policing and has devoted his efforts to bridging the gap between the community and RCMP. To ensure the continuous visibility of his officers to the public during the COVID-19 pandemic, Cpl. Cleveland established several annual initiatives, such as a birthday initiative, a pumpkin-carving contest, and a holiday card contest initiative.

The events were well received by the community, resulting in a parade being held to honor the officers of the Killam PCMP

Cpl. Cleveland is a recipient of the Scott Burko Memorial Award for his distinguished contribution to performance management and has been bestowed an Honors and Recognition award for his dedication and contribution to the Eastern Alberta District. He was also recognized by elected provincial officials for his service to the constituency of his jurisdiction.





Jason Williams Chief of Police Washington City Police Department, Utah **AGE: 39**

Described as a model of what it takes to be a successful police leader in this new era of transparency, openness, accountability, and digitalization, CHIEF JASON **WILLIAMS** has demonstrated his commitment to public service since his first job at age 18 with Washington City as a firefighter. His leadership became well known when. as a captain for the fire department, his quick response

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I have a genuine desire to help people and be someone they can lean on and trust.

"

and clear direction saved seven mobile homes from a brush fire. He began his career as a Washington City police officer the very next day.

During his policing career, Chief Williams secured the donation of a mobile command center from a neighboring agency, was the first K-9 Unit supervisor, and led the department's

field training program. He developed Washington City's extremely successful Citizens Academy, for which he's won the department's Distinguished Officer Award. He's also the recipient of two Supervisor of the Year awards, Superior Fitness and Life Saving awards, and a letter of commendation for his efforts in the search and recovery of a dangerous bank robber.

Chief Williams is a strong advocate for his officers, being known to "walk the walk." He goes out on patrols with his officers and is always willing to listen, ask for input, and accept feedback. He is compassionate to his officers and their families and makes them a priority. He started a very effective peer support group within the agency and negotiated for better pay for the officers. He's also obtained new firearms, updated equipment, and new vehicles, and established a Benevolent Fund to assist officers and their families in times of need.



John Parker **Detective Sergeant** Concord Police Department, North Carolina AGE: 39

As a 16-year law enforcement officer with the Concord Police Department, **DETECTIVE SERGEANT JOHN** PARKER has been an embodiment of the agency's core values of integrity, restraint, respect, leadership, courage, and competence and is admired by both his subordinates and his superiors. He served in various sections of the patrol bureau before being promoted to the rank of sergeant and assigned to supervise the Vice Narcotics Unit. Although admittedly not his first choice of assignment, Det. Sgt. Parker embraced the role and leveraged his master's degree in performance management to implement a strategic evidence-based approach to problem-solving. He is a progressive leader who ensures

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I have spent my career trying to help anyone I could and continue to do so with the Lord's help.

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that any implementation or change is observed from a wide lens and buy-in is obtained from all stakeholders.

While supervising the Vice Narcotics Unit, Det. Sgt. Parker identified the unit's need to improve its intelligence-gathering capabilities to better support stakeholders with

crime deterrence and case solvability. Working with his commanding officer, he contributed to creation of a Gang Unit to augment the Narcotics Unit and improve its information gathering. This approach aided in the arrest of 59 offenders on 140 criminal charges and the seizing of 19 firearms, more than 1 million dollars in cash, and a significant amount of many controlled substances, including MDMA, heroin, and methamphetamines, during Operation Concord Cleanup in 2020.

Det. Sgt. Parker also serves as a mentor to teenagers in the community through Big Brothers Big Sisters of Central Carolinas (BBBS) and is a board member of the Cabarrus Leadership Council, where he has assisted in raising funds and coordinating drives for food and school supplies.





Amit Kumar Superintendent of Police Uttar Pradesh Police, India AGE: 39



Robert Butler Captain Cleveland Metroparks Police, Ohio AGE: 39

superintendent of Police AMIT kumar gave up a lucrative career in information technology (IT) and software development in the United States to become a police officer in India. This decision was due to his desire to follow in the footsteps of his father, who served as a reserve police officer. Additionally, SP Kumar believed that the uniformed service allows him to effectively serve India and its communities. As a member of the Uttar Pradesh Police, he has taken on several initiatives and assignments for the betterment of the agency and society, such as leading a team of detectives in the investigation of a notorious Indian gang that specialized in stealing luxurious vehicles. The investigation led to the seizure of 112 vehicles valued at 15 million dollars and several arrests

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I feel proud and honored to be in a position to create social impact with far-reaching consequences.

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in what is considered the largest successful operation ever conducted in Indian policing history.

SP Kumar leads by example and serves as an inspiration to other officers looking to emulate his leadership qualities. These attributes, coupled with his extensive educational background culminating in a master's degree in management, led to his selection over other candidates to plan, design, and

establish the State Police Cyber-Wing Division. He leveraged his background in IT and software development to develop technology that has opened the way for the police to reach over 230 million people in Utter Pradesh.

Additionally, SP Kumar has a strong passion for mental wellness and officer safety, leading him to author several research papers on importance of mental health and fitness. The research papers have since been published in the Indian police journals and continue to serve as guides to help officers find assistance when needed.

CAPTAIN ROBERT BUTLER is the type of leader who believes there is no task too small or beneath his rank. He leads best by showing his willingness to put in the work, whether it be the dirty work of cleaning a cruiser with an officer after an arrest or the day-to-day work of directing traffic on the street. He frequently meets with his officers, seizing every opportunity to mentor and connect with them. Due to retirements and hiring freezes in 2020 and 2021, he took on three administration jobs simultaneously, all while assisting officers out on patrol during the COVID-19 outbreak.

Capt. Butler first made his mark in law enforcement as an expert in impaired driving enforcement. He became a standardized field sobriety test instructor, ARIDE certified, and a drug recognition expert. He instructs at three dif-

66

My successful career in law enforcement has been built the principles of leading by example and looking for ways to build trust, respect, and connections with others.

"

ferent police academies and in-service trainings on impaired driving enforcement. He has been recognized for being a leading DUI enforcer throughout his career and for his assistance in teaching others. He has received several awards for his efforts, including MADD Top Cop Awards in 2013, 2014, and 2015 and MADD Officer of the Year Award in 2016.

In addition, Capt. Butler has built bridges to diverse populations within the com-

munity with lasting effects. He has personally coordinated several community outreach programs including Toboggan with a Cop and Fish with a Cop, and he organized the Metroparks' National Police Night Out. Additionally, he established strong ties with the Cleveland Boys and Girls Clubs and Big Brother/Big Sister Organizations, using the resources of the Cleveland Metroparks to connect officers with members of the community.





Hamad Al Nuaimi, **PhD Lieutenant Colonel** Abu Dhabi Police, UAE **AGE: 39**

LIEUTENANT COLONEL DR. HAMAD AL NUAIMI joined the Abu Dhabi Police in 2002 out of the desire to help others, especially those in dire circumstances. Early in his career, he quickly recognized that as a profession, law enforcement's responsibility in protecting the community would be strongly influenced by technology and that he could be part of framing this progress. This realization,

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As a police officer, I am given considerable responsibility toward society. Fulfilling this responsibility provides me with great motivation.

"

in part, led him to pursue and achieve a PhD in project management.

Lt. Col. Dr. Al Nuaimi currently leads more than 10 formal Abu Dhabi Police teams that include the Event Committee. Telecom Innovation Team, and ICT Budget-Saving Team. As a result of the leadership qualities displayed in these roles, he was bestowed an Excellence Award by the Abu Dhabi Police general manager. In addition, he was granted the Interna-

tional Critical Communication Award in 2020 for his leadership during the COVID-19 pandemic. Lt. Col. Dr. Al Nuaimi was exclusively responsible for the creation of the Mobile Telecom Vehicle, which is a critical communication hub that enables police communications to remote sites. He was also integral in the application of the TETRA radio network and LTE network to the Abu Dhabi Police public safety mission.

Furthermore, Lt. Col. Dr. Al Nuaimi and his team of 45 employees were instrumental in developing the Abu Dhabi Police wireless communication policy, which involved the implementation of 4G LTE technology. His excellent technical skills, vision, and passion, combined with strong leadership qualities, makes him a focal point for all telecommunication concerns and projects.



George Roxby Captain Highlands Police Department, New Jersev **AGE: 39**

CAPTAIN GEORGE ROXBY obtained the position of police captain after just 11 years of service. He quickly rose through the ranks supervising his former peers, earning their respect and admiration as he focused his leadership on his desire to help those around him achieve their highest potential.

Known for taking a frontline approach and showing others that he is not above any task, Capt. Roxby takes an active role in working alongside the officers under his supervision and leads with integrity, restraint, compassion, and empathy for others while demonstrating the highest levels of professionalism. One notable example of this was when he and his team were dealing with an armed individual who refused to comply with officers' commands to drop the weapon. Capt. Roxby was able to successfully

66

I am proud to help lead a police department of officers who genuinely care for the community they serve.

"

and peacefully deescalate the situation and arrest the individual without using deadly force.

Capt. Roxby grew up under tough family circumstances in the town he currently serves. Finding himself getting into trouble in his later high school years, he decided to change his path and become a police officer. He enrolled in community college to study

law enforcement, but then felt a calling to serve his country after the events of 9/11. After an enlistment in the U.S. Army, honorably serving as a 19 Delta Cavalry Scout deployed in Baghdad, he returned home, finished school, and became a Highlands police officer.

To this day, Capt. Roxby takes every opportunity to guide the youth in his community toward success and uses his career and life story as a way to make an impact and keep them on the right path in life.



Professional Services to Advance Law Enforcement

BY

Meghann Casanova, Program Manager, IACP

LAW ENFORCEMENT ORGANIZATIONS ARE CONTINUALLY ADAPTING TO THE NEEDS OF THE COMMUNITY AND THE EVOLVING EXPECTATIONS FOR THE DELIVERY OF POLICE SERVICES. THIS CAN SOMETIMES POSE A CHALLENGE FOR AGENCIES. FEW AGENCIES HAVE SUFFICIENT MEANS TO ACCOMPLISH THIS USING ONLY INTERNAL RESOURCES, AND THOSE THAT CAN STILL HAVE A NEED TO CONNECT WITH STAKEHOLDERS IN THE LAW ENFORCEMENT PROFESSION TO VALIDATE THEIR PRACTICES.

To help agencies meet this challenge, the IACP offers a host of professional services to advance the law enforcement profession. These services include management studies, promotional testing, and executive searches. Each of these draws on our membership and extensive network of law enforcement professionals. The IACP's ability to pull from the experience of practitioners, academics, and associated professionals ensures that professional services are reflective of promising practices and proportionate with each recipient's needs.

MANAGEMENT STUDIES

Instituting change within organizations requires leaders to have vision and commitment. An independent assessment can provide a blueprint to prioritize and guide these changes, support leaders' efforts, and significantly influence the degree of their success. The IACP's management studies assess the operational effectiveness of a law enforcement agency. Scaled to address an agency's needs, management studies can include a comprehensive review of operations, policies, training, staffing,

The IACP recognizes the importance of selecting and advancing the right candidates into leadership positions.

organizational structure, administrative boundaries, community relations, and organizational culture. The IACP's management studies produce an extensive set of practical, prioritized recommendations to upgrade the effectiveness, productivity, and professionalism of municipal police services. The recommendations enable the department to cope successfully in the future with emerging conditions or trends, placing special emphasis on actions to ensure that the department is accountable to elected officials and the public.

PROMOTIONAL TESTING AND ASSESSMENT

The IACP recognizes the importance of selecting and advancing the right candidates into leadership positions, and a sound methodology to assess qualified candidates for promotion within a law enforcement organization is vital to ensuring the integrity of the process and informing promotional decisions. The IACP provides promotional examinations and assessment centers to support law enforcement organizations with this process. These services are augmented with customized study guides, candidate orientation and feedback, and test administration.

Promotional exams utilize a job analysis survey to select questions from an IACP question bank that are appropriate for the specific rank and organization. This is a cost-effective process regardless of the size of candidate pools. Specific questions can be created to complement existing ones or to create an entirely custom exam that is based on an agency's specific needs and requirements.

Assessment centers are a powerful tool for making promotion decisions.

Incorporating simulated challenges of the target position, the centers aid agencies in gauging a candidate's ability to perform the job and provide insight on an individual's strengths, weaknesses, and overall performance potential based on written exams. The IACP completes a job analysis to develop exercises for individual and group simulations, and the performance of candidates is evaluated by trained assessors, providing information that is unattainable from written exams. Assessors are trained in objective evaluation and scoring. The IACP administers the assessment center and provides a report summarizing its development and the performance of each candidate.

Assessment centers can be utilized for all promotional processes, from first-line supervisor to chief of police.

EXECUTIVE SEARCHES

The chief of police is a highly visible and influential leader touching many aspects of the community, and the role of law enforcement executives requires chiefs to have a balance of technical skills and an understanding of the needs of the community, as well as the agency.

The IACP executive search utilizes a comprehensive candidate profile and job analysis; extensive recruitment advertising; and an applicant screening, evaluation, and selection process to ensure candidates are qualified for the position and representative of the community's values. Using a collaborative model, the IACP integrates the desired qualifications, management, and leadership styles with education and experience requirements. A community profile accompanies the resulting vacancy announcement and is distributed across

the IACP network of members and law enforcement practitioners.

CONTRIBUTING TO YOUR SUCCESS

IACP professional services are well suited to assess, validate, and improve law enforcement operations, as well as to identify, prepare, and engage rising leaders within the profession. The IACP stands ready to meet your needs with management studies, promotional testing, executive searches, and research. Equally, the IACP is committed to continually expanding its base of practitioners and subject matter experts. Participation in these services is an outstanding way to contribute to the law enforcement profession, and participants develop a richer understanding of proven practices by adapting them to similar applications. 🗘



For more information about IACP professional services or to express your interest in contributing to these services, please contact Meghann Casanova, program manager, at professionalservices@ thelACP.org.



IACPnet is the top resource for effective practices, case studies, and other information to support police leaders as they navigate the ever-changing public safety landscape. Learn more and request a demo by visiting **theIACP.org/IACPnet.**

TOP SEARCHED TERMS



- SEARCH AND SEIZURE WARRANT
- > BALLISTIC SHIELD
- > DRESS CODE

RESOURCES ADDED & UPDATED



The Resource Library contains **policies, forms, and other publications.** Search results can be refined by criteria such as type, country, population, date, and more.

TOP RESOURCES

- > Training Materials
 - —Webpage highlighting a selection of training resources and policies used by agencies throughout the world.
- Bank & Hold-Up Alarms
 - —Policy from Hastings, Nebraska, Police Department Policy Manual.
- Job Descriptions
 - —Webpage with some of IACPnet's most frequently used job descriptions.



NEW DISCUSSION POSTS



The IACPnet Discussion Board provides a **forum for users** to network, ask questions, and provide valuable expertise and guidance.

MEMBER AGENCIES

Police professionals from agencies of all sizes utilize IACPnet

to enhance programs and operations, to develop data-driven solutions, and for professional development.



PAGE VIEWS

1,433



FEATURED RESOURCE

Advancing Knowledge to Reduce Gangs and Gang Violence

On May 12, 2020, NIJ held a virtual meeting with researchers and practitioners to ensure that NIJ's investments in research on gangs and gang violence continue to close gaps in our knowledge on this topic. This report shares participants' perspectives on the topics discussed.



Access these resources and more at the IACP.org/IACPnet. For more information, call the IACPnet team at 800.227.9640.





International Association of Chiefs of Police P.O. Box 62564 Baltimore, MD 21264-2564, USA

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IACP MEMBERSHIP APPLICATION

Title/Rank: Agency/Business Name: Business Address: City, State, Zip, Country: Residence Address: City, State, Zip, Country: Send mail to my O Business O Residence Address Business Phone: Email: Website: Have you previously been a member of IACP? O Yes O No Date of Birth: (MM/DD/YYYY)	Name:			
Agency/Business Name: Business Address: City, State, Zip, Country: Residence Address: City, State, Zip, Country: Send mail to my ② Business ③ Residence Address Business Phone: Email: Website: Have you previously been a member of IACP? ② Yes ③ No Date of Birth: (MM/DD/YYYY)/ I am a sworn officer. ③ Yes ③ No My primary language (and dialect, if applicable) is: The IACP currently offers many materials in five languages. Please select which language you would like to receive IACP communications: ③ Arabic ② English ③ French ④ Portuguese ④ Spanish I have an Active Member Sponsor (required). Their name and member number are: I do not have an Active Member Sponsor. The IACP will review the application. Additional time will be required to process the membership. Amount to be charged (U.S. dollars only - Membership includes subscription to Police Chief magazine valued at \$30.) I have enclosed: ② Purchase order ③ Personal check/money order ④ Agency check Charge to: ③ MasterCard ① VISA ③ American Express ③ Discover Cardholder's Name: Exp. Date:/ CVV# Cardholder's Billing Address:				
City, State, Zip, Country: Residence Address: City, State, Zip, Country: Send mail to my Business Residence Address Business Phone: Email: Website: Have you previously been a member of IACP? Yes No Date of Birth: (MM/DD/YYYY)				
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Date of Birth: (MM/DD/YYYY)	Website:			
Date of Birth: (MM/DD/YYYY)				
My primary language (and dialect, if applicable) is:	Have you previously been a member of IACP? O Yes O No			
The IACP currently offers many materials in five languages. Please select which language you would like to receive IACP communications:	Date of Birth: (MM/DD/YYYY)/ I am a sworn officer. O Yes O No			
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Card #: Exp. Date:/ CVV# Cardholder's Billing Address:	Charge to: O MasterCard O VISA O American Express O Discover			
Cardholder's Billing Address:	Cardholder's Name:			
	Card #: Exp. Date:/ CVV#			
Signature:	Cardholder's Billing Address:			
Signature:				
	Signature:			

By joining the IACP, I have reviewed and agree to the IACP's Privacy Policy which can found at www.thelACP.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@thelACP.org). Questions? Contact Membership at 800.THE.IACP.

Membership Categories

Information on membership categories and eligibility can be found on the IACP web site www.thelACP.org/membership-criteria

O Active Member (sworn command level)

\$190

Associate Member:

O General	\$190
O Academic	\$190
O Service Provider	\$500
O Sworn Officer (sworn non-command level)	\$75
O Student University name:	\$30

Optional Working Group Memberships

(Membership in the IACP is a prerequisite for joining a working group. Additional qualifications for working group memberships may apply. Please see the website: www.thelACP.org/working-group/sections):

working-group/sections):	
O Capitol Police	\$30
O Defense Chiefs of Police	\$15
O Drug Recognition Expert (D	RE) \$25
O Indian Country Law Enforce	ment \$25
O Intl. Managers Police Acade & College Training	my \$25
O Law Enforcement Information Technology (LEIT)	on \$25
O Legal Officers	\$35
O Midsize Agencies Division	\$50
O Police Chaplain	\$50
O Police Foundations	\$20
O Police Physicians	\$35
 Police Psychological Service (initial processing fee) 	es- \$50
O Police Research Advanceme	ent \$50
O Private Sector Liaison	\$50
O Public Information Officers	\$15
O Public Transit Police	No Charge
O Railroad Police	No Charge
O Retired Chiefs of Police	No Charge
O Smaller Department	\$20
O S&P Police Alumni	No Charge

O University/College Police-

University/College Police— Additional members

Initial Member

\$50

\$15

LEADERSHIP in POLICE ORGANIZATIONSSM

IACP's Leadership in Police Organizations (LPO), is modeled after the concept of "every officer is a leader" and is designed to enhance the leadership capacity of established supervisors. Over the course of three weeks, attendees will gather with leaders from around the globe and grow their experience and knowledge with:









TRANSLATION OF THEORY
TO PRACTICE



PRACTICAL LEADERSHIP STRATEGIES

Contact Us for More Information about Scheduling a Class for Your Agency or Academy

FIRST-LINE LEADERSHIP

The IACP's First-Line Leadership (FLL) training provides leadership and management skills to sergeants, corporals, master police officers, and other current and aspiring leaders. Training participants will:

- Enhance communication and manage change.
- Learn key themes of followership and motivation.
- Acquire leadership skills and risk management strategies.
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TOP IACP BLOG POST



New Report Shows Advanced Analytic Capabilities of NIBRS Data

With the National Incident-**Based Reporting System** (NIBRS) officially becoming the standard in 2021, the switch from the FBI's Uniform Crime Reporting (UCR) Program's Summary Reporting System (SRS) to NIBRS allows patrol officers to more accurately capture and report incident-based details, greatly increasing the analytical capabilities of their agency to identify and address crime issues in their community.



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of the month



Learn more about the #PathForward campaign on our blog & use the hashtag to share the everyday activities, challenges, heroic efforts & acts of service of policing. #PathForward is a space to learn & ask questions as we all work to chart a #PathForward. theiacp.org/news/blog-post...

#PATHFORWARD

FEATURED ITEM IN IACP MONTHLY JULY NEWSLETTER



What makes the fight against human trafficking unique in U.S. tribal communities? Check out IACP's new resource, Human Trafficking in American Indian and Alaska Native Communities. Funded by the U.S. Department of Justice, Office for Victims of Crime, this resource will provide tribal law enforcement (and law enforcement agencies that work with tribal communities) with quick, concise information on the identification, investigation, and prosecu-Access this resource at tion of human trafficking.

learn.TheIACP.org.

THIS MONTH'S QUOTE

The devastation of 9/11 didn't just result from a failure of imagination; it laid bare multiple failures of technology. The list of things that went wrong was long and varied, compounding the sheer enormity of the destruction.

"Light Pierces Through" Pg. 34-53

TOP POLICE CHIEF JULY ONLINE **BONUS ARTICLE**

"Addressing **Implicit Bias** in Policing"

By Jacob Stark, Trooper, Michigan State Police



View this and other bonus articles at policechiefmagazine.org.

Facilitating Mentor Matches on IACPengage



IT HAS LONG BEEN A TRADITION THAT NEW OFFICERS ARE TAKEN UNDER THE WING OF EXPERIENCED OFFICERS AND SHOWN THE ROPES ABOUT ORGANIZATIONAL CULTURE, COMMUNITY DYNAMICS, AND PERFORMANCE.

Eventually, this process evolved into structured field training. More recently, police organizations have created structured mentoring programs to supplement the field training experience. Just as training has evolved, mentoring for police leaders has evolved from informal conversations to individually tailored and structured processes of pairing new police leaders with veteran police leaders who can impart leadership skills. Initially aimed at police chiefs, mentoring now incorporates mentors and mentees of all ranks and functional roles. Among the many benefits, mentoring can contribute to career success, is positively related to commitment to the job, and is negatively related to turnover. Mentoring can also help increase the adoption of evidence-based policing. Serving as a mentor can even help improve the mentor's mental health and well-being.

Mentor Match is the latest addition to IACPengage to support members' professional development needs. It is an online tool—including a searchable database—that facilitates the establishment of mentoring relationships. It is user driven, allowing registered mentees to search among registered mentors using specified criteria that they select. Likewise, registered mentors can search for and identify potential mentees. This capability is

especially relevant, as many events that were formerly held in person have been forced into the virtual world.

The purpose of this mentoring program is to facilitate networking and collaborative partnerships. This may be through a formalized long-term mentoring relationship, or the partnership may be a project-specific consultation. Relationships can be built between active police practitioners, retired police leaders, academic researchers, consultants, and service providers. The platform connects members with experts from the IACP membership community, and the relationships that result may look different for everyone, depending on the users' unique needs.

To use Mentor Match, members must first enroll as a mentor, mentee, or both. During the enrollment process, members can select various demographic categories and experiences to describe themselves and to establish their preferences for a mentor or a mentee. Users can then search for a mentor or mentee using their preferred criteria, which will generate a list of potential matches. Through Mentor Match, users can connect with IACP members around the globe for expert assistance on short-term projects or to build long-term associations that can last a lifetime. 🗘

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Among the many benefits, mentoring can contribute to career success, is positively related to commitment to the job, and is negatively related to turnover.

Learn more about Mentor Match and enroll at engage.theIACP.org/mentoring.

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(NOTES continued from page 21)

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30USJFCOM, preface to Handbook for Military Support to Rule of Law and Security Sector Reform.

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⁴⁰Steven J. Heyman, "The First Duty of Government: Protection, Liberty and the Fourteenth Amendment," Duke Law Journal 41, no. 507, citing remarks of Rep. Farnsworth 39th Cong., 2d Sess. (1867) (debating Reconstruction Act of 1867) and Jennifer Nedelsky, Private Property and the Limits of American Constitutionalism: The Madisonian Framework and Its Legacy (Chicago, IL: University of Chicago Press, 1990)

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⁴³Benjamin Franklin, "On Protection of Towns from Fire," February 4, 1735. Benjamin Franklin was a printer, political thinker, politician, scientist, inventor and diplomat, and one of the "Founding Fathers" of the United States of America.

44Ronald Reagan, "Farewell Address to the Nation," January 11, 1989, "[I]n my mind it was a tall, proud city built on rocks stronger than oceans, windswept, God-blessed, and teeming with people of all kinds living in harmony and peace; a city with free ports that hummed with commerce and creativity. And if there had to be city walls, the walls had doors and the doors were open to anyone with the will and the heart to get

 $^{\rm 45}"{\rm Defending\ America's\ Airspace},"$ Friends of Flight 93 National Memorial. "The nation owes a debt to the passengers of United 93—including Todd Beamer, who stated 'let's roll' as the passengers mounted an assault on the hijackers to re-take the aircraft."





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*NHTSA National Center for Statistics and Analysis, May 2021



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