

The PoliceChief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

NOVEMBER 2017

EDUCATION
& TRAINING

THE IACP'S NEW PRESIDENT

Louis Dekmar

Chief of Police, LaGrange Police Department



> When eyewitness video doesn't tell the whole story



We'll make sure you capture the facts
Every second of every encounter is captured automatically in tamperproof video.

Setting up a citywide public safety video system can be a challenging task. The CrimeEye-RD-2 makes it easy.

CrimeEye®-RD-2

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

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

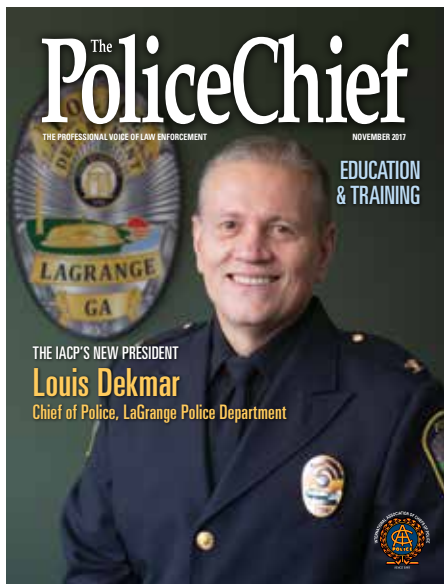
Genetec™

TOTAL RECALL
CORPORATION

A Convergent Technologies Company

Phone: 888-318-1987





While it is generally recognized that education and training play important roles in the development of skilled law enforcement professionals, these areas are often more complex than many realize. Training programs in law enforcement cover topics ranging from constitutional policing and procedural justice to investigative techniques and tactical safety, and effective agencies need to be constantly exploring and evaluating which teaching methods and education options best support and safeguard their officers, communities, and organizations.

The Police Chief

November 2017
VOLUME LXXXIV, NUMBER 11

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

ARTICLES

- 20 Assessing Training: How Do We Improve Teaching and Learning?**
By Kelly William Enos
- 24 Procedural Justice Training: The Norfolk Model with a Focus on Race Relations**
By Robert Kenter and Mengyan Dai
- 30 Bringing PEACE to the United States: A Framework for Investigative Interviewing**
By Mary Schollum
- 38 Deter Unconstitutional Policing: Reinstitute the Noble Cause**
By Thomas J. Martinelli
- 48 Mindful Policing—A New Approach to Officer Wellness and Safety Training and Education**
By Jennifer Tejada and Richard Goerling
- 52 Using Heart Rate Monitors in Law Enforcement Training**
By John O'Halloran

DEPARTMENTS

- 8 The Dispatch**
- 58 New Members**
- 67 Line of Duty Deaths**
- 68 Product Update**
- 82 Index to Advertisers**

COLUMNS

- 6 President's Message: The Year Ahead**
By Louis M. Dekmar
- 10 Legislative Alert: U.S. Attorney General Announces Initiatives to Reduce Violent Crime**
By Sarah Guy
- 12 Officer Safety Corner: Suicide Awareness and Prevention for Law Enforcement Professionals**
By Olivia Johnson and Jerrod Brown
- 14 Research in Brief: Teaching Procedural Justice and Communication Skills during Community-Police Encounters**
By Daniel S. Lawrence and Dennis P. Rosenbaum
- 16 Chief's Counsel: Disability Liability and Creative Solutions**
By Kelly Coyle and Yvette Heintzelman
- 44 Product Feature: In the Cloud: An Easy Path to Efficiency**
By Scott Harris
- 74 Technology Talk: Held Hostage: Steps for Avoiding Cybersecurity Incidents within a Law Enforcement Agency**
By Scott A. Vantrease
- 76 Traffic Safety Initiatives: Motorcycle Safety**
By Samuel Capogrossi
- 78 IACP Working For You: Forging Ahead: IACP's Leadership Course for Women in Law Enforcement**
By Aimee M. Gallagher

Gene Voegtlin/*Editor*

Danielle Gudakunst/*Managing Editor*

Mark Logan/*Guest Editor*

Margaret M. White/*Proofreader*

Joycelyn Newell/*Circulation Assistant*

The Townsend Group/*Advertising*

Christian D. Faulkner and
Mara Johnston/*Member Services*

TGD Communications, Alexandria, Virginia/
Graphic Design and Production

James Baker, Amanda Burstein, Sam Capogrossi,
John Collins, Michael Fergus, John Firman, Sarah Guy,
Domingo Herraiz, Sarah R. Horn, Kathleen Kelley,
Emily Kuhn, Karen Maline, Cecilia Rosser, Paul Santiago,
David Spotts, Erin Vermilye/*Editorial Advisors*

Howe & Hutton, Ltd./*Legal Counsel*

<http://www.policechiefmagazine.org>

© Copyright 2017, by the International Association of
Chiefs of Police, Inc. Reproduction of any part of this magazine
without express written permission is strictly prohibited.

The *Police Chief* (ISSN 0032-2571) is published monthly by the
International Association of Chiefs of Police, 44 Canal Center Plaza,
Suite 200, Alexandria, VA 22314-2357, USA; 703-836-6767;
fax: 703-836-4543. Periodicals postage paid at Alexandria, Virginia,
and additional mailing offices. Subscription rate of \$30 to IACP
members is included in annual membership dues; subscription rate to
nonmembers is \$30 per year, domestic and foreign. Single copy, current
issue, \$2.50; back issues, \$3, except APRIL Buyers' Guide issue, \$12.50.

POSTMASTER: Send address changes to the *Police Chief*,
44 Canal Center Plaza, Suite 200, Alexandria, VA 22314, USA.

Canada Post: Publications Mail Agreement #40612608
Canada returns to be sent to Bleuchip International, P.O. Box 25542,
London, ON N6C 6B2

NOTE: New subscriptions and changes of address require six
to eight weeks to process. Subscriptions begin with next available
issue; for backdated subscriptions, place separate order for
back issues desired. IACP will not be responsible for replacement
of an issue if not notified of nondelivery by the 15th of the third month
following the month of issue. Please check address
label and promptly mail any necessary changes.

Articles are contributed by practitioners in law enforcement
or related fields. Manuscripts must be original work, previously unpub-
lished and not simultaneously submitted to another
publisher. No word rate is paid or other remuneration given.
*Contributors' opinions and statements are not purported to define
official IACP policy or imply IACP endorsement.*

Printed in the USA.

BPA business publication membership granted September 1991



VISIT POLICE CHIEF ONLINE
www.policechiefmagazine.org

to read online-only bonus articles! A new article is posted each week.



ASSOCIATION OFFICERS — 2017–2018

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

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

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

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

Fourth Vice President TBD at print

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

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

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

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

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

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

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

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

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

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

IACP Fellows

David Becker, United States Army

Marc Partee, Baltimore, Maryland, Police Department

Michael Prado, U.S. Homeland Security Investigations

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

Tasha Wilcox, U.S. Customs and Border Protection

Annual IACP Conferences

2018 (125th) • Oct. 6–9 • Orlando, FL

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

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



Ensuring Integrity.

Worldwide.

Over 500 public safety agencies in the United States, Australia, Canada and New Zealand stake their reputations on IAPro.

They know that detecting performance and misconduct issues upstream before they become serious is a best practice they can't afford to be without.

To learn more about IAPro and proactive integrity, contact us at 800-620-8504 or www.iapro.com.

IAPRO

THE LEADING PROFESSIONAL STANDARDS SOFTWARE. WORLDWIDE.

www.iapro.com

ScheduleAnywhere®

EASY. AFFORDABLE. PROVEN.

OFFICER SCHEDULING

- Manage daily rosters and schedules
- Easily track and manage employee certifications and training
- Online time-off requests
- Build rotations
- Monitor staffing levels
- Send email and text messages

FREE 30-DAY TRIAL

CALL US: **800.874.8801**
ScheduleAnywhere.com/POLICE



The Year Ahead

As my favorite philosopher, Dr. Seuss, penned, "You have brains in your head. You have feet in your shoes. You can steer yourself any direction you choose." For 125 years, the IACP has steered the direction of the law enforcement profession in order to support our 30,000 members representing more than 150 countries across the globe.

Since the late 1800s, IACP has been the gold standard in training, leadership development, and management models that are recognized and adopted throughout the policing world. As the issues faced by law enforcement continue to change, the opportunities to steer our profession continue as well.

Policing, Social Issues, and Use of Force

A significant, relatively recent development in law enforcement is the role that has been thrust upon the police in addressing social and public health problems.

Our officers work in society's darkest places and often encounter individuals who are troubled and living chaotic lives. In many instances, these individuals are affected by substance abuse disorders, a lack of housing, or mental illness. During meetings in North America, the Caribbean, Europe, Asia, and the Middle East, I've learned that these social issues are confronted by our officers on almost every continent.

Our officers are primarily problem solvers, maintaining order, resolving issues, and keeping the peace. On occasion, in the course of a police response to these social problems and crime, we have to employ force; however, the use of force by the police in arrest situations is an uncommon occurrence.

A frequent unspoken result of citizen contacts and arrests is the danger to officers; in the United States alone, about 50,000 officers are assaulted annually.¹ In my view, our officers exercise significant restraint during most of these difficult encounters.

Many of the use-of-force incidents covered by the media lack context and are missing the details necessary for the public to understand how these tragic events occur.

Mental Health

The challenges faced by the police in interactions involving those affected by mental illness, including in situations that require use of force, is an example of the impact such social

health issues can have on law enforcement and communities.

As a society, we have criminalized mental illness, and we lack the resources to provide appropriate treatment for persons with mental illness. As a result, the largest provider of treatment for mental health in the United States is the Department of Correction; county jails are number two. The three largest U.S. facilities that treat mental illness are New York City's Riker's Island Jail, the Cook County Jail in Chicago, and the Los Angeles County Jail.²

Research consistently finds at least 25 percent of those persons killed by police in the United States are affected by mental illness, and the incidents that confront U.S. law enforcement are replicated throughout the world.³

Recognizing that the encounters of police with people affected by mental illness is a global issue, the IACP developed the One Mind Campaign, which asks agencies to commit to identify and partner with the mental health resources in their area and to work with those partners to address law enforcement's response to persons with mental illness, as well as committing to provide specific training for all law enforcement personnel regarding situations involving persons with mental illness.



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

As president of IACP, I will continue to promote this critical program, and I encourage every agency, regardless of size, to take the One Mind pledge.

At-Risk Adults

Another issue in need of increased focus by IACP is the victimization of at-risk adults. The global population of people aged 60 years and older will more than double from almost 1 billion today to 2 billion in the next 30 years.⁴ Additionally, a staggering 1 in 10 at-risk adults are victims of abuse, neglect, and exploitation.

In response to this important issue, IACP will join with key stakeholders to develop roll call training videos, investigative protocols, and victim advocacy initiatives. This measure, has already received a grant for \$240,000 from the U.S. Department of Justice and will be co-chaired by Georgia's Bureau of Investigations Director, Vernon Keenan, and Division of Aging Services Manager, Pat King.⁵

Public Trust

As critical as the aforementioned issues are, nothing is more important today than public trust. Whether dealing with terrorism in Jerusalem, cybercrime in The Hague, or traditional crime worldwide, behind the details, we are still dealing with people and communities.

Public trust has been the cornerstone of contemporary policing since 1829.⁶ In the past, some law enforcement agencies have been indifferent to civil rights in their quest to solve crimes, while others permitted the physical assault or murder of persons of a different race or ethnicity. Like everyone in this field, I am proud of my profession, but I recognize that these events represent our darkest hour.

It has long been recognized that attitudes and traditions about life are passed down from generation to generation, and there are those in our communities whose personal and social history has resulted in a distrust of law enforcement.

Undoubtedly, some will ask: Why should the police discuss or acknowledge outrageous actions committed by generations and individuals long in the past? Conversely, those in minority communities may believe any attempt to correct the situation is just another hollow effort to gloss over centuries of inequality and cruelty. However, the law enforcement institutions responsible in some of these instances still exist

MEET THE IACP PRESIDENT

Louis M. Dekmar

CURRENT ROLE

Chief of Police

CURRENT AGENCY

LaGrange, Georgia, Police Department

AGENCY SIZE

115 personnel, including 90 police officers

JURISDICTION POPULATION

32,000

TIME IN LAW ENFORCEMENT

40 years (August 1977–present)

TIME AS EXECUTIVE

26 years (22 years at current agency)

WHY LAW ENFORCEMENT?

In high school, Chief Dekmar was active as an explorer with the Marion County Sheriff's Office Search and Rescue Post in Salem, Oregon. After school, he enlisted in the U.S. Air Force and served for four years as a law enforcement specialist before entering civilian law enforcement. The opportunity to serve and make a difference contributes to Chief Dekmar's focus and continued interest in policing.

IACP MEMBERSHIP HISTORY

Chief Dekmar originally joined the IACP 26 years ago, when he became a chief of police, to take advantage of IACP's training opportunities and resources for best practices. As a member, he became involved in developing and conducting IACP training, and he was appointed IACP's CALEA representative. Chief Dekmar served as the CALEA commissioner for 10 years, including 5 years as the chair and president of CALEA.

and—like it or not—the officers serving today bear the burden of that history.

TRUST Initiative

IACP's new TRUST initiative, partially funded by the 2016 million-dollar grant by Michael Jordan, will address historical mistrust between law enforcement and some segments of our communities by providing support and resources for law enforcement.

I am pleased to announce that, among others, law enforcement leaders in Indio, California; Ferguson, Missouri; Albany, New York; Fort Morgan, Colorado; St. Paul, Minnesota; and Balod, India, will play an important role in kick-starting this global trust-building initiative.

We cannot change historic facts, but we can change the consequences of history by building stepping stones of trust within communities. I look forward to participating in this important effort.

Final Thoughts

Less than two miles from the Lincoln Memorial in Washington, DC, the National Law Enforcement Officers Memorial lists the names of the 21,183 U.S. law enforcement officers who have died in the line of duty—a stark reminder of the daily sacrifices our officers and their families make. Sadly, at the rate at which names are being added to that memorial, the panels are expected to be filled by 2050.⁷

There is a quote at the memorial that I believe to be the particular currency of our fallen officers: "It is not how these officers died that made them heroes, it is how they lived."

Across the globe, we honor our fallen colleagues and their sacrifices by our fidelity and commitment to service. That is our particular currency, as we lead our profession together. Thank you for this opportunity. ❖

Notes:

¹National Law Enforcement Officers Memorial Fund (NLEOMF), "Facts & Figures: Deaths, Assaults, and Injuries," <http://www.nleomf.org/facts/officer-fatalities-data/dai-facts.html>.

²National Public Radio, "Nation's Jails Struggle with Mentally Ill Prisoners," *All Things Considered*, September 4, 2011, <http://www.npr.org/2011/09/04/140167676/nations-jails-struggle-with-mentally-ill-prisoners>.

³Kimberly Kindy, "Fatal Police Shootings in 2015 Approaching 400 Nationwide," *Washington Post*,

May 30, 2015, https://www.washingtonpost.com/national/fatal-police-shootings-in-2015-approaching-400-nationwide/2015/05/30/d322256a-058e-11e5-a428-c984eb077d4e_story.html?utm_term=.5a581c595226.

⁴United Nations, Department of Economic and Social Affairs, Population Division, *World Population Ageing 2015*, 2, http://www.un.org/en/development/desa/population/publications/pdf/ageing/WPA2015_Report.pdf.

⁵IACP Subcontract Agreement with PAE for Elder Abuse Roll Call Training Videos (internal document, 2017).

⁶"Sir Robert Peel's Nine Principles of Policing," *New York Times*, April 15, 2014, <https://www.nytimes.com/2014/04/16/nyregion/sir-robert-peels-nine-principles-of-policing.html>.

⁷NLEOMF, "Attorney General Jeff Sessions Leads the Lighting of the Candles and Reading of Fallen Officers' Names," news release, May 13, 2017, <http://www.nleomf.org/newsroom/news-releases/29-annual-cv-2017.html>.



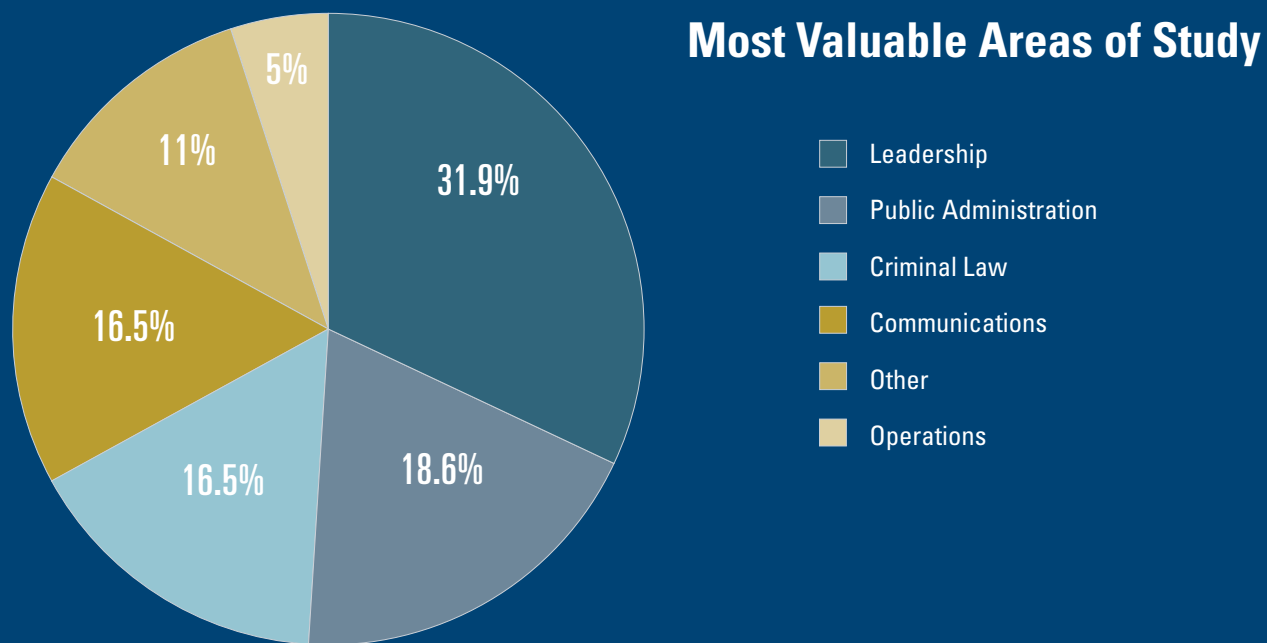
The IACP has a number of resources for our members regarding response to persons with mental illness, including the following:

- » *Model Policy on Responding to Persons Affected by Mental Illness or In Crisis* (www.theIACP.org/MPMentalIllness)
- » One Mind Campaign (www.theIACP.org/onemindcampaign)
- » *Improving Officer Response to Persons with Mental Illness and Other Disabilities* (www.theIACP.org/responsetomentalill)

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

MEMBERS SPEAK OUT

In September, *Police Chief* asked our readers what area of study is most valuable for law enforcement. Here is what you told us.



“Since the primary duty of police in any part of the world is to protect lives and property, it is necessary to study and understand the citizens and the government, the societal needs and the administration, the government’s responsibility, and public’s expectations from grassroots to the top to help officers understand the causes of crime, crime rates, and types of crime that exist in a particular organization, which may help in finding solutions to reduce the crime.”

—Adebanjo Ade, Inspector
Nigeria Police Force

“Effective leadership impacts every area of policing, externally and internally. Accountability and fairness are only two cornerstones of leadership that allow for trusting relationships to be built. Trusting relationships, inside and outside of the organization, build healthy communities of practice and allow officers to be well so they can take care of their responsibilities on and off the job.”

—Irene Barath, Instructor
Ontario Police College, Canada

“Social science would be an important field of study to help young officers better understand human dynamics, hopefully making them better communicators and more understanding of those they serve.

Hard science to provide young officers with a foundation as police work, whether investigation or crime, continues to be more technically related. I look at the technological changes in my work lifetime from the 1970s to today and imagine the technology curve will continue to be steeper in the future.

Policing has changed. Military-style academies are dinosaurs of the past. New officers must be brighter, better educated, and more compassionate than we were.”

—Mark Gage, Executive Deputy Director (Ret.)
National White Collar Crime Center (NW3C)

“Students should study something unrelated to policing that is of interest. This would especially include any trade/skill training. Policing careers can end suddenly and unexpectedly. Officers should have a fallback career or interest that they can rely on.”

—Steve Bishopp, Sergeant
Dallas Police Department, Texas, and Caruth Police Institute

“Public administration encompasses communication, leadership, operations, fiscal planning, budgeting, labor management, and many other topics that are essential for police leaders. It is essential for today’s leaders to be well rounded, with a focus on leadership principles, practices, and methods. Public administration is an area of study that provides this.”

—Steven W. Minard, Police Captain
City of Poughkeepsie Police Department, New York

“Leadership—and I include “followership” in this category. Every officer that works for this agency is a leader and a follower. As the agency develops strategic plans for the next five years, our ability to generate buy-in is controlled by the leadership portrayed by all of the staff. Train the staff in leadership and all of the other tasks will fall into place.”

—Jeffrey Smythe, Chief
Burlington Police Department,
North Carolina

YOUR TURN



What does your agency do to build a leadership pipeline?

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

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



www.facebook.com/TheIACP



@IACP #PoliceChiefMag



SAFE & PROTECTED VIA A SECURE PRIVATE NETWORK.



VIDEO CONTENT MANAGEMENT BY FILEBANK

FILEBANK'S VCM enables your organization to centralize and manage video, safe and secure.

DASH, BODY AND SECURITY CAMERAS | 800-625-7163

U.S. Attorney General Announces Initiatives to Reduce Violent Crime

By Sarah Guy, Manager, Legislative Affairs, IACP



In October 2017, U.S. Attorney General Jeff Sessions announced several Department of Justice (DOJ) actions to reduce violent crime in the United States. One such action is the reinvigoration of Project Safe Neighborhoods, a program that has, in the past, been successful in bringing together all levels of law enforcement to reduce violent crime and make neighborhoods safer.

In announcing the DOJ's recommitment to Project Safe Neighborhoods, Attorney General Sessions issued a memo directing U.S. attorneys to implement an enhanced violent crime reduction program that incorporates the lessons learned since Project Safe Neighborhoods launched in 2001.

In his statement, Attorney General Sessions said:

According to the FBI, the violent crime rate has risen by nearly seven percent over the past two years, and the homicide rate has

risen by more than 20 percent. We cannot be complacent or hope that this is just an anomaly: we have a duty to take action.

Fortunately, we have a President who understands that and has directed his administration to reduce crime. The Department of Justice today announces the foundation of our plan to reduce crime: prioritizing Project Safe Neighborhoods, a program that has been proven to work.

Let me be clear—Project Safe Neighborhoods is not just one policy idea among many. This is the centerpiece of our crime reduction strategy.

Taking what we have learned since the program began in 2001, we have updated it and enhanced it, emphasizing the role of our U.S. Attorneys, the promise of new technologies, and above all, partnership with local communities. With these changes, I believe that this program will be more effective than ever and help us fulfill our mission to make America safer.¹

The U.S. Attorney General also announced the following DOJ initiatives to reduce violent crime:

Additional Assistant U.S. Attorney Positions to Focus on Violent Crime: The DOJ is allocating 40 prosecutors to approximately 20 U.S. Attorney's Offices to focus specifically on violent crime reduction.

COPS Hiring Grants: DOJ will be awarding approximately \$98 million in FY 2017 COPS Hiring Grants to state, local, and tribal law enforcement agencies as part of the government's commitment to crime prevention, community policing, and the preservation of law enforcement jobs.

Organized Crime and Drug Enforcement Task Force's (OCDETF) National Gang Strategic Initiative: The National Gang Strategic Initiative promotes creative enforcement strategies and best practices that will help in developing investigations of violent criminal groups and gangs into enterprise-level OCDETF prosecutions. Under this initiative, the task force provides "seed money" to locally focused gang investigations, giving state, local, and tribal investigators and prosecutors the resources and tools necessary for identifying

connections between lower-level gangs and national-level drug trafficking organizations.

Critical Training and Technical Assistance to State and Local Partners: The DOJ has a myriad of training and technical assistance resources available to state, local, and tribal law enforcement; victims groups; and others. To help agencies find the training and materials they need, the Office of Justice Programs will make available a Violence Reduction Response Center to serve as a "hotline" to connect people with the resources they seek.

Crime Gun Intelligence Centers (CGIC): To support a comprehensive approach to identifying the most violent offenders in a jurisdiction, the DOJ has provided grant funding for new technologies such as gunshot detection systems combined with gun crime intelligence from NIBIN, eTrace, and investigative efforts. These grants were awarded to Phoenix, Arizona, and Kansas City, Missouri.

Expansion of ATF's NIBIN Urgent Trace Program: The DOJ will expand ATF's NIBIN Urgent Trace Program across the United States by the end of 2017. Any firearm submitted for tracing that is associated with a NIBIN "hit" (which means it can be linked to a shooting incident) will be designated an "urgent" trace, and the requestor will get information back about the firearm's first retail purchaser within 24 hours, instead of the non-urgent response timeline of five to six business days. ❖

Note:

¹Department of Justice, "Attorney General Sessions Announces Reinvigoration of Project Safe Neighborhoods and Other Actions to Reduce Rising Tide of Violent Crime," news release, October 5, 2017, <https://www.justice.gov/opa/pr/attorney-general-sessions-announces-reinvigoration-project-safe-neighborhoods-and-other>.



Learn about the IACP Project Safe Neighborhoods National Training and Technical Assistance Initiative at www.theIACP.org/PSNInitiative.

*Build the **skills & confidence** of your team in 2018*

At our headquarters, in your department, or online, we package and deliver knowledge where and when you need it.



Full 2018 Schedule Available Now

Call **(800) 356-7311**

Email **sales@sirchie.com**

Visit **www.sirchie.com**

 **SIRCHIE**[®]
Education & Training

Suicide Awareness and Prevention for Law Enforcement Professionals

By Olivia Johnson, Illinois State Representative, National Police Suicide Foundation, and Jerrod Brown, Treatment Director, Pathways Counseling Center, Inc.

The law enforcement profession must recognize the importance of officer safety and wellness. Officers see, hear, and face things that most people will not witness in their lifetimes, and the resulting cumulative impact of stress and traumatic events witnessed by officers can wreak havoc on their physical, emotional, and psychological health. As a result, detrimental effects can percolate into all areas of an officer's life (e.g., family, friends, peers, agency, and community members). Despite this, many officers do not ask for assistance due to the fear of being labeled as weak by their peers. Instead, officers often battle their demons through addiction or behavioral and relationship issues. Officers and law enforcement leaders must take an active role in normalizing the process of requesting assistance for these issues to limit how many officers suffer in silence.

Suicide research has dramatically improved law enforcement professionals' understanding of the topic in recent years.¹ Improvements in recognition, understanding, treatment, and outcomes have all been documented. Several important factors that officers should understand to become more familiar with aspects of suicide and how to address them when they arise follow.

The Job: People who work in occupations experiencing increased levels of stress and exposure to trauma, such as correctional officers, police officers, or firefighters, are at an increased risk for post-traumatic stress disorder (PTSD), anxiety, depression, insomnia, substance misuse, suicidal ideations, and suicide.²

The Secret: Suicide is a leading killer of law enforcement officers; however, many are unaware of its prevalence.³ Agencies need to ensure that officers understand all of the dangers and risks of the job in order to perform all aspects safely. Unfortunately, training on the topic of suicide prevention and awareness geared toward law enforcement officers is limited.

The Stigma: Stigmatization surrounding mental health issues continues to be a leading reason many officers fail to seek assistance. Stigmas are difficult to break because cultural change is gradual. Change begins with how human beings are treated and how people interact with those individuals who have mental health issues.

Suicide is a leading killer of law enforcement officers; however, many are unaware of its prevalence.

The Truth: Most officers want to stop the pain they are experiencing (physical, emotional, and psychological). It is important to remember that this pain is temporary and to remind officers that they should not make permanent and irreversible decisions to solve a temporary, treatable problem.

Odd Behavior: Oftentimes, warning signs that something is wrong are present. This may include a change in one's "normal" behavior or personality, to include "odd behavior" such as a domestic violence incident, giving away prized possessions, or a change in personality.

Relationships: Relationship issues are often noted as a factor in many completed suicides.⁴ When issues are going on in the home, they are often kept secret from others. Officers sometimes keep quiet about family or personal issues because they are afraid of being judged by their peers. Relationships are extremely important as part of the social support officers need to deal with the ups and downs of the job; however, relationship issues can be extremely stressful on police officers and can lead to maladaptive coping mechanisms (e.g., excessive consumption of alcohol or addiction to drugs, infidelity, gambling).

Alcohol: The use of alcohol by officers is a factor in a high percentage of completed suicides.⁵ Alcohol often becomes a maladaptive coping mechanism when individuals cannot appropriately deal with mounting stress. Alcohol suppresses the central nervous system, impairs judgment, and can lead to impulsive behavior.

Fear: Officers are often apprehensive when asking for assistance with mental health issues. They fear being ostracized and losing the trust of their peers. Officers also fear losing their

police identity (i.e., the gun and badge), their careers, and even their families.

People and Programs to Assist with Improving Mental Health

Several common programs available to help officers deal with stress and trauma include employee assistance programs (EAPs), peer support groups, and resiliency-building training. Police departments can also utilize professional personnel thorough clinical assistance, staff psychologists, and physicians. Peer support groups train law enforcement personnel to offer emotional, social, and practical support to fellow officers. Resiliency-building training can lead to increased emotional awareness, a feeling of overall well-being, enhanced problem-solving skills, increased communication ability, and increased focus.⁶ Training and educational opportunities to increase resiliency must be made available to officers during the academy, post-academy, and pre-retirement.

Mental Health Hotlines and Resources

Hotlines

- » National Suicide Prevention Lifeline: 800-273-8255
- » Safe Call Now: 206-459-3020

Resources

- » First Responder Support Network: www.frnsn.org
- » IACP Center for Officer Safety and Wellness (suicide prevention and awareness): www.theIACP.org/preventing-law-enforcement-officer-suicide
- » Vicarious Trauma Toolkit: <https://vt.ovc.ojp.gov/tools-for-law-enforcement>

Resources

Many resources are available to officers in crisis. Resources should be provided with the express goal of officers and their families using them—officers must feel confident in using the resources without fearing retribution and punitive action. Confidentiality is a particularly important concern when discussing mental health issues. Hotlines, including emergency personnel-specific hotlines, such as Safe Call Now, are great confidential, 24-hour tools that provide officers with private, immediate, and professional help. Other resources such as Bottles and Badges, which is a 12-step alcohol abuse prevention program specifically for law enforcement, can assist officers with stopping the maladaptive coping mechanisms they might have developed.

Seeking help is not a sign of weakness; it is a sign of strength and maturity. Seeking help not only saves lives, it also saves careers, families, agencies, and communities. Asking for help aids in breaking the stigma surrounding mental health. Officers owe it to themselves, their families, their fellow officers, and their community to be well. ❖

Notes:

¹Craig T. Steckler, "IACP: Breaking the Silence on Law Enforcement Suicides," *President's Message, The Police Chief* 80, no. 7 (July 2013): 6.

²Dell P. Hackett and John M. Violanti, *Police Suicide: Tactics for Prevention* (Springfield, IL: Charles C Thomas Pub Ltd., 2003).

³John M. Violanti, C.F. Robinson, and Rui Shen, "Law Enforcement Suicide: A National Analysis," *International Journal of Emergency Mental Health and Human Resilience* 15, no. 4 (2013): 289–298.

⁴International Association of Chiefs of Police, *IACP National Symposium on Law Enforcement Officer Suicide and Mental Health: Breaking the Silence on Law Enforcement Suicides* (Washington, DC: Office of Community Oriented Policing Services, 2014).

⁵Maurizio Pompili et al., "Suicidal Behavior and Alcohol Abuse," *International Journal of Emergency Mental Health and Human Resilience* 7, no. 4 (April 2010): 1392–1431.

⁶Laurence Miller, "Stress and Resilience in Law Enforcement Training and Practice," *International Journal of Emergency Mental Health* 10, no. 2 (Spring 2008): 109–124.



The IACP Center for Officer Safety and Wellness focuses on all aspects of officers' safety, health, and wellness, both on and off the job—including mental health and the prevention of law enforcement suicides—at all stages of their careers. IACP wants to ensure that law enforcement professionals have the resources they need to remain healthy and safe.

Access safety and wellness resources at www.theIACP.org/COSW.

Olivia Johnson, DM, holds a doctorate in organizational leadership management from the University of Phoenix, School of Advanced Studies. She is the Illinois State Representative and an active board member for the National Police Suicide Foundation; she holds a three-year term with the Illinois Suicide Prevention Alliance (ISPA) as a suicidology researcher; and she is an active ISPA member. Dr. Johnson's life's work is focused on suicide awareness and prevention efforts through research, publication, and community efforts.

Jerrold Brown, PhD, is the treatment director for Pathways Counseling Center, Inc. Pathways provides programs and services benefiting individuals impacted by mental illness and addictions. Jerrod is also the founder and CEO of the American Institute for the Advancement of Forensic Studies (AIAFS). Jerrod has completed four separate master's degree programs and holds graduate certificates in autism spectrum disorder (ASD), other health disabilities (OHD), and traumatic brain injuries (TBI).

LAW ENFORCEMENT WEBINAR SERIES 2017

CERTIFIED IN-SERVICE TRAINING WITHOUT COST

Continuing in 2017, American Military University (AMU) will be hosting 1-hour webinars without cost to help law enforcement officers* stay current on topics covering:

- DarkNet Awareness
- DarkNet Investigations/Operations
- Digital Currency Awareness
- Social Media/Apps Part 5
- UAV/Drone Operations for Law Enforcement
- UAV/Drone Counter Measures
- Social Media Monitoring during civil disturbance
- Islamic Radicalization
- Domestic and International Kidnapping Investigations
- Drug Smuggling Tactics and Money Laundering (Digital currency)

Webinar attendees may receive a 5% tuition grant for degree and certificate courses at AMU.

TO REGISTER FOR THE WEBINAR SERIES VISIT INPUBLICSAFETY.COM/WEBINAR
OR CONTACT INSTRUCTOR JIM DEATER AT JDEATER@APUS.EDU.



AMU is part of the accredited American Public University System and certified to operate by SCHEV.

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

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

Teaching Procedural Justice and Communication Skills during Community-Police Encounters

By Daniel S. Lawrence, PhD, Research Criminologist, Policing Research Program, RTI International, and Dennis P. Rosenbaum, PhD, Professor Emeritus of Criminology, Law, and Justice, University of Illinois at Chicago

Patrol officers are expected to fulfill a wide range of functions, including preventing crime, helping victims and others in danger, resolving conflicts between parties, managing the movement of people and vehicles, creating a feeling of safety in the community, and a host of other services. At the heart of these efforts is interactions with community members, ideally in a manner that is both effective and fair, which can be a challenge. Research indicates that factors such as the officer's perceived demeanor, fairness and impartiality, concern, helpfulness, conflict-resolution strategies, and professional competence all play a role in determining a person's level of satisfaction with police encounters.¹ To improve these skills with officers, the authors worked with the Chicago, Illinois, Police Department to develop, implement, and evaluate a new training program called the Quality Interaction Program (QIP) for police recruits.² The QIP focused on procedural justice, interpersonal communication, decision-making, cultural awareness, and stress management during encounters with the public.

The Quality Interaction Program

The QIP curriculum added approximately 20 hours of new material to recruit training and was created within a community-oriented procedural justice framework that gives primary attention to the quality of community-police encounters. The training was developed from behavioral research across multiple disciplines, including research on adult education, interpersonal communication, multicultural studies, human perception,

conflict resolution, emotional control, and stress management. The lessons emphasized *how* tasks are performed during encounters and *how* officers can communicate and make decisions in light of crime victims and other community members' needs.

One of the central tasks of the training involved recruits and instructors developing verbal scripts that were guided by research on procedural justice, social support, customer satisfaction, and other areas of social interaction. For example, research on social support points to the importance of having empathy and showing compassion during encounters with persons who are upset or distressed by adverse experiences. Hence, officers' scripts might include statements such as, "I can see that you are upset by what happened" or "I'm sorry this happened to you." Negative scripts to be avoided were also identified. These would include comments blaming

the victim and paternalistic statements or queries, such as, "Why were you out at 2 a.m.—what were you thinking?"

Another component involved scenario-based training, where "beat officers" (i.e., recruits selected from the class) were asked to conduct a preliminary investigation with a "victim" or "witness" to a crime. The victim or witness actor was instructed to remain upset until the officer used certain scripted language to either acknowledge the victim's feelings or express empathy (e.g., "I understand..." or "I'm sorry..."). During and after these scenarios, the class was asked what other questions should be asked and what else needs to be done to properly finish the investigation.

Many of these sessions were videotaped and followed by individualized feedback from instructors. The instructors reviewed the tapes, noted areas where improvement was needed, and prepared comments for a one-on-one feedback



session with the recruit. Structured feedback was given on key aspects of procedural justice (e.g., voice, neutrality, respect, intentions); emotion control (keeping cool and not getting frustrated); and resilience (helping reduce stress for those involved). Instructors also used the taped performances to identify positive examples of good communication skills, as well as examples of what not to do (e.g., blaming the complainant, using condescending or sarcastic language). Safety tips were also covered.

Results from Chicago

A randomized control trial with 142 recruits from the Chicago Police Department was employed to evaluate the impact of the QIP. Results from surveys on attitudes and behavioral intentions were supplemented by direct observations of recruits' behavior during role-playing scenarios.

The findings are promising, but mixed, in part because the training academy environment at the time emphasized aggressive policing and officer safety above communication skills. The QIP did not appear to impact recruits' attitudes about showing respect or procedural justice behaviors during encounters with community members, nor did it alter their self-reported interpersonal communication skills. However, the program appears to have been effective at increasing respectful and reassuring behavior during role-playing encounters. Based on ratings from independent "blind"

observers, recruits in the experimental group were more inclined than those in the control groups to engage in the desired verbal behaviors such as apologizing for what happened, acknowledging the actor's feelings and concerns, being courteous, and making reassuring statements. Regardless of the recruits' true attitudes and internal feelings, these verbal statements may be a direct reflection of the scripts that they developed and rehearsed.

Conclusion

Current society demands law enforcement officers give more attention to being guardians of the community than warriors.³ This will require a major overhaul of recruit training academies so that officers can have the leadership skills, similarly trained colleagues and supervisors, and resources they need to develop desirable social and tactical skills and respond to the ethical standards valued by their communities. To reach these goals, training should incorporate scenarios, role-playing, and simulations—with instructors who consistently emphasize the lessons both inside and outside the classroom. Lastly, training programs should include robust discussions addressing the fact that *everyone* deserves fair treatment and that procedural justice can make police work easier and save careers, especially when applied to those community members who have the least respect for the police. ♦

Notes:

¹Christopher Donner et al., "Policing and Procedural Justice: A State-of-the-Art Review," *Policing: An International Journal of Police Strategies & Management* 38, no. 1 (2015): 153–172.

²Dennis P. Rosenbaum and Daniel S. Lawrence, "Teaching Procedural Justice and Communication Skills during Police-Community Encounters: Results of a Randomized Control Trial with Police Recruits," *Journal of Experimental Criminology* 13, no. 3 (September 2017): 293–319.

³Sue Rahr and Stephen K. Rice, "From Warriors to Guardians: Recommitting American Police Culture to Democratic Ideals," *New Perspectives in Policing* (April 2015), <https://www.ncjrs.gov/pdffiles1/nij/248654.pdf>.

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

Trade up to an all-in-one police force management system



Capture all officer performance data

Analyze data for early intervention

Provide customized officer support

Discover our holistic software solution.
Contact us at info@benchmarkanalytics.com or 1-888-40BENCH.

www.benchmarkanalytics.com

© 2017 Benchmark Analytics • All Rights Reserved

Disability Liability and Creative Solutions

By Kelly Coyle and Yvette Heintzelman, Clark Baird Smith LLP, Rosemont, Illinois

Whether in reality or simply by the eye test, peace officer duty-related health issues such as injury and disability claims seem to be an increasingly significant area of liability for police departments and sheriffs' offices. To compound matters, disability issues are becoming not only more frequent, but also more complicated. Perhaps one of the most well-known facets of these legal issues in the United States is the Americans with Disabilities Act (ADA) requirement that employers provide reasonable accommodations for their employees with medical or psychological issues. Although the ADA certainly impacts a majority of U.S. employers, state laws also provide areas of significant legal liability for public entities, particularly in the form of peace officer disability benefits for work-related injuries.

Undoubtedly, being a peace officer can be and often is a dangerous enterprise. Even those who have not personally worked as public safety employees can comprehend that public safety positions are, by their very nature, highly susceptible to illness and injury. The most recent report from the Bureau of Labor Statistics noted that, in 2015, there were nearly 30,000 incidents of work-related injuries or illnesses among police and sheriff patrol officers necessitating absence from work.¹ That same year, approximately 102 officers were fatally injured.² In 2014, the Bureau of Labor Statistics reported that 27,660 peace officers suffered from injuries or illnesses resulting in missed work, and 105 suffered from fatal injuries.³ These numbers from only two years begin to demonstrate the scope of an employer's potential duty disability benefit liability.

Statutorily mandated duty disability benefits, whether in the form of pension payouts or insurance payments, are a costly imposition on many jurisdictions. Many, if not all, states have enacted legislation providing officers with duty-related disability benefits in one form or another. In addition, many of these statutes pave a difficult path for the employer to navigate. For instance, several statutes explicitly provide—or courts have interpreted them in such a way—that certain injuries and illnesses are *presumed* to be caused or aggravated by the officer's position.⁴ In those cases, the burden is on the employer to demonstrate that an officer's injury or illness is not, in fact, duty related.

Adding additional stress to this process is the difficulty in gathering evidence in support of such a case. As any lawyer will say, a case is only as good as the evidence. Duty disability cases present a particularly problematic set of evidentiary issues. These cases often rely on third-party evaluations and medical documentary analyses that the employer has limited ability to control in order to ensure that the evaluations and analyses are fully and adequately conducted. As such, it is critical that employers fully document officers' injuries as soon as they occur and exercise their rights as an employer under the ADA and applicable collective bargaining agreements, as well as other laws and regulations, to gather and cultivate as much information as possible while the employer still has some level of control over the process.

It is also noteworthy that a number of duty disability cases involve officer disabilities where the officer had a previous injury, preexisting condition, or otherwise seemed to be predisposed to injury or illness. This line of cases frequently presents a complicated set of evidentiary issues, and these cases are among the most difficult to litigate. For example, in one New York case, the court held that the employer had failed to rebut the statutory

presumption that an officer's heart condition was duty-related despite the state's expert testimony that the officer had several risk factors for heart disease, but they could not affirmatively "rule out work-related stress as a contributing cause."⁵

Even in cases where the employer does not have to overcome a statutory presumption, it can still be difficult to demonstrate that the officer with multiple past injuries was not disabled as a result of a duty-related action. In *Matter of Sigafos*, the court reversed a pension board's denial of a duty-related disability benefit. The officer had suffered from a preexisting back condition for multiple years. The officer ultimately became disabled after injuring his back at work while trying to move a television. The court noted that, although the officer undoubtedly suffered from a preexisting condition, the medical evidence demonstrated that the television accident aggravated his condition to the point of disability, and he was therefore entitled to a duty-related disability benefit.⁶

The rise in mental health-related claims has made duty disability litigation even more treacherous. As axiomatic it is to state that officers are seriously at risk of injury during the course of their employment, it is even more obvious that officers are subject to periods of extreme stress. Numerous cases demonstrate that such stress can lead to an officer's receiving a duty-related disability benefit.⁷

Despite the legal quagmire duty disability cases present, employers are not without options. First, as noted above, employers would be wise to fully exercise their federal, state, and contractual rights to investigate workplace injuries and cultivate evidence for potential future use in a disability pension or benefit matter. In other words, control the process while they can. Obviously, the surest way of avoiding duty disability liability is to avoid injury in the first place; however, given the nature of the position, this is easier said than done. Still, there are steps an employer can take to potentially reduce duty disability claims.

For example, as noted above, many disability cases involve physical or mental issues or conditions that preexisted the duty-related injury. Although employers are clearly prohibited from discriminating against an officer based on his or her genetic background or predisposition to disability, the law does allow employers to incentivize good health. Institution of a voluntary wellness program is one way to encourage employees to improve or maintain their physical and mental well-being.⁸ Additional possibilities include training officers on how to recognize and address their own mental health issues and providing training to supervisors on how to properly address officer injuries, particularly in the early stages of the work injury process. Implementing new programs and procedures can have collective bargaining implications, so any employers whose officers are part of a collective bargaining unit should consult their labor relations attorney to determine if any proposed program is mandatorily negotiable.

In short, peace officer duty disability issues present financial and legal predicaments that can be difficult to avoid. However, by being proactive, using their legal and contractual rights, and getting creative, employers can take large steps toward mitigating this potential liability. ♦

Notes:

¹U.S. Bureau of Labor Statistics, "NonFatal Occupational Injuries and Illnesses Requiring Days Away from Work, 2015," news release, November 10, 2016, <https://www.bls.gov/news.release/pdf/osh2.pdf>.

²U.S. Bureau of Labor Statistics, "National Census of Fatal Occupational Injuries in 2015," news release, December 16, 2016, <https://www.bls.gov/news.release/pdf/cfoi.pdf>.

³U.S. Bureau of Labor Statistics, "NonFatal Occupational Injuries and Illnesses Requiring Days Away from Work, 2014," new release, November 19, 2015, https://www.bls.gov/news.release/archives/osh2_11192015.pdf; U.S. Bureau of Labor Statistics, *National Census of Fatal Occupational Injuries in 2014*, table A-3, Fatal Occupational Injuries to Private Sector Wage and Salary Workers, Government Workers, and Self-employed Workers by Industry, All United States, 2014 (Washington, DC: U.S. Department of Labor, April 21, 2016), <https://www.bls.gov/iif/oshwc/foi/ctfb0288.pdf>.

⁴See generally, *Determination Whether Peace Officer's Disability Is Service-connected for Disability Pension Purposes*, 12 A.L.R. 4th 1158.

⁵*Skae v. Regan*, 208 A.D.2d 1028, 1029 (NY App. Div. 3d Dept. 1994).

⁶*In Re Sigafos*, 143 N.J. Super. 469 (App. Div. 1976).

⁷*Hunter v. City of Tampa*, 379 So. 2d 426, 427 (Fla. Dist. Ct. App. 1980) (holding that officer's depression following physical injury during pursuit of suspect was duty related); *Stoner v. D.C. Police & Firemen's Ret. & Relief Bd.*, 368 A.2d 524 (D.C. 1977) (finding that officer's mental health disability following physical injury was duty related despite latent condition where latent condition had not manifested prior to physical injury).

⁸It is worth noting that the U.S. Equal Employment Opportunity Commission (EEOC) issued regulations last year regarding wellness plan programs. However, a federal court judge recently ordered the EEOC to reconsider those regulations and provided a better explanation of its reasoning behind the rules' adoption. See *AARP v. EEOC*, Civil Action No. 16-2113 (JDB), U.S. District Court for the District of Columbia, https://ecf.dcd.uscourts.gov/cgi-bin/show_public_doc?2016cv2113-47.



Police Chiefs monthly Chief's Counsel column is authored by members of IACP's Legal Officers Section (LOS).

Interested in joining LOS or another IACP section? See our Section Membership form on page 73 or visit www.theIACP.org/-Sections. (Individuals must be an IACP member to join a section.)

LOCKERS lockers.com
1-800-LOCKERS

LOCKERS

- Single Tier Standard
- Double Tier Standard
- Triple Tier Standard
- Box Style Standard
- Extra Wide
- Vented
- Open Access
- Modular
- Designer
- Solid Oak Executive
- Cell Phone Lockers
- Benches

SALSBURY INDUSTRIES
People Committed to Quality Since 1936™

Visit us On-line at Lockers.Com
or
Call 1-800-562-5377

LS/CMI
Level of Service / Case Management Inventory:
An Offender Assessment System

From the publishers of the **LSI-R**

The most widely used & best validated risk/needs assessments in the world.

- Assessment items that address culturally and gender-informed responsivity factors—such as mothering concerns and adult victimization
- Guidelines that instruct users to consider gender-specific factors, as well as, the importance of minor risk/need factors and non-criminogenic needs
- Evaluates positive offender attributes so that offender strengths may be highlighted and built upon in service delivery

MHS.com/LSCMI

Superior Science
for
Critical Decisions



ENROLLMENT IS OPEN NOW!

IACP presents:

Women's Leadership Institute

Palm Beach County, Florida
January 28 – February 2, 2018

Beverly Hills, California
April 15 – 20, 2018

San Antonio, Texas
February 25 – March 2, 2018

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

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

Institute Curriculum Focus Includes:

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

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

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

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

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

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

2017

WE
OFFER.
PROVIDE.
DELIVER.
YOU SUCCEED.



IACP Training
Programs

Leadership in Police OrganizationsSM

Open Enrollment Courses

Florida

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

Mississippi

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

Idaho (Boise)

Ada County Sheriff's Office
Leadership in Police OrganizationsSM (LPO)
January 22 – 26, 2018
February 12 – 16, 2018
March 12 – 16, 2018

Illinois

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

Texas

City of Dallas
Planning, Designing, and Constructing Police Facilities
November 8 – 10, 2017

Assessing Training: How Do We Improve Teaching and Learning?

By Kelly William Enos, Vice Chair, Administration
of Justice Program, Los Angeles, California,
Mission College

Dave looked forward to the training class. It was his day off from work, and he sacrificed time with his family to drive 30 miles to the class location to learn the latest trends in narcotic use in the region. His colleagues were disappointed they could not attend because of staffing shortages, but they were eager for him to bring back information from the one-day class so he could share the latest techniques and methods of using, packaging, and transporting narcotics.

When he arrived at the training class, he found the room full of attendees and only a few empty seats left in the back of the room. Dave took his seat and waited for the class to begin. The instructor was a recognized expert in narcotics, knowledgeable, easygoing, and had been teaching for a few years. However, throughout the class, Dave was frustrated. He found some of the material confusing, the PowerPoint slides were hard to read, and the instructor did not provide many details about key concepts.

There was little structure to the class. The instructor did not provide a course outline, learning objectives, or supplemental handouts. He used a lecture format and did not provide any tools to allow students to provide feedback in real time. The instructor never asked for feedback on how things were going and, at one point, took a call on his cellphone during the lecture, which Dave thought was inappropriate. At the end of the training, the instructor wished everyone the best of luck and dismissed the class two hours early. Dave left the class feeling irritated and robbed of his time, and he had little to share with his colleagues back at work.

Does the experience recounted here sound familiar? How many officers have attended training seminars and workshops and not been asked for their feedback on the quality of instruction or if they learned anything?

The assessment of teaching and learning is critical if instructors want to improve instruction. Assessing teaching and learning is not necessarily the same as giving out grades for assignments. When instructors assess learning in the classroom, they are trying to determine the quality of learning, gaps in learning, and how to improve in those areas. Once they identify gaps in learning, they make changes and again assess those changes to determine if the enhancements have improved learning, a process many in academia call “closing the loop.” Ideally, assessment involves both students and instructors, where students actively participate in assessing their own learning and receive feedback from the instructor. In her book, *Assessing General Education Programs*, faculty development and assessment expert Mary J. Allen argues, “Assessment helps us identify what is working well and what needs attention, and we make adjustments when we are disappointed with results.”¹

Learning often takes place even if students do not realize it; however, instructors must be able to measure learning to determine how they can improve learning and effective teaching and how students respond to particular teaching approaches. In their famous academic book, *Classroom*

**WE'VE GOT YOUR OFFICERS' BACKS.
LITERALLY.**



The 2017 Dodge Charger Pursuit comes with our exclusive, no-cost Officer Protection Package¹, designed to provide your officers with rear vision and enhanced officer safety when parked and working inside their vehicle. Using a rear-facing camera and sensors, it detects movement behind, giving your officers an extra set of eyes in the backs of their heads. When motion is detected, alert chimes sound, lights flash, windows roll up, doors lock and images automatically appear on the vehicle's Uconnect[®] interactive touchscreen — like the industry's largest available 12.1-inch display.

Plus, Dodge Charger Pursuit offers the most technologically advanced, automatically activated all-wheel-drive system that's always ready when your officers need it. All of it is designed with the safety of every police officer in mind.



Safety and Security. Technology and Performance. Dodge Charger Pursuit. Fit for your finest.



fcausfleet.com | 1.800.999.FLEET (3533)

¹Standard on every 2017 Dodge Charger Pursuit ordered after 2/9/2017.

©2017 FCA US LLC. All Rights Reserved. Dodge, Charger and Uconnect are registered trademarks of FCA US LLC.

Assessment Techniques, Thomas Angelo and K. Patricia Cross state,

*Classroom Assessment, a major component of Classroom Research, involves students and teachers in the continuous monitoring of students' learning. It provides faculty with feedback about their effectiveness as teachers, and it gives students a measure of their progress as learners.*²

So, what exactly are instructors assessing and how? Every course needs to have student learning outcomes that state what students should know or be able to perform at the end of the training. For example, at the end of a class in narcotics use, a learning outcome could be phrased this way: "Students will be able to determine if someone is under the influence of an opiate." Next, how is that assessed? Normally in training classes, attendees are not subjected to tests or exams so how do instructors determine if their teaching has been effective?

There are several ways to assess teaching and learning without administering tests or exams and yet still determine if instructors have been effective. Assessing teaching and learning does not require special training, and all the techniques in this article can be used immediately without any prior knowledge or skill.

The following assessment techniques have been successfully used for years in academia in improving teaching and learning, and these same techniques can be applied to law enforcement training classes.

The One-Minute Paper

The one-minute paper is a common assessment technique used in academia to assess what important concepts students have learned and what is still not clear to them. For example, consider a two-day training class. Halfway through the first day, the trainer asks students to answer two questions on a four-by-six-inch index card: (1) What is the most important concept I have learned so far in the class? and (2) What is still unclear to me? These anonymous responses are collected and reviewed during the break, so instructors can quickly realize what is working and what is not working early on in the training.

Most of the time, instructors will cover topics in a training class and ask the audience if anyone has any questions. Like many classes, students rarely raise their hands in fear of asking "dumb questions." As a result, the instructor never receives any feedback if he or she is covering the material in a way that is understandable and clear. By using the one-minute paper technique, the instructor collects feedback from students who normally would not raise their hands to ask a question, but in almost all cases will write their questions anonymously on an index card and submit it. The advantage of this technique is that instructors can assess

SAMPLE WORKSHOP EVALUATION SURVEY

Directions: Please respond honestly and constructively to the questions below by circling the responses you most agree with and writing brief comments.

1. On the scale below, please rate how *clearly* the instructor presents the subject matter.

① not clear ② somewhat clear ③ mostly clear ④ very clear ⑤ extremely clear

2. Overall, how *interesting* do you find the class so far?

① boring ② somewhat interesting ③ very interesting ④ extremely interesting

3. What do you find most *helpful* so far in this class? (Please list one or two examples.)

4. How could the class be *improved*? (Please give one or two specific suggestions.)

if students understand the concepts early on and make corrections in real time.

The Muddiest Paper

This is a variation of the one-minute paper, but students respond to a single question: What is still not clear up to this point in the class? This technique will let the instructor know where the class is with the material and what key concepts are still not clear.

Mid-Workshop Evaluation

This technique is primarily designed for multiday courses. For example, at the end of day one of a three-day training class, the instructor hands out a brief four-question survey to assess the teaching techniques and how students are learning. Students respond anonymously to questions about the course (see sidebar for example).

The instructor reviews the responses and receives critical feedback on how students are learning and what adjustments might be needed to teaching techniques. The value of administering a mid-course survey is that the instructor is able to make needed adjustments in teaching before the class is over. Too often, instructors receive this feedback at the end of the course where there is no opportunity to make the needed corrections.

End-of-Course Evaluation

The end-of-course evaluation is almost identical to the mid-workshop evaluation, except that it asks for what students thought of the class as a whole at the end. Both mid-term and end-of-course evaluations should be used and then compared with each other to see if there were improvements in teaching and learning over the duration of the course. These evaluation assessments are used to document how well students

learned the material and how effective the teaching was.

Student Response Systems: Clickers, Kahoot, and Response Cards

Students typically enjoy using technology, and people are tied to their smartphones. Why not use those devices in training classes to interact with the material and have instructors and students receive feedback in real time? All too often, attendees at training classes are passive recipients of information, sitting, observing, listening, and absorbing the material. Response systems allow students to engage with the material, participating in class discussions, debates, and problem solving—all from the safety of their seats and anonymously. The following are some examples of high-tech and low-tech techniques and methods for student responses.

Kahoot

Kahoot (www.kahoot.com) is a no-cost, game-based learning platform used in classrooms across the United States to engage students and assess learning. For example, an instructor might show a video of a police shooting and ask the class, "Was the shooting justified?" The instructor can poll the class to assess what their attitudes and feelings are based on the video they just watched. The instructor projects the polling question on the projector screen, asks the students to use their smartphones to pull up the Kahoot app, and enter a code to participate. As students begin to vote, their usernames are displayed on the screen for everyone to see, which can be very funny. After the allotted time is up, the instructor pulls up the vote tally and shows it to the class for discussion.



Kahoot game-based classroom learning program



Low-tech response cards

Kahoot also allows instructors to quiz students to test their knowledge of the material. These can be posed as multiple-choice or true or false questions. During a quiz or test, Kahoot will also project on the screen who is the highest scoring student, further encouraging participation.

Kahoot is an easy, quick, and fun way of engaging students in the class. It is free to both the instructor and participants. Polling questions are created in as little as three minutes and the results can be downloaded to Excel formats for recordkeeping purposes.³

Clickers

Clickers are a variation of Kahoot, however, this approach does require equipment that must be purchased by the instructor or the department. The clicker is about the size of a smartphone with buttons, much like a television remote control, and one is issued to every student. The instructor uses a receiver attached to a laptop computer, which modifies PowerPoint and adds a toolbar. The instructor can then create multiple-choice, yes-or-no, or Likert-scaled questions, which students can respond to with their clickers and see a graph of the group's answers.⁴

Clickers have been used for years in colleges and universities with great success; however, they can be expensive. The average cost for each clicker is \$50, plus the cost of the receiver.

Response Cards

Response cards are low-tech ways of interacting with the instructor. The instructor provides each student with four squares of colored paper, each one with a letter: A, B, C, and D. As the instructor polls the class, students indicate their votes by raising the appropriate letter.

Conclusions

When instructors improve teaching and learning as they instruct or train law enforcement, these better teaching and learning tactics improve police performance. Students place their trust in trainers to deliver a quality educational experience. Instructors are obligated to assess if they are meeting the learning needs of those students by getting into the habit of receiving feedback, making changes, and re-assessing to continually improve teaching and learning in the classroom. ❖

Notes:

¹Mary Allen, *Assessing General Education Programs* (San Francisco, CA: Anker Publishing, 2006), 2.

²Thomas A. Angelo and K. Patricia Cross, *Classroom Assessment Techniques: A Handbook for College Teachers* (San Francisco, CA: Jossey-Bass, 1993), xiv.

³Kahoot, "What Is Kahoot," <https://kahoot.com/what-is-kahoot>.

⁴John Immerwahr, "Engaging the 'Thumb Generation' with Clickers," *Villanova University Teaching Philosophy* 32, no. 3 (September 2009): 233-245.

Kelly William Enos is the vice chair of the Administration of Justice Program at Los Angeles Mission College. Prior to entering the education field, Mr. Enos served as a police officer with the Culver City, California, Police Department and later, as a deputy sheriff with the Los Angeles County, California, Sheriff's Department. He also serves as the faculty co-chair of the Accreditation Steering Committee and is on the faculty at California State University, Los Angeles, in the Department of Criminal Justice and Criminalistics. He can be reached at enoskw@lamission.edu.

Reeves® namebadges and service attachments

REEVES

SERVING 1947 SINCE

Adjusto-Lok® secures on shirts, jackets, winter-wear.

Visit www.reevesnamebadges.com

Most shipping is next or following day!

View fine illustrations and descriptions of each of our nine namebadge models and our unique slide-on attachments for rank, service, title and more!
Call 1-800-452-1161 for the friendly support of our *Laurie, Sam or Sandra* with your questions or with your order entry be it on phone or online.



PROCEDURAL JUSTICE TRAINING: The Norfolk Model with a Focus on Race Relations



By Robert Kenter, Norfolk, Virginia, Police Department, and Mengyan Dai, Associate Professor, Sociology and Criminal Justice, Old Dominion University, Virginia

There is an expanse of the literature suggesting that procedural justice plays a significant role in influencing the perception of police legitimacy in the eyes of citizens. It has become increasingly clear that the public is concerned with whether the police act justly and equitably and that people are more willing to comply with officers' requests, support the police, and obey the law if the police deliver procedural justice during encounters.¹ Up until recently, however, efforts in connecting the research about legitimacy and procedural justice with law enforcement training have been very limited. The need to link the two areas is highlighted in the *Final Report of the President's Task Force on 21st Century Policing* and its accompanying implementation guide.²

Key Concepts Leading to Procedural Justice and Legitimacy

Procedural justice in policing research is, in general, concerned with four concepts: citizens' voice and participation in police decision-making, neutrality of police decisions, respect toward citizens, and trustworthiness of the police.³

Voice

People want an opportunity to explain their situation or tell their side of the story to a police officer. This opportunity to make arguments and present evidence should occur before the officer decides precisely how to handle the situation (assuming it is not a volatile

Size matters.



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



OUR SHIFT NEVER ENDS

WATCHGUARDVIDEO.COM

or immediately dangerous situation). Even the person's explanation is not going to change anything about the situation involved, giving community members a voice makes the involved parties feel as though they were part of the process.

Neutrality

Neutrality involves officers making decisions based upon consistently applied legal principles and the facts of an incident, not officers' personal opinions and biases. Neutrality involves consistency and evenhandedness across all persons. In addition, taking the time to explain exactly what is going on and why is a vital component of neutrality.

Respect

People are sensitive to whether they are treated with dignity and politeness and to whether their rights are respected. The issue of interpersonal treatment consistently emerges as a key factor in reactions to legal authorities. People believe that they are entitled to being treated with respect, and they react very negatively to dismissive or demeaning treatment from others, including officers. Instances in which community members perceive they are not treated with respect and dignity often serve as the catalyst for further tumultuous behavior.

Trustworthiness

People focus on cues that communicate information about the intentions and character of the legal authorities with whom they are dealing, and they react favorably when they believe that the authorities are benevolent, caring, and sincerely trying to do what is best for the people. Authorities communicate their trustworthiness when they listen to people's accounts of situations and explain or justify their actions in ways that show an awareness of and sensitivity to people's needs and concerns.

Review of Procedural Justice Training Programs

Chicago, Illinois, United States

The Chicago, Illinois, Police Department (CPD) was one of the first to attempt to bridge the gap between procedural justice theory and training.⁴

Beginning in mid-2012 and lasting through 2013, the CPD trained almost 8,700 officers, 230 recruits, civilian employees, and selected members of the community. Former Chief Garry McCarthy's goal was to increase officer safety by encouraging the public to recognize the CPD as a legitimate source of authority.

A team from Northwestern University was allowed to use this training as a research project to measure the value of the training, and the researchers worked as a team with the CPD training staff to use the research feedback to mold the training for the future needs of the agency. Eventually, the Northwestern University research team, led by political scientist Wesley Skogen, published the research in the *Journal of Experimental Criminology*. The team conducted both short-term and long-term evaluations of the training to measure its effectiveness. The short-term evaluation suggested that officers embraced all four elements of procedural justice, with trustworthiness being the least affected, and the results of the long-term evaluation over six months were similar. This research is one of the few times police training was examined for effectiveness, especially in relation to procedural justice.⁵

The short-term and the long-term results of the CPD training were impactful for the agency. Moving forward, the researchers suggested that management embrace the elements of procedural justice and project them internally in their day-to-day interactions with officers. The researchers hypothesized that as the rate of internal procedural justice increases, so too will the rate of external procedural justice.⁶

ENFORCE TAC
International Exhibition & Conference
Law Enforcement, Security and Tactical Solutions

The special forces
trade fair

enforcetac.com

MARCH 7-8, 2018
NÜRNBERG, GERMANY
49° 25' 2" N, 11° 6' 54" E

Conference partner
PID
POLIZETRAINER IN DEUTSCHLAND

Information
NürnbergMesse North America Inc. | Atlanta, Georgia
T +1.7 70.618 58 42 | F +1.7 70.618 58 31 | bill.ingwersen@nuernbergmesse-north-america.com

NÜRNBERG MESSE



Fast and Flexible **POLICE** Dispatching

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

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


ProQA[®]
P A R A M O U N T
F O R P O L I C E

Priority
Dispatch

Manchester, England, United Kingdom

Around the same time that CPD was conducting its training, the Greater Manchester Police Department in England was preparing to roll out similar training. In Manchester, the training was designed to be more broadly centered on the concept of procedural justice. In addition, the training concentrated its efforts around communication skills and building rapport without specifically linking the training to the four elements of procedural justice. This generalized approach is what differentiated this training from the CPD's approach. This decision was made in response to the concern that officers would react negatively to anything other than a generalized skill-building approach.

Manchester chose a randomized control trial design: the 2,167 officers were randomly assigned to either the group that received the training or the group that did not. The results suggest that the training did make a significant difference across several outcome areas. Officers who received the training showed significant positive differences in three broad areas: showing victims empathy, providing quality service, and making decisions fairly. These results were consistent among data from community members and the officers.⁷

Officers who received the training showed significant positive differences in three broad areas: showing victims empathy, providing quality service, and making decisions fairly.

Queensland, Australia

The Queensland Community Engagement Trial (QCET) involved the random distribution of 60 planned roadblocks. Each roadblock involved stopping 300–400 cars, and, at the conclusion of the interaction, each driver was given an envelope containing a survey developed by the University of Queensland and instructions for completing the survey. It's important to note that, in Australia, it is mandatory to take a preliminary breath test (PBT) with no reasonable suspicion when requested by the police. This "implied consent" isn't the same as the U.S. model. The control team conducted these stops in a "business-as-usual" style—knock on the window, ask the driver to blow into the PBT device, and send the driver on his or her way if the PBT detected less than 0.05 BAC. The experimental team greeted each driver and engaged the drivers from a "script" crafted to incorporate the four elements of procedural justice.

The data gathered as a result of this experiment suggest that drivers who encountered police in the experimental group perceived the interaction to be more procedurally just than the control group. These citizens not only perceived the specific interaction to be more procedurally just, but they also had a better opinion of the police service in a general sense. The findings also suggest that the more procedurally just the police strive to make even a brief interaction, the more likely citizens will perceive police as legitimate and "a little bit of being nice, goes a long way."⁸

The NPD Model of Procedural Justice Training

Planning and the Focus on Race Relations

An effective training program requires planning and resource allocation. The Norfolk, Virginia, Police Department (NPD) has partnered with Professor Mengyan Dai at Old Dominion University (Virginia) to study procedural justice, and the related training

program is one of the products of this academic-practitioner partnership. Its evaluation is also a component of a research project funded by the National Institute of Justice, aimed at enhancing police legitimacy. The working group for designing and implementing the training program consists of academic researchers, NPD staff in the Office of the Chief of Police, and experienced instructors in the NPD training division.

After reviewing previous lesson plans used by other police departments, the team decided to adapt the Chicago curriculum to reflect what is most needed and helpful for officers in Norfolk. Specifically, the block of instruction on cynicism was replaced with a block of instruction on the history of race relations in Norfolk. While Virginia's history of race relations isn't quite as egregious as some other southern U.S. states, Virginia has played a large role in the history of segregation and desegregation. As far back as the early colonial days, the U.S. South has been looked at as having distinct and cohesive political characteristics.⁹ Although Virginia and the rest of the South have undergone great political and social changes in contemporary times, an expanse of literature still argues that the U.S. South is a distinct political region that uses policy choice as a means of social control.¹⁰

It was determined that the block of instruction on race relations should center around the City of Norfolk's response to the 1954 U.S. Supreme Court decision in *Brown v. Board of Education*. In *Brown*, the Supreme Court ruled that segregated black and white schools were unconstitutional. Norfolk was one of many Virginia cities that defied the U.S. Supreme Court decision to integrate the public school system. After four years of Norfolk's resistance to integration, U.S. Judge Walter E. Hoffman ordered the Norfolk School Board to admit 17 black students who had met the criteria to attend white schools. Assisted by the guidance of then-Governor J. Lindsay Almond, the Norfolk School Board took one last stand against integration: they chose to close all white schools in Norfolk rather than integrate them.¹¹ This final symbol of resistance resulted in approximately 10,000 white students being locked out of school. With those white students who were without a school were the "Norfolk 17," those 17 black students who refused to risk their legal standing by attending a black school. In February 1959, after all legal options were exhausted, the previously all-white schools reopened with the 17 black students in attendance.¹²

This portion of the history of race relations was chosen to illustrate to officers why the authority of NPD may have less legitimacy in historically black neighborhoods. Chief Larry Boone embraced the block of instruction, and he instructed the training staff to personalize this period of history by tracking down one of the Norfolk 17 and having him or her tell the story from his or her perspective. Dr. Patricia Turner, one of the Norfolk 17, was notified of the efforts of the police department and was happy to assist. Dr. Turner gave a powerful interview recalling her experience as one of the Norfolk 17. The resulting 12-minute video is the focus of this block of instruction and offers a promising opportunity for today's officers to learn from the past and deliver procedurally just police services to all residents of Norfolk.

The Norfolk Curriculum

The NPD training curriculum consists of five blocks of instruction (modules) and takes eight hours to complete. All sworn officers will attend the training, from the chief to the newest officer on the street. To ensure a lively dialogue, the sessions will be attended by a mix of ranks—all in business casual attire to reduce the tendency of officers to acquiesce to management's viewpoint. The first block of instruction, Module 1, acts as an introduction to the concept of procedural justice and legitimacy and how these concepts relate to the goals of everyday policing and officer safety. The theory is also linked to other topics that officers are familiar with, such as crisis intervention team (CIT) techniques, implicit bias, de-escalation, and the guardian culture of policing.

Module 2 features a discussion of the history of race relations in Norfolk. This block of instruction is meant to highlight how the history of race relations in the South and, more particularly, in Norfolk has affected the degree of legitimacy NPD officers have in historically African American neighborhoods. This training module gives a brief introduction to the concept of U.S. southern politics starting with U.S. President Harry Truman's Fair Deal, then moves on to the 1954 U.S. Supreme Court decision in *Brown v. Board of Education* and Virginia's—and more notably Norfolk's—reaction to it. To further personalize how traumatic this was, the NPD training staff filmed an interview with one of the Norfolk 17 describing her experience. This video is the highlight of this block of instruction.

Module 3 includes a more in-depth discussion of procedural justice and features research findings from Chicago, Manchester, and Queensland to stress the importance of the four elements of procedural justice. This is where the benefits of increased legitimacy are stressed, including, for example, increased citizen cooperation and, in turn, maximized officer safety.

Module 4 is designed for officers to view videos of actual officer interactions and rate the interactions in terms of the four previously discussed elements of procedural justice. The videos were purposely chosen because they either were excellent examples of procedural justice or were poor examples of procedural justice. As part of the discussion, officers are asked to provide input on what the officer could have done better during the interaction.

Module 5 is a wrap up of the day's training, allowing all officers an opportunity to give their opinion of the training and provide feedback for future training. The highlight of this module is a full discussion on internal procedural justice, that is, the treatment of officers by the command level. This demonstrates how the department as a whole embraces the concept of procedural justice.

Training Evaluation

The NPD procedural justice training will be evaluated with three methods. The first one will examine short-term effects, using a pre- and post-test design. The second method will examine officers' attitudes toward procedural justice one year after the training using an officer survey. The third method involves observing officers' actual behavior and their interactions with citizens, who will be interviewed for more information about their perceptions of the police. Taken together, the police department, in partnership with the research team, will have a very comprehensive view of the training's impact and effectiveness. In addition to this eight-hour training on procedural justice, it is expected that some organizational and cultural changes will occur in the department emphasizing procedural justice and legitimacy.

Discussion

As law enforcement moves into the 21st century, agencies need to assess their strategies on reducing crime. It has become fairly evident that "you can't arrest your way to lower crime." Research suggests that adjusting police interactions to include the four elements of procedural justice may increase legitimacy, which leads to increased levels of cooperation and voluntary compliance to laws by community members.

Training is an effective tool to drive change, and procedural justice training has proved to be a good tool for enhancing police legitimacy in places such as Chicago, Manchester, and Queensland. When crafting a procedural justice lesson plan, each department must remember "place matters." For Norfolk, a racially diverse city, the history of southern politics and race relations is a key topic that has local significance and helps operationalize the importance of procedural justice. For Chicago, in contrast, it was the culture of cynicism. It is recommended that each department takes an honest look at its "soft spot" and uses that as the basis for how to personalize its procedural justice training. ❖

Robert Kenter is a 28-year veteran of the Norfolk Police Department and is currently assigned to the Office of Special Projects, working directly for the Chief of Police Larry D. Boone. Rob holds a master's degree in public administration from Troy University, Troy, Alabama, and is a doctoral candidate at Old Dominion University's School of Public Service, Norfolk, Virginia. His research interests include privatization, collaboration, southern politics, procedural justice, and restorative justice.

Mengyan Dai is an associate professor in the Department of Sociology and Criminal Justice at Old Dominion University. He received his PhD in criminal justice from the University of Cincinnati, Ohio. His research areas are police discretion, police effectiveness, procedural justice, and comparative criminal justice.

Notes:

¹Kristy Holtfreter, "Procedural Justice and Legitimacy Across the Criminal Justice System: An Introduction to the Special Issue," *Criminal Justice and Behavior* 43, no. 1 (2016): 5–6; Stephen D. Mastrofski et al., "Predicting Procedural Justice in Police-Citizen Encounters," *Criminal Justice and Behavior* 43, no. 1 (2016): 119–139; Wesley G. Skogen, Maarten Van Craen, and Cari Hennessy, "Training Police for Procedural Justice," *Journal of Experimental Criminology* 11, no. 3 (2015): 319–334.

²President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services [COPS Office], 2015); COPS Office, *President's Task Force on 21st Century Policing Implementation Guide: Moving from Recommendations to Action* (Washington, DC: COPS Office, 2015).

³Mengyan Dai, James Frank, and Ivan Sun, "Procedural Justice during Police-Citizen Encounters: The Effects of Process-Based Policing on Citizen Compliance and Demeanor," *Journal of Criminal Justice* 39 (2011): 159–168; Tom Tyler and Yuen Huo, *Trust in the Law: Encouraging Public Cooperation with the Police and the Courts* (New York: Russel Sage Foundation, 2002); Skogen, Van Craen, and Hennessy, "Training Police for Procedural Justice"; Mastrofski et al., "Predicting Procedural Justice in Police-Citizen Encounters."

⁴Skogen, Van Craen, and Hennessy, "Training Police for Procedural Justice."

⁵Ibid.

⁶Ibid.

⁷Levin Wheller et al., *The Greater Manchester Police Procedural Justice Training Experiment* (Coventry, UK: College of Policing, 2013).

⁸Lorraine Mazerolle et al., "Shaping Citizen Perceptions of Police Legitimacy: A Randomized Field Trial of Procedural Justice," *Criminology* 51, no. 1 (2013): 55.

⁹Matthew Fowler, Wayne Parent, and Peter Petrakis, "When White Goes Right: The Old South in the 2008 Presidential Election," *American Review of Politics* 32 (2011): 83–103.

¹⁰Rick Travis et al., "Explaining State Differences in the Implementation of the Patient Protection and Affordable Care Act: A South/Non-South Comparison," *Social Science Quarterly* 97, no. 3 (2016): 573–587.

¹¹Mary C. Doyle, "From Desegregation to Resegregation: Public Schools in Norfolk, Virginia 1954–2002," *Journal of African American History* 90, no. 1/2 (2005): 64–83.

¹²Ibid.

Visit IACP's Institute for Community-Police Relations online for model policies, reports, articles, and other resources on building trust and legitimacy:
www.theIACP.org/TrustLegitimacy.



Bringing PEACE to the United States:

A Framework for Investigative Interviewing

By Mary Schollum, Policing and Criminal Justice
Consultant, Cambridge, England

Information determines the direction and outcome of any investigation. With police investigations, a significant portion of the information collected comes from interviews with victims, witnesses, and suspects, which means these interviews must be skillfully performed. However, few investigators have an innate ability to carry out investigative interviews with the necessary levels of skill and sensitivity expected by the public and the criminal justice system—it takes training and practice to develop this ability.

Evidence suggests that the PEACE framework for investigative interviewing can support such efforts. The model was developed almost 25 years ago for use by police in England and Wales. Its subsequent adoption by Scotland and Northern Ireland saw it become the interviewing method for the entire United Kingdom, and it has since been adopted by other countries. Although PEACE was developed by and for the police, the considerable body of research into its use makes it clear it can be used by any organization that has to discover facts—for example, investigations related to fraud, immigration, and employment.


Despite widespread adoption by the United Kingdom and increasing interest in PEACE among academic and law enforcement circles, the model has not yet been implemented by U.S. law enforcement. Research on the impact of current interrogational practices on the rates of false confessions and wrongful convictions suggests that the PEACE framework may be of benefit to the U.S. law enforcement community. This article considers what PEACE might offer the United States and provides information and recommendations based on the United Kingdom's experience in adopting the model.

UK Investigative Interviewing Practice

Until 30 or so years ago, interviews of suspects in the United Kingdom were based on the notion of “interrogation” whereby police used an array of tactics designed to elicit a confession.¹ The turning point came in 1984, when the Police and Criminal Evidence Act (PACE) was enacted. Among other changes, the new law introduced stricter controls over police questioning, including audio recording of all suspect interviews, the right to legal representation for suspects, and limits on detention before charge.

These moves did not at first lead to a change in interview training or practices.² However, a number of high-profile miscarriages of justice (notably the Birmingham Six and Guildford Four cases, where the suspects' confessions were later found to have been coerced by police misconduct), led to widespread judicial and public criticism.



Type here to search 

Find your training records in seconds.
acadis.com/gopaperless



As a result, in 1992, the Association of Chief Police Officers and the Home Office put together a team of experienced police officers to develop interview training that was noncoercive, ethically sound, and evidence based. With input from psychologists, lawyers, and academics, the result was the five-stage interview model known by the mnemonic PEACE. The letters of PEACE stand for

- Planning and Preparation
- Engage and Explain
- Account (Clarification and Challenge)
- Closure
- Evaluation

A pilot course of PEACE was run in four locations during the summer of 1992 and subjected to independent evaluation.³ The positive findings led to a training package that was initially delivered to officers with five to ten years of experience. The training was held in such high regard that it was eventually extended to all operational law enforcement officers in England and Wales.⁴ While continuous research and evaluation over the years have led to improvements of the PEACE model, the basic structure remains unchanged.

The PEACE Model

Figure 1 shows the five elements of the PEACE model. They cover the periods before, during, and after the interview and comprise the overarching framework used for all interviews with victims, witnesses, and suspects. The aim of PEACE is to enable interviewers to obtain accurate, relevant, and complete accounts from those being interviewed—and to ensure those accounts are admissible as evidence.

Depending on the type of interview, the PEACE framework contains a range of scientifically proven techniques for interviewers to draw on. These include free recall (FR), the enhanced cognitive interview (ECI), and conversation management (CM). While FR and the ECI are used mainly for victim and witness interviews, CM is used mainly for suspect interviews. Within those techniques, interviewers use a range of different tactics, such as active listening, use of pauses and silence, body language, different types of questions, memory jogs, seating arrangements, and so forth. The type of interview determines the level of training the interviewer must have and which techniques should be employed.

Development of PEACE

Research into the psychology of interviews played a significant part in the development of PEACE. Particularly influential were the following resources and studies:

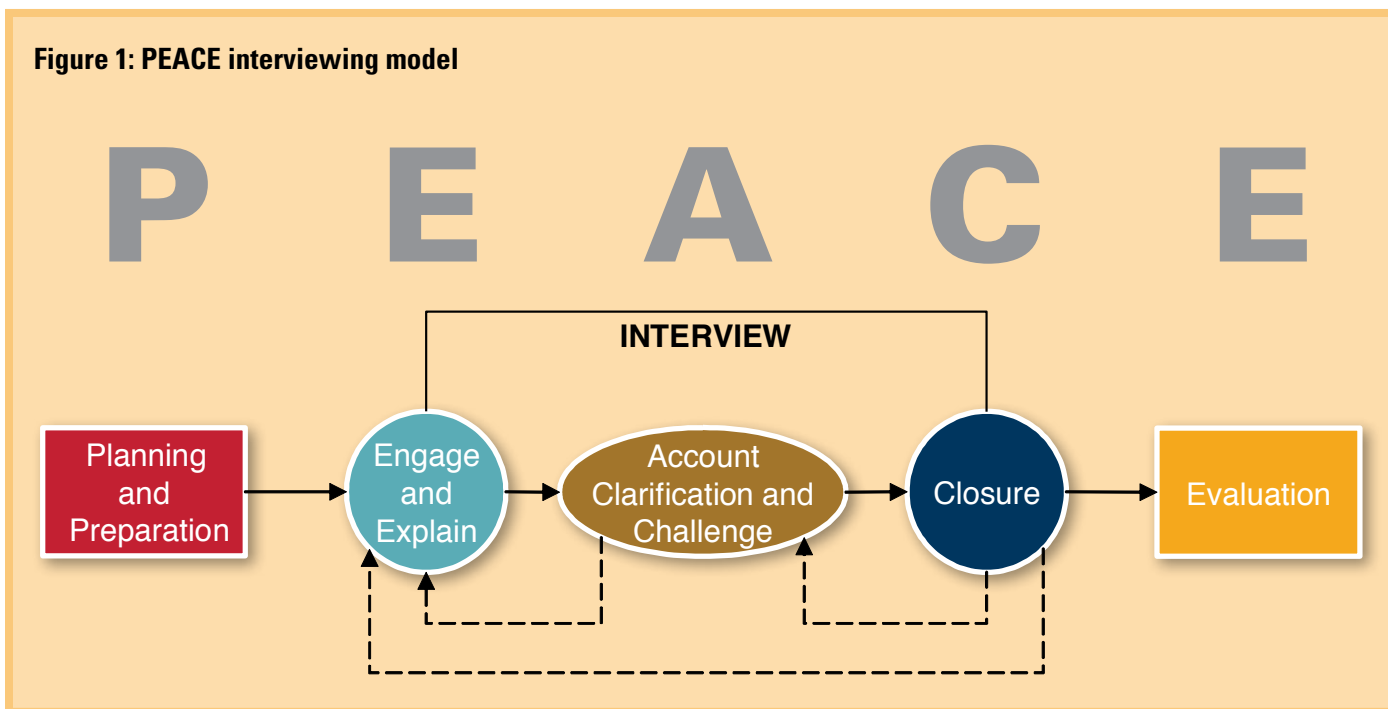
- U.S. researchers Ron Fisher and Ed Geiselman’s work in developing the cognitive interview (CI) in 1984, and later expanding it into the ECI⁵
- John Baldwin’s 1992 evaluation of 600 real-life police interviews, in which he found a large proportion of interviews suffered from interviewers’ incompetence, assumptions of guilt, poor interviewing technique, and unfair questioning or unprofessional conduct⁶
- Gisli Gudjonsson’s practical guide to interrogation, which was the first examination of false confessions from a scientific perspective⁷
- British psychologist Eric Shepherd’s work in devising CM in 1983 as a way to maximize spontaneous disclosure from interviewees and promote ethical interviewing⁸

In adopting PEACE, the United Kingdom also rejected the term “interrogation” in favor of “investigative interviewing.” This departure was partly a response to the negative connotations associated with interrogations, but it was also a way of emphasizing that investigations require accurate and reliable information from victims and witnesses, not just suspects. In addition, by adopting an information-gathering approach, law enforcement agencies are in a much stronger position to avoid the sorts of problems that can arise from interrogations (such as false confessions and wrongful convictions) and the subsequent damage to the reputation of policing and other adverse consequences.

Evaluation and Research Regarding PEACE

Early evaluations of PEACE as an interviewing framework were positive. It was seen as providing a logical structure, and the five stages were easy for investigators to remember.⁹ Subsequent assessments have continued to praise PEACE as an overarching model but have also highlighted certain shortcomings. For example, a three-year study published in 2001, concluded that interviewers were expected to learn too much from just a one-week training course.¹⁰ The researchers recommended implementation of a tiered approach to PEACE training.¹¹ This approach (with its mixture of theory and

Figure 1: PEACE interviewing model



practice) was introduced in 2003 and remains in place today. Tiered training is seen as a fundamental requirement.¹²

The individual stages of the PEACE model have also been well researched, as evidenced by the following information.

Planning and Preparation

The first step to maximizing the investigative and evidentiary value of the interview is planning and preparation. Numerous researchers have identified the crucial elements, including understanding the purpose of the interview; obtaining as much background information as possible on the incident under investigation, including information on the person to be interviewed; defining the aims and objectives of the interview; understanding and recognizing the points to prove; assessing what evidence is available and from where it was obtained; assessing what evidence is needed and how it can be obtained; understanding the relevant legislation and associated guidelines and considerations; and preparing the mechanics of the interview (attending to exhibits, logistics, venue, equipment functioning, seating, and so on).¹³

Engage and Explain

This phase is described in the literature as the most influential in ensuring the success of an interview, including interviews with uncooperative interviewees.¹⁴ Interviewers do not have to be “friends” with interviewees; however, they do have to treat them with courtesy and respect while remaining open-minded.

The “engage” portion of this stage is also known as “establishing rapport.” Research indicates that effective tactics for building and maintaining rapport include showing kindness and respect; identifying and meeting basic needs; being patient; asking how the interviewee wants to be addressed; finding common ground or shared experiences; showing concern for the interviewee and his or her situation; using similar language as the interviewee; and employing active listening skills.¹⁵ Interviewers who adopt a rapport-building approach substantially increase correct responses without increasing incorrect information.¹⁶ It has also been found that interview outcomes are improved if rapport is maintained throughout the interview.¹⁷

The “explain” part of this stage features much more in UK research than in U.S. studies, being acknowledged as a crucial step in both the PEACE model and the interviewing process as a whole.¹⁸ It involves describing the format and procedures to be followed in the interview and the reason for them to the interviewee. This practice establishes ground rules and builds a shared understanding between the interviewer and interviewee. It also helps reveal potential difficulties that need special attention (for example, some vulnerability due to age, disability, language, and so forth).

Account

At this stage, the interviewer obtains the interviewee’s uninterrupted account of events; uses interview techniques to expand and clarify the account; and then, when necessary, uses other evidence to challenge the account. Interviewers employ either the FR technique (e.g., for Tier 1 interviews), the ECI for more complex interviews (e.g., with vulnerable witnesses), or the CM technique (e.g., interviews with suspects and uncooperative witnesses).

Much of the applied research into the account stage has centered on questioning skills, determining truthfulness, detecting deception, and rates of true confessions. Examples of findings include the following:

- Cognitive interviewing facilitates accurate recall of information stored in memory.¹⁹
- ECI increases the amount of correct information recalled.²⁰
- Open-ended questions gain the best quality and greatest amount of information.²¹
- Certain techniques, such as the Griffiths Question Map, enable the visualization of question use across the course

of an interview and act as valuable tools for feedback and self-learning.²²

- PEACE results in a similar rate of confessions as interrogational interviews, even though confessions are not the primary aim.²³
- Confessions made in PEACE interviews are more likely to be true confessions than those arising from interrogational interviews.²⁴

Closure

Investigators often rush the closing of an interview.²⁵ Yet, the closing stage needs to be just as complete as any other. The interviewer should ensure that the interviewee understands what has happened during the interview, agrees that the information he or she has given is accurate, highlights any gray areas, and understands he or she can give additional information later. The interviewer also explains what will happen next.

Evaluation

At this final stage, the interviewer examines whether the aims and objectives for the interview have been achieved, reviews the investigation in the light of information obtained during the interview, reflects upon how well he or she conducted the interview, and considers what improvements could be made in the future. It is the least researched of all five PEACE stages—perhaps unsurprising given the time and other pressures of many investigations.²⁶

International Adoption of PEACE

The closure and evaluation stages notwithstanding, research into PEACE is flourishing. Existing aspects are being tested further, and new areas explored, with areas of both good and poor practice continuing to be highlighted.²⁷ The PEACE model has resulted in vast improvements in police interviewing to the extent that many countries, including Australia, New Zealand, Norway, and parts of Canada, have adopted it. Other countries are exploring PEACE or have implemented it to some extent, including Vietnam, Indonesia, Hong Kong, Singapore, Malaysia, and the Republic of Ireland.

In late 2004, the New Zealand Police commissioned a review of investigative interviewing. The two-year project resulted in three products: a review of the international literature on investigative interviewing; a report summarizing a comprehensive research program on the ‘current situation’; and a report recommending the way forward.²⁸ The primary recommendation was to adopt PEACE as the interviewing framework for all investigative interviews. Other recommendations addressed ethics and principles; policy and official guidance; interview training, standards, and competency; technology, equipment, and interview rooms; quality assurance; maintenance and support; communications; and evaluation.²⁹ The review considered these to be the elements necessary to begin the process of changing the mind-sets of police officers from obtaining a confession to an objective gathering and testing of evidence.

Characteristics of the UK Approach

The principal factors aiding the success of the UK approach to investigative interviewing are considered to be the following:

- buy-in at the highest level
- a national approach
- close collaboration between UK police and universities
- an overarching framework with an easily remembered mnemonic
- national legislation and statutory guidance
- mandatory training
- an equal focus on witness and victim interviewing

Buy-in at the Highest Level

The adverse publicity and public outrage arising in the 1990s from a series of miscarriages of justice focused the UK government



and police attention on interviewing practices. The Home Office and Association of Chief Police Officers (recently restructured into the National Police Chiefs Council) approved the PEACE model as a means of making meaningful change.³⁰ A succession of chief constables acting as the national leads, as well as a national steering group made up of senior police officers, public servants, academics, and other professionals, ensures the model is kept up to date.

A National Approach

Use of the PEACE interviewing framework is mandatory in the United Kingdom, with oversight, guidance, and funding all provided at a national level. In 2012, the College of Policing, as the professional body for the police service in England and Wales, took on the responsibility for national guidance and associated funding.³¹ Notable achievements relevant to investigative interviewing are the establishment in 2013 of a What Works Centre (which reviews the best available evidence on practices and interventions) and the production of Authorised Professional Practice—a body of consolidated national guidance on a wide range of topics for the UK policing profession.³²

Close Collaboration between UK Police and Universities

The long-established relationship between the police and the academic community in the United Kingdom means that the numerous assessments of PEACE, FR, ECI, and CM have been able to draw on a mix of ecologically valid studies of practitioner performance; empirical research findings from cognitive and social psychology and sociolinguistics; and research involving reflective practice, counselling psychology, and psychotherapy.

To encourage even greater collaboration, the College of Policing has been involved in specific high-profile initiatives, including

- the establishment in 2014 of a commissioned partnership program, made up of a consortium of universities, to support the What Works Centre
- the 2015 launch of a £10 million Police Knowledge Fund in order to increase evidence-based knowledge, skills, and problem-solving approaches within policing³³
- the establishment of an Innovation Capacity Building Fund, which issues grants to establish regional hubs for policing research, knowledge exchange, and training opportunities³⁴

An Overarching Framework with an Easily Remembered Mnemonic

PEACE is a logical, well-thought-out, and practical framework. The basic five stages are easy for users to remember and implement, and the model has stood the test of time. PEACE has brought

a high degree of consistency to interviewing knowledge and practice, including helping investigators stay open-minded and avoid making premature or wrong judgments about guilt or innocence.

National Legislation and Statutory Guidance

The United Kingdom benefits from specific legislation (i.e., PACE, Code C) that sets out the requirements for the detention, treatment, and questioning of suspects in police custody by police officers.³⁵ Although the national guidance covers all investigative interviews, there is also specific guidance on interviewing victims and witnesses entitled *Achieving Best Evidence in Criminal Proceedings*.³⁶ Having such legislation and guidance increases the chances that the justice system is fair and accessible and reaches high standards.³⁷

Mandatory Training

Every new police officer in the United Kingdom receives at least Tier 1 interview training (up to 18 days in total). Further training follows as an officer's career progresses. The national guidance and training products make it clear that, for interviewing skills to grow and improve, interviewers need—at a minimum—to receive training at the appropriate level, accompanied by regular feedback on real-life interviews, and supervisors need to be trained to provide that ongoing feedback. In addition, refresher training and performance expectations should be included. While the specifics of the national training program are not always met, it remains the gold standard.³⁸

An Equal Focus on Witness and Victim Interviewing

Interviewing witnesses and victims is often rated less important than interviewing suspects.³⁹ Yet, if interviews with witnesses and victims are poorly done, investigators may never get to the stage of interviewing a suspect. PEACE training ensures all interviews are seen as having equal value and being equally necessary to the investigative process.

Potential Benefits of PEACE Adoption for the United States

Across the United States, psychologically based methods of interrogation have replaced the physically abusive third-degree methods used up to the 1930s.⁴⁰ With almost 18,000 local and state law enforcement agencies, however, it is difficult to get an accurate picture of the current U.S. interviewing and interrogation practices.⁴¹ Despite this, or possibly because of it, the nature of police interrogations—and the appropriateness of the term “interrogation” itself—has come under a great deal of scrutiny in recent years.⁴² It is claimed that many interrogation tactics are manipulative and coercive; that these tactics make interrogators believe they are better at detecting lies than they really are; and that the tactics are guilt-presumptive.⁴³

Interrogations and Wrongful Convictions

The spotlight on police interrogations in the United States has been brightened by the work of the Innocence Project, founded in 1992 by Peter Neufeld and Barry Scheck at Cardozo School of Law (Yeshiva University, New York City). The impact is evident, not least in terms of the 349 DNA-related exonerations to date. Reviews of exonerations identify police-induced false confessions as one of the five major causes of wrongful convictions.⁴⁴ Contributory factors include interviewer incompetence, racial discrimination, police misconduct, a lack of prosecutorial accountability, inadequate or strained defense systems, and misinterpretation or misapplication of the law, among others.⁴⁵

Estimating the rate of innocent people falsely imprisoned is difficult. According to the Innocence Project, “the few studies that have been done estimate that between 2.3% and 5% of all prisoners in the U.S. are innocent.”⁴⁶ The Bureau of Justice Statistics put the total number of prisoners held on December 31, 2015, at 1,526,800.⁴⁷ Therefore, if—to be conservative—it is estimated that even 1 percent of all U.S. prisoners are innocent, that would mean more than 15,000 innocent people are in prison.

Cost of Wrongful Convictions

It is difficult to calculate the economic and social impact of wrongful convictions. What would be taken into account? Possibilities include the cost to the state of imprisoning the wrong person; the personal cost to the innocent individuals; the cost to the taxpayer of compensating those exonerated; the cost of appeals and associated court proceedings; and the cost of dealing with confirmed misconduct. It could also include the “costs” to public safety by the true offenders remaining free, to victims not receiving justice, and to the criminal justice system from the loss of public confidence.

One of these—the cost to taxpayers of keeping innocent people imprisoned—can be estimated. The annual figure of keeping someone in prison in 2014 was \$30,620.⁴⁸ Thus, the estimated cost of keeping 15,000 innocent people in prison is \$459,300,000 per year.

Although there is no national collation or analysis, limited figures are also available on the cost to the taxpayer of compensating the innocent.⁴⁹ Examples include a \$10 million case in 2013 from Chicago, Illinois; \$214 million paid out for 85 cases from Illinois (including \$40 million for the Dixmoor 5 case); \$61 million for 89 cases from Texas; and \$129 million for 200 cases from California.⁵⁰ New York paid \$41 million in compensation for the Central Park Five case alone.⁵¹

Compensation remains something of a lottery. To date, 30 U.S. states (plus the federal government and the District of Columbia) have compensation statutes for the wrongfully convicted; 20 states do not. Where compensation statutes exist, they vary widely.⁵² Some award just monetary compensation (usually based on years served), while other states provide support services as well.⁵³ Many states that currently pay compensation add restrictions that may prevent people who falsely confessed or pleaded guilty from receiving compensation. Because of the discrepancies, organizations such as the Innocence Project are lobbying for a uniform compensation framework.

Most of the costs associated with wrongful convictions relate to those exonerated of capital murder. Clearly, if other types of serious convictions were scrutinized to a similar level, the floodgates could open on compensation. On financial grounds alone, wrongful convictions must be minimized.

Encouraging Signs of Change

The efforts of the Innocence Project and like-minded organizations and individuals have resulted in numerous reforms across the United States that lessen the likelihood of interview-related shortcomings. For example, 25 states now have mandatory recording of interrogations, and 20 states have improved eyewitness procedures.⁵⁴ Other encouraging examples include the high level of ongoing academic and psychological research and the growing number of white papers and official reports urging reform.⁵⁵ A document illustrating a change in thinking at the highest government level is the *Interrogation Best Practices* report prepared by the FBI-administered High-Value Detainee Interrogation Group (HIG), which summarizes best practices for interrogation.⁵⁶

Bringing PEACE to the United States

The PEACE investigative interviewing framework has much to offer U.S. law enforcement. All investigators want to be the best interviewers they can, and PEACE is a way of achieving this. Mention of PEACE is occurring more frequently in U.S. research literature and other media, with a number of high-profile calls for its introduction in the United States and elsewhere. For example, in 2016, Juan Mendez, the then-UN special rapporteur on torture, recommended the PEACE model as the foundation for a universal protocol on interviewing suspects.⁵⁷

U.S. academics are also increasingly recommending replacing current interrogations with PEACE. According to one group, “the British-based investigative interviewing approach offers a potentially effective wholesale alternative to the classic American interrogation.”⁵⁸

PEACE has brought a high degree of consistency to interviewing knowledge and practice, including helping investigators stay open-minded and avoid making premature or wrong judgments about guilt or innocence.

As word has spread, a number of U.S. law enforcement and other investigative agencies have commissioned discrete, customized training packages in the PEACE model. This is a useful means of stimulating excitement about improving interview practice, but can be little more than the tip of the iceberg. With more than 750,000 sworn officers involved in U.S. law enforcement, reaching a small number of practitioners at a time is unlikely to create the momentum needed for a large-scale shift.⁵⁹

Those considering adopting PEACE could think in terms of the characteristics of the UK approach, and what they would be prepared to do. Getting buy-in from senior decision makers, abandoning the term “interrogation,” and establishing closer collaboration between academia and law enforcement agencies are all crucial first steps. This sea change will not be easy. It will require law enforcement practitioners, academics, legal experts, psychologists, and others to work together at every level.

Conclusion

The research literature on the PEACE framework, combined with its widespread international adoption, suggests it has much to offer investigative practices in the United States. Adoption of the PEACE model would allow interviewers to gain improved knowledge and skills in order to retrieve the highest quality and quantity of information from interviewees. In turn, the likelihood of successful criminal investigations and subsequent prosecutions will increase. PEACE also has the potential to deliver monetary savings, reduce legal exposure, and increase public satisfaction. Reform of this type will require a seismic shift in mind-set, but this shift would be the first step toward momentous and lasting change. ♦

Dr. **Mary Schollum** is a policing and criminal justice consultant based in Cambridge, England. She was formerly employed for a total of 26 years by the New Zealand Police, the National Policing Improvement Agency (UK), and the College of Policing (UK). Due to her ongoing interest in all things relating to investigative interviewing, Dr. Schollum is also an associate with Forensic Interview Solutions (FIS). FIS uses the PEACE model to train public and private organizations in carrying out accurate and ethical investigative interviews, with offices in the United States, the United Kingdom, Australia, and New Zealand.

Notes:

¹See Barrie Irving and Linden Hilgendorf, *Police Interrogation: A Case Study of Current Practice* (London, UK: Royal Commission on Criminal Procedure, 1980). The authors observed 76 police interrogations involving 60 suspects.

²PACE opened the interview room to scrutiny and revealed that many police officers were unskilled at interviewing. See John Baldwin, *Video Taping of Police Interviews with Suspects—An Evaluation*, Police Research Series: Paper no. 1 (London, UK: Home Office, 1992).

³Barry J. McGurk, Michael J. Carr, and Debra McGurk, *Investigative Interviewing Courses for Police Officers: An Evaluation*, Police Research Series: Paper no. 4 (London, UK: Home Office Police Department, 1993).

⁴Colin Clarke and Rebecca Milne, "Interviewing Suspects in England and Wales," in *International Developments and Practices in Investigative Interviewing and Interrogation*, eds. David Walsh et al., vol. 2, Suspects (New York: Routledge, 2016).

⁵Ronald P. Fisher and R. Edward Geiselman, *Memory-enhancing Techniques for Investigative Interviewing: The Cognitive Interview* (Springfield, IL: Charles C. Thomas, 1992). See also Mark R. Keibell, Rebecca Milne, and Graham F. Wagstaff, "The Cognitive Interview: A Survey of Its Forensic Effectiveness," *Psychology, Crime & Law* 5 (1999): 101–115.

⁶Baldwin, *Video Taping of Police Interviews with Suspects*.

⁷Gisli H. Gudjonsson, *The Psychology of Interrogations, Confessions and Testimony* (Chichester, UK: John Wiley and Sons, 1992).

⁸Eric Shepherd, "Ethical Interviewing," *Policing* 7, no. 1 (Spring 1991): 42–60.

⁹McGurk, Carr, and McGurk, *Investigative Interviewing Courses for Police Officers*.

¹⁰Colin Clarke and Rebecca Milne, *National Evaluation of the PEACE Investigative Interviewing Course*, Police Research Award Scheme Report No: PRAS/149, 2001, <https://so-fi.org/wp-content/uploads/peaceinterviewcourse.pdf>.

¹¹Thus, interviewers would start with basic training (Tier 1) and progress through other levels as their policing careers progressed. Some, detectives, for example, would do Tier 2 training (advanced interviewing) and others would receive Tier 3 training (specialist witness and suspect interviewing). Supervisors would receive Tier 4 training, and a small number of experienced interviewers would be trained as Tier 5 interview advisors.

¹²See, e.g., Ray Bull, ed., *Investigative Interviewing* (New York: Springer, 2014).

¹³See, e.g., Dave Walsh and Ray Bull, "What Really Is Effective in Interviews with Suspects? A Study Comparing Interviewing Skills Against Interviewing Outcomes," *Legal and Criminological Psychology* 15 (2010): 305–321.

¹⁴See, e.g., Roger Ede and Eric Shepherd, *Active Defence*, 2nd ed. (London, UK: Law Society Publishing, 2000); Allison Abbe and Susan E. Brandon, "The Role of Rapport in Investigative Interviewing: A Review," *Journal of Investigative Psychology and Offender Profiling* 10, no. 3 (October 2013): 237–249; Charles L. Yeschke, *The Art of Investigative Interviewing: A Human Approach to Testimonial Evidence* (Burlington, MA: Butterworth-Heinemann, 2003).

¹⁵See, e.g., Christopher E. Kelly et al., "A Taxonomy of Interrogation Methods," *Psychology, Public Policy, and Law* 19, no. 2 (May 2013): 165–178.

¹⁶Roger Collins, Robyn Lincoln, and Mark G. Frank, "The Effect of Rapport in Forensic Interviewing," *Psychiatry, Psychology and Law* 9, no. 1 (2002): 69–78.

¹⁷Dave Walsh and Ray Bull, "Examining Rapport in Investigative Interviews with Suspects: Does Its Building and Maintenance Work?" *Journal of Police and Criminal Psychology* 27, no. 1 (April 2012): 73–84.

¹⁸Clarke and Milne, *National Evaluation of the PEACE Investigative Interviewing Course*; Clarke and Milne, "Interviewing Suspects in England and Wales."

¹⁹See, e.g., Fisher and Geiselman, *Memory Enhancing Techniques for Investigative Interviewing*.

²⁰See, e.g., Amina Memon et al., "Isolating the Effects of the Cognitive Interview Techniques," *British Journal of Psychology* 88, no. 2 (May 1997): 179–197.

²¹Gavin E. Oxburgh, Trond Myklebust, and Tim D. Grant, "The Question of Question Types in Police Interviews: A Review of the Literature from a Psychological and Linguistic Perspective," *International Journal of Speech, Language and the Law* 17, no. 1 (2010): 45–66.

²²See, e.g., Andy Griffiths and Rebecca Milne, "Will It All End in Tiers? Police Interviews with Suspects in Britain," in *Investigative Interviewing: Rights, Research, Regulation*, ed. Tom Williamson (Cullompton, UK: Willan, 2006), 167–89. The GQM facilitates the mapping and coding of eight core question types—productive ones such as open-ended and appropriate closed questions, as well as unproductive ones such as leading and multiple questions.

²³Rebecca Milne and Ray Bull, *Investigative Interviewing: Psychology and Practice* (Chichester, UK: John Wiley and Sons, 1999).

²⁴Richard A. Leo and Brian L. Cutler, "False Confessions in the Twenty-First Century," *Champion* (May 2016): 46.

²⁵Clarke and Milne, *National Evaluation of the PEACE Investigative Interviewing Course*.

²⁶Milne and Bull, *Investigative Interviewing: Psychology and Practice*.

²⁷Sam Poyser and Rebecca Milne, "No Grounds for Complacency and Plenty for Continued Vigilance: Miscarriages of Justice as Drivers for Research on Reforming the Investigative Interviewing Process," *Police Journal: Theory, Practice and Principles* 88, no. 4 (2015): 265–280.

²⁸Mary Schollum, *Investigative Interviewing: The Literature* (Wellington, NZ: Police National Headquarters, 2005), <http://www.police.govt.nz/sites/default/files/publications/investigative-interviewing-literature-2005.pdf>. The literature review has been downloaded many thousands of times (8,472 times in the first 6 months alone) and police from Australian states, Pacific nations and other regions have visited New Zealand to see what was being done. The document continues to be widely referenced in reports and studies, and appears in numerous online sites. Of note, Norwegian police have used the literature review not only to guide the approach in Norway but also to assist the national police forces of both Vietnam and Indonesia in changing their approaches to interviewing. The latter two reports (summary of a comprehensive research program on the current situation and recommendations for the way forward) are available on request from New Zealand Police or the author.

²⁹Other research has confirmed the importance of a comprehensive and coordinated approach to interviewing. See Brent Snook et al., "Reforming Investigative Interviewing in Canada," *Canadian Journal of Criminology and Criminal Justice* (April 2010): 203–217, http://www.mun.ca/psychology/brl/publications/Snook_et_al_CJCCJ.pdf. See also, Walsh et al., *International Developments and Practices in Investigative Interviewing and Interrogation*.

³⁰The Home Office is the UK ministerial department responsible for law and order (among other things).

³¹College of Policing, "About Us," <http://www.college.police.uk/About/Pages/default.aspx>. To ensure consistency across the United Kingdom, the college sets national standards in professional development, including codes of practice and regulations, as well as standards on training, development, skills, and qualifications.

³²The latest iteration of APP for investigative interviewing was produced in 2013. See College of Policing, Authorized Professional Practice, "Investigation: Investigative Interviewing," updated January 11, 2016, <https://www.app.college.police.uk/app-content/investigations/investigative-interviewing>.

³³College of Policing, "Police Knowledge Fund Open for Bids," news release, February 19, 2015, <http://www.college.police.uk/News/College-news/Pages/Police-Knowledge-Fund.aspx>.

³⁴See, for example, N8 Research Partnership, "Policing Research," <http://www.n8research.org.uk/research-focus/urban-and-community-transformation/policing-research>.

³⁵*Police and Criminal Evidence Act 1984 (PACE)*, Code C Revised (London, UK: The Stationery Office, 2017), https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/592547/pace-code-c-2017.pdf. Note: PACE Codes E & F cover the requirements for audibly or visually recording interviews.

³⁶National Policing Improvement Agency, *Achieving Best Evidence in Criminal Proceedings: Guidance on Interviewing Victims and Witnesses, and Guidance on Using Special Measures* (Ministry of Justice, 2011), https://www.cps.gov.uk/publications/docs/best_evidence_in_criminal_proceedings.pdf. The guidance is supported by two national statutory codes: the *Code of Practice for Victims of Crime* (https://www.cps.gov.uk/legal/assets/uploads/files/OD_000049.pdf) and the *Witness Charter Standards of Care for Witnesses in the Criminal Justice System* (https://www.cps.gov.uk/victims_witnesses/witness_charter.pdf).

³⁷Police forces are regularly inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services to ensure they are complying with legislation, national standards, and guidance.

³⁸See, e.g., Bull, ed., *Investigative Interviewing*, and Griffiths and Milne, "Will It All End in Tiers?"

³⁹Schollum, *Investigative Interviewing: The Literature*.

⁴⁰Richard A. Leo, "From Coercion to Deception: The Changing Nature of Police Interrogation in America," *Crime Law & Social Change* 18, no. 1–2 (1992): 35–59.

⁴¹There appears to be no standardization of methods or training, and the formal training that investigators receive can range from a few hours of in-house training to third-party, multiday courses.

⁴²See, e.g., Saul M. Kassin et al., "Police-Induced Confessions: Risk Factors and Recommendations," *Law and Human Behavior* 34 (2010): 3–38; Timothy E. Moore and C. Lindsay Fitzsimmons, "Justice Imperiled: False Confessions and the Reid Technique," *Criminal Law Quarterly* 57, no. 4 (2011): 509–542; Richard A. Leo, "Why Interrogation Contamination Occurs," *Ohio State Journal of Criminal Law* 11, no. 1 (Fall 2013): 193–215; Christopher E. Kelly and Christian A. Meissner, *Interrogation and Investigative Interviewing in the United States: Research and Practice*, vol. 2 (2014); Brandon Garrett, "Judging Innocence," *Columbia Law Review* 108 (2008): 55–142.

⁴³Richard A. Leo and Richard J. Ofshe, "Consequences of False Confessions: Deprivations of Liberty and Miscarriages of Justice in the Age of Psychological Interrogation," *Journal of Criminal Law and Criminology* 88, no. 2 (Winter 1998): 429–496; Richard A. Leo, "False Confessions: Causes, Consequences, and Implications," *Journal of the American Academy of Psychiatry and the Law* 37, no. 3 (September 2009): 332–343.

⁴⁴California Innocence Project, "Wrongful Convictions Have Cost CA Taxpayers \$129 Million," <https://californiainnocenceproject.org/2012/10/wrongful-convictions-have-cost-ca-taxpayers-129-million>.

⁴⁵See, e.g., C. Ronald Huff and Martin Killias, eds., *Wrongful Conviction and Miscarriages of Justice: Causes and Remedies in North American and European Criminal Justice Systems* (Abingdon, UK: Routledge, 2013); Samuel R. Gross et al., "Rate of False Conviction of Criminal Defendants Who Are Sentenced to Death," *Proceedings of the National Academy of Sciences* 111, no. 20 (2014): 7230–7235.

⁴⁶Innocence Project, "Frequently Asked Questions," <https://www.innocenceproject.org/contact>.

⁴⁷This includes 1,526,800 under the jurisdiction of state and federal correctional authorities; 126,200 housed in privately operated facilities; and 80,400 in the custody of local jails. Note: This number does not include military prisons. Bureau of Justice Statistics, *Prisoners in 2015*, December 2016, <https://www.bjs.gov/content/pub/pdf/p15.pdf>.

⁴⁸Prisons Bureau, "Annual Determination of Average Cost of Incarceration," *Federal Register*, March 9, 2015, <https://www.federalregister.gov/documents/2015/03/09/2015-05437/annual-determination-of-average-cost-of-incarceration>.

⁴⁹Michael Bowers, "The Cost of Wrongful Convictions," Elsevier SciTech Connect, August 21, 2013, <http://scitechconnect.elsevier.com/the-cost-of-wrongful-convictions>.

⁵⁰California Innocence Project, "Wrongful Convictions Have Cost CA Taxpayers \$129 Million."

⁵¹Benjamin Weiser, "Settlement Is Approved in Central Park Jogger Case, but New York Deflects Blame," *New York Times*, September 5, 2014, https://www.nytimes.com/2014/09/06/nyregion/41-million-settlement-for-5-convicted-in-jogger-case-is-approved.html?_r=0.

⁵²CNN, "Wrongful Conviction Compensation Statutes," <http://edition.cnn.com/interactive/2012/03/us/table.wrongful.convictions>.

⁵³These can include employment training and counselling, tuition, and fees at a higher education unit of the state system, and other services needed to facilitate re-entry and reintegration into the community.

⁵⁴These statistics reveal there is still a considerable way to go before all U.S. states accept the need for such measures and implement them.

⁵⁵Christian A. Meissner et al., "Interview and Interrogation Methods and Their Effects on True and False Confessions," *Campbell Systematic Reviews* 13 (2012), https://www.campbellcollaboration.org/media/k2/attachments/Meissner_Interview_Interrogation_Review.pdf. This review initially located more than 2,000 studies in 16 databases using 22 distinct keywords, and included 17 in their 2 meta-analyses (field

study meta-analysis and experimental study meta-analysis); See, e.g., Senate Select Committee on Intelligence, *Committee Study of the Central Intelligence Agency's Detention and Interrogation Program*, December 3, 2014, <https://www.nytimes.com/interactive/2014/12/09/world/cia-torture-report-document.html>. This report condemns the use of torture as a means of gathering reliable information.

⁵⁶High-Value Detainee Interrogation Group, *Interrogation Best Practices*, 2016, <https://www.fbi.gov/file-repository/hig-report-august-2016.pdf>. The HIG was established by President Barack Obama in August 2009. Although there is no mention of PEACE, the recommended strategies have all the hallmarks of the model; for example, careful planning and preparation, building rapport and encouraging conversation, using evidence strategically, using memory-enhancing techniques, and having a strong closure.

⁵⁷*Interim Report of the Special Rapporteur on Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment*, Report to UN General Assembly 71st Session (2016), (report by Juan Méndez, Special Rapporteur), http://ap.ohchr.org/documents/dpage_e.aspx?si=A/71/298 (available in multiple languages); Matthew Sands, "A Ground-Breaking Call for Humane Interrogation Practices," *APT Blog*, November 1, 2016, <http://www.ap.ch/en/blog/a-ground-breaking-call-for-humane-interrogation-practices/#WRRrs7lXyvIV>.

⁵⁸Saul M. Kassin, Sara C. Appleby, and Jennifer Torkildson Perillo, "Interviewing Suspects: Practice, Science, and Future Directions," *Legal and Criminological Psychology* 15 (2010): 47–48. See also, Leo and Cutler, "False Confessions in the Twenty-First Century."

⁵⁹Duren Banks et al., *National Sources of Law Enforcement Employment Data* (Washington, DC: Bureau of Justice Statistics, 2016), <https://www.bjs.gov/content/pub/pdf/nsleed.pdf>.

The advertisement features a blue and black background with a stylized human head profile on the left. The FIS logo is in the top right. The main title is "THE SCIENCE OF INTERVIEWING". Below it, it states "WE ARE THE LEADING GLOBAL PROVIDER OF P.E.A.C.E. INVESTIGATIVE INTERVIEWING SCENARIO BASED TRAINING COURSES". A quote from a "Veteran US Detective" is in a speech bubble: "In 22 years in law enforcement, and countless hours of training, this was the best and most important training I have ever attended". At the bottom, contact information is provided: USA +1 917 267 8568, INFO@INTERVIEWFORENSICS.COM, and www.fis-international.com.



Man is a product of his thoughts; what he thinks, he becomes.
—Ghandi

Character matters. Image, in policing, matters. There is no denying that the U.S. police profession has taken some major image hits from the Rodney King incident; the inception of cellphone video capabilities; Ferguson; the repetitive media coverage of police misconduct stories; and even Hollywood's depiction of "bad cop, worse cop" stories. This is not an attempt to blame the media or Hollywood for the profession's black eye; nonetheless, the media fans the flames of police malpractice stories that continue to tarnish the profession's image. This negative repetitiveness of the media reports, coupled with Hollywood's need to glamorize *bent copping*, have contributed to the damage of this respected and once-revered profession and public-police relations on so many levels.

The effects of over-reporting malpractice stories and creating movies perpetuating negative policing perceptions are a loss of public trust and juror open-mindedness; a general societal suspicion; fewer talented police applicants; lower standards for hiring; recruits with incorrect preconceived notions of the job; an indifferent citizenry; and officer cynicism, doubt, and resentment. From a risk management standpoint, this loss of the public's trust translates into thousands of dollars paid out in costly civil trials, labor law hearings, and settlements, all because of the malpractice of a very few.

One defense to curtail this cycle of policy noncompliant conduct, the media coverage, the tainted public perceptions, distrust, community-police tensions, and large civil court settlements is to go on the offensive and reinstitute the philosophical tenets of nobility this profession once enjoyed through vigilant training curricula.

No longer can trainers, middle managers, or police chiefs simply espouse in their academy curricula and training to "do the right thing," because that approach is clearly not working. The concept of "doing the right thing" is too subjective to be applied to a results-driven occupation like policing. The concept carries so many differing implications to different entities that it has lost its effectiveness. Getting the bad guys off the streets to protect society is the professional goal, combining the crime fighter and public servant philosophies. However, the methods used to protect society must be vigilantly, constitutionally driven. Redefining the mantra to "do the noble thing" removes the individual subjectivity in police decision-making, both on and off duty. It implies a requisite constitutional deliberation of alternatives, a "big picture" perspective, coupled with the public service philosophy that often appears to have been lost in the shuffle. This concept of deliberation (ethical defensibility in policing) contemplates the legal and ethical ramifications of officer decision-making and incorporates nobility within the profession.¹

Doing the "noble thing" may sound a bit outdated, but it simply means doing the "professional, constitutional" thing. Veteran officers may or may not buy into "doing the noble thing," but they certainly understand what being a "professional, constitutional" officer entails in regard to organizational guidelines and expectations for employee behavior. Using the preferred adjective "noble" behooves trainers because policing is still a noble profession, one that only certain individuals can perform. It requires difficult decision-making under a great deal of stress and pressure—while maintaining a courageous calm. For the purpose of this discussion, "doing the noble thing" will be interchangeable with "doing the professional, constitutional thing."

Administrative disregard for training in the pitfalls of unconstitutional policing is gross negligence and could result in large civil jury awards or even the issuance of a consent decree by the U.S. Department of Justice. It is the overt duty of any agency's top administrators to reduce risk, vigilantly manage employee behavior, avoid deliberate indifference, and constantly strive to reinforce the public's trust in their organization.

Deter Unconstitutional Policing:

REINSTITUTE THE NOBLE CAUSE

By Thomas J. Martinelli, Esq.

Defining the “Noble Thing” Versus the “Right Thing” for Disciplinary Decision-making

Moral excellence comes about as a result of habit. We become just by doing just acts, temperate by doing temperate acts, brave by doing brave acts.

—Aristotle, in *Nicomachean Ethics*,
(ca 325 BC) Book II

For decades, the police profession has trained officers in the unofficial mantra of “do the right thing” when addressing the decision-making philosophies and discretionary authority of the profession. For the most part, this philosophy has been a workable mantra for law enforcers, administrators, and reviewing courts, alike.

“Do the right thing” incorporates the concept that street policing and crime fighting occur in the darker corners of neighborhoods, in abandoned houses and buildings, at night, and in desolate areas. Enforcing the law in these dark corners is challenging; no one is looking; there is no ostensible accountability; and officers are left to their own training, education, professionalism, and personal commitment to the mission of making the streets a safer place to live. Citizen resistance, disrespect, cynicism, or indifference compound these challenges. Because officer decisions on whether to take authoritative, legal action (or not) at that moment is out of the purview of supervisors, middle managers, police chiefs, and the public, the profession demands that officers be of good character, use common sense, and respect the constitutional limitations the law places on their authority. This is the essence of noble cause policing.

Adopting “do the noble thing” as a positive, philosophical mantra provides rookies and veterans alike with a workable template necessary for good constitutional policing and policy compliance that are founded on insightful legal and ethical decision-making.² It also offers supervisors a more manageable template from which to adjudicate policy noncompliance issues, when need be. Employing the myopic lens of the noble paradigm by demanding officers’ analysis, reasonable contemplation, and commonsense application on a case-by-case basis is highly recommended. Whether an internal investigation involves noncriminal allegations of the use of less-than-fatal force, constitutional rights violations, demeanor, domestic violence, or off-duty behaviors, applying the noble matrix as part of a supervisory investigative review brings clarity to all disciplinary decisions.

The duty to be transparent and accountable to the agency’s constituencies, coupled with the evolution of video capabilities, demands this change in the training curriculum mind-set in order to rehabilitate the

**THE NEXT ROUND
OF INNOVATION**

NOW AVAILABLE FROM VIGILANT SOLUTIONS

**CONNECT CASES.
SOLVE CRIMES FASTER.**

 **CAPTURE IMAGE
OF CASING**

 **ANALYZE
CASING**

 **LINK SHOOTINGS &
IDENTIFY FIREARM**

 **VIGILANT
SOLUTIONS**

TO LEARN MORE ABOUT BALLISTICSEARCH™, VISIT VIGILANTSOLUTIONS.COM

profession's public image. Somebody is watching, somewhere, always. Constitutional policing involves the implementation of both the legal and ethical decision-making processes that must incorporate big picture analytic contemplation by officers. Professionalism demands that officers make educated, constitutionally based decisions on whether to take police action or not, but with a comprehensive, (organization-wide image) approach, thus adhering to the noble cause.

The Noble Cause

Unfortunately for the policing profession, scholars and academics' research efforts have focused more on the negative aspects associated with noble cause corruption, rather than reinforcing and researching the positive aspects of noble cause policing. Myriad books, journal articles, and blogs have discussed alleged constitutional rights violations citizens have experienced as a result of police malpractice and the rationalizations behind noble cause corruption. More research needs to be published espousing the positive characteristics of the profession and the effects of noble cause policing on community-police relations and crime control statistics. It is the profession's noble cause philosophy that has attracted many good applicants in the past to become public servants and to want to make a difference by serving their communities. There needs to be more of a balance in academics and training curricula that addresses both sides of the noble cause policing concept—best practices and lessons learned.

Simply put, the noble cause in policing is a "profound moral commitment to make the world a safer place to live. Put simply, it is getting the bad guys off the street."³ Quite frankly, the noble cause itself is the foundation for the skills associated with constitutional policing. It is vigilant professional police work that results in upheld convictions—the product of creative thinking outside of the box, but within the constitutional parameters that limit police authority. It is this knowledgeable skill set, more often than not, that solid veteran officers understand and incorporate in their daily investigative endeavors. Knowing the law, understanding the constitutional police procedures handed down by the U.S. Supreme Court, and applying those guidelines to everyday police decision-making reflects the nobility of the profession that so many U.S. law enforcement officers exhibit day in and day out.

A training curriculum using a noble matrix should incorporate daily philosophical discussions and examples of moral character or excellence in policing. Concepts of professionalism such as integrity, dignity, higher consciousness, character, and the courage to intercede need to be a constant part of training blocks. Police professionalism demands excellence coupled with constitutionality.

Noble Cause Corruption

Unfortunately, but not surprisingly, policing as a profession has its own subcultural value systems that are passed down from generation to generation through informal socialization measures that may or may not guide officer decision-making. If left unaddressed by management, the utilitarian argument espoused by cynical or poorly trained officers—"the end justifies the means" mentality (known as noble cause corruption)—will often trump the noble cause philosophy. Such a tainted value system, when expressed by veteran officers, can be more influential in young officers' maturation processes than an agency's policies and procedures or any police code of ethics that may be taught.⁴

Noble cause corruption is a "utilitarian concept that the 'end' of crime fighting justifies the 'means' that might otherwise be illegal, [unconstitutional] unethical, and/or against rules or regulations."⁵ Good police officers who are frustrated with bureaucratic red tape, a lack of evidence, or any other impediment toward justice have engaged in this teleological philosophy.⁶ It is the intentional suspension of constitutional policing limitations on an arbitrary, discriminatory basis, by a few, that taints the entire profession once

it is uncovered and reported in the media. The results, such as violations of Fourth Amendment privacy expectations or illegal investigative fishing expeditions, have proven to be very costly to agencies from a risk management perspective.⁷

Noble cause corruption is not always a malicious, intentional disregard for constitutional law, policies, or procedures (though that is part of this issue); rather, some officers tend to rationalize a bending of the laws for the greater good, to protect the good people in society from the suspect criminal elements. It is this protective rationalization mentality that, at times, can cause otherwise "good" officers to make poor, unconstitutional, career-ending decisions. Civil lawsuits and police liability issues for constitutional rights violations and poor police procedures often involve officers making overzealous, unconstitutional, poor decisions in the implementation of their duties.

The most egregious examples of noble cause corruption occur when officers rationalize a willingness to deceive by adding, embellishing, withholding, or rewriting the facts by lying on police reports, lying to obtain search warrants, "testilying" in court, lying in internal affairs investigations, planting evidence, withholding exculpatory evidence from the prosecutor, or any act of deception in an attempt to make a case stick.⁸ An agency's failure to specifically address the myriad academic research and lessons learned from past examples of noble cause corruption may subject it to allegations of gross negligence and deliberate indifference in civil courts of law.

Noble Cause Policing Is Philosophical

The noble cause policing concept reinforces the law enforcement mission and incorporates the constitutional and ethical paradigms. Both on- and off-duty police actions are judged as constitutional or unconstitutional, ethical or unethical, moral or immoral, and policy compliant or not.

Every day, officers are tasked with making constitutional decisions about whether to stop an individual or not, to search or not, to ticket or not, and to arrest or not. Based on the facts confronting them, their training, experience, common sense, and societal ramifications, officers are challenged with making decisions that can have profound effects on their careers and the communities they serve. Just like the police ethical paradigm, constitutional policing requires free-willed, educated, legal, and policy-compliant contemplation, analysis, and deliberation that addresses the need for immediate police action (or omission) and can be defended in the courts of both criminal and civil law and of public opinion. The police are privileged to have the authority and discretion to choose between differing courses of action, as long as a proper policing deliberation process is applied. This profound moral commitment to big picture contemplation and analysis is the keystone of constitutional policing for societal greater good.

It is the duty of police administrators to reinstitute noble cause values training in their agencies' curricula and repetitively use lessons learned from the past, coupled with best practices, in order to revitalize the noble cause mantra of the profession and implement constitutional policing philosophies department-wide.

Training

A failure to train officers in the lessons learned and pitfalls of unconstitutional policing can be grounds for gross administrative negligence and agency liability. The legal concept of "deliberate indifference" specifically addresses the "knew or should have known" standard that police supervisors are held to regarding subordinate policy noncompliance. It demands that agencies adhere to professional due diligence and trending legal treatises in both drafting and implementing their training curricula.

Plaintiffs' attorneys, in their failure-to-train lawsuits, have argued to juries that constitutional policing is the trending hot topic in police training circles. The argument contemplates that such an overt decision by management not to address constitutional policing issues in

annual training blocks was the direct cause for their clients' pain and suffering, loss of freedom, and constitutional rights being violated. Police administrators cannot ignore the fact that the law enforcement profession and national best practices have embraced constitutional policing measures across the academic spectrum. From the Office of Community Oriented Policing Services' publication, *Constitutional Policing as a Cornerstone of Community Policing*; to the Los Angeles, California, Police Department's establishing an Office of Constitutional Policing and Policy; to Orange County, California, Sheriff's Department appointing a Constitutional Policing Advisor; to university courses across the United States, constitutional policing training is the trending key to reducing agency liability issues.⁹ Educating the entire agency, annually, in Fourth Amendment policing limitations, bias-free policing, procedural justice, policy-compliant acts, accountability, and the need for objective, thorough, and independent disciplinary investigations is a defense to a failure-to-train or failure-to-supervise case in civil courts.

An agency's training research and drafting content need not be costly or go any further than the agency's past internal affairs files, citizen complaint records, and a Google search of "unconstitutional policing," coupled with a healthy respect for the basic human behavioral guidelines.¹⁰

Managing Employee Behavior and Expectations: Keep It Simple, Sergeant

The police profession's policies, procedures, and codes espouse many of the basic tenets that guide positive human behavior and actions for societal good—interestingly similar to those found in many religions—in an effort to manage and deter poor employee behavior. These behavioral tenets provide a solid foundation for all police training curricula by emphasizing the need for outstanding officer character coupled with positive organizational image issues.

The Future Of Special Needs Search & Rescue Is Here...

PLI INDAGO UAV



What is the PLI Indago UAV?

The PLI Indago UAV System is a military grade, Quad Rotor UAV developed by Lockheed Martin exclusively for Project Lifesaver to be used by public safety agencies for critical search and rescue missions of recovering high-risk, special needs individuals with cognitive disorders who are prone to the life threatening behavior of wandering, including those with Alzheimer's disease, Autism, and Down syndrome.

FAA Certification Prep ★ Payload Options ★ Flight Instruction

Project Lifesaver International
www.projectlifesaver.org



For More Information: Call
772-446-1271

The New Fixed F3 ALPR System Clearly Sees Criminals From 100+ Feet Away

Leonardo's next-generation ELSAG Plate Hunter F3™ ALPR solution is engineered with minimized infrastructure, maximized power efficiency and optimized photographic performance. This powerful law enforcement tool assists a variety of missions and tolling functions by gathering license plate data from up to 115 feet away, facilitating real-time interdiction and data analysis to aid investigations and traffic data studies. The ELSAG Plate Hunter F3™ sees farther allowing you to look more closely, at a surprisingly low cost.



leonardocompany-us.com

Helicopters | Aeronautics | Electronics, Defense & Security Systems | Space



Generally speaking, religions “provide a basis for ethics because they offer explanations of how to live a ‘good life’ and address other philosophical issues.”¹¹ Training in a similar philosophical viewpoint offers an agency a template for defining the hindrances or vices of the police profession and the virtues that should influence and guide good decision-making and deter poor decision-making of their subordinates and allow officers to focus on doing the noble thing. One could easily draw parallels from the more prominent hindrances—anger, pride, greed, and lust—in reviewing most policy noncompliant internal affairs files. It would behoove any organization to educate its rookies, veteran personnel, and middle managers on the more prevalent policy infractions that have derailed or destroyed officers’ careers, tainted the agency’s image, and breached the public’s trust.

Anger

Human beings are weakest when angry, powerless, and lacking in logic and rational thought, which results in poor decision-making and a loss of self-control. Occupational stressors, pressures to produce, the ever-present potential for danger, and personal life conflicts can affect any officer’s professional decision-making processes, both on and off duty. Add in the on-duty adrenaline rushes from high-speed pursuits, foot chases, entering a building looking for breaking and entering suspects, or breaking up domestic violence situations, and one can see how frustration and anger might overtake an officer’s common sense, training, and professionalism.

Everyone has heard about or seen videos of incidents in which officers’ anger has overtaken their professionalism, and they are recorded stomping on the head of a handcuffed suspect after a chase or assaulting or tasing a suspect to the point of needing hospitalization (when the threat had subsided and de-escalation tactics were required, but ignored). Following these condemning videos, the media often obtains a copy of the arrest reports through a FOIA request and discovers that the sworn officers’ written words allege self-defense and a justifiable use-of-force defense. Unfortunately, more times than not, bystander video belies the content of these police reports. The slippery slope of one poor decision results in additional poor decision-making by all officers at the scene in a willingness-to-deceive scenario, or cover-up, that could end careers and be very costly in civil court.

Educating rookies and veterans alike as to the pitfalls of policing with anger, as opposed to employing courageous calm, logic, common sense, nobility, and constitutionality, places them on notice as to the agency’s expectations and guidelines for policy-compliant and constitutional policing.

Pride

As for the pleasure in hubris, its cause is this: naïve men think that by ill-treating others they make their own superiority the greater.

—Aristotle, *Rhetoric*, 1378b

Extreme pride, in a negative context, refers to a foolish and irrationally corrupt sense of one’s personal value, status, or accomplishments, used synonymously with hubris, a character flaw often portrayed in Greek tragedies. A lack of humility in a police officer’s character can result in that employee believing in his or her own unyielding power to control with no sense of accountability, service, or answerability. Egotism—an unrealistic and inflated sense of self-importance—has led to the demise of officers’ careers in the past.

Extreme pride has caused some officers to act as if they were above the law, expect professional courtesies from other agencies, or engage in behavior they otherwise would have or should have avoided but for their reckless belief in the inflated authority and power they thought they wielded solely because of their badge. Negligent escalation of force, the unnecessary or constitutionally questionable arrest of a disrespectful citizen, or the expectation of

professional courtesies toward the officer and his or her family members tarnishes the badge and the image of the profession.

Greed

Earth provides enough to satisfy every man’s needs, but not every man’s greed.

—Mahatma Gandhi

As a police vice, greed is one of the most likely to lead to criminal charges, along with lust. It is a selfish desire to have more of something (especially money or power) than others. Greed can lead to an abuse of police powers that can involve deception, coveting, theft, or abuse of an occupational privilege. Past examples of police greed are theft from a corpse, theft from a dope house or drug dealer, theft from inside a burgled house or stolen car, falsifying arrests for court time, abuse of sick time, and cheating on promotional exams, to list a few. Greed in policing betrays the public servant philosophies, the oath of office, and the nobility of the profession. It has destroyed many police careers.

Lust

Lust can take numerous forms, but in a policing vice context, lust for sex, lust for expensive objects, and lust for power are the most prevalent examples that have cost officers their jobs. Lust for expensive objects or more money and lust for power parallel greed, but a lust for sex has also cost officers their careers.

Sex while on duty, has its own litany of civil liabilities associated with it. There is no shortage of civil lawsuits wherein the plaintiffs have alleged that they were “compelled to acquiesce” to the officer’s demands for sex because the officer was armed, implied an “or else jail” alternative, or just overpowered the plaintiff’s free will to deny consent. Officers have been convicted of raping prostitutes and drug addicts and committing sexual battery or assault and battery in these sex on duty cases. In addition, officers have been dismissed for having on-duty consensual sex with their spouses, lovers, and co-workers. There are many reasons that policing policies prohibit sex while on duty, but the most obvious are liability issues and organizational image control measures.

The Courage to Intercede

In addition to the primary vices, above, noble cause training blocks should incorporate the agency’s administrative support and encouragement for any officer to intercede on behalf of a partner, shift mate, or other law enforcement personnel contemplating a course of action that may result in him or her losing their professional composure. This occupational moral commitment complements departmental training messages that repetitively reinforce the need for officer intervention to prevent colleagues from committing egregious acts that could ruin a career, compel a fellow officer to lie to cover up such acts, tarnish an agency’s public persona, and fan the flames of public distrust. More often than not, the fellow officer will be grateful for the courageous intercession of his or her colleague once the situation has been rectified and secured.

Recommendations

Simply put, a failure to train in the lessons learned and best practices of constitutional policing subjects an organization to civil liability, incessant negative media coverage, and a poor organizational image. Training in the noble cause philosophies of policing provides police organizations with the thought-provoking template that incorporates constitutional law, ethics, professionalism, and common sense. It educates law enforcement personnel as to the organizations’ expectations in their handling of their professional composure when under occupational stressors, while avoiding the previously mentioned lesser policy infractions that have cost officers their careers. Investing the time and resources now in the training curricula to reinstitute the

noble cause philosophies in this revered profession will protect the officers, the people they serve, and the agency's image. ❖

Notes:

¹Thomas J. Martinelli et al, "Ethical Defensibility," Parts 1–4, *The Police Chief* (November 2013–February 2014).

²Thomas J. Martinelli, *The Police Legal Ethics Awareness Training Program* (master's thesis, Michigan State University Graduate Program, 1995).

³Michael Caldero and John Crank, *Police Ethics: The Corruption of Noble Cause* (Cincinnati, OH: Anderson Publishing, 2004), 17.

⁴Joycelyn M. Pollock, *Ethics in Crime and Justice: Dilemmas and Decisions*, 8th ed. (Belmont, CA: Thompson Wadsworth, 2014), 131.

⁵*Ibid.*, 118.

⁶Bruce Bayley, "Noble Cause Corruption: Do the Ends Justify the Means?" *PoliceOne*, February 12, 2010.

⁷Thomas J. Martinelli, "Updating Ethics Training, Policing Privacy Series-Noble Cause Corruption and Police Discretion," *The Police Chief* 78, no. 4 (April 2011): 60–62.

⁸Thomas J. Martinelli, "Should an Officer's 'Willingness to Deceive' Result in Automatic Certification Revocation?" *Ethical Defensibility*, Part 4, *The Police Chief* 81, no. 2 (February 2014): 24–29.

⁹Police Executive Research Forum, *Constitutional Policing as a Cornerstone of Community Policing: A Report by the Police Executive Research Forum*, April 2015 (Washington, DC: Office of Community Oriented Policing Services, 2015), <https://ric-zai-inc.com/Publications/cops-p324-pub.pdf>; Orange County Sheriff's Department, CA, "Constitutional Policing," www.ocsd.org/divisions/office_of_the_sheriff/constitutional_policing.

¹⁰T.J. Martinelli and Joycelyn M. Pollock, "Law Enforcement Ethics, Lawsuits, and Liability, Defusing Deliberate Indifference," *The Police Chief* 67, no. 10 (October 2000): 52–57.

¹¹Pollock, *Ethics in Crime and Justice*, 31.

A SEA OF SAVINGS!





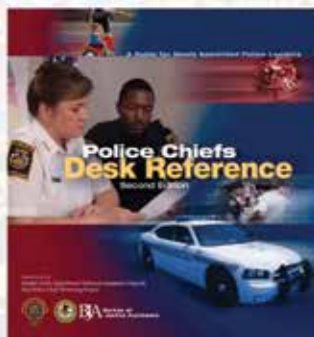
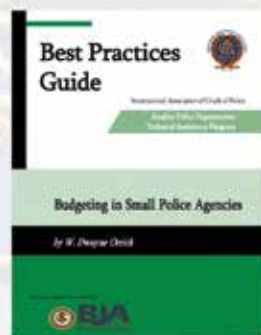
- ◆ America's largest cruise agency
- ◆ Save big on last minute deals
- ◆ **IACPreferred** gets you 110% lowest price match guarantee





YOU SAVE. YOU SUPPORT.
www.theiacp.org/Welcome-to-IACPreferred

Updated Smaller Agency Resources Now Available



Featuring the insight of current and former chiefs, the *Police Chiefs Desk Reference* and *Best Practices Guides* are a must for smaller agency leaders of all ranks.

Download the newly updated versions at www.iacpsmallerdepts.org



PRODUCT FEATURE:

IN THE CLOUD: AN EASY PATH TO EFFICIENCY

By Scott Harris, Freelance Writer

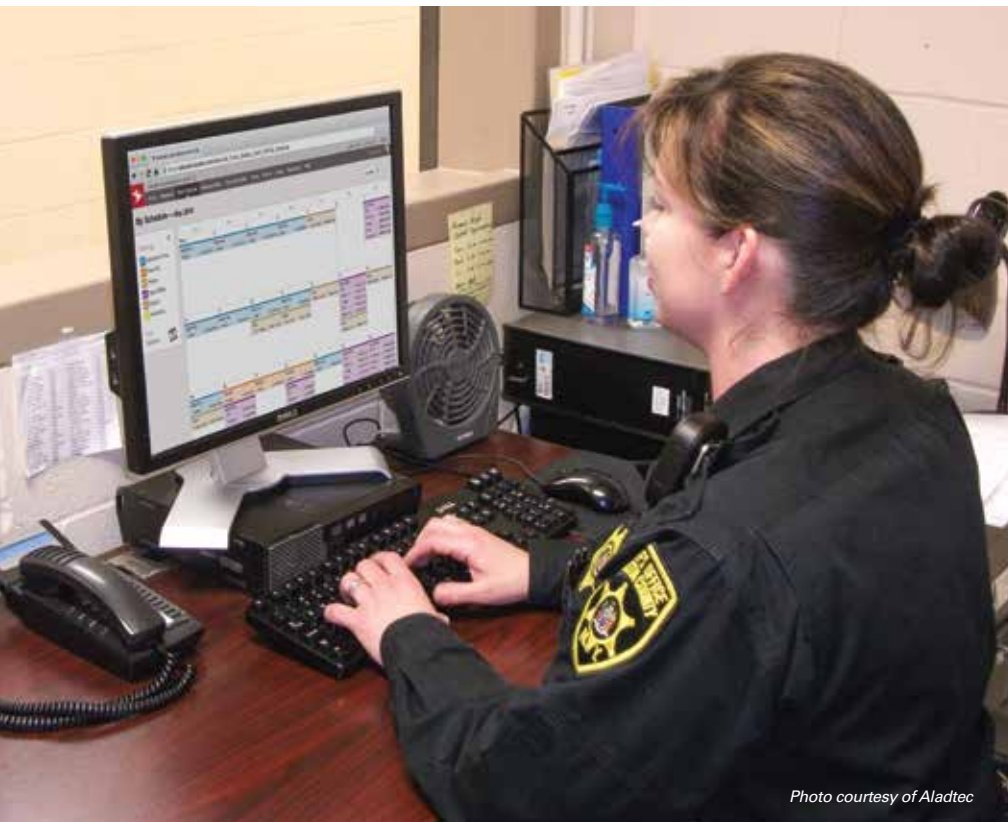


Photo courtesy of Aladtec

Cloud computing has opened up a host of new possibilities for many industries, and law enforcement is no exception.

The technology, which, in its current form, ascended to popularity in the mid-2000s, provides a service that is not unlike renting space in a storage facility. The cloud lets users store data in large server networks, thus allowing those users to keep information in an area outside their own networks. The large amount of storage the cloud provides brings better speed, convenience, efficiency, and flexibility to users who would be hard pressed to provide such capacities on their own.

For the law enforcement sector, the cloud can be used for everything from high-level strategy to everyday operations. In all cases, expenses over time can be higher than they

are for non-cloud solutions (think renting versus buying), but cloud providers say that the investment is more than returned with improved and streamlined functions.

A Wider Lens

Cameras and other surveillance equipment are commonplace in many cities. Even so, it can be difficult for law enforcement to tap into the right resource, at the right place, and at the right time.

Converged Security Information Management (CSIM) is a cloud-oriented solution created by Vidsys, a software company based in Vienna, Virginia, and it empowers police to solve this challenge.

CSIM helps agencies collect, analyze, verify, resolve, and track information. Users also can determine ahead of time what data

should be included or excluded in a given search, with searches occurring based on time, location, or frequency, among other factors.

"It takes data from a variety of sources—it could be a camera, it could be closed caption TV, it could be something else," said Roberto Mandanas, Vidsys' vice president of strategic marketing and alliances. "We integrate it, organize it, and make it actionable. It's true situation management."¹

The software is programmed to identify potential situations and then present those data points to a command center operator. Authorized users can access CSIM from any Internet-connected device for maximum real-time situational awareness.

According to Mandanas, CSIM has potential applications across both law enforcement and public safety. "It could be a shot fired, or it could be a lost child," Mandanas said. "The screen comes up, and you can click to see all the assets around [a given location]. There would be a map of cameras around where a gunshot took place and then you can form an action plan. It gives you a dynamic, step-by-step plan to manage the incident."²

As another example, when a city sustains flooding, the flood sensors on a given location's levees can be connected to CSIM. In that case, the technology alerts relevant officials almost instantaneously. "Those sensors go off, and you can pull up the cameras in that area," Mandanas said. "You have a real-time crime center, and it is able to make an impact immediately."³

Another new cloud-based product brings a similarly comprehensive approach to investigations. BallisticSearch was introduced this fall by Vigilant Solutions, a company based in Livermore, California, with a long history of creating law enforcement-related software solutions.

The solution provides its customers with nationwide sharing of ballistics information, which Vigilant Solutions' leaders says can lead to more comparison and closing of crimes—with fewer backlogs. Individual agencies control how they capture and share ballistics images.

*Thanks for
Another Great Year!*

HAPPY HOLIDAYS

*from the
Faculty & Staff
of the*



Excellence In Policing

Please visit our website for a full list of scheduled courses:

louisville.edu/spi

University of Louisville | Louisville, KY | Phone: (502) 852-6561

"It rapidly allows agencies to use small hardware to capture images of casings at the scene of a crime and compare those with other casings from other scenes," said Tom Joyce, vice president of business development at Vigilant Solutions. "If an agency in California has reason to believe a casing in Maine is connected, you can compare with the click of a button."⁴

The tool consists of a small piece of hardware containing a small camera and related equipment. According to Joyce, the cloud is what makes such a lean physical profile possible, not to mention the tool's actual capabilities. "Something like this not being cloud-based means [it would have] more hardware and [would be] more regional," Joyce said. "This device is smaller than a brick and connects to any laptop."⁵

Less Time, More Morale

Cloud-based solutions can help law enforcement agencies with their day-to-day tasks just as much as—if not more so than—the more complex aspects of police work.

For example, managing firearms can be a job in and of itself—not only managing the firearms themselves, but also the training, maintenance, and the other procedures that go along with them. That process is simplified by ArmorerLink, a cloud-based tool created by former law enforcement officers for Ganete Solutions, a software developer based in Hillsboro, Oregon.

"We're bringing together four or five different applications into one solution," said Joe Ganete, the company's president. "When law enforcement agencies issue a firearm, they assume several responsibilities. They have to track the firearm, maintain it, and provide the correct training."⁶

Perhaps the prime example when it comes to day-to-day efficiency improvement lies in the process of personnel scheduling. Static computer programs and pen-and-paper systems still remain in plenty of stations, but vendors say cloud-based systems can provide speed, efficiency, and transparency without layers of extra difficulty. And it is just as easy to learn, if not more so, than traditional systems.

"Communication is extremely important, and with this that communication is instant," said Jon Forknell, vice president and general manager of Atlas Business Solutions, Inc., a software developer based in Fargo, North Dakota, which created ScheduleAnywhere. "Someone can't show up for work, or someone wants to change shifts, it's all instantaneous."⁷

Replacing the old Visual Staff Scheduler Pro, which is still available but exists as a standalone program that works only on the individual computers on which it is installed, ScheduleAnywhere is subscription based. That can mean some added cost, but according to Forknell, the time it can free

up more than makes up for the cost—up to 75 percent less time is spent on scheduling, based on company estimates.

"You used to have a one-time cost, but you'd have a lot of limitations. You'd have to install it and manage it, and your data was landlocked on one computer," Forknell said. "The benefits far outweigh a slight increase in cost. Anytime, anywhere access for the person being scheduled. You get it in your car; you can interact with the manager."⁸

Cloud-based scheduling can also save organizations money when used deliberately for one important scheduling function: overtime. "You can modify the schedule in real time to manage overtime hours. It eliminates the hassle," explained Forknell.⁹

That's not the only way that cloud-based scheduling can improve the overtime process. According to Dave Feyereisen, president and founder of Aladtec, the River Falls, Wisconsin, firm that offers a version of its signature scheduling software program for law enforcement, chiefs can ease the competition, confusion, and even confrontation of overtime scheduling with a more automated system.

"Morale issues come into things like overtime, was it handed out fairly? This keeps things transparent," Feyereisen said. "No more he said—she said. Everybody can see the system. It just keeps going. Everybody sees all the changes being made in real time. You really can't do that without the cloud."¹⁰

Whenever data are stored in the cloud, questions about security and privacy are inevitable. Breaches are never impossible, but they are made less likely by constant evolutions in security. Companies like Aladtec are committed to security above everything else, Feyereisen said—particularly when it comes to law enforcement.

"Keeping our customers' data secure and private is our utmost concern," he said. "We use everything from physical security and encryption, to automated testing and employee training to keep on top of it. It's the type of thing you have to obsess about constantly—and we do."¹¹

Using cloud solutions allows external experts to handle security and technical issues, thereby freeing up end users to take advantage of the convenience and efficiency that those solutions can provide. When used correctly, cloud-based software not only saves time but helps law enforcement agencies operate more effectively in the areas that matter most, vendors said.

"The cloud eliminates the mundane and error-prone aspects of scheduling," Feyereisen said. "It improves morale. There are rules, and those rules have always been there, but you can take those rules and put them into the system. And then it works better."¹² ♦

Notes:

¹Roberto Mandanas (vice president, marketing and strategic alliances, Vidsys), telephone interview, September 14, 2017.

²Ibid.

³Ibid.

⁴Tom Joyce (vice president, business development, Vigilant Solutions), telephone interview, September 12, 2017.

⁵Ibid.

⁶Joe Ganete (president, Ganete Solutions), telephone interview, September 12, 2017.

⁷Jon Forknell (vice president and general manager, Atlas Business Solutions, Inc.), telephone interview, September 14, 2017.

⁸Ibid.

⁹Ibid.

¹⁰Dave Feyereisen (president and founder, Aladtec), telephone interview, September 14, 2017.

¹¹Ibid.

¹²Ibid.

PRODUCT FEATURE:

CLOUD COMPUTING PROVIDERS

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

Aladtec
Amazon Web Services
ArmorerLink (Ganete Solutions)
AutoReturn
Axon
Kaseware
LexisNexis Risk Solutions
Microsoft
MSAB Inc.
NICE
Panasonic
PredPol
ScheduleAnywhere
Spillman Technologies
Tyler Technologies
Vidsys
VIEVU
Vigilant Solutions
WatchGuard Video



SUPER-LED® PORTABLE AREA LIGHT

PIONEER LIFE™ L28



The all-new Pioneer LiFe L28 combines a Pioneer SlimLine™ optic with the portability and flexibility of a grab and go light, designed to bring Whelen's advanced Pioneer™ technology where other lights can't go.

To learn more, call 860-526-9504 or visit WHELEN.COM





Mindful Policing— A New Approach to Officer Wellness and Safety Training and Education

By Jennifer Tejada, Chief of Police, Emeryville Police Department, California, and
Richard Goerling, Lieutenant, Hillsboro Police Department, Oregon

Headlines calling for reform in police training are commonplace. Professional law enforcement magazines are filled with articles on reform, implicit bias, de-escalation training, fair and impartial policing, and public trust. Most of the dialogue centers around training officers in communication skills, bias, or force options. In 2014, officer wellness and safety was identified as one of the six priorities for law enforcement in the final report from the President's Task Force on 21st Century Policing.¹ In all of the dialogue, in all of the mainstream trainings, and in all of debates and town hall meetings, little consideration is given to what officers are experiencing physiologically or psychologically. Little consideration is given to what neurobiology and other science disciplines tell us about the impact of stress and trauma on the people behind the badge. It is generally understood that most law enforcement officers enter the profession to do good, to help their communities, and to fulfill a sense of service above self. It is also known that the law enforcement profession is stressful and often involves trauma and that chronic stress and acute trauma cause psychological, physiological, and social harm.

The nature of policing places law enforcement officers in situations where trauma is unavoidable; chronic stress and post-traumatic stress are likely; and suicide, depression, risky behavior, obesity, anxiety, and addiction are dangerous, potential health outcomes. In addition to these incident-based stressors, organizational stressors can also negatively impact officer wellness.

Stress is generally defined as the body's psychological and physiological reaction, often called "flight or fight response," to external events, people, situations, or experiences. In the short term, stress might not have a negative impact on performance because it can help focus a person's attention and expedite his or her response. However, in the long term, continuous exposure to stressful events, without training to mitigate that stress, can cause cortisol buildup and other neurobiological phenomenon that lead to some negative mind and body consequences, such as reduced lifespans (by at least seven years); a higher risk of sudden cardiac death; and higher rates of depression, post-traumatic stress disorder, and alcohol use disorders.²

In police work, calming down the body and regulating the activity of the mind, as well as the emotions, is rarely part of the officer's conscious consideration; nor is this encouraged, because officers are trained to believe that being hypervigilant at all times is a positive behavior. An officer's day is generally a constant flow of stressful events, either on the street or inside the walls of the precinct.

Stressful events trigger hormones, including adrenaline and cortisol, that increase heart rate, blood circulation, and mobilization of

fat and sugar to produce energy. These hormones race through the body as the mind focuses attention and prepares the muscles for action, which all happens in an instant.

Recovering from this stress response requires additional time that is rarely available in the current law enforcement operational paradigm. Police officers are often not taught that a constant state of hypervigilance is not sustainable, harms cognitive performance, and will ultimately create negative health consequences that will shorten or drastically reduce the quality of their lives.

There is another construct in which to view the effects of operational readiness and stress—through the lens of resilience, self-awareness, and compassion. Hypervigilance—perceiving every encounter as a potentially lethal interaction—along with the reactive tactical behavior demanded of officers, results in job performance that negates choice and autonomy.

This unsustainable hypervigilant mind-set demands extreme sensory awareness to environmental triggers and relies deeply on heuristics influenced by the body's stress response and underlying biases.³ The result is a reduction of the ability to process new information, to effectively interpret and make sense of available intelligence during a critical incident, and to make sound decisions under stress.

The 21st Century Task Force report prompted many law enforcement agencies to take a fresh look at officer wellness and prioritize traditional physical and psychological health programs and policies. This renewed focus on officer safety and wellness is timely and has fueled renewed interest in traditional police wellness training programs such as peer support, employee assistance programs, and critical incident stress management. However, the profession should also consider nontraditional approaches such as Mindfulness Based Resilience Training (MBRT), which trains officers to cultivate resilience and enhance performance through training in self-awareness, self-regulation, and compassion.

So exactly what is MBRT? Mindfulness can be credited to Jon Kabat-Zinn at the University of Massachusetts Medical School, where in 1979 he developed an eight-week mindfulness meditation program called Mindfulness-Based Stress Reduction, (MBSR).⁴ While mindfulness is relatively new to U.S. law enforcement, it is not new to the military and other elite performance populations, having been introduced to the U.S. Army Special Forces in the 1980s and the U.S. Marine Corps in 2006.⁵

Research supporting the efficacy of this type of training is emerging. Pacific University's School of Graduate Psychology (Portland, Oregon) and University of Wisconsin-Madison's Center



Preventing Community Crisis

Practical, proven strategies for
police-community partnerships.

Two-day workshop
addressing:

- Implicit Bias
- Procedural Justice
- Police-Community Partnerships

**PRACTICAL INSIGHTS.
ACTIONABLE STRATEGIES.**

Recognize implicit bias, minimize its effects, and be able to update and establish policies that nourish an environment of procedural justice.

- Advance new strategies for developing crisis-proof community partnerships.
- Apply the NUCPS Police-Community Partnership Checklist for evaluation and planning.
- Gain insight into the recommendations of the President's Task Force on 21st Century Policing.

WHO SHOULD ATTEND

Chiefs of police, sheriffs, senior police executives, mayors, city managers, and senior staff members of municipal and city government, and multiple representatives from participating organizations are encouraged to attend.

ABOUT NUCPS

NUCPS is the home of the prestigious School of Police Staff and Command and leads the way in the professional development of public safety personnel in the U.S. and abroad.

Register now for upcoming sessions:

IN BURLINGTON, NEW JERSEY

December 7–8, 2017

\$500

REGISTRATION

Seats are limited.

To register, contact nucps@northwestern.edu or go to nucps.northwestern.edu/PCC17.

QUESTIONS

Call 800-323-4011 or contact nucps@northwestern.edu.

for Healthy Minds (CHM) are both conducting research with law enforcement agencies. Pacific University has found promising results associated with reducing stress; strengthening attention; improving emotion regulation; and reducing anger, aggression, and alcohol use.⁶

According to Dan Grupe, an assistant scientist at CHM,

Within their first year on the job, nine out of 10 police officers experience an acute traumatic event, and that number grows to nearly 97 percent by their third year. In addition to navigating these stressful, on-the-job situations, officers also experience chronic stressors at the organizational level.⁷

A team of Pacific University researchers, including Lieutenant Richard Goerling of the Hillsboro, Oregon, Police Department, initially developed the eight-week MBRT training program and researched outcomes at the Hillsboro Police Department in 2013.⁸ In 2016, Pacific University received a community violence reduction grant from the National Institutes of Health (NIH) to train 60 police officers in the Portland metropolitan region in MBRT. This training concluded with positive outcomes that are currently in the publication process for scientific journals.⁹

The University of Wisconsin-Madison CHM is also currently performing research with an 8-week MBRT training program for Madison Police Department.

The training and research in Madison was highlighted in an August 2016 article published by CHM, "Exploring the Effects of Mindfulness Training on Police Officer Resilience and Well-Being." This pilot study, which began in the fall of 2016, researched whether mindfulness-based practices improve officers' abilities to manage the stress of policing, in hopes of establishing a model program for other agencies:

By equipping officers with practical tools to proactively combat stress and enhance well-being, we believe this program will allow officers to serve more effectively as community guardians, resulting in cascading benefits throughout the communities these officers serve.¹⁰

Research on the topic continues to evolve and consistently shows that MBRT addresses the need for first responders to build individual resilience and increase their capacity to skillfully navigate occupational stress and trauma. Mindfulness has also been shown to have benefits in implicit bias training, as officers learn to regulate emotional responses. While bias cannot be eradicated, improved awareness can help officers (and others) be conscious of bias and be less reactive and more thoughtful in their responses.¹¹

Mindfulness is not new to police training, it is just not yet institutionalized. Goerling founded the Mindful Badge Initiative (www.MindfulBadge.com) to introduce MBRT to law enforcement almost a decade ago, and,

with other professionals from Pacific University and the University of California at Los Angeles (UCLA), he developed a mindfulness based resilience trauma-informed program for first responders.

The program is a two-and-a-half-day immersion training during which officers learn about mindfulness practice, as well as the neuroscience behind mindfulness. Lieutenant Goerling explains,

Mindfulness allows officers to have their humanity, because one of the first things we jettison is that emotions are optional... with mindfulness we are teaching that emotions are not optional—they don't signify weakness or strength. You express emotions whether you desire them or not. Mindfulness teaches how to regulate emotions, because when we put emotions in a box, eventually the lid is going to blow off the box. With mindfulness practice, an officer will not only have enhanced regulated emotions, but he/she will most likely develop an awareness of self and a non-threatening energy that is present in every encounter.¹²

Mindfulness is the practice of bringing one's focus and attention to the present moment, an increased purposeful and intentional awareness. According to Lieutenant Goerling, it is about transformation:

transformation of the individual officer who is suffering deeply as a result of trauma,

transformation of the organization and its leaders impacted by the slow toxicity of occupational and organizational stressors, and transformation of our capacity to build community.¹³

In 2013, Lieutenant Goerling and other Pacific University researchers studied the effects of mindfulness-based resilience training among law enforcement officers. The results showed improvements in resilience, burnout, mental health, emotional intelligence, fatigue, physical health, sleep, pain management, and reductions in anger via improved emotional regulation. Mindfulness practice also cultivates self-compassion and compassion for others.¹⁴ Compassion for self is not something police officers generally embrace, and many police officers learn early on in their careers to bury their emotions. One doesn't have to be a scientist or a physician to understand how damaging this is to one's well-being and sense of self. It can lead to emotional segregation, depression, cynicism, and diminished compassion for others and self. Increasing the capacity for self-compassion and perceiving the self as a whole, leads to nurturing compassion for others, in addition to enhanced communication and interpersonal skills.

Mindfulness is also proving to be an important path for exploring implicit bias in policing. A Central Michigan University

Framing the Mindfulness Approach for Law Enforcement: Key Points

- Most police training ignores a wide body of scientific evidence regarding trauma, resilience, and performance, specifically the mind-body connection.
- Mindfulness is a helpful label for intuitive skills within most police officers that can be awakened, cultivated, and sustained for greater health and performance at work and home.
- Sense-making and decision-making skills begin with mindfulness—officers (and others) can improve cognitive capacity through meditation.
- Emotional intelligence skills are cultivated and sustained through mindfulness.
- Mindfulness training is the missing link to augment many outstanding training strategies for police officers.
- Mindfulness is the training pathway to authentic warrior ethos, grounded in awareness, compassion, and skillful action.*
- Very simply, *awareness* and *compassion* are the *gateway to performance*.†

Notes:

*Richard Strozzi-Heckler, *In Search of the Warrior Spirit: Teaching Awareness Disciplines to the Military*, 4th ed. (Berkeley, CA: Blue Snake Books, 2007).

†Richard Goerling, Mindful Badge, <http://www.mindfulbadge.com>.

study conducted in 2016 examined implicit bias in police officers. The findings demonstrated that mindfulness meditation reduced implicit bias by weakening the negative constructs associated with the subject group.¹⁵ A University of Toronto article, “Inside the Mindful Mind: How Mindfulness Enhances Emotional Regulation Through Improvements in Executive Control,” suggested that “the present-moment awareness and non-judgmental acceptance that is cultivated by mindfulness training is crucial in promoting executive control because it increases sensitivity.”¹⁶ Mindfulness and compassion—two components of MBRT—allow individuals to become aware of their biases, which then presents an opportunity to accept and be thoughtful in response.

Mindfulness is not about being “zen” and compromising tactical safety; in fact, it is quite the opposite—mindfulness actually improves safety. Mindfulness is the training pathway to authentic warrior ethos, grounded in awareness, compassion, and skillful action.¹⁷ Awareness and compassion are the gateway to improved performance because if officers have awareness of self, they gain improved situational awareness. Likewise, mindfulness enhances emotional regulation, and if their stress is regulated, officers can assess their environment and external stimuli more effectively, resulting in more effective cognitive decisions and enhanced performance and officer safety. ❖

Notes:

¹President’s Task Force on 21st Century Policing, *Final Report of the President’s Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2014).

²John M. Violanti et al., “Life Expectancy in Police Officers: A Comparison with the US General Population,” *International Journal of Emergency Mental Health* 15, no. 4 (2013): 217–228; Franklin H. Innerman, “Cardiovascular Disease and Risk Factors in Law Enforcement Personnel: A Comprehensive Review,” *Cardiology in Review* 20, no. 4 (July/August 2012): 159–166; Zhen Wang et al., “A Prospective Study of Predictors of Depression Symptoms in Police,” *Psychiatry Research* 175, no. 3 (February 2010): 211–216; Browen Rees and Jonathan Smith, “Breaking the Silence: The Traumatic Circle of Policing,” *International Journal of Police Science & Management* 10, no. 3 (September 2008): 267–279.

³Thomas Gilovich, Dale W. Griffin, and Daniel Kahneman, eds., *Heuristics and Biases: The Psychology of Intuitive Judgment* (Cambridge, UK: Cambridge University Press, 2002).

⁴University of Massachusetts Medical School, Center for Mindfulness, “History of MSBR,” <https://www.umassmed.edu/cfm/mindfulness-based-programs/mbsr-courses/about-mbsr/history-of-mbsr>; Jon Kabat-Zinn, *Wherever You Go, There You Are: Mindfulness*



Meditation in Daily Life (New York, NY: Hyperion, 1994), 4.

⁵Richard Strozzi-Heckler, *In Search of the Warrior Spirit: Teaching Awareness Disciplines to the Military*, 4th ed. (Berkeley, CA: Blue Snake Books, 2007); Elizabeth A. Stanley and Amishi P. Jha, “Mind Fitness: Improving Operational Effectiveness and Building Warrior Resilience,” *Joint Force Quarterly* 55 (2009): 144–151.

⁶Michael S. Christopher et al., “A Pilot Study Evaluating the Effectiveness of a Mindfulness-Based Intervention on Cortisol Awakening Response and Health Outcomes among Law Enforcement Officers,” *Journal of Police and Criminal Psychology* 31, no. 1 (March 2016): 15–28; Violanti et al., “Life Expectancy in Police Officers.”

⁷Maureen Spoon, “UW-Madison Teams Up with Madison Police to Foster Officer Well-Being,” University of Wisconsin-Madison, August 23, 2016, <http://news.wisc.edu/uw-madison-teams-up-with-madison-police-to-foster-officer-well-being>.

⁸Richard Goerling, “The Role of Mindfulness Training in a Policing a Democratic Society,” *Officer Safety Corner, The Police Chief* 81, no. 4 (April 2014): 10–11.

⁹Christopher et al., “A Pilot Study Evaluating the Effectiveness of a Mindfulness-Based Intervention on Cortisol Awakening Response and Health Outcomes among Law Enforcement Officers.”

¹⁰“Exploring the Effects of Mindfulness Training on Police Officer Resilience and Well-Being,” Center for Healthy Minds, University of Wisconsin-Madison, <https://centerhealthyminds.org/science/studies/exploring-the-effects-of-mindfulness-training-on-police-officer-resilience-and-well-being>.

¹¹Yi-Yuan Tang et al., “Short-Term Meditation Training Improves Attention and Self-Regulation,” *Proceedings of the National Academy*

of Sciences of the United States of America 104, no. 43 (October 2007): 17152–17156.

¹²Richard Goerling (presentation, Summit on Mindful Policing, Santa Cruz, CA, May 20, 2018).

¹³*Ibid.*

¹⁴Christopher et al., “A Pilot Study Evaluating the Effectiveness of a Mindfulness-Based Intervention on Cortisol Awakening Response and Health Outcomes among Law Enforcement Officers.”

¹⁵Adam Lueke and Bryan Gibson, “Mindfulness Meditation Reduces Implicit Age and Race Bias: The Role of Automaticity of Responding,” *Social Psychological and Personality Science* 6, no. 3 (April 2015): 284–291.

¹⁶Rimma Teper, Zindel V. Segal, and Michael Inzlicht, “Inside the Mindful Mind: How Mindfulness Enhances Emotional Regulation Through Improvements in Executive Control,” *Current Directions in Psychological Science* 22, no. 6 (December 2013): 449–454.

¹⁷Strozzi-Heckler, *In Search of the Warrior Spirit*.



Do you have an idea or topic to share with other law enforcement professionals? Submit an article to *Police Chief*! The 2018 editorial calendar and article guidelines are available on Police Chief Online (www.policechiefmagazine.org).

Using Heart Rate Monitors in Law Enforcement Training



By John O'Halloran, Instructor, U.S. Marshals Service Training Division

Although law enforcement officers are as proactive as possible, the very nature of the job often requires them to be reactionary. Officers must be able to perform and make split-second decisions “in circumstances that are tense, uncertain, and rapidly evolving.”¹ In order to be successful, officers must be able to maintain control of themselves and stay within their baseline of optimal performance. This is a tough task as the subject controls the fight by deciding when it will start, where it will start, how long it will last, and when it will resume. The officer may initiate physical contact, but that decision is based on the perceived level of threat exhibited by the subject. The officer may use an empty-hands tactic or deploy an intermediary tool, but the subject decides whether or not to cease resisting. Even in nonphysical encounters, the subject sets the tone by choosing whether or not to comply with the officer’s legal commands. In both physical and nonphysical encounters, there is an arousal of the central nervous system, commonly known as stress, which, if left unchecked, can lead to fight, flight, or freeze situations that can be avoided. Understanding the concept of pace can help officers combat stress and maintain control of themselves and the outcome of their encounter.

Pace is the speed or rate at which something happens, changes, or develops. A person’s personal pace or level of exertion during physical activity influences heart rate, breathing rate, and muscle

fatigue. When an officer fails to maintain an optimal pace in a physical encounter with a subject who is bigger, stronger, better conditioned, or better trained, the officer runs the risk of fatiguing before the subject does. This poses risks of potential injury or worse. Pace also plays a role in nonphysical encounters. Any parent knows the physiological response when an obstinate child does not listen: the heart pounds faster, muscles tighten, blood pressure rises, and breath quickens. This is no different for officers, but if left unmanaged, the physiological response could result in the officer making rash decisions or conducting him- or herself in a manner inconsistent with agency policy or the law.

Research has shown that, during pure physical activity, at 65 percent of maximum heart rate, fine motor skills and hand-eye coordination deteriorate; at 85 percent of maximum heart rate, complex motor skills diminish; and at 100 percent of maximum heart rate, cognitive impairment occurs.² However, during psychological situations like encountering a threat, fine and complex motor skills do not necessarily deteriorate as they do during physical activity, while cognitive impairment can occur at lower levels of maximum heart rate.³ When the ability to function is compromised, officers may have no other option than transitioning to deadly force if they can no longer protect themselves. As the everyday, public face of government, improper actions and behavior on the part of law enforcement are magnified exponentially and carry severe repercussions for the officers, the agencies, the government, and society. However, a proper understanding of pace could lead to different force options and tactics from the outset.

Controlling Pace

Everyone has probably heard the phrase, “Just breathe.” Under normal conditions, breathing is a subconscious, natural function of the body that brings in oxygen and flushes out carbon dioxide. However, a change in breathing cadences can influence the central nervous system to either excite or calm down. For example, picture a



Law Enforcement

Benchmarking and Performance Analytics

Advance your policing.

Improve your agency's metrics and advance policing.

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

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

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

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

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



Your data in, better policing out.

Start today at theIACP.org/benchmarking



This project was supported by Cooperative Agreement Number 2013-CK-WX-K023 awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.



Using varied time protocols during workouts helps students learn to pace their output, so they don't fatigue prematurely.

subject whose breathing becomes rapid or heavy prior to an assault. This intense breathing increases heart rate and releases adrenaline into the system, thereby prepping the body for action. Law enforcement officers are taught to recognize this as a pre-assault indicator. Conversely, slowing his or her rate of respiration can help a person (subject or officer) calm down, think clearly, and function. Think of the breathing cadence naturally adopted during the running portion of a physical fitness test. An officer should instinctively know that if he or she does not control his or her breathing, the run might not be successful. Breath control has long been a fundamental aspect of yoga and numerous endurance activities. It has also been widely adopted and employed as tactical breathing by law enforcement and military communities.⁴ Why? Because it works.

Teaching Pace Control

There is a significant difference between telling students how to do something and having them understand, adopt, and successfully implement a technique. Telling students to moderate their breathing when they are already gasping for air or spiraling out of control is ineffective if they have not recognized and accepted the instruction as valid. At that point, the primal instinct to survive has kicked in, and they are singularly focused on catching their breath. Providing students with real-time biological feedback and showing them the correlations between control and failure provides a tangible aspect to the training that leads to better understanding and faster adoption.

In 2014, the U.S. Marshals Service began teaching pace during the Basic Deputy U.S. Marshals training program through the use of heart rate monitors. To aid instruction, the students are provided with a breathing app on their training tablets. This is a simple metronome that the students are encouraged to use on their own time to practice manipulating their breathing cadence. Practicing with the metronome in an unexcited state has provided faster results than introducing breath manipulation techniques when the students are physically stressed.

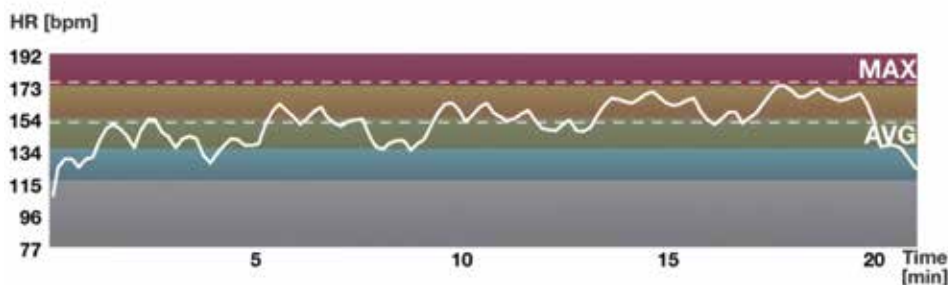
Pace is then taught during physical conditioning sessions. Through specifically programmed workouts, students experience physical high intensity and are guided through breathing techniques to rapidly recover to where they would be able to perform at optimal levels. Using varied time protocols, the students learn how long they can sustain physical output before their abilities begin to erode. During the workouts, students are required to keep track of each repetition and record them on score sheets during breaks. This serves the dual function of keeping the students mentally engaged in the task and forcing them to recover enough to manipulate a pencil to record their scores. In each workout, transmitters strapped to the students' chests wirelessly broadcast EKG accurate readings to wrist-worn receivers and to an instructor's tablet. This has given the students an understanding of how their performances erode at higher levels of output and how long they can last at different levels of intensity. To put it simply, the students now have speedometers and can learn how long it takes to run out of gas at different speeds. As the program progresses, skill sets are also tested during the workouts at different heart rate percentages. Students are forced to defend themselves from spontaneous attacks, manipulate weapons systems, and make reasonable force decisions.

After establishing what pace is, how to maintain it, and how to quickly recover, the students begin to wear their heart rate monitors in their use-of-force scenario-based training. Here, the students see their physiological response to psychological stimuli. Many are surprised to see how high their heart rates go up and at what point in the scenario this increase occurs. They are taught to incorporate their breathing techniques to maintain pace and control themselves so they can successfully operate. Students have reported that seeing their heart rates has helped them make a correlation between increased heart rate and performance degradation. This knowledge has helped them better understand the lessons, which has led them to readily adopt the breathing techniques.

Benefits of Heart Rate Monitors for Instructors

Apart from the obvious safety benefits of showing overexertion during physical training, heart rate monitors provide instructors with numerous benefits in designing, tailoring, and proving the validity of their training programs. When designing a program, objectives and parameters are determined to achieve the desired

HEART RATE GRAPH



Students receive a graph like the one above after each evolution of training where heart rate monitors are used. The graph helps reinforce the correlation between heart rate and performance. The valleys on the graph are used to illustrate the rapid rate of recovery when the breathing techniques are used.

FIRST-LINE LEADERSHIP

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

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

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

BRING FIRST-LINE LEADERSHIP TO YOUR AGENCY

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

FirstLineLeadership@theIACP.org

www.theIACP.org/First-Line-Leadership

800.THE.IACP





An instructor monitors the heart rate of a student, not shown, who is responding to a simulated use-of-force event. The student will receive a record of these data to see how heart rate may have affected his or her performance.

Where will you spend your winter?

- ◆ More than 900 destinations worldwide
- ◆ All-in-one travel protection
- ◆ Save on hotels to all inclusive getaways
- ◆ Take advantage of TNT's "Price Match Plus"

EXCLUSIVE

5%

DISCOUNT

Powered by TravelVaccations

YOU SAVE. YOU SUPPORT.

www.theiacp.org/Welcome-to-IACPreferred

performance. Having a student's biological data from start to finish shows a progression in the student's adaptation to the material. This can also be used to evaluate and revise the curriculum if the data suggest that the program is too easy or too difficult or if the desired outcome is not met. Additionally, biological data can be used to support training in ways that were previously unobservable or unmeasurable, like when a firearms instructor tells a student that he or she is "anticipating the shot." Now, the heart rate spike can be used to show what anticipation means in physical terms and the result of such actions. Law enforcement instructors can deliver more effective training and students can achieve greater understanding through using bio-feedback. ♦

Notes:

¹Graham v. Connor, 490 U.S. 386, 397 (1989).

²Dave Grossman, *On Combat: The Psychology and Physiology of Deadly Conflict in War and Peace*, 3rd ed. (Millstadt, IL: Warrior Science Publications, 2008).

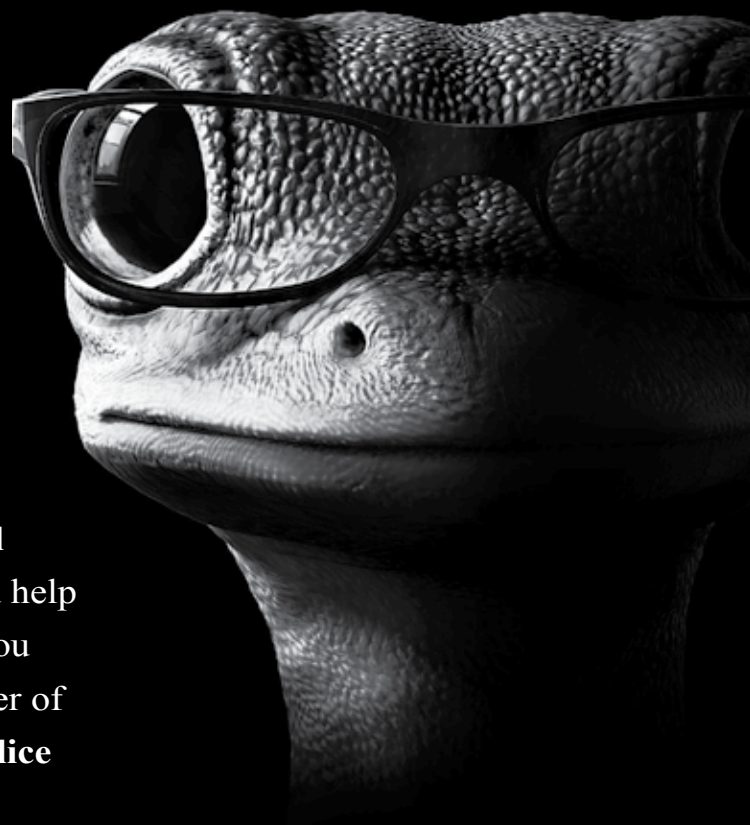
³James L. Meyerhoff et al., *Errors in Shooting Judgment and Performance by Law Enforcement Personnel During a Stressful Training Scenario*, Defense Technical Information Center, December 2004; Federal Law Enforcement Training Center, *Survival Scores Research Project* (Glynco, GA: Federal Law Enforcement Training Center, 2004).

⁴Grossman, *On Combat*.

John O'Halloran is a 17-year law enforcement veteran. He is currently assigned to the U.S. Marshals Service Training Division where he teaches use of force, defensive tactics, and physical conditioning.

WHEN IT COMES TO FINANCIAL
STABILITY, IT HELPS TO BE LED
BY ONE OF THE WORLD'S MOST
SUCCESSFUL BUSINESSMEN.

AND ARGUABLY THE
WORLD'S MOST SUCCESSFUL
BUSINESSGECKO.



Since you're a member of the **International Association of Chiefs of Police**, GEICO could help you save on car insurance, too. In fact, when you get a quote, be sure to mention you're a member of the **International Association of Chiefs of Police** and you could get a special discount.

Simply go to geico.com/disc/iacp, call **1-800-368-2734** or contact your local GEICO agent for a fast, no-obligation insurance quote.

GEICO® **#MemberDiscount**

GEICO.COM/DISC/IACP | 1-800-368-2734

Some discounts, coverages, payment plans and features are not available in all states or all GEICO companies. GEICO contracts with various membership entities and other organizations, but these entities do not underwrite the offered insurance products. Discount amount varies in some states. One group discount applicable per policy. Coverage is individual. In New York a premium reduction may be available. GEICO may not be involved in a formal relationship with each organization; however, you still may qualify for a special discount based on your membership, employment or affiliation with those organizations. GEICO is a registered service mark of Government Employees Insurance Company, Washington, D.C. 20076; a Berkshire Hathaway Inc. subsidiary. GEICO Gecko image © 1999-2016. © 2016 GEICO

NEW MEMBERS

This posting of new member applications is published pursuant to the provisions of the IACP Constitution & Rules. If any active member in good standing objects to any application, written notice of the objection must be submitted to the executive director within 60 days of publication. The application in question shall then be submitted to the Executive Committee and shall require the affirmative vote of two-thirds of the members of that committee for admission of the applicant.

The full membership listing can be found in the members-only area of the IACP website (www.theiacp.org).

Contact information for all members can be found online in the members-only IACP Membership Directory.

*Associate Members

All other listings are active members.



ALBANIA

Tirana

*Shalqizi, Ilda, Specialist, Albanian State Police

*Sinanaj, Frida, Albanian State Police

AUSTRALIA

Queensland

Brisbane

*Scholl, John, Inspector, Queensland Police Service

Underwood

Allen, Glenn W, Inspector, Queensland Police Service

Western Australia

Subiaco

*Williams, Francis, Manager Strategic Partnerships, Icetana

BAHAMAS

Nassau

*Francois, Albert, Force Medical Officer, Royal Bahamas Police Force

*Whyns, Christopher, Corporal, Royal Bahamas Police Force

BANGLADESH

Dhaka

Hossain, Hemayet, Additional Inspector General/Chief, Bangladesh Police CID

Rahman, Mizanur, Additional Police Commissioner, Dhaka Metropolitan Police

BELGIUM

Genk

Verheyen, Geert, Commissioner, Police Force Carma

BENIN

Cotonou

Ahlinvi, Lucrece, Commander, Lokossa Gendarmerie Company

Chabi, Ismatou, Deputy Chief, Cotonou Airport Police

BERMUDA

Hamilton

*Miller, Fiona, Sergeant, Bermuda Police Service

BOSNIA AND HERZEGOVINA

Banja Luka

Mileusnic, Zeljka, Deputy Commander/Independent

Investigator, Ministry of Interior

Brcko

Savic, Svetlana, Senior Investigator/Junior Inspector, Brcko District Police

Sarajevo

Krka, Selma, Shift Commander/Junior Inspector, Federation Police Directorate

Krstic, Slobodan, Assistant Director, Border Police

Zenica

Sut, Semir, Police Commissioner, Cantonal Police

BRAZIL

Brasilia

*Morais, Leonard, Global Security Manager, LVM Investments

Curitiba

Rangel, Guilherme, Secretary of Social Defense & Traffic, Secretary of Public Safety of Curitiba

Sao Paulo

*Vargas, Arnaldo, CEO, Esparta Co

BULGARIA

Sofia

Marinov, Mladen, Secretary General, Ministry of Interior

CANADA

British Columbia

Vancouver

*Bal, Michael, Constable, Vancouver Police Dept

Flamand, Marcie, Superintendent, Vancouver Police Dept

Victoria

*Robertson, Drew, Sergeant, Saanich Police Dept

Manitoba

Swan River

Smith, Shayne, Staff Sergeant/Detachment Commander, RCMP

New Brunswick

Quispamsis

Giggey, Jeff, Deputy Chief of Police, Kennebecasis Regional Police Force

Ontario

Brampton

Amoroso, Gregory, Staff Sergeant, Peel Regional Police

Mississauga

*Gorrill, Stephanie, Constable, Peel Regional Police

Ottawa

Cadman, Kevin, Lieutenant Colonel, Canadian Forces National Investigation Service

Sault Ste Marie

*Maville, Michael J, Staff Sergeant, Ontario Provincial Police

Toronto

*Glavin, Lydia, Staff Sergeant, Toronto Police Service

Saskatchewan

Regina

*Audette, Kim, Crime Analyst, RCMP

CHILE

Santiago

Aqueveque, Carlos, Lieutenant Colonel, Carabineros De Chile

Castro, Fernando Moya, Subprefecto, Policia De Investigaciones de Chile

CHINA

Hong Kong

Lau, Edwina, Assistant Commissioner of Police, Hong Kong Police College

COLOMBIA

Bogota

Gomez, Ever, Teniente Coronel, Policia Nacional de Colombia

Sanchez, Jose, Teniente Coronel, Policia Nacional de Colombia

ENGLAND

Leicestershire

Cole, Simon R, Chief Constable, Leicestershire Police

Suffolk

Kearton, Rachel P, Assistant Chief Constable, Suffolk Constabulary
Wilson, Gareth, Chief Constable, Suffolk Constabulary

GERMANY

Wiesbaden

Koch, Timo, Detective Superintendent, Bundeskriminalamt
Sabine Vera, Vogt, Director, Bundeskriminalamt

GUATEMALA

Guatemala City

Espinoza, Rony Mauricio, Sub Director Operations, Policia Nacional Civil

HOLY SEE (VATICAN CITY)

Vatican City

Giani, Domenico, Inspector General, Corpo Della Gen-darmeria

HONDURAS

Tegucigalpa

Blanco, Jose, Commissioner, Honduras National Police
*Higgins, Kevin, Program Manager, US Dept of State INL
Maldonado, Felix, Deputy Commissioner, Honduras National Police
Velasquez, Gerzon, Deputy Commissioner, Honduras National Police

IRELAND

Dublin

McGowan, James, Detective Chief Superintendent, An Garda Siochana

*Olohan, Fionnuala, Detective Inspector, An Garda Siochana

Kerry

O'Connor, Jim, Superintendent, An Garda Siochana

KOSOVO

Pristina

Rukiqi, Agron, Lieutenant Colonel, Kosovo Police

Vushtri

Fejzullahu, Lavdije, Lieutenant Operations, Kosovo Police

LITHUANIA

Vilnius

Pernavas, Linas, Police Commissioner General, Lithuanian National Police

LUXEMBOURG

Luxembourg City

Schranz, Philippe, Director General, Grand Ducal Police

MEXICO

Durango

Ontiveros Pacheco, Sandra Yoena, Oficial de Policia, Secretaria De Seguridad Publica
Ortiz Gomez, Carlos Rafael, Secretario Tecnico, Fiscalia General Del Estado De Durango
Quezada Ortega, Mildred Odette, Inspector Jefe, Secretaria De Seguridad Publica
Villanueva Quintana, Indra, Coordinadora, Fiscalia General Del Estado De Durango

Mexico City

Reyna Lopez, Jaime Alberto, Subdirector de Area, Comision Nacional De Seguridad
Ruiz Garcia, Viridiana, Subdirectora de Area, Comision Nacional De Seguridad

Oaxaca De Juarez

De Los Santos, Jhazibe Valencia, Directora del Centro de Justicia, Fiscalia General Del Estado De Oaxaca
Diaz Diaz, Rocio, Jefe de Departamento, Secretaria De Seguridad Publica
Martinez Vasquez, Deisy Victoria, Jefe de Departamento, Secretaria De Seguridad Publica

Tlalixtac De Cabrera/Oaxaca

Lopez Andrade, Lidia Marusia, Directora, Secretaria De Seguridad Publica

MOLDOVA, REPUBLIC OF

Chisinau

Baziuc, Livii, Head of National Patrol Inspectorate, General Police Inspectorate
*Bors, Radu, Senior Specialist Public Security, General Police Inspectorate
*Malihina, Ecaterina, Specialist Intl Relations Directorate, General Police Inspectorate
*Popa, Anatolie, Program Manager, US Dept of State

MONACO

Monte Carlo

Marangoni, Richard, Commissioner of Police, Monaco Police Dept

MONGOLIA

Bayanhongor

Baatar, Oyutbold, Chief of Provincial Police Dept, National Police Agency

NETHERLANDS

The Hague

Navarrete Paniagua, Manuel, Head of Counter Terrorism, EUROPOL

NIGERIA

Abuja

*Ekwealo, Obiora Kyrian, Deputy Comptroller, Nigeria Customs Service

*Keshi, Tunde Augustine, Police Officer, Nigeria Police Force

Ibadan

*Odetunde, Nathaniel Adebayo, Police Officer, Nigeria Police Force

Ikeja

*Adegoke, Adewale Olukayode, Legal Officer, Lagos State Judiciary

*Raheem, Christiana, Inspector of Police, Nigeria Police Force

Ikoyi

*Olaleye, Olukayode O, CEO, Eyespy Securities Services Ltd

Kano

Bagit, Irmiya Emmanuel, Police Officer, Nigeria Police Force

Lagos

Wada Chedi, Dahla, Assistant Commissioner, Nigeria Customs Service

Obalande

Akinpelu, Olufemi, Superintendent of Police, Nigeria Police Force

*Amusa, Omolara Iyabode, Police Officer, Nigeria Police Force

*Kolawole, Olatunde Olusegun, Police Officer, Nigeria Police Force

Owerri

*Onojeghuo, Edirin, Supervisor, Owerri Youths Security

Port Harcourt

*Nma, Achilike Juliet, Member Logistics & Finance, Police Community Relation Committee

*Ogbonna, Nuevo Keneth, Special Advisor, Niger Delta Development Commission

Sokoto

*Mohammed, Suliat, Student, Usmanu Danfodiyo Univ

Surulere

*Okunola, Oluwatobi, Supervisor, Diamond Security Holding

PAKISTAN

Islamabad

Mehmood, Iqbal, Inspector General of Police, Police Service of Pakistan

Sheikh, Bilal Zafar, Superintendent of Police, Frontier Constabulary

Karachi

Masih, Shad I, Senior Superintendent of Police, Police Training College

Lahore

Akram, Rommel, Senior Superintendent of Police, Police Service of Pakistan

Quetta

Khan, Mujeeb U, Additional Inspector General of Police, Police Service of Pakistan

PERU

Cusco

Iglesias Arevalo, Max, General, Policia Nacional del Peru

Lima

Caparros Gamarra, Leonardo, Chief of Advisors, Interior Ministry

Figueroa Gonzales, Jose, General, Policia Nacional del Peru

*Flores Minaya, Severo, Director of Human Resources, Policia Nacional del Peru
Gonneville, Donald, Regional Security Officer, US Dept of State Diplomatic Security Service

Hananel Garcia, Menahem, Director Nacional, Policia Nacional del Peru

*Metcalfe, Thomas J, Police Advisor, US Dept of State INL
Rodriguez, Alberto, INL Director Lima, US Dept of State INL

Rucoba Tello, Victor, General, Policia Nacional del Peru
Ureta Vasquez, Edgar, Senior Security Investigator, US Dept of State Diplomatic Security Service

PHILIPPINES

Manila

Gierran, Dante, Director, Philippine National Bureau of Investigations

SERBIA

Belgrade

Arsenijevic, Sanja, Section Chief, Sector for International Cooperation

*Batinica, Maja, Program Assistant, US Dept of Justice ICITAP

SLOVENIA

Litija

Slokan, Simon, Head of Public Order Section, Slovenian Police General Police Directorate

TAJIKISTAN

Dushanbe

Berg, James, Criminal Justice Advisor, US Dept of State INL
Iskandarzoda, Parviz, Head of Internal Affairs Directorate, Ministry of Internal Affairs
*Safarova, Nigora, Supervisory Program Manager, US Dept of State INL
Shodmonbekov, Farodbek, Major General, Ministry of Internal Affairs

TURKEY

Ankara

*Ozasik, Omer, Ankara Branch Manager, Vitel A S

UKRAINE

Kiev

*Fomin, Maksym, Policing Technology Coordinator, US Dept of Justice ICITAP
*Hullinger, Heidi, Deputy Project Director, US Dept of Justice ICITAP
*Kustovinov, Sviatoslav, Program Officer, US Dept of Justice ICITAP

UNITED ARAB EMIRATES

Abu Dhabi

AlNoamani, Maha Saeed, Lieutenant, Ministry of Interior UAE

Dubai

Almamari, Fatma, First Warrant Officer, Dubai Police Force
*Alrazooqi, Mansoor, Director of the Virtual Technology Center, Dubai Police Force

UNITED STATES

Alabama

Birmingham

Bass, Ben, Special Agent in Charge, National Computer Forensics Institute
Harlan, Brent, Assistant Special Agent in Charge, National Computer Forensics Institute

Montgomery

Capps, Susanna K, Captain/Acting Chief of Hwy Patrol, Alabama Law Enforcement Agency

Alaska

Barrow

*Russell, Laura, Assistant Borough Attorney, North Slope Borough Law Dept

Arizona

Flagstaff

Smith, Kelli, Chief of Police, Northern Arizona Univ Police Dept

Maricopa

*Alvarado, Ricardo, Public Affairs Specialist, Maricopa Police Dept

Mesa

*Williams, Diana, Sergeant, Mesa Police Dept

Peoria

Christofferson, Jason, Commander, Peoria Police Dept

Phoenix

*Murphy, Ryan, Detective, Phoenix Police Dept
*Wahlin, Lisa C, General Counsel, Arizona Dept of Public Safety

Prescott

*Gift, Alex, Buyer, ProForce Law Enforcement

Tempe

Rourke, Michele, Commander, Arizona State Univ

Tucson

*Zapata, Antonio, Legal Advisor, Tucson Police Dept

Arkansas

Pocahontas

*Plaster, Amy, Director of Criminal Justice, Black River Technical College

Armed Forces Americas

DPO

*Schweizer, Daniel, Special Agent, AFOSI
Vargas, Carlos, Chief, Force Protection Detachment Chile

California

Alhambra

Kase, Elliot, Assistant Chief of Police, Alhambra Police Dept

Berkeley

*Sager, Daniel, Student, The Wright Institute

Buena Park

Worrall, Gary J, Captain, Buena Park Police Dept

Castro Valley

*Cotcher, Terrence, Sergeant, East Bay Regional Park District Police
*Davis, Tyrone, Sergeant, East Bay Regional Park District Police

Commerce

Garcia, Rigoberto, Special Agent in Charge, California Dept of Justice

Concord

Gartner, Nick, Lieutenant, Concord Police Dept

Corona

*Rahmanian, Paul, VP Engineering, Paragon Tactical Inc

Garden Grove

*Dalton, Brian, Sergeant, Garden Grove Police Dept
El Farra, Amir, Lieutenant, Garden Grove Police Dept

Gardena

Niko, Uikilifi, Captain, Gardena Police Dept

Los Angeles

*Espinosa, Adalberto, Sergeant, Los Angeles School Police Dept
*Incontro, Maribel, Police Officer, Los Angeles Police Dept
Long, Robert, Captain, Los Angeles Police Dept
*Phillips, Jeffrey, Police Administrator, Los Angeles Police Dept
Scolaro, Michael, Captain, Los Angeles World Airports Police
*Smith, Mark P, Constitutional Policing Advisor, Los Angeles Co Sheriff's Dept

March Arb

Ramsey, Kimberly, Branch Chief, US Customs & Border Protection

Marina Del Rey

*Ivanovitch, Alexandra, Founder, Equality Lab

Morgan Hill

Palsgrove, Shane D, Captain, Morgan Hill Police Dept

Palo Alto

Lum, Patricia A, Captain, Palo Alto Police Dept

Redlands

Martinez, Travis, Commander, Redlands Police Dept

Riverside

Blomdahl, Bruce E, Captain, Riverside Police Dept
Collins, Scot, Chief Deputy, Riverside Co Sheriff's Office

Sacramento

*Peterson, Veronique, Psychologist, California HR Psychological Screening Program

San Diego

Archibald, Amy, Supervisory Officer, US Customs & Border Protection

San Francisco

*Nammacher, Katherine, CEO/Co Founder, RideAlong
*Tejada, Eric, Inspector, San Francisco Office of the District Attorney

Santa Rosa

Schwartz, Stephen Craig, Captain, Santa Rosa Police Dept

Seal Beach

Miller, Joe, Chief of Police, Seal Beach Police Dept

Tracy

Neicu, Alex, Captain, Tracy Police Dept

Ventura

Justice, Joel, Chief of Police, Ventura Co Community College District Police

Yuba City

*Hauck, Dennis, Sergeant, Yuba City Police Dept

Colorado

Arvada

*Simpson, Shawn, Vice President, Unit Solutions

Aspen

Burchetta, William Alex, Operations Commander, Pitkin Co Sheriff's Office

Centennial

Thompson, Glenn, Bureau Chief, Arapahoe Co Sheriff's Office

Colorado Springs

Kramer, Lorne C, Managing Partner, KRW Associates LLC

Denver

*Cychosz, Elizabeth, Associate Education & Guest Svcs Manager, The CELL
*Wendland, Makayla, Senior Guest Services Associate, The CELL

Greenwood Village

*Stanley, Brett, Student, Colorado State Univ Global Campus

Lakewood

*Hargreaves, Sarah, Trooper, Colorado State Patrol

Silt

Kite, Mike M, Chief of Police, Silt Police Dept

Connecticut

Bridgeport

Perez, Armando J, Chief of Police, Bridgeport Police Dept

Groton

Spellman, Michael J, Chief of Police, Groton Police Dept

New Canaan

*Khattabi, Rod, Director of Safety & Justice Advisor,
Grace Farms Foundation

New Haven

Cain, Racheal, Assistant Chief of Police, New Haven
Police Dept

Delaware

Ellendale

Von Goerres, Bruce, Chief of Police, Ellendale Police Dept

District of Columbia

Washington

Adams, Raymond, Supervisory Special Agent, FBI
*Alfonso, Paula, Management & Program Analyst, FBI
Anderson, Derek W, Acting Special Agent in Charge, US
Dept of Treasury IG/Tax Administration
*Baez, Courtney L, Student, American Univ
*Bains, Chiraag, Senior Fellow, Harvard Law School CJ
Policy Program
*Belmar, Maija A N, Student, American Univ
*Belskis, Alyssa K, Student, American Univ
Bennett, Steven, Supervisory Special Agent, FBI
Berhani, Leonora, National Advisor, US Dept of Justice
ICITAP
*Bradshaw, Sean, Sergeant, Amtrak Police Dept
Brinkley, Phillip, Captain, Amtrak Police Dept
Buie, Emmerson, Special Agent in Charge, FBI
*Campbell, Alicia G, Student, American Univ
*Caporizzo, Cynthia, Senior Advisor, ONDCP National
Heroin Coordination Group
*Casey, Paula, Lead Financial Analyst, Amtrak Police Dept
*Chen, Ching Fu, Executive Immigration Officer, National
Immigration Agency Taiwan
*Clark, Patrina, Doctoral Candidate, George Washington
Univ
Cordani, Clifford, Captain, Amtrak Police Dept
*Craft, David, Liaison Officer, Australian Federal Police
*Daniels, Jordan C, Student, American Univ
DeLeon, Michael, Special Agent in Charge, FBI
Drolshagen, Rainer, Deputy Assistant Director, FBI
*Eckard, Tim, Manager Business Services, Amtrak Police
Dept
Eldridge, Julia, Lieutenant, US Capitol Police
*Fink, Rachel S, Student, American Univ
Fleet, Rachel, Branch Chief, US Customs & Border
Protection
Freeze, Christopher, Special Agent in Charge, FBI
*Garden, Jude, Sergeant, Amtrak Police Dept
*Garfield, Kristen L, Student, American Univ
Gibson, Cheyvorvea, Unit Chief, FBI
*Graveley, Jacquelynn, Project Manager, Amtrak Police
Dept
Green, James A, Unit Chief, FBI
Grigg, Gurvais, Deputy Assistant Director, FBI
Halvorsen, Christine, Deputy Assistant Director, FBI
*Howell, John, Management & Program Analyst, FBI
Jennings, Timothy A, Deputy Assistant Commissioner, US
Customs & Border Protection/DHS
Johnson, Gordon, Special Agent in Charge, FBI
*Jones, Rosalynne, Supervisory Collection Manager, US
Customs & Border Protection
*Jones, Micah, Sergeant, Amtrak Police Dept
Jones, Robert A, Assistant Director, FBI
*Judd, Lauren M, Student, American Univ
Kennedy, Danny, Special Agent in Charge, FBI
*Khorenyan, Mariam, Student, American Univ
*Kuehl, William, Law Enforcement Advisor, US Dept of
Justice ICITAP

Ley, Jennifer E, Assistant Commissioner, US Customs &
Border Protection
*Little, Adrian, Sergeant, Amtrak Police Dept
Loeffert, Gary, Section Chief, FBI
MacLean, Robert D, Chief of Police, US Park Police
*Marriott, Jodie, Sergeant, Amtrak Police Dept
McCain, Tracie, Captain, Amtrak Police Dept
McCarty, Kimberley, Supervisory Special Agent, FBI
McGarrity, Michael, Special Agent in Charge, FBI
*Metz, Kenneth, Inspector, Amtrak Police Dept
*Miller, Elizabeth, Research Associate, Police Executive
Research Forum
Moats, Susan, Special Agent in Charge, US Dept of
Treasury IG/Tax Administration
Molloy, Kevin, Lieutenant, Amtrak Police Dept
Morgan, Voviette, Special Agent in Charge, FBI
*Muibu, Daisy M, Student, American Univ
Noll, Rosemarie, Captain, Amtrak Police Dept
O'Connell, Kevin, Captain, Amtrak Police Dept
*O'Keefe, Joseph, Investigator, Amtrak Police Dept
*Orford, Niamh M, Student, American Univ
*Palermo, Stephanie M, Student, American Univ
*Paul, Jimmy, Special Assistant Director's Office, FBI
*Pulver, Alexander C, Student, American Univ
*Rambo, Glenn, Detective, Amtrak Police Dept
*Reyes Ovalles, Anabel, Student, American Univ
Rioul Essame, Valentine, Police & Homeland Security
Attache, French Embassy
*Rose, Kristina, Executive Director, End Violence Against
Women Intl
Roselli, Vito, Supervisory Special Agent, FBI
Rybicki, James, Chief of Staff, FBI
*Santamaria, Benjamin, Cyber Crime Liaison Officer,
Australian Federal Police
*Senn, Samantha L, Student, American Univ
Shivers, Calvin, Special Agent in Charge, FBI
Smith, Robert, Captain, Amtrak Police Dept
*Smith, Eric, Special Assistant Director's Office, FBI
*St Clair Webb, Jill, Special Agent, DC Office of Tax &
Revenue
*Subarno, Rajesh, Counsellor Personnel, Embassy of India
*Sulemani, Ali, Sergeant, Amtrak Police Dept
Thomas, Vadim, Special Agent in Charge, FBI
*Thompson, Michael G, Student, American Univ
*Tod, Glenn, Liaison Officer, Australian Federal Police
Trent, Scott, Designated Federal Officer, FBI
*Venezia, Paul M, Student, American Univ
*Wickerham, Todd, Special Assistant, FBI
Wray, Christopher, Director, FBI
*Wrocklage, Teal C, Student, American Univ

Florida

Boca Raton

*Kirshbaum, Randy, Director, TransUnion

Boynton Beach

*Slater, Stephanie, Public Information Officer, Boynton
Beach Police Dept

Coral Gables

Atherley, Cordell J, Major, Coral Gables Police Dept

Fort Lauderdale

Falzone, Lynette, Captain, Fort Lauderdale Police Dept

Hollywood

*Cady, Rhett, Sergeant, Hollywood Police Dept

Jacksonville

Lendvay, Ronald L, Director, Jacksonville Sheriff's Office

Miami

*Kiley, Paul, Director, Miami Dade College

*Mitchell, Lavonia, Supervisor, US Customs & Border
Protection

Miami Beach

*Pedroso, Juan C, Crime Scene Supervisor, Miami Beach
Police Dept

North Port

Arsenault, Gary J, Captain, North Police Dept

Pensacola

Fletcher, Deborah, Chief of Police, Univ of West Florida
Police Dept

Plantation

Finney, Bruce, Deputy Chief of Police, Plantation Police
Dept

Sanibel

Dalton, William, Chief of Police, Sanibel Police Dept

Sarasota

*Spitler, William, Director Planning & Research, Sarasota
Co Sheriff's Office

Georgia

Covington

*Dozier, Asher, Sergeant, Covington Police Dept
*Smith, Chris, Sergeant, Covington Police Dept

Donalsonville

Blue, Woodrow W, Chief of Police, Donalsonville Police
Dept

Douglasville

Weaver, Greg, Captain, Douglasville Police Dept

Glynn

Brewer, Charles R, Assistant Division Chief, FLETC/DHS

Lawrenceville

Hughes, Cory, Chief of Police, Georgia Gwinnett College
*Sebring, Kevin L, Public Safety ITS Manager, Gwinnett Co
Emergency & Public Safety

Hawaii

Lihue

Ke, Elliott, Captain, Kauai Police Dept
Ozaki, Mark, Captain, Kauai Police Dept
Perry, Darryl D, Chief of Police, Kauai Police Dept

Idaho

Rexburg

*Brannon, Marilyn E, Psychologist, Brannon & Brannon
Psychological Services PA

Twin Falls

Thueson, Terry, Lieutenant, Twin Falls Police Dept
Wright, Brent, Staff Sergeant, Twin Falls Police Dept

Illinois

Calumet City

Iwaszko, David, Assistant Chief of Police, Calumet City
Police Dept

Chicago

*Coats, Kenneth, CEO, KENTECH
*Fong, Anna, VP Operations, KENTECH
*Moss, BreAnna, Training Coordinator, Center for Public
Safety & Justice
*Tulini, Bob, CMO, Benchmark Analytics
*Zhong, Hanna, Product Manager, Benchmark Analytics

Collinsville

*Brunnworth, Jamie L, Special Agent, Illinois State Police

Elgin

Ciganek, Richard, Lieutenant, Elgin Police Dept

Gurnee

Gaughan, Jeremy, Commander, Gurnee Police Dept

Mendota

Kellen, Gregory, Lieutenant, Mendota Police Dept

Indiana

East Chicago

Smith, Frank, Chief of Police, East Chicago Police Dept

Taylor, Alyun, Commander, East Chicago Police Dept

Indianapolis

*David, Craely, Sergeant, Indiana State Police

*Jones, Precious, Sergeant, Indiana State Police

*Peoples, Jane, Sergeant, Indiana State Police

Kokomo

Remender, Thomas J, Chief of Police, Indiana Univ

Kokomo Police Dept

Lebanon

Bailey, Brad W, Assistant Chief of Police, Lebanon Police Dept

Warmoth, Tyson E, Chief of Police, Lebanon Police Dept

Mishawaka

Stefaniak, Jason R, Assistant Chief of Police, Mishawaka Police Dept

New Albany

*Grant, Joseph, Associate Professor/Instructor, Indiana Univ Southeast

Iowa

Des Moines

Hansen, Robert, Captain, Iowa Dept of Public Safety

Olmstead, Randy, Executive Officer/Captain, Iowa Dept of Public Safety

Kansas

Hays

Howell, Ed, Chief of Police, Fort Hays State Univ Police Dept

Manhattan

Millington, Bradli, Lieutenant, Kansas State Univ Police Dept

Kentucky

Alexandria

Newberry, Jeremy, Lieutenant, Campbell Co Police Dept

Jeffersonton

Rogers, Samuel, Major/Administrative Commander, Jeffersonton Police Dept

Louisiana

Baton Rouge

Reeves, Kevin, Deputy Secretary, Louisiana State Police

New Orleans

*Bissell, Pamela, EVP Business Development, Big River LLC

Maine

Bangor

Bushey, David P, Deputy Chief of Police, Bangor Police Dept

Hodgdon

Astle, Rosalia, Supervisory Border Patrol Agent, US Border Patrol

Kennebunk

*Simeoni, Candice, Administrative Supervisor Officer, Kennebunk Police Dept

Old Town

*Lori, Renzullo, Sergeant, Old Town Police Dept

South Portland

*Loughlin, Joseph, Regional Coordinator, 3SI Security Systems

Van Buren

Siemer, Kathryn, Supervisory Border Patrol Agent, US Border Patrol

Vassalboro

*Petrini, Breanne, Corporal, Maine State Police

Wiscasset

*Day, Matthew, Sergeant, Lincoln Co Sheriff's Dept

Kane, Brendan, Lieutenant, Lincoln Co Sheriff's Dept

Maryland

Adelphi

*Goodwin, William J, Program Chair/Professor, Univ of Maryland University College

Andrews Air Force Base

Sabella, Francis S, Master Sergeant NCOIC Operations, US Air Force 811th Security Forces Squadron

Annapolis

Ziegler, Robert, Superintendent, Maryland Natural Resources Police

Baltimore

Brown, William F, Lieutenant, Maryland Transit Administration Police

Durst, Casey Owen, Director Field Office, US Customs & Border Protection

Johnson, Ronald, Lieutenant, Maryland Transit Administration Police Force

Myers, Aaron, Lieutenant/Shift Commander, Maryland Transit Administration Police Force

Beltsville

Thompson, Karen, Deputy Special Agent in Charge, US Dept of Treasury IG/Tax Administration

Bethesda

*Blackwell, Adam, Chair Advisory Board, DSG/TechTrace

Brooklyn

*Jamieson, Melanie, Sergeant, Anne Arundel Co Police Dept

Columbia

Mounds, Gary P, Lieutenant, Maryland State Police

Ellicott City

Kurty, Brandi, Lieutenant, Howard Co Police Dept

Riffle, Tanya, Lieutenant/Chief of Staff, Howard Co Police Dept

Fort Meade

Smith, George, Captain, National Security Agency Police

Gaithersburg

Hattenburg, Elizabeth, Captain, Montgomery Co Police Dept

Hyattsville

Barton, Vereen, Lieutenant, Maryland National Capital Park Police

Landover

Schmidt, Matthew, Assistant Chief, Maryland National Capital Park Police

Ocean City

*Braniff, Danielle, Police Officer First Class, Ocean City Police Dept

*Russell, Pamela, Police Officer First Class, Ocean City Police Dept

Pikesville

*Tilghman, Daniel, Trooper, Maryland State Police

Westminster

*Hansen, Stassa, National Sales Executive, Pure Cover

Massachusetts

Amesbury

*Bower, Danielle, Patrol Officer, Amesbury Police Dept

Arlington

*Costa, John J, Police Officer/Drug Recognition Expert, Arlington Police Dept

Attleboro

Cook, Timothy, Detective Lieutenant, Attleboro Police Dept

Rogers, Jeffrey, Lieutenant, Attleboro Police Dept

Bedford

Jones, Scott, Lieutenant, Bedford Police Dept

Boston

*Cullinane, Lanita, Detective, Boston Police Dept

*Davis, Kaitlyn, Office Manager, Edward Davis LLC

*Joyce, Cheryl, Director of Finance, Edward Davis LLC

Lamm, Clint, Area Port Director, US Customs & Border Protection

*McCarthy, Sheehan, Policy Analyst, Edward Davis LLC

Brockton

*Cruz, Timothy, District Attorney, Plymouth Co District Attorney's Office

Framingham

*Brooks, Alison, Research Director, IDC

Risteen, Daniel, Lieutenant Colonel, Massachusetts State Police

Ryan, Deborah, Lieutenant, Massachusetts State Police

Haverhill

*Fogarty, Andrea, Detective Sergeant, Haverhill Police Dept

Hingham

*O'Shea, Ryan, Detective Sergeant, Hingham Police Dept

Maynard

Downsbrough, Pi, Detective Lieutenant, Massachusetts State Police

New Bedford

*Dumont, Christopher, Trooper/Paramedic, Massachusetts State Police

Randolph

*Gilbert, Kevin, Patrolman, Randolph Police Dept

*Jones, Christopher, Detective, Randolph Police Dept

Marag, Anthony, Lieutenant, Randolph Police Dept

*O'Neill, Michael, Sergeant, Randolph Police Dept

Revere

Randall, Sean, Lieutenant, Revere Police Dept

Somerville

Kiely, Michael, Sergeant, Somerville Police Dept

Rego, Daniel, Detective Sergeant, Somerville Police Dept

Waltham

*Carr, Allen, Regional Vice President, ANDE

Wayland

Swanick, Patrick J, Chief of Police, Wayland Police Dept

Worcester

Sawyer, Mark, Lieutenant, Worcester Police Dept

Michigan

Dimondale

Wolf, James, Inspector, Michigan State Police

East Lansing

Johnson, Mary, Captain, Michigan State Police

Farmington Hills

Ciaramitaro, Michael A, Assistant Chief of Police, Farmington Hills Police Dept

Grosse Ile

Bow, Robert, Deputy Chief of Police, Grosse Ile Twp Police Dept

Kalamazoo

Greenlee, Michelle M, Lieutenant, Kalamazoo Co Sheriff's Office

Kentwood

Bockheim, Michael, Captain, Kentwood Police Dept

Lansing

Bahlau, Brian, First Lieutenant, Michigan State Police

Livonia

*Krebs, Sarah, Detective Sergeant, Michigan State Police

Novi

*Gruenwald, Kristie, Detective, Novi Police Dept

Spring Arbor

*Dirlam, Thomas, Treasurer, Below 100

Warren

*Baker, George, Global Vehicle Security Lead, General Motors

Yale

Mahaffy, Brian, Chief of Police, Yale Police Dept

Minnesota

Bloomington

Utecht, Michael, Commander, Bloomington Police Dept

Floodwood

Denoyer, David, Chief of Police, Floodwood Police Dept

Maple Plain

McPhee, Hugo, Chief of Police, Three Rivers Park Police

Mississippi

Hattiesburg

*Bridson, Ian, Student, Univ of Southern Mississippi

Missouri

Ellisville

Lewis, Steven O, Chief of Police, Ellisville Police Dept

Ferguson

*Fuller, Dominica, Sergeant, Ferguson Police Dept
McCall, Frank, Commander, Ferguson Police Dept

Jefferson City

*Comer, Kyle W, CJIS Program Manager, Missouri State Hwy Patrol

Kirkwood

Bailey, Scott A, Captain, Kirkwood Police Dept

Ladue

Andreski, Ken E, Chief of Police, Ladue Police Dept

Nevada

Las Vegas

*Madensen, Tamara D, Affiliate Scholar, Center For Police Research & Policy

Mesquite

Taylor, Scott, Deputy Chief of Police, Mesquite Police Dept

New Hampshire

Concord

*Bonilla, Mary, Sergeant, New Hampshire State Police
Ellston, Danielle, Investigator, New Hampshire Liquor Enforcement

*Heath, Pamela, Sergeant, New Hampshire State Police
*Hennessey, Sara, Sergeant, New Hampshire State Police

McLain, Crystal, Lieutenant, New Hampshire State Police
*Walsh, Megan, Trooper, New Hampshire State Police
*Wardner, Kelly, Trooper First Class, New Hampshire State Police

Hooksett

Bouchard, Janet, Chief of Police, Hooksett Police Dept
*Lamy, Valerie, Sergeant, Hooksett Police Dept

Plymouth

*Raymond, Nicholas, Patrol Officer, Plymouth Police Dept

Portsmouth

*Kiberd, Christopher, Sergeant, Portsmouth Police Dept

New Jersey

Atlantic City

Sarkos, James, Captain, Atlantic City Police Dept

Dover

Gabrys, Justin, Detective Lieutenant, Dover Police Dept

East Orange

Boyd, Maurice, Lieutenant, East Orange Police Dept

Great Meadows

Aiello, Keith, Chief of Police, Independence Twp Police Dept

Hamilton

Kane, Michael, Captain, New Jersey State Police

Mantua

White, Darren, Chief of Police, Mantua Twp Police Dept

Middletown

*Best, Kim, Sergeant, Middletown Twp Police Dept

Monmouth Junction

*Vit, George, Patrolman, South Brunswick Police Dept

Morristown

DiCarlo, Mark, Chief of Police, Morris Twp Police Dept

Newark

Broner, Tyrone A, Captain, Newark Police Division
Costa, Anthony, Captain, Newark Dept of Public Safety
Kesselman, Kevin, Deputy Chief, NJ Institute of Technology Police Dept
Leroux, Michael, Captain, Newark Police Division
Mos, Camilo A, 1st Precinct Commander/Captain, Newark Police Division
Villani, Michael, Lieutenant, NJ Institute of Technology Police Dept

New Mexico

Espanola

Romero, Raymond P, Chief of Police, Espanola Police Dept

Las Cruces

Hennigh, Thomas B, Chief Deputy/Major, Dona Ana Co Sheriff's Office

Santa Fe

Armijo, Elizabeth, Lieutenant, New Mexico State Police
Collins, John Ted, Captain, New Mexico State Police

Larcher, Randy, Captain, New Mexico State Police
Williams, Jesse, Captain, New Mexico State Police

New York

Albany

Archambault, Joel, Inspector, New York State Univ Police
*Cleary, James, Sergeant, New York State Police

Angola

Czora, Douglas, Chief of Police, Evans Town Police Dept

Auburn

Androsko, Matthew, Sergeant, Auburn Police Dept
McLaughlin, Stephan, Sergeant, Auburn Police Dept
Slayton, Jim, Lieutenant, Auburn Police Dept

Binghamton

Hendrickson, Larry, Captain, Binghamton Police Dept

Cheektowaga

*Allen, Thomas, Sergeant, Cheektowaga Police Dept

Jamaica

*Sadel, Jennifer, First Line Supervisory Officer, US Customs & Border Protection

Lake Placid

Dobson, Charles P, Assistant Chief of Police, Lake Placid Police Dept
Moore, William P, Chief of Police, Lake Placid Police Dept

Mount Vernon

McEachin, Anthony, Lieutenant, Mount Vernon Police Dept
Scott, Robert, Lieutenant, Mount Vernon Police Dept

New Rochelle

*Massaregli, Nick, Senior Systems Engineer, New Rochelle Police Dept

New York

Barrere, David P, Assistant Chief, New York City Police Dept
Bate, Ian, Superintendent, Australian Federal Police
Bello, Frank, Agency Chief Contracting Officer, New York City Police Dept
Boyce, Robert, Chief, New York City Police Dept
Conforti, Thomas, Inspector, New York City Police Dept
DiBlasio, Richard, Deputy Inspector, New York City Police Dept
Donnelly, Kevin, Lieutenant, New York City Police Dept
Hoppock, Nancy, Assistant Deputy Commissioner, New York City Police Dept
Ikone, Christopher, Deputy Inspector, New York City Police Dept
Kyriakou, Chris, Lieutenant, US Park Police
Lipetri, Michael, Deputy Chief, New York City Police Dept
Lukach, Robert, Inspector, New York City Police Dept
Miller, John, Deputy Commissioner, New York City Police Dept
Pollock, Lori, Deputy Chief, New York City Police Dept
*Reddy, Lokesh, Department Surgeon, New York City Police Dept
Reznick, Joseph, Deputy Commissioner, New York City Police Dept
Sweeney, Joseph, Commissioner of NYC Hospital Police, NYC Health & Hospitals
Talbert, Keith, Chief Investigator, US Attorney's Office
North Tonawanda
Zgolak, Roger, Chief of Police, North Tonawanda Police Dept

Plattsburgh

*Parmeter, Ronald, Police Officer, Plattsburgh Police Dept

Rosedale

*Alalade, Adebola, First Line Supervisor, US Customs & Border Protection

Troy

Kehn, Christopher W, Captain, Troy Police Dept

Utica

*Farley, Garry F, Student, Utica College

North Carolina

Asheville

*Harrington, Robert, President, Milspec Plastics

Cary

*Wacenske, Jeffrey, School Safety & Security Director, Cary Academy

Durham

*Schiess, Jason, Analytical Services Manager, Durham Police Dept

*Walker, Ashley, Corporal, Durham Police Dept

Fayetteville

Joyce, Todd, Lieutenant, Fayetteville Police Dept

*Lucetti, Katrina, Detective, Fayetteville Police Dept

Nicolosi, Douglas, Lieutenant, Fayetteville Police Dept

*Smith, Stacy, Paralegal, Fayetteville Police Dept

*Songalewski, Rachael, Crime Analyst, Fayetteville Police Dept

Greensboro

Walters, Karen A, Captain Ret, Greensboro NC

Greenville

*Gaub, Janne, Assistant Professor, East Carolina Univ

Hendersonville

Brown, Jason A, Chief Deputy, Henderson Co Sheriff's Office

Mount Gilead

Preslar, Patrick, Chief of Police, Mount Gilead Police Dept

Research Triangle Park

*Aagaard, Brian, Research Associate, RTI International

Winston Salem

*Leonard, Susan, Psychologist, The FMRT Group

*Michelson, Sara, Psychologist, The FMRT Group

North Dakota

Bismarck

*Weltz, Colleen, ND NIBRS Program Manager, Assn of State Uniform Crime Reporting Programs

Fargo

Laney, Paul D, Sheriff, Cass Co Sheriff's Office

Ohio

Athens

*Rowling, Steven, Student, Ohio Univ

Cincinnati

Bartlett, Eric, Chief of Police, Elmwood Place Police Dept
Heitzman, Christopher W, Lieutenant, Cincinnati/Northern KY Intl Airport Police

Lowry, Gregory, Lieutenant, Cincinnati/Northern KY Intl Airport Police

*Schnell, Cory, Data Scientist, Univ of Cincinnati

Dayton

Johns, Brian, Major, Dayton Police Dept

Girard

Norman, John T, Chief of Police, Girard Police Dept

Napoleon

Mack, David J, Chief of Police, Napoleon Police Dept

Westerville

Belford, John C, Chief of Police, Blendon Twp Police Dept

Oklahoma

Bartlesville

Bevard, Rocky R, Captain, Bartlesville Police Dept

Chickasha

Alexander, Jeremy, Lieutenant, Chickasha Police Dept

Edmond

Hopper, Acey, Captain, Edmond Police Dept

Norman

*Jensen Schettler, Sara, Public Safety Information Officer, Norman Police Dept

Picher

Lewis, Josh, Chief of Marshals, Quapaw Tribal Marshal Service

Oregon

Bend

Beekman, Brian T, Lieutenant, Bend Police Dept

Burleigh, David C, Lieutenant, Bend Police Dept

Eugene

*Gissiner, Mark, Independent Police Auditor, City of Eugene

North Bend

*Allen, Brian, Sergeant, North Bend Police Dept

Salem

*Sund, Kirk, Principal, CB Two Architects

Springfield

Lewis, Richard L, Chief of Police, Springfield Police Dept

Pennsylvania

Abington

Fink, Steven, Lieutenant, Abington Twp Police Dept

Magee, Kevin, Sergeant, Abington Twp Police Dept

Molloy, Patrick, Deputy Chief of Police, Abington Twp Police Dept

Porter, Chris, Lieutenant, Abington Twp Police Dept

*Quinn, Edward, Police Officer, Abington Twp Police Dept

Berwyn

Glatts, Joseph, Captain, Tredyffrin Twp Police Dept

Bethlehem

D'Ambrosio, Richard H, Captain, Pennsylvania State Police

Melinsky, Michael, Detective Sergeant, Colonial Regional Police Dept

Butler

Ignatz, Steve J, Captain, Pennsylvania State Police

Dunmore

Paris, Christopher L, Captain, Pennsylvania State Police

Gamet Valley

Sharp, Thomas, Chief of Police, Bethel Twp Police Dept

Harrisburg

Bucar, Stephen A, Lieutenant Colonel, Pennsylvania State Police

Fisher, Jeffrey A, Captain, Pennsylvania State Police

Kosheba, Adam R, Commanding Officer Troop H, Pennsylvania State Police

Miller, Scott T, Major, Pennsylvania State Police

Richard, Jeremy M, Captain, Pennsylvania State Police

*Rongaus, Andrew M, Assistant Counsel, Pennsylvania State Police

Sivo, Anthony J, Captain, Pennsylvania State Police

Witmer, Michael C, Captain, Pennsylvania State Police

Hershey

Eberle, Stephen K, Major, Pennsylvania State Police

Lansdale

Trail, Michael, Acting Chief of Police, Lansdale Police Dept

Middletown

Gray, Maynard H, Major, Pennsylvania State Police

Philadelphia

Kemm, James B, Lieutenant, Pennsylvania State Police

*Mucellin, Michele, Law Enforcement Coordinator, US Attorney's Office

Thomas, Jarreau, Captain, Philadelphia Police Dept

Pittsburgh

Bryant, Maurita, Assistant Superintendent, Allegheny Co Police Dept

*Villasenor, Mark A, Sergeant, Univ of Pittsburgh Police Dept

St Davids

*Martin, Eddie, Student, Eastern Univ

West Chester

Cahill, William, Detective/Lieutenant, Westtown East Goshen Regional Police

Hansen, Kurt, Lieutenant, Chester Co Sheriff's Office

*Kagel, Robert J, Director, Chester Co Dept of Emergency Services

Yeadon

Johnson, Anthony H, Acting Lieutenant, Yeadon Borough Police Dept

Rhode Island

Providence

*Boucher, Elayna M, Sergeant, Brown Univ Dept of Public Safety

Woonsocket

Doura, Edward J, Lieutenant/Day Uniform Platoon OIC, Woonsocket Police Dept

South Carolina

Blythewood

Warren, Melvin, Major, South Carolina Hwy Patrol

Columbia

Cook, Howard M, Chief of Police Ret, Columbia College

Greenville

*Peters, Terry, Business Development, Synnex Corp

South Dakota

Aberdeen

Weinmeister, Robert, Captain, South Dakota Hwy Patrol

Pierre

Ketterling, Jason, Captain, South Dakota Hwy Patrol

Rapid City

Doyle, Timothy, Sergeant, Rapid City Police Dept

Tennessee

Ashland City

Ray, Kenneth, Deputy Chief of Police, Ashland City Police Dept

Clinton

Becker, Vaughn, Assistant Chief of Police, Clinton Police Dept

East Ridge

Allen, Stan, Assistant Chief of Police, East Ridge Police Dept

Elizabethton

Shaw, Jason, Chief of Police, Elizabethton Police Dept

Kingsport

Wayt, Thomas, Lieutenant/Watch Commander, Kingsport Police Dept

Memphis

Armstead, Lenora, Lieutenant Colonel, Memphis Police Dept

Craig, Maxine, Major, Memphis Police Dept

Garrett, Frank, Deputy Chief of Police, Memphis Police Dept

Hines, Samuel, Colonel, Memphis Police Dept

Jolly, Prentiss R, Colonel/Precinct Commander, Memphis Police Dept

Oakley, Joe, Colonel, Memphis Police Dept

Patterson, Brenda G, Lieutenant Colonel, Memphis Police Dept

Murfreesboro

*Horvath, James, Affinity Sales Leader, Nationwide

*Wright, Jerry, Chief of Police Ret, Bonneau SC

Nashville

Ehlert, Ehrin, Park Ranger, Tennessee State Parks

*Velez, Maureen, Sergeant, Tennessee Hwy Patrol

*Wright, Thomas H, Deputy Director, Regional Organized Crime Information Center

Portland

Heavner, Anthony, Chief of Police, Portland Police Dept

Ripley

*Thompson, John, Director, 25th Judicial District Drug Task Force

Texas

Austin

Arriaga, Amanda, Chief, Texas Dept of Public Safety

Garcia, Alma S, Assistant Director/Chief, Texas Dept of Public Safety

Taylor, Victor, Sergeant, Texas Dept of Public Safety

Baytown

Freed, Eric, Administrative Lieutenant, Baytown Police Dept

Brownsville

*Paskett, Darrel, Police Professionalization Program Manager, US Dept of State INL

Canutillo

Carrillo, Carlos, Chief of Police, Canutillo ISD Police Dept

Carrollton

Miller, Derick, Assistant Chief of Police, Carrollton Police Dept

Commerce

*Breaux, Susan, Student, Texas A&M Univ Commerce

Dallas

Munn, Dustin, Chief of Police, Methodist Health System Police Dept

*Wilson, Joanne, Crime Evidence Technician, Dallas Police Dept

El Paso

Araiza, Victor William, Chief of Police, El Paso ISD Police Dept

Gandara, Carmen, Deputy Patrol Agent in Charge, US Border Patrol

*Garcia, Rene, Warden Ret, Federal Bureau of Prisons

Wimberly, Michael H, Director Ret, US Customs & Border Protection

Farmersville

Alford, Brian, Lieutenant, Farmersville Police Dept

*Gonzalez, Frank, Sergeant, Farmersville Police Dept

Flower Mound

Labhart, Walter, Captain, Flower Mound Police Dept

Harlingen

Villarreal, Daniel, Deputy Chief of Police, Harlingen Police Dept

Houston

Johnson, Caroleta, Captain, Houston Police Dept

Johnson, Chandra, Assistant Chief of Police, Univ of Houston Police Dept

Morris, Heather, Captain, Houston Police Dept

Lakeway

Gavit, Ricky, Lieutenant, Lakeway Police Dept

Laredo

Maciel, Manuel J, Deputy Chief of Police, Laredo Police Dept

Rodriguez, Miguel A, Deputy Chief of Police, Laredo Police Dept

Little Elm

Florentino, Joseph, Director of Public Safety, Town of Little Elm

Mesquite

Yates, Doug B, Captain, Mesquite Police Dept

North Richland Hills

*Garner, Jeff, Lieutenant, North Richland Hills Police Dept

Round Rock

Grubbs, Melissa, Lieutenant, Round Rock Police Dept

*Myers, Angelique, Public Information Officer, Round Rock Police Dept

Travis, Tim, Lieutenant, Round Rock Police Dept

San Antonio

Ramon, Teresa, Chief of Police, Judson ISD Police Dept

Utah

Provo

Barney, Jerid, Lieutenant, Provo Police Dept

Jensen, Devon, Lieutenant, Provo Police Dept

Wolken, Brian, Lieutenant, Provo Police Dept

Salt Lake City

Garcia, Jared, Lieutenant, Utah Dept of Public Safety

West Valley City

Nolen, Colleen, Chief of Police, West Valley City Police Dept

Vermont

Derby

*Munson, Debra, Sergeant, Vermont State Police

Middlesex

*Pouliot, Amber, Trooper, Vermont State Police

Pittsford

Zonay, Barbara, Lieutenant, Vermont State Police

Rutland

*Hodges, Erin, Detective Trooper, Vermont State Police

Swanton

Johnson, Nicole, Division Chief MRO, US Border Patrol

Waterbury

Scribner, Julie, Lieutenant, Vermont State Police

*Sheridan, Megan, Sergeant, Vermont State Police

Websterville

Dodge, William, Chief of Police, Barre Town Police Dept

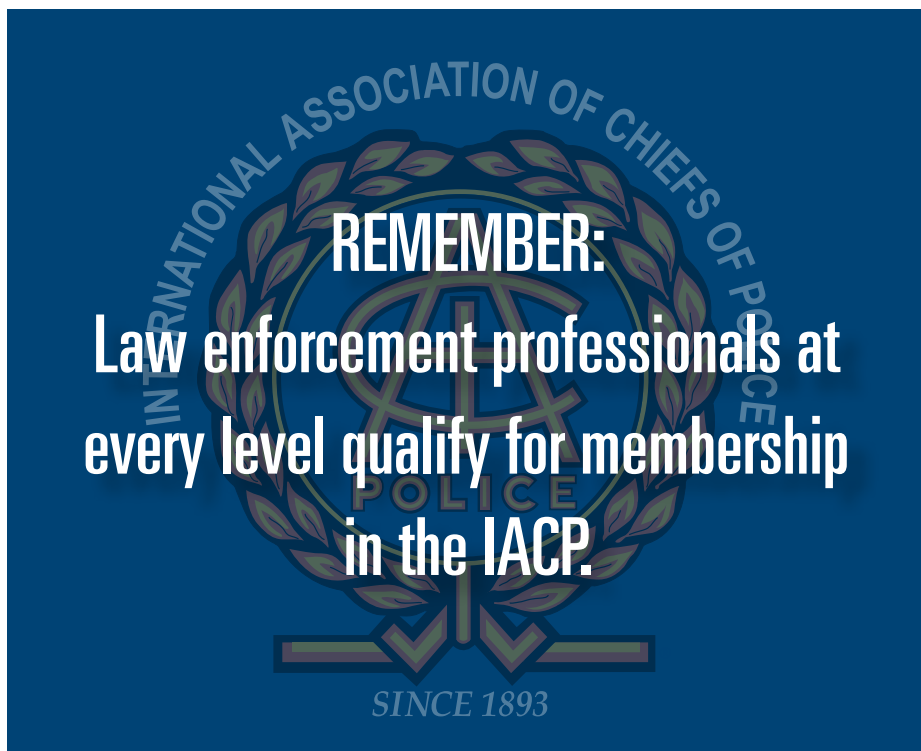
White River Junction

*Adams, Kristinnah, Detective, Hartford Police Dept

*Catalfamo, Aleya, Patrol Officer, Hartford Police Dept

Winooski

*Solomon, David, Sergeant, Winooski Police Dept



Virginia

Alexandria

*Archer, Andrea, Police Officer, Alexandria Police Dept
*Barnes, Donna, Sergeant, Alexandria Police Dept
*Battle, Misti, Sergeant, Alexandria Police Dept
Hutagalung, Herawaty, Major, Indonesian National Police
*Loerch, Kristina, Police Officer, Alexandria Police Dept
Magyar, Liz, Lieutenant, Alexandria Police Dept
May, Tara, Lieutenant, Alexandria Police Dept
*Murphy, Kelly, (A) Operations Officer, US Customs & Border Protection
Siregar, Asmida Rizki, Commissioner, Riau Region Dumai Sub District
Webb, Erica, Second Lieutenant, Fairfax Co Police Dept
*Zepeda, Alma, Police Officer, Alexandria Police Dept

Arlington

*Coldren, James R, Managing Director, The CNA Corp
*Felix, Tammy, Research Scientist, The CNA Corp
*Frey, Lauren, Senior Research Specialist, The CNA Corp
Giroux, David, Captain, Arlington Co Police Dept
Hull, Tameka, Captain, Arlington Co Police Dept
Johnson, Tara, Captain/IA Commander, Arlington Co Sheriff's Office

Ashburn

*DeSousa, Neil, Regional Director, Forfeiture Support Associates

Centreville

Sheehan, Kathleen, Chief of Police Ret, Sheehan Strategic

Chantilly

*Culkin, Joanna, Police Officer First Class, Fairfax Co Police Dept

Charlottesville

Thomas, Al, Chief of Police, Charlottesville Police Dept

Dulles

Escott, Richard Michael, Supervisory Special Agent, US Dept of State Diplomatic Security Service

Fairfax

Alam, Wahid, Second Lieutenant, Fairfax Co Police Dept
*Alfaro, Jennifer, Officer, George Mason Univ Police Dept
*Bietsch, Stephanie, Officer, George Mason Univ Police Dept
*DeLage, Jessica, Detective, George Mason Univ Police Dept
*Lewis, Amy, Sergeant, Fairfax Co Sheriff's Office
Rowan, Carl, Chief of Police, George Mason Univ Dept of Public Safety

Falls Church

*Ankney, Kevin, Detective, Falls Church Police Dept
*Bristol, Markus, Sergeant, Falls Church Police Dept
*Chhetri, Jiwan, Sergeant, Falls Church Police Dept
*Judd, Rick, Sergeant, Falls Church Police Dept
*Richardson, Sonya, Sergeant, Falls Church Police Dept

Fort Belvoir

Collins, Edgar, Command Chief Warrant Officer, US Army Criminal Investigation Command

Fort Eustis

Dillon, Rob, Senior Military Police Officer, US Army

Fredericksburg

*Garrett, Beth, Senior Conservation Police Officer, Virginia Dept of Game & Inland Fisheries

*McGuire, Beth, Senior Conservation Police Officer, Virginia Dept of Game & Inland Fisheries

Herndon

*Ahn, Jay, Director of Operations, Cloud Lake Technology LLC

McLean

*Lucas, Patrick, Crime Prevention Specialist, Fairfax Co Police Dept

Oak Hill

*Aarons, Susan, Vice President Homeland Defense, DMI

Quantico

Bisacre, Brian, Deputy Commander, US Army Criminal Investigation Command
*Paulk, Christy, Special Agent, AFOSI

Reston

*Huber, Kristie, Director Dept of Justice Programs, TeraThink Corp
*Love, Jason, Director DOJ & DHS, Engility Corp

Richmond

*Brooks, Kenneth W, Executive Vice President/COO, National White Collar Crime Center
*Naoroz, Carolyn, Research Assistant, Virginia Commonwealth Univ

Roanoke

*Johnson, Jeffrey A, Sergeant, Roanoke Co Police Dept

Stafford

*Sheppard, Mark, CEO & Founder, Potomac Blue

IDENTIFY GUNS IN THE FIELD



Police Officer's Guide to Recovered Firearms

Available now for **FREE** in the iTunes App Store, or visit the mobile optimized web site from your mobile device



FREE

Access the ATF's
Police Officer's Guide to Recovered Firearms
from your mobile device to:

- Identify recovered firearms
- Learn about tracing firearms
- Access additional resources

To access the mobile guide to recovered firearms, scan this QR code or go to:
<http://myappsinfo.com/recoveredfirearms>



The mobile app and mobile web are provided through a partnership between IACP, BJA, and ATF, and is a product of Project Safe Neighborhoods.



Washington

Port Orchard

Myers, Brandon L, Deputy Sheriff, Kitsap Co Sheriff's Office

Redmond

*Peringer, Matthew, Sergeant, Redmond Police Dept

Seattle

*Englund, Steve, Sales Application Analyst, FileOnQ Inc

*Horany, Zaki, Public Safety Consulting Engineer, FileOnQ Inc

*Webley, Kim, CEO, FileOnQ Inc

Spokane

Knezovich, Ozzie, Sheriff, Spokane Co Sheriff's Office

Richards, David, Captain, Spokane Police Dept

Singley, David, Captain, Spokane Police Dept

Wisconsin

De Forest

Furseth, Daniel, Chief of Police, DeForest Police Dept

Green Bay

*Warych, Kevin J, Chief of Staff, Green Bay Police Dept

Greendale

Daniels, Greg, Lieutenant, Greendale Police Dept

Milwaukee

Schmidt, Richard R, Acting Sheriff, Milwaukee Co Sheriff's Office

Racine

Macemon, William C, Deputy Chief of Police, Racine Police Dept

Wauwatosa

*Hudson, Edith, Manager Security, Briggs & Stratton Corp

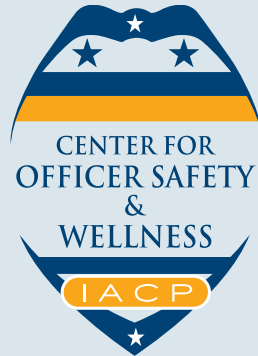
The IACP notes the passing of the following association members with deepest regret and extends its sympathy to their families and coworkers left to carry on without them.

Harold C. Jennings, Chief of Police (ret.), Greenville, South Carolina (life member)

Walter J. Loughed, Assistant Director (ret.), Metro Dade County Department of Public Safety; DeLand, Florida (life member)

Edward U. Morrone, Chief of Police (ret.), New Haven, Connecticut; West Simsbury, Connecticut (life member)

Theodore A. Offutt, Chief of Police (ret.), Fairmont, West Virginia (life member)



Line of Duty Deaths

"They will be remembered—not for the way they died, but for how they lived."

Police Officer William Mathews

Wayzata Police Department, Minnesota

Date of Death: September 8, 2017

Length of Service: 19 years

Deputy Sheriff Julie Bridges

Hardee County Sheriff's Office, Florida

Date of Death: September 10, 2017

Length of Service: 13 years

Sergeant Joseph Ossman

Florida Department of Corrections

Date of Death: September 10, 2017

Length of Service: 21 years

Agent Roberto Medina-Mariana

Puerto Rico Police Department

Date of Death: September 11, 2017

Length of Service: 6 years

Police Officer Elias Martinez

Metropolitan Transit Authority Police Department, Texas

Date of Death: September 17, 2017

Length of Service: 25 years, 9 months

Trooper Timothy O'Neil

Michigan State Police

Date of Death: September 20, 2017

Length of Service: 3 years, 8 months

Agent Ángel Lorenzo-González

Puerto Rico Police Department

Date of Death: September 21, 2017

Length of Service: 21 years

Agent Héctor Matías-Torres

Puerto Rico Police Department

Date of Death: September 21, 2017

Length of Service: 22 years

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends, and colleagues.

Detective Kristen Hearne

Polk County Police Department, Georgia

Date of Death: September 29, 2017

Length of Service: 5 years

Police Officer Charleston Hartfield

Las Vegas Metropolitan Police Department, Nevada

Date of Death: October 1, 2017

Length of Service: 11 years

Corporal Michael Paul Middlebrook

Lafayette Police Department, Louisiana

Date of Death: October 1, 2017

Length of Service: 9 years

Police Officer Floyd East, Jr.

Texas Tech University Police Department

Date of Death: October 9, 2017

Length of Service: 5 months

Correction Enterprises Manager Veronica Darden

North Carolina Department of Public Safety, Division of Prisons

Date of Death: October 12, 2017

Length of Service: 10 years

Correctional Officer Justin Smith

North Carolina Department of Public Safety, Division of Prisons

Date of Death: October 12, 2017

Length of Service: 5 years

Police Officer Marcus McNeil

New Orleans Police Department, Louisiana

Date of Death: October 13, 2017

Length of Service: 3 years

Product update

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



Tactical plate racks and carriers

Protech Tactical, a brand of The Safariland and Group, announces its complete line of integrated tactical plate racks and carriers featuring FirstSpear technologies. As the tactical brand promoting the most carrier options, these product additions expand users' ability to personalize their armor with an array of configurations for the Fast Attack Vest, Titan Assault Vest, All Purpose Vest, and Shift 360 and TAC PH plate racks. These models now include a combination of the FirstSpear 6/12 load-bearing platform and the FirstSpear Tubes closure system, providing lightweight comfort and innovative donning and doffing capabilities.

For more information, visit www.safariland.com/products/body-armor/tactical-body-armor-and-gear/tactical-carriers.

Cargo cover

Pro-gard offers the Cargo Security Cover for the Cargo Barriers. It conceals equipment, weapons, tools, electronics, gun racks, and any necessary officer gear that is kept in the cargo area. This new security solution is designed to prevent theft by keeping items out of sight, essentially creating a trunk in SUVs. In addition to added security, the Cargo Security Cover provides additional mounting surfaces for accessories and electronics, has a quick and easy no-holes-drilled installation, and is constructed with a steel frame and topped with a heavy-duty rubber mat extending the full width of the vehicle's trunk. It is available for the Ford Interceptor Utility and Chevrolet Tahoe PPV.

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

Face and tattoo recognition technology upgrade

Vancouver-based Face Forensics Inc, developers of the highly-advanced f2 face and tattoo recognition technology, has announced a substantial increase in its image enrollment speed. While f2 always worked in 64-bit on the server side, this new release extends 64-bit to the client side as well. This advancement, together with other major enhancements, has more than tripled the image enrollment speed. f2's use of modular hardware architecture, plus its full use of multithreading and multiple cores and processors, results in search speeds of faces and tattoos up to many millions of images per second and delivers scalability from one-to-one matching for high-speed access control through one-to-many matches for the largest databases.

For more information, visit www.faceforensics.com.

Mobile field communications system

ProPac, Inc., offers the Command-Runner Mobile Field Communications System. It provides a customizable delivery system for command, communications, data, and incident management. The secure, weather-resistant enclosure can be configured with radios, VoIP, Wi-Fi, computers, monitors, cameras, printers, drawers, and charging ports to support nearly any type of field operation. The unit rolls like a cart, then easily mounts to any vehicle's 2" trailer hitch where it rides, wheels up, like a cargo carrier. A single person can transport and deploy this all-in-one command center in minutes. The narrow chassis fits through doorways and into most elevators, so it is versatile both indoors and out; command and communications are no longer restricted to a parking lot.

For more information, visit <https://propacusa.com/product/command-runner-mobile-platform>.

STRENGTH
WITH
UPHOLD HONOR
WITH BETTER OUTCOMES

Respond quickly and reliably to the demands of others.
IACP Net™ makes it easy to be more productive, uphold honor,
and respond reliably.



CURRENT AFFAIRS

Incorporate up-to-date resources when preparing speeches
and presentations.



POLICIES

Update policies with the best models and in-use standards today.



TRAINING

Provide training materials and opportunities to your force.



BRIEFING PAPERS

Leverage vetted, reliable information that's there when
you need it.

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

**Helping law enforcement
uphold honor for 25 years.**



@IACPNet



Command Answers® and Strength through Cooperation® are
registered service marks and IACP Net™ is a service mark of
LogIn, Inc. © Copyright 2017 LogIn, Inc. All rights reserved.



Foam protection for drones

Police Equipment Dealer offers “Perfect-Fit” Custom Foam—the perfect fit for drones and any accessories. The foam protects drones during transport, storage, or any time. The system enables users to design the layout of Custom Foam to accommodate their drones. The specific design depends entirely on what the user wants. It is also perfect for cameras, computers, video recorders, tools, weapons, or anything else that needs protection. Protecting gear—whether it’s a firearm, ammo, computer, camera, video equipment, electronics, drones, antiques, tools, knives, or anything else—is important, and this custom-cut foam in a hard case is the ultimate barrier between valuables and shipping mishaps, rough roads, impacts, and natural disasters.

For more information visit, www.policeequipmentdealer.com/customfoam.aspx.

New website

The website AllThingsFirstNet.com is the new single site for all information related to FirstNet; news and analysis critical to U.S. public safety in the move toward a nationwide public safety broadband network; and product information from companies offering devices, applications, and integration for the National Public Safety Broadband Network. The website was created to support the FirstNet mission and to support public safety’s need for the network and the smart technology required to strengthen communications and facilitate knowledge exchange. The website and its companion e-newsletter are dedicated to making the network a reality for every U.S. first responder.

For more information, visit <http://allthingsfirstnet.com>.

Enhanced version of dispatch system

International Academies of Emergency Dispatch (IAED) announces a new version of the Police Priority Dispatch System (PPDS). PPDS v6.0 is built upon the speed and precision of each preceding version to enhance the ability of emergency police dispatchers to gather the most appropriate and accurate information to assess scene safety so field responders can act effectively. The updated PPDS has more than 200 changes from the previous version. It allows for greater agency control over operational decisions within the center and in the field. Several new protocol pathways were added to streamline call processing for custody issues, illegal hunting, threats, and fraud or forgery committed by electronic means, through the mail, or on the telephone.

For more information, visit www.emergencydispatch.org.

High-visibility gloves

HALTZGLOVES were created by a police officer and are designed to decrease car-pedestrian accidents and fatalities. One of the most dangerous parts of law enforcement occurs in and around traffic. After nearly being struck by a car while directing traffic, Officer Goodwin was inspired to invent a high-visibility safety glove. The gloves the officer was wearing had no reflective material on the palms. HALTZGLOVES are designed to keep anyone who needs to work in and around traffic safe as they perform their duties. It can also increase the visibility of runners and cyclists.

For more information, visit www.haltzgloves.com.



Sweet reward for safe drivers

Though decreasing, the number of alcohol-impaired driving fatalities is still very high in the United States. Chocolate-Text—a Nouveautes, Inc., company—is taking a unique approach to this very serious problem. This approach is meant to help reduce drunk driving by actually rewarding and promoting designated drivers who abstain from alcohol in order to safely drive their companions home. Made using only the finest Belgian chocolate, the ChocolateSideCar, a patent-pending product, fits comfortably on the rims of most glasses, is imprinted with a designated driver design, can be further customized, and is available individually packed or in bulk. This treat is intended to ensure any night out has a sweet ending.

For more information, visit www.chocolatetext.com/chocolatesidecar.

IACP

COLLECTION



Your online source for
OFFICIAL
IACP Products



Please visit the online
marketplace at:
<http://shop.fullpond.com/iacp/>



For questions or help, please
contact: Andrea Brown
800-678-0014, x 103
abrown@robertsonmarketing.com



Order Branded Merchandise at the **IACP**
MARKETPLACE

ROBERTSONMARKETING





IACP Membership Application

International Association of Chiefs of Police
P.O. Box 62564
Baltimore, MD 21264-2564
Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

DO NOT USE

Name: _____ (Please Print)
First Middle Initial Last

Title/Rank: _____

Agency/Business Name: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

Send mail to my Business Residence Address

E-mail: _____

Website: _____

Have you previously been a member of IACP? Yes No

Date of Birth: (MM/DD/Year) ____/____/____ I am a sworn officer. Yes No

Number of sworn officers in your agency (if applicable) a. 1 - 5 b. 6 - 15 c. 16 - 25

d. 26 - 49 e. 50 - 99 f. 100 - 249 g. 250 - 499 h. 500 - 999 i. 1000+

Approximate pop. served (if applicable) a. under 2,500 b. 2,500 - 9,999 c. 10,000 - 49,999

d. 50,000 - 99,999 e. 100,000 - 249,999 f. 250,000 - 499,999 g. 500,000 +

Education (Highest Degree): _____

Date elected or appointed to present position: _____

Law enforcement experience (with approx. dates): _____

I have an Active Member Sponsor – Their name is: _____

I do not have an Active Member Sponsor. The IACP Executive Director will sponsor new members without a sponsor. Please allow for additional time in processing your application.

Amount to be charged _____ (U.S. dollars only—Membership includes subscription to *Police Chief* magazine valued at \$30. Student members receive online *Police Chief* magazine access.)

I have enclosed: Purchase order Personal check/money order Agency check

Charge to: MasterCard VISA American Express Discover

Cardholder's Name: _____

Card #: _____ Exp. Date: ____/____

Cardholder's Billing Address: _____

Signature: _____

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

Membership Categories

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

Active Member \$150
(sworn command level)

Associate Member:

General \$150

Academic \$150

Service Provider \$250

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

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

Optional Section Memberships:

(IACP Membership is a prerequisite for Section Membership)

Capitol Police Section \$30

Defense Chiefs of Police Section \$15

Drug Recognition Expert (DRE) \$25

Indian Country Law Enforcement \$25

Intl Managers Police Academy & College Training \$25

Law Enforcement Information Management (LEIM) \$25

Legal Officers \$35

Mid-Sized Agencies Section \$50

Police Foundations Section \$20

Police Physicians \$35

Police Psychological Services—initial processing fee \$50

Public Information Officers \$15

Public Transit Police No Charge

Railroad Police No Charge

Retired Chiefs No Charge

Smaller Department \$20

S & P Police Alumni Section No Charge

S & P Police Academy Directors No Charge

S & P Police Planning Officers No Charge

University/College Police—Initial Member \$50

University/College Police—Additional members \$15



IACP Section Membership Application

IACP Membership is a prerequisite for Section Membership.

Name: _____ (Please Print)

Title/Rank: _____

Agency: _____

Business Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

E-mail: _____

Website: _____

IACP Membership #: _____

Signature: _____

- Capitol Police Section \$30
- Defense Chiefs of Police Section \$15
- Drug Recognition Expert Section \$25
- Indian Country Law Enforcement Section \$25
- International Managers of Police Academy and College Training Section \$25
- Law Enforcement Information Management Section \$25
- Legal Officers Section \$35
- Mid-Size Agencies Section \$50
- Police Foundations Section \$20
- Police Physicians Section \$35
- Police Psychological Services Section (initial processing fee) \$50
(Must be a psychologist. Upon admission to the section, \$50 processing fee applies to annual dues)
- Public Information Officers Section \$15
- Public Transit Police Section No charge
- Railroad Police Section No charge
- Retired Chiefs of Police Section No charge
- Smaller Department Section \$20
- State and Provincial Police Alumni Section No charge
- State and Provincial Police Academy Directors Section No charge
- State and Provincial Police Planning Officers Section No charge
- University/College Police Section – Initial Member \$50
- University/College Police Section – Each additional member from same institution \$15

Payment (Choose only one of the following methods of payment.) Amount to be charged _____

1. Pay by Credit Card: Visa MasterCard American Express Discover

Card #: _____ Exp. Date: ____/____

Cardholder's Name: _____

Cardholder's Billing Address: _____

Signature: _____

Fax completed form with credit card authorization to 703/836-4543. Do not mail and fax form as charges will be duplicated.

2. Pay by Check: Make checks payable to IACP (U.S. dollars only) and mail full payment (no cash) with completed form to: IACP: Membership, P.O. Box 62564, Baltimore, MD 21264-2564

3. Pay by Purchase Order: Mail purchase order along with form to: IACP: Membership, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-2357

Capitol Police Section

Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/providence State House.

Defense Chiefs of Police Section

Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation's military services or defense establishment.

Drug Recognition Expert Section

Provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative and practicing concerns.

Indian Country Law Enforcement Section

Promotes the professional status of those engaged in providing police services to Indian Country.

International Managers of Police Academy

and College Training Section

Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international level through education and training.

Law Enforcement Information Management Section

Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support-service-related functions.

Legal Officers Section

Assists in the establishment of professional standards, assistance and cooperation among attorneys who provide legal advice or representation to law enforcement administrators.

Mid-Size Agencies Section

Dedicated to providing a voice within the IACP for chiefs of jurisdictions with a population between 50,000 and 500,000, as well as a forum for these leaders to share the unique challenges and opportunities in policing that emerge from departments of this size. The section is further committed to embracing and leveraging the special capacity and flexibility of these agencies to innovate and drive progressive change within our profession with the goal of better policing our communities.

Police Foundations Section

Promotes networking and the exchange of ideas and best practices among police executives and police foundation professionals.

Police Physicians Section

Facilitates the exchange of information among police medical practitioners, promotes effective police medical practices, and acts as a resource of professional expertise to the association.

Police Psychological Services Section

Develops professional standards, facilitates the exchange of information among police psychological service providers, and acts as a resource of professional expertise to the association.

Public Information Officers Section

Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public information programs.

Public Transit Police Section

Promotes meaningful relationships between police executives and cooperative efforts in the implementation of effective police matters and the achievement of an accepted professional status of the police service. Included in this section are gaming enforcement, public transportation, housing authority, airport police, seaport police and natural resources.

Railroad Police Section

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

Retired Chiefs of Police Section

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

Smaller Department Section

Serves as the collective voice of law enforcement agencies with fewer than 50 officers or serves populations under 50,000. The Section addresses the unique needs of these agencies, provides a forum for the exchange of information, and advocates on behalf of these agencies with policy makers. Section Members are also granted affiliate membership in the IACP's Division of State Associations of Chiefs of Police.

State and Provincial Police Academy

Directors Section

Membership is open to individuals currently serving as directors of state and provincial law enforcement training facilities. The section meets annually to exchange information and disseminate proven ideas, plans, and methodologies among members and other organizations interested in enhancing law enforcement training.

State and Provincial Police Planning

Officers Section

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

State and Provincial Police Alumni Section

Open to any member or previous member of the IACP who is, or was, affiliated with an agency belonging to the State and Provincial Police Division and who was of command (lieutenant or above) rank at the time of retirement.

University/College Police Section

Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.

Held Hostage: Steps for Avoiding Cybersecurity Incidents within a Law Enforcement Agency

By Scott A. Vantrease, Assistant Special Agent in Charge, U.S. Department of Health and Human Services, Office of Inspector General, Office of Investigations, Digital Investigations Branch

It's a law enforcement executive's worst nightmare—a panicked call from staff in the middle of the night. What could it be? All of the agency's 911 and communication capabilities, report writing systems, in-car technology systems, body camera systems, and digital evidence storage systems are off-line. The only thing visible to staff at each terminal is an image of a skull and padlock, along with a demand for \$25,000 in virtual currency ransom due to some unknown person or group within 24 hours. The concerned staff member also advises that moving to agency backups didn't work; they appear to have been affected by the ransomware, too. Multiple calls to the municipal information technology (IT) staff have gone unanswered and none of the vendors are open in the middle of the night. What can a chief do in this situation? Will the agency records be lost for good? How about evidence for important cases? What about the public's trust in the agency's ability to keep their data safe? What about the agency's ability to respond to those who need help?

Without question, this is a realistic scenario that some law enforcement leaders have faced, with various levels of severity and outcomes. So often, law enforcement networks and systems, and the valuable data within, are viewed as an issue for IT and the responsibility of others, such as a contractor or the municipal chief information officer (CIO) or chief information security officer (CISO). This is simply not true, no more than the security of an evidence room is the responsibility of building maintenance. Another department, agency, or entity may physically maintain the electrical, lighting, and physical structure of an evidence room, but the law enforcement executive is in charge of that room and must maintain its security and the integrity of the evidence held within. The same is true for agency networks and systems, thus raising the question—what should law enforcement executives do to help avoid such an incident?

In an effort to provide some guidance, the IACP Computer Crime and Digital Evidence Committee (CCDE) has been working to share best practices and information to further help law enforcement executives understand their responsibility in this area. As information becomes available, the CCDE posts it on the Law Enforcement Cyber Center website (www.IACPcybercenter.org). These postings include a recent August 2017 IACP cybersecurity paper titled, *Managing Cyber Security Risk: A Law Enforcement Guide*.¹ The members of the CCDE worked to develop this paper to aid law enforcement executives in understanding that

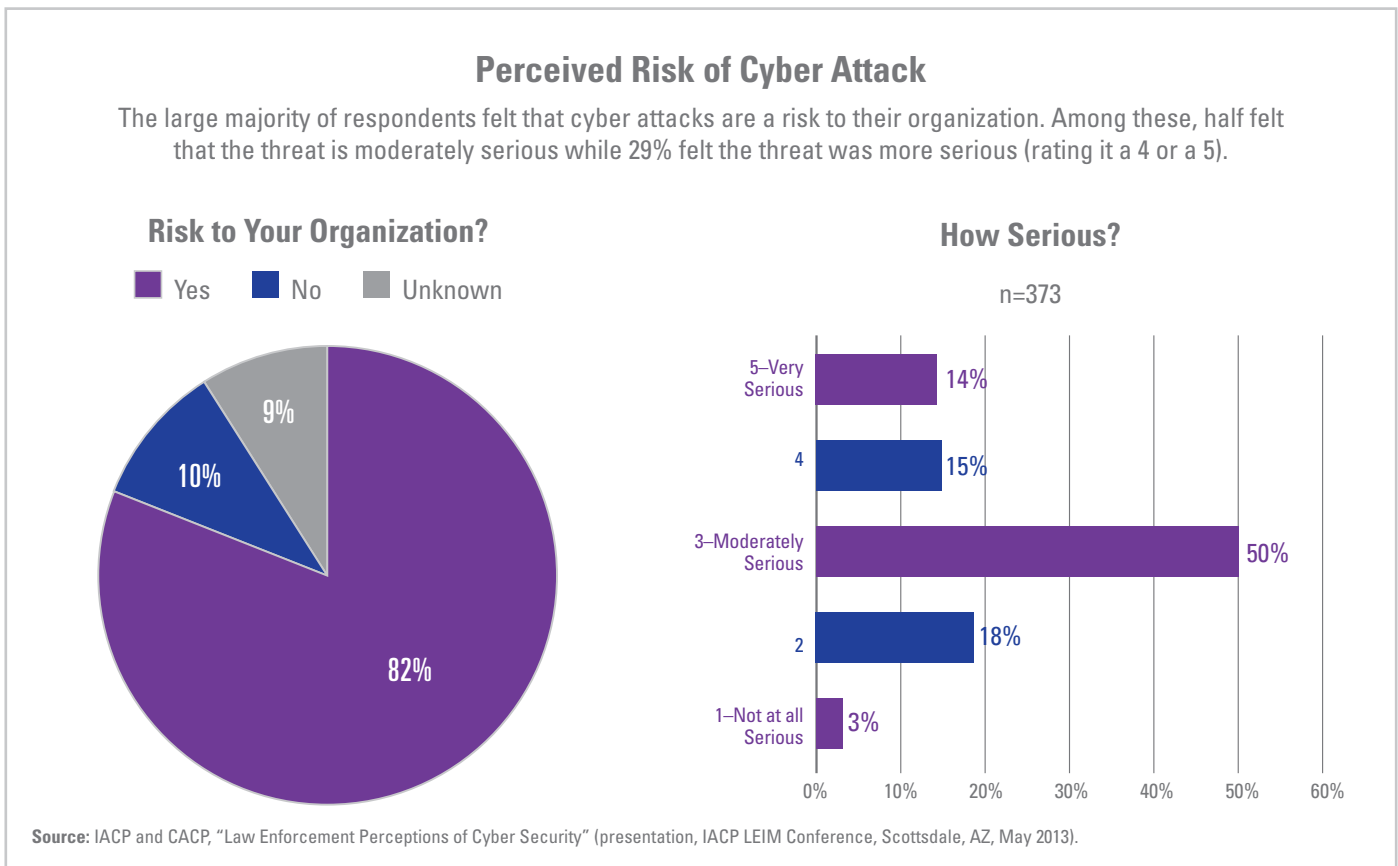
*cyber events could put a law enforcement organization at a disadvantage in its ability to protect life, ensure the safety of community members, keep the peace, and enforce laws. It could also significantly impact the public's confidence in the organization, damaging its trustworthiness and credibility. Finally, the cost of a cyber breach and loss of personal information could significantly and negatively impact an organization's budget due to possible ransomware payments, costs related to the response to a cyber event and restoring systems, and conducting operations without the aid of technology. If the data breach included the loss of personal information, the cost of notifying all of the impacted individuals and possibly providing identity theft services could be significant.*²

Information provided for law enforcement executives in the paper includes background information on cybersecurity, including the results of a 2013 joint IACP and Canadian Association of Chiefs of Police (CACPP) survey of U.S. and Canadian police executives. One significant result of this survey was the confirmation that many law enforcement executives, from both large and small agencies, are aware that the security and privacy of their agencies' records are at risk if a cyber attack is successful.³

Many people may believe that cyber events will occur like hurricanes, with notice, warnings, and some time for preparation. In fact, recent worldwide cyber events like the May and June 2017 WannaCry and NotPetya ransomware attacks struck initial victims more like earthquakes—sudden and without any notice. As a result, it is important for law enforcement executives to understand that a cyber event will most likely occur and take appropriate steps to understand their systems and data, strengthen cyber infrastructure where appropriate, and develop incident response plans. The IACP paper outlines the cybersecurity roles and responsibilities of which law enforcement executives need to be aware. It provides suggestions for functions to support the executive's responsibility within the agency and outlines a number of things a law enforcement executive can do to ensure that the organization is as protected as possible without needing to completely understand the intricacies of a comprehensive cybersecurity policy. It provides reference to the IACP "Cyber Report Card," which contains 18 questions developed to help executives or their designees assess an agency's risks (available at www.IACPcybercenter.org/wp-content/uploads/2015/09/Cyber-Report-Card-7815.pdf). This Cyber Report Card is an excellent first step and provides executives with an ability to speak to their IT partners or staff about these questions, allowing all involved to develop an understanding of the current level of cybersecurity within an agency. The committee's paper further provides a list of recommendations for law enforcement executives, including the following steps:

- Know who the CISO of the agency's IT partner is. This CISO can help executives gain an understanding of cybersecurity concerns and risks and help to ensure the agency's needs are prioritized.

Figure 2. Results from 2013 IACP/CACP Survey, “Law Enforcement Perceptions of Cyber Security,” May 2013



- Identify the law enforcement agencies in the area with cybercrime, cybersecurity, or forensic capabilities *before* an incident occurs.
- Discuss the agency’s cybersecurity needs with the local fusion center, as they will have the ability to reach out to the entire network of fusion centers to access that cyber knowledge.
- Meet with command from the local National Guard, which is working to build capabilities that may aid law enforcement executives in a cyber emergency.
- Contact the Multi-State Information Sharing and Analysis Center (MS-ISAC), which is the U.S. Department of Homeland Security’s designated cybersecurity resource for all state, local, tribal, and territorial governments.
- Regularly review the resources available at the IACP Law Enforcement Cyber Center.

Understanding an agency’s planning and resource needs is only the first step for today’s law enforcement executive. Developing additional knowledge on an agency’s overall cybersecurity posture is important. To aid in this, the paper discusses the need for training agency employees and the need to fully evaluate technologies being considered for use before they are implemented. Reviewing and sharing the IACP paper among command personnel can further help a law enforcement executive educate key staff, by providing command staff with an understanding of the steps that need to be taken as an agency continues to develop and review its cybersecurity efforts, including IT assessments and incident planning and response. Law enforcement executives must ensure that once technologies are implemented, ongoing assessments and security testing are conducted using an unbiased third-party assessor to ensure awareness of an agency’s ongoing security posture. Additionally, the IACP paper provides information to law enforcement executives on cautionary considerations, such as cyber fatigue and abdication.

Maintaining an ongoing awareness of an agency’s cyber posture and preparedness—without abdicating the responsibilities that all law enforcement executives have to their agencies and to the data, privacy, and information

with which they are entrusted—is vital to success. As the use of technology in law enforcement increases and expands, so will the responsibilities for each law enforcement executive. Ensuring that resources are available to help address this growing area is a priority of the CCDE and a function of the IACP Law Enforcement Cyber Center. In this ever-changing environment, CCDE will work to share additional information and resources as they become available. Unlike any other time in history, technology is quickly moving the world and law enforcement in many directions. Understanding challenges in this area is vital to every agency’s success and future, making the review of the IACP Law Enforcement Cyber Center an important part of any law enforcement executive’s regular routine. ❖

Scott A. Vantrease is a member of the IACP Computer Crime and Digital Evidence Committee and an assistant special agent in charge (ASAC) with the U.S. Department of Health and Human Services (HHS), Office of Inspector General, Office of Investigations, Digital Investigations Branch. Part of ASAC Vantrease’s role is supervising the Computer Crimes Unit (CCU). The CCU is responsible for investigating and addressing matters involving the systems, networks, and data of HHS, a federal department with responsibility for approximately 25 cents on every federal dollar in the U.S. federal budget.

Notes:

¹IACP, *Managing Cyber Security Risk: A Law Enforcement Guide*, 2017,7|http://www.iacpcybercenter.org/wp-content/uploads/2015/04/Managing_Cyber_security_Risk_2017.pdf.

²Ibid., 3.

³The 2013 IACP-CACP study was made possible through support from the Digital Boundary Group.

Motorcycle Safety

By Samuel Capogrossi, Project Manager, Programs, IACP

The number of fatalities involving motorcyclists in the United States has recently decreased from a peak of 5,112 deaths in 2008. A total of 4,693 motorcyclists died in crashes in 2015, according to the Insurance Institute for Highway Safety (IIHS); however, data still show that motorcyclist fatalities have doubled since 1997 and continue to be an area of significant concern for the National Highway Traffic Safety Administration (NHTSA) and law enforcement executives.¹ According to data from NHTSA, motorcyclists in the United States are 29 times more likely than passenger car occupants to die in a motor vehicle crash and 5 times as likely to be injured.²

As motorcycling has become more popular, especially over the course of the last 10 years, there has been a corresponding increase in crashes and fatalities involving motorcyclists. Despite motorcycles comprising only 3 percent of registered vehicles and covering less than 1 percent of vehicle miles traveled, motorcyclists still account for nearly 15 percent of all motor vehicle fatalities.³

There are a number of contributing factors in many motorcycle crashes, including alcohol impairment; a significant increase in the number of registered motorcycles; lack of helmet use or use of novelty helmets that do not meet federal standards for crash protection; uneducated and unlicensed operators; and speeding.⁴

Using these data and additional ongoing research, NHTSA, the Governors Highway Safety Association (GHSA), the Federal Highway Administration (FHWA), and law enforcement executives have identified strategies to improve motorcycle safety. The most important findings include the need to ensure motorcycle riders are properly trained and licensed, need to remove alcohol-impaired operators from the roads, need to increase other motorists' awareness of motorcyclists by increasing visibility, need to educate motorcyclists on the importance of wearing Federal Motor Vehicle Safety Standard 218 helmets and clothing that provides both protection and visibility, and need to educate other drivers on the importance of sharing the road with motorcycles.⁵

The IIHS reports that motorcycle helmet laws vary widely among U.S. states and a considerable degree of change has occurred in the past 50 years. By the 1970s, almost all states had universal motorcycle helmet laws. However, in 1976, several U.S. states lobbied Congress, and new laws were adopted. The year 2016 marked the point when several states would no longer be assessed financial penalties for not having helmet laws. As of 2017, only 19 states and the District of Columbia have laws requiring all motorcyclists to wear a helmet, known as universal helmet laws.⁶ Laws requiring only some motorcyclists to wear a helmet exist in 28 states, while there are no helmet use laws in Illinois, Iowa, and New Hampshire.⁷

Best Practices in Addressing Motorcycle Fatalities

New York State Police

The New York State Police (NYSP) has been recognized by NHTSA and the IACP for a problem-based, comprehensive response to address fatal motorcycle crashes in the state. The NYSP approach to reducing motorcycle collisions and fatalities earned it the Motorcycle Safety Special Award in the 2016 National Law Enforcement Challenge (NLEC).

The NYSP found that motorcycles represented just over 3 percent of vehicle registrations on average in New York; however, they accounted for almost 15 percent of fatal crashes every year. Similar to national trends, the NYSP attributed the problem to helmets that did not meet federal

standards, uneducated and unlicensed riders, and motorcycles that were in disrepair or lacked mandated safety equipment. The state police codified motorcycle safety and enforcement as a priority for the overall mission of the NYSP, and enforcement details were increased, especially during the warmer months when motorcycle ridership is at its highest levels.⁸

One of the important elements of the NYSP initiative was to begin focusing upon motorcycles the same way they approached commercial motor vehicles (CMVs). Motorcyclists were held accountable to a high standard of equipment and training compliance. A motorcycle safety checkpoint program became a key component of the NYSP enforcement strategy. Troopers at the checkpoints check riders' licenses, helmets, and equipment, and the motorcycles are inspected for safety and noise compliance. The parallel approach to CMVs did not end with enforcement, as officer education and experience was also addressed and improved upon. Troopers were offered additional training that improved their familiarization with specialized laws related to motorcycles, and the training was eventually extended to local agencies and sheriff's departments. Additionally, motorcyclists were offered educational materials, and troopers educated residents at public events across the state.⁹

The NYSP approach to motorcycle safety has had a significant impact, and fewer people are dying while operating a motorcycle in the state. Following this initiative, New York had a 6.7 percent decline in fatal motorcycle crashes, down from 164 fatalities in 2012 to 153 in 2015.¹⁰ Through innovation, practical education, and information and enforcement, the NYSP has demonstrated how law enforcement officers can have a clear impact upon a challenging traffic safety problem.

Hollister, California, Police Department

The city of Hollister, California, is typically a sleepy, agriculture-oriented town in central California, but every Fourth of July weekend, Hollister hosts a world-famous motorcycle rally. In 2014, the Hollister Police Department (HPD) turned the rally into a living motorcycle safety education event, and their efforts earned the agency the Motorcycle Safety Special Award in the 2015 NLEC.

The officers in HPD relied on their experience with this particular motorcycle rally; the event itself dates back to 1947. It has since grown into the largest motorcycle rally on the U.S. West Coast, and an event of this magnitude has an enormous impact on all aspects of law enforcement. From a traffic perspective, however, motorcycles are front and center.

Planning for the 2014 Hollister Independence Day Rally commenced after completion of the 2013 event, and it included six to eight months of focused coordination with multiple outside agencies that contracted with the HPD to assist with the three-day event. Lessons learned from the 2013 rally yielded numerous improvements in 2014, including the following steps taken:

- Releasing a detailed schedule of street closures prior to the event and increasing the number of street closures from the prior year to improve traffic flow and pedestrian safety
- Procuring new steel barriers to improve flow and provide additional protection for riders and passengers
- Preparing and coordinating barrier and signage maps to improve safety and protection throughout the rally area
- Dividing the rally into zones to assist in assigning foot patrols and improve response to incidents
- Installing 65 security surveillance cameras in downtown Hollister to improve incident monitoring and response times

- Preparing several emergency evacuation plans to use if needed
- Using software to monitor public social media posts about the rally beginning a month prior to the event, which helped to estimate rally turnout and identify which areas in Hollister would likely require extra traffic management

The HPD invited partner agencies to monthly meetings and prepared an "Operational Overview 2014 Motorcycle Rally Plan" to serve as a master policy manual for law enforcement involved in the event, covering areas such as command management responsibility, communications planning, operations directives, medical support, personnel assignments and schedules, and demobilization directives.

HPD's public information and education campaign began several months prior to the motorcycle rally. Many of HPD's officers acquired specialized training in motorcycle enforcement and inspection, which assisted them in providing safety tips to motorcycle riders who were pulled over for traffic infractions. The roadside education was also bolstered by a strong social media presence, including Facebook, Twitter, and Nixle posts with press releases and announcements on motorcycle safety.

During the Hollister Independence Day Rally, partnerships were the secret ingredient to successful motorcycle enforcement. More than 20 law enforcement partners from municipal, state, and federal agencies assisted HPD during the event, along with numerous other organizations, such as the Hollister Public Works and Fire departments.

A 24/7 command center streamlined collaboration and coordination to ensure effective enforcement. It consisted of up to five teams of outside agency officers in the command center at any given time, and HPD officers conducted briefings three times a day to keep incoming personnel abreast of events during shift changes. In the field, officers conducted two saturation enforcement operations and motorcycle operations.

The combination of motorcycle education and enforcement improved the safety of the rally and several important metrics for 2014. Arrests for alcohol-impaired motorcycle driving fell from 12 to 11, crashes from 6 to 4,

and crime reports from 36 to 32. Citations decreased, reflecting a deliberate shift from penalizing motorcycle riders with citations to educating them with safety tips.¹¹ ❖

Notes:

¹Insurance Institute for Highway Safety, "Motorcycles," <http://www.iihs.org/iihs/topics/t/motorcycles/fatalityfacts/motorcycles#cite-text-0-0>.

²National Highway Traffic Safety Administration (NHTSA) "Motorcycles," *Traffic Safety Facts* (Washington, DC: NHTSA, 2016).

³Richard Retting and Heather Rothenberg, *Motorcyclist Traffic Fatalities by State: 2015 Preliminary Data* (Governors Highway Safety Association, 2016), <http://www.ghsa.org/resources/motorcyclist-traffic-fatalities-state-2015-preliminary-data>.

⁴Ibid.

⁵NHTSA, "Countermeasures That Work, Eighth Edition," Technology Transfer Series, *Traffic Tech* (Washington, DC: NHTSA, 2016), https://www.nhtsa.gov/sites/nhtsa.dot.gov/files/812239_countermeasures_8thed_tt.pdf.

⁶Insurance Institute for Highway Safety, "Motorcycles."

⁷Insurance Institute for Highway Safety, "Motorcycles: Motorcycle Helmet Use," <http://www.iihs.org/iihs/topics/laws/helmetuse/mapmotorcyclehelmets>.

⁸New York State Police: Shifting Safety Gears," *Motorcycle Safety, Traffic Safety Innovations 2016*, http://www.theiacp.org/Portals/0/documents/NLEC/Motorcycle%20Safety_v1.pdf.

⁹Ibid.

¹⁰Ibid.

¹¹Hollister Police Department: Rallying for Safety," *Motorcycle Safety, Traffic Safety Innovations 2015*, <http://www.theiacp.org/Portals/0/documents/NLEC/Motorcycle%20Safety.pdf>.



**HOTELS EVERYWHERE,
For Every Need!**

WYNDHAM
HOTEL GROUP

- ♦ **IACPreferred** gets you up to 20% the best available rate
- ♦ Over 7,000 locations worldwide
- ♦ No hassle reservation changes
- ♦ Earn rewards with Wyndham Rewards

IACP Members Get MORE!














YOU SAVE. YOU SUPPORT.
www.theiacp.org/Welcome-to-IACPreferred




**SAVE UP TO
80% OFF
WITH
Office
DEPOT.**

SHOP  Free next-day delivery on online orders over \$50.

SUPPORT  Save on thousands of products marked below retail price.

SAVE  Shop online or visit a local Office Depot® store.

YOU SAVE. YOU SUPPORT.
www.theiacp.org/Welcome-to-IACPreferred



Forging Ahead: IACP's Leadership Course for Women in Law Enforcement

By Aimee M. Gallagher, Program Manager, IACP

Women in law enforcement face a myriad of challenges and barriers as they rise in the ranks. When serving in a male-dominated profession such as law enforcement, women often find tremendous value in the support and encouragement they receive from women who have experienced or are currently experiencing similar challenges. Through the IACP Women's Leadership Institute (WLI), women and men, sworn and civilian, collectively participate in an academically rigorous one-week course that is rooted in leadership theories and concepts with a focus on the distinct challenges faced by women in law enforcement.

WLI supports women as they are promoted into leadership positions in public safety organizations. Since the program's inception in 2013, the IACP has conducted 36 WLI trainings across the United States and Canada. In June 2016 and June 2017, the IACP brought this renowned program to Kathmandu, Nepal, and Cape Town, South Africa, respectively, with sponsorship from the International Criminal Investigative Training Assistance Program, U. S. Department of Justice. Participants included 43 women from the Nepal Police, Armed Police Force, and Office of the Attorney General, and 49 women from six South African metropolitan police departments. For some of the women who attended WLIs, it is their first professional development opportunity, as similar programs in those regions are open only to men.

WLI participants see the program as a rare occasion to learn from and with a large group of other women in their profession. With an enormous amount of demographic diversity, various ranks, and all agency sizes represented, participants have the opportunity to learn from a broad base of colleagues. An especially common theme among attendees' comments is an appreciation for the incredible networking that takes place during and after each WLI session. Participants leave the course with a number

of new resources, human and academic, for ongoing reference. Wendy Rich-Goldschmidt, a WLI instructor and chief of staff at the Miami Beach, Florida, Police Department adds,

It is incredibly rare to have a large group of women represented in any law enforcement training class. WLI has filled a long-standing void, providing hundreds of women with an amazing forum and network for professional growth. Having the opportunity to work with women from all over the world as they traverse their leadership journey, has been one of the highlights in my career.¹

The WLI program encourages participants to visualize what success looks like and how to forge their own winning path. By tapping the expertise of instructors and alumni who have navigated similar challenges, participants see themselves in a position to overcome obstacles, achieve their goals, and serve as positive role models in their organizations. Participants also find validation in knowing they are among colleagues who have faced many of the same challenges and leave the course with a new network of law enforcement contacts they can access for guidance in the future.

The WLI curriculum encourages leadership through many avenues, including motivation. The program recognizes that change, in any part of life, might be met with resistance. Through group dialogue and discussion, participants share personal stories illustrating examples of resistance that they encountered in their professional lives and how they were motivated or able to motivate others to work through the situation to achieve the best outcome.

Multiple participants have agreed that the benefits of WLI participation include a heightened self-confidence and strategic plans for their careers. All participants create and share strategic plans detailing the next steps of their career path. Participants stated that they felt reassured by information they learned or discussed with fellow attendees. They noted that they thought they were doing the right thing, but they had questioned their decisions or actions. Through guided instruction and course discussions,



Chiefs Panel, WLI, Cape Town, South Africa, June 2017



IACP Member DISCOUNTS

IACP has partnered with nationally known providers to bring all members exclusive discounts through the IACPpreferred program.

Visit the members discount site today!

<http://www.theiacp.org/Welcome-to-IACPpreferred>





"I have never felt so 'OK' to be a woman in this profession. I have traditionally believed I had to be like one of the guys to be competitive in this work. For the first time in my life, I believe not only am I capable and have the tools to be promoted; I know I am the best person for the job when I see what really makes a good leader. This training proved to me that I am needed... in our job."

—Appleton, Wisconsin, WLI participant

Above and below: WLI, Cape Town, South Africa, June 2017



participants often discover that the way they handled the situation was appropriate. This is often a powerful lesson that leads to improved self-awareness, validation, and increased confidence.

Over the course of the week, participants also learn about other core key WLI concepts: followership, implicit bias, leading high-performing teams and change, effective communication and counseling, personal financial planning, and wellness.

In addition to a rigorous curriculum, the WLI features two panel discussions: the Specialized Units Panel and the Chiefs Panel. The Specialized Units Panel features women from assignments such as K9, special weapons and tactics (SWAT), detectives, marine, aviation, and homicide, so that participants can learn about other developmental opportunities that may be available to them or their colleagues, depending on their agencies. The Chiefs Panel is a panel in which high-ranking local women discuss the inevitable mistakes that they have made along their careers and, most importantly, what and how they have learned from those setbacks. The week-long course culminates with a mentoring session, which allows participants the opportunity to speak with a female leader who offers guidance, insight, and advice designed to catapult the participant's career.

Johannesburg Police Department's Superintendent Thembi Kumalo, who participated in the Cape Town WLI course, stated that women should not belittle themselves or feel too paralyzed to move. She encouraged women to leave their "comfort zone" and strive for what they believe in. She urged her fellow participants to "not wait for someone to do something for us, rather we need to create opportunities for ourselves and other women!"²

Participants often describe feeling a sense of empowerment when sitting in a room with so many women as it is a rare opportunity to be able to express oneself freely without the fear of judgement. It helps remove the trepidation of asking for help. WLI alumni continue to share the information they learned at the WLI as part of their professional and personal lives.

WLI attendee Cape Town Metro Police Department's Superintendent Raquel Paulsen stated, "We, as women, need to lift each other up."³ To make a difference in the lives of current and future female law enforcement leaders and to learn how an agency can host or be part of a Women's Leadership Institute, please visit the website at www.theIACP.org/WLI or contact us at WLIteam@theIACP.org. ❖

Notes:

¹Wendy Rich-Goldschmidt (chief of staff, Miami Beach Police Department, and WLI instructor), email, September 15, 2017.

²Thembi Kumalo (superintendent, Johannesburg Police Department, and WLI attendee), interview, June 30, 2017.

³Raquel Paulsen (superintendent, Cape Town Metro Police Department, and WLI attendee), interview, June 30, 2017.

Always mention the
Police Chief when
contacting advertisers.

FREE INFORMATION with QUICK ACCESS

Receive FREE information FAST from companies featured in this issue of the *Police Chief*

Online Edition Find the edition at www.policechiefmagazine.org and choose Index to Advertisers under Columns. Click the company's URL to navigate to its website.

Print Edition While reading the print edition, type the company's website address found on the Index to Advertisers page or directly from the advertisement.

Call the company, since phone numbers are found on the Index to Advertisers page and in their advertisements.

The
PoliceChief

SUBSCRIPTION/ADDRESS CHANGE

ONLINE www.PoliceChiefMagazine.org/subscribe
FAX Joycelyn Newell 703-836-5386
MAIL Police Chief, 44 Canal Center Plaza, Suite 200
Alexandria, VA 22314

Name _____

ID Number (on label) _____

Title _____

Department/Agency _____

Phone (_____) _____

Yes, sign me up for the IACP e-mail newsletter

Email: _____

Address change (ID number required) _____

Renewal (ID number required) _____

New subscription

1-year subscription \$30.00

2-year subscription \$47.00

3-year subscription \$63.75 ▶ Best Value!

This section must be completed to process your order:

Agency/Affiliation

- Municipal/county police
- Sheriff's dept.
- State agency
- Federal agency
- Campus police
- Military
- Police academy
- Security
- Univ./college library
- Other

Rank/Occupation

- Chief executive
- Sheriff
- Command staff
- Supervisory personnel
- Line officer
- Police civilian
- Crim. justice professor
- Police equipment dealer/distributor/manufacturer
- Other

Population of Jurisdiction

- Under 2,500
- 2,500 - 9,999
- 10,000 - 49,999
- 50,000 - 99,999
- 100,000+

DELIVER MAGAZINE TO: Home Business

Street address (include apt. no.) _____

City _____

State _____ Zip _____

Fax (_____) _____

PAYMENT MUST ACCOMPANY ORDER

Purchase order enclosed

Check/money order enclosed (make payable to IACP/Police Chief Subscriptions)
U.S. dollars, drawn on U.S. banks only and mail full payment (no cash) with completed form to: Subscription Department, IACP, P.O. Box 62564, Baltimore, MD 21264.

Charge my: Visa MasterCard Discover American Express

Cardholder's name _____

Address _____

City _____

State _____ Zip _____

Phone _____

Card number _____

Exp. date _____

Signature _____

INDEX TO ADVERTISERS

The advertisers in this issue can help equip your department with the most efficient tools available today!

Always mention the *Police Chief* when contacting our advertisers.

	Page #		Page #		Page #
American Military University jdeater@apus.edu www.publicsafetyatamu.com/iacp	13	IACP Membership 800.THE.IACP x 365 www.theiacp.org/membership	72	Project Lifesaver International 772.446.1271 www.projectlifesaver.org.....	41
ATF Police Officer's Guide to Recovered Firearms 800.THE.IACP http://myappsinfo.com/recoveredfirearms.....	66	IACP Merchandise 800.678.0014 x 103 http://shop.fullpond.com/iacp	71	Reeves Company, Inc. 800.452.1161 www.reevesnamebadges.com.....	23
Benchmark Analytics 888.40BENCH www.benchmarkanalytics.com	15	IACP Net 800.227.9640 http://iacpnet.com	69	Salsbury Industries 800.562.5377 www.lockers.com	17
Center for Police Leadership & Training 800.THE.IACP www.theiacp.org/training	18-19	IACP Preferred (Member Benefits) 800.THE.IACP www.theiacp.org/welcome-to -iacpreferred	43, 56, 57, 77, 79	ScheduleAnywhere 800.874.8801 sales@scheduleanywhere.com	5
Chrysler 800.999.FLEET www.fcausfleet.com.....	21	IACP Section Membership 800.THE.IACP www.theiacp.org/-sections	73	Sirchie 800.356.7311 www.sirchie.com	11
ELSAG 877.773.5724 www.leonardocompany-us.com	41	IAPro 800.620.8504 www.iapro.com	5	Smaller Agency Resources 800.THE.IACP www.theiacp.org/smaller-law-enforcement -agency-program.....	43
Enforce TAC 1.7 70.618 58 42 www.enforcetac.com	26	Law Enforcement Benchmarking and Performance Analytics 800.THE.IACP x 273 www.theiacp.org/benchmarking.....	53	Southern Police Institute 502.852.6561 http://louisville.edu/spi	45
Envisage Technologies 812.330.7101 www.envisagenow.com	31, 83	MHS Assessments 800.456.3003 www.mhs.com/mhs-publicsafety?prod name=ls-cmi.....	17	Total Recall Corp 888.318.1987 www.convergint.com/crimeeye-solutions	3
File Bank Inc. 800.625.7163 www.filebankinc.com.....	9	Northwestern University Center for Public Safety 800.323.4011 http://nucps.northwestern.edu.....	49	Vigilant Solutions 925.398.2079 www.vigilantsolutions.com	39
First-Line Leadership Training 800.THE.IACP www.theiacp.org/first-line-leadership -training.....	55	Panasonic System Communications 855.323.8787 www.us.panasonic.com/bwc	2	WatchGuard Video 972.423.9777 www.watchguardvideo.com	25
Forensic Interview Solutions 917.267.8568 www.fis-international.com.....	37	Police Chief Subscriptions 800.THE.IACP x 261 www.policechiefmagazine.org.....	81	WHELEN 860.526.9504 www.whelen.com	47
GM OnStar 1.888.4ONSTAR www.onstar.com/publicsafety.....	84	Priority Dispatch 801.363.9127 www.prioritydispatch.net/proqa.....	27		

Please contact **The Townsend Group, Inc.** at 301-215-6710 if you are interested in or have questions about advertising in *Police Chief*.

The IACP does not recommend, endorse, or accept responsibility for the proper performance of any product advertised in these pages.



Nationally Certified Training on FirstForward®

The highest standard in law enforcement training.

- Third-party validated
- Accepted by POSTs for in-service training*
- Find every NCP course in one easy-to-use catalog

First Forward Marketplace Search the marketplace

Browse Marketplace

FILTER BY

COURSE TYPE

- Online Course (203)
- Classroom Training (145)

CERTIFICATIONS

- Fire Training Certification Program (4)
- IADLEST National Certification (51)

PRICE

- Free Courses (82)

DISCIPLINES

- Emergency Medical Services (104)
- Fire (50)
- Law Enforcement (185)

Nationally Certified
Autism in the Wild: Training for Law Enforcement
SPOKANE COUNTY SHERIFFS OFFICE
\$110.00

As individuals with Autism Spectrum Disorders (ASD) are seven times more likely to encounter a 911 emergency than

[Communication](#) [Community Policing](#) [Conflict Resolution](#) [De-Escalation](#)

Nationally Certified
Ten Steps to a Graffiti Free City
THE GRAFFITI CONSULTANTS
\$99.00

This course will cover how to conduct a successful graffiti investigation as well as the ten proven steps a city needs

Nationally Certified
The Traumas of Law Enforcement
CONCERNS OF POLICE SURVIVORS, INC.
FREE

Join for free at info.firstforward.com/NCP

*35 states automatically accept NCP courses. Go to iadlest-ncp.org to learn more.





A shortcut to stolen vehicle recovery.



With OnStar® Stolen Vehicle Assistance¹, you have access to technology that can help recover a stolen vehicle quickly. Theft Alarm Notification² can notify owners as soon as their alarm sounds. Using GPS, Advisors can provide the vehicle's location and send a Remote Ignition Block™¹ signal to keep the engine from restarting. And with Stolen Vehicle Slowdown³, a dangerous chase can be avoided. It's our way of lending a hand to those who dedicate their lives to serving their community.

Visit onstar.com/publicsafety for more information.

¹ Services vary by model and conditions. Visit onstar.com for vehicle availability, details and system limitations. ² Theft Alarm Notification features vary by vehicle. Requires factory-installed theft-deterrent system; Security, Guidance or Stolen Vehicle Assistance Plan Add-On; and selection of notification communication preference(s). Vehicles must be locked electronically to arm the factory-installed theft-deterrent system. Messaging and data rates may apply. ©2017 OnStar. All rights reserved.

