

The PoliceChief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

MAY 2015

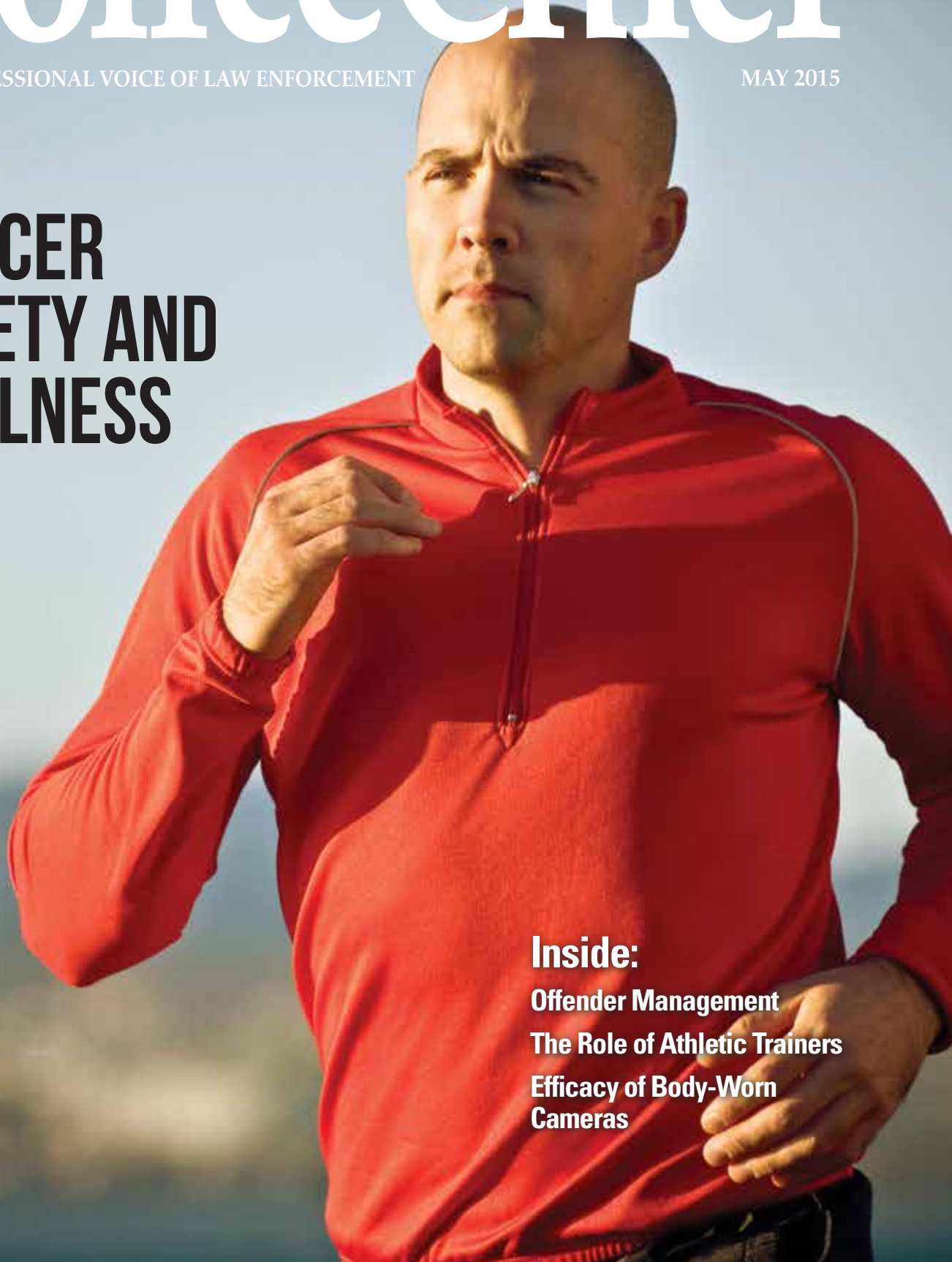
OFFICER SAFETY AND WELLNESS

Inside:

Offender Management

The Role of Athletic Trainers

Efficacy of Body-Worn
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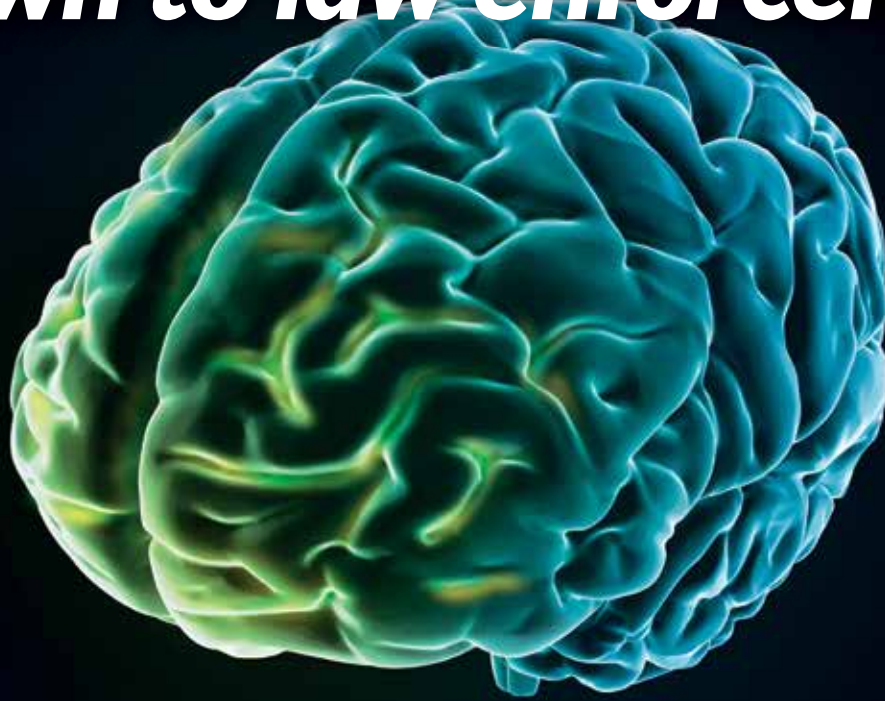


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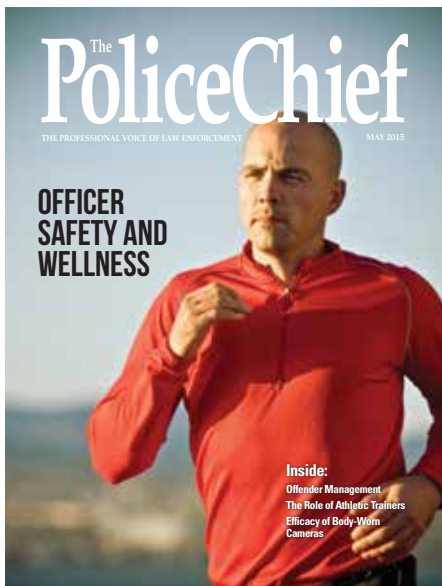


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<http://www.policechiefmagazine.org>

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The Police Chief (ISSN 0032-2571) is published monthly
 by the International Association of Chiefs of Police, 44 Canal Center Plaza,
 Suite 200, Alexandria, VA 22314-2357, USA; 703-836-6767;
 fax: 703-836-4543. Periodicals postage paid at Alexandria, Virginia, and
 additional mailing offices. Subscription rate of \$30 to IACP members
 is included in annual membership dues of \$150; 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



Officer safety and wellness is a top priority for the IACP. The range of articles presented here tackle all aspects of officer wellness—mental, physical, and emotional health—and safety, as do the initiatives by IACP's Center for Officer Safety and Wellness. The projects and recommendations in this issue can help law enforcement protect its officers while still protecting the communities those officers serve.

The Police Chief

MAY 2015
 VOLUME LXXXII, NUMBER 5

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

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As law enforcement professionals, no one day is the same as another. We face a variety of expanding challenges on a daily basis; from community policing concerns to ever-changing technology, law enforcement must constantly evolve. This is where the IACP comes into play—the IACP can assist you as you continue to learn and advance in your career.

Right now, membership in the IACP is at a record high with more than 23,000 members in over 100 countries. By joining the IACP and encouraging your fellow officers to become new members, you and your colleagues will be able to network with these members of the law enforcement community and be able to share and acquire information that can better assist you and your agency.

IACP membership gives you access to numerous benefits, including many educational and mentoring opportunities that will help prepare officers and police leadership for the challenges and opportunities that face law enforcement today.

Members also have access to IACP publications and research reports on contemporary policing issues. In addition, members receive complete access to the IACP National Law Enforcement Policy Center, which opens the door to model polices on more than 100 different policy topics. These model policies can be used as a guide by agencies when developing and implementing policies and best practices. (IACP Net members can also access the model policies in the IACP Net Policies e-library.)

The IACP also serves as the collective voice and representation of law enforcement in order to address law enforcement concerns before legislative bodies and regulatory agencies.

I would like to challenge each and every one of you to sponsor a new member of the IACP. As a chief, I have found great value in sponsoring a

staff member involved in training at my agency, who then gains immediate access to the world-class training materials that are available only to IACP members.

Let's continue to build the leadership, voice, and reach of the entire law enforcement community. You can sponsor someone at the command level, as well as an officer or civilian working in a law enforcement agency or supporting the law enforcement profession in any way—the IACP is open to everyone associated with law enforcement.


Sponsor a new member today—or join the IACP, if you're not a member—so that your agency staff have access to all the resources and opportunities offered by the IACP! ❖



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

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in the IACP is at a record
high with more than 23,000
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countries.***

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THE DISPATCH

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

MEMBERS SPEAK OUT

In March, *Police Chief* asked our readers to identify the primary sources of stress for officers. Here are the results.

“I feel the **main cause of stress is being away from your family** and time management. It’s hard to come home after a long day [of] being alert of your surroundings and then **spend time with your family while not allowing the job’s day to hinder you.** The human body uses a lot of energy to pay attention to your surroundings. Many officers want to rest when they get home after a hard day, and this is where life takes over, helping your kids with homework, house chores, time just to hold your family. At the end of the day, you’re completely exhausted. Then this doesn’t include if you’re a single parent or a parent going through hard times. **Many officers forget to put family first. This job will always be here for years to come; crime never stops.**”

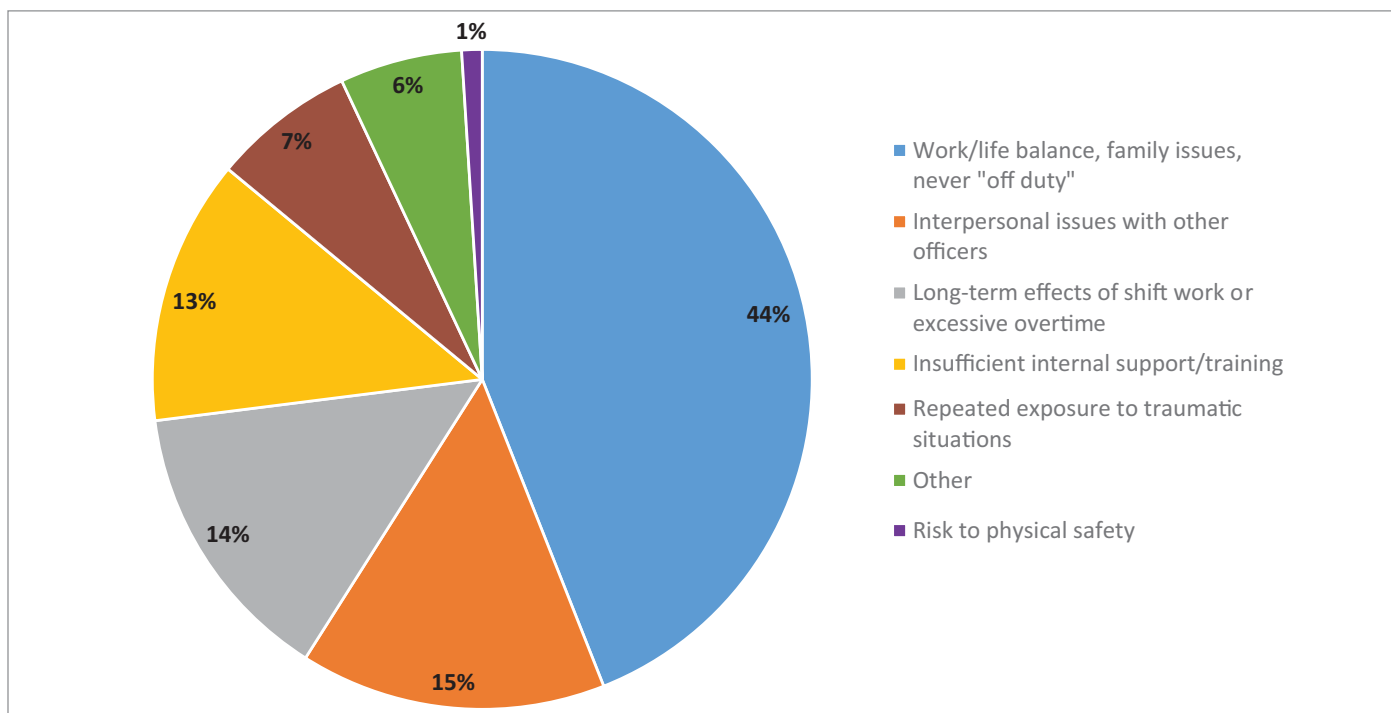
—Christopher Williams, Trooper II,
Texas Department of Public Safety

“The difference between **long-term effects of shift work** and **repeated exposure to traumatic situations** is negligible. On a different day, I probably would’ve chosen repeated exposure [instead of shift work].”

—Brad Johnston, Chief,
Astoria Police Department, Oregon

“**Insufficient training that leads to safety concerns and the never being off duty mentality are all causes for stress.** A climate in which no one cares makes it difficult to broach these subjects, which are all concerns among officers who have a mission statement or motto that is not concerned with, nor aligned with these stressors.”

—K. Ousman, Trooper,
Texas Highway Patrol



“In today's environment, being a police officer on the street who has to deal with the daily wrongs of society is stressful within itself; however, life tends to get a tad-bit more complicated when not only do you have to **find yourself fighting for your life on the streets, but also fighting for your career or job from within your own department.** I will take a fight with a thug any day over the internal self-imposed stressors coming from within the politics of the department.”

—Mario Morales, Regional Director,
National Capital Region,
Federal Protective Service

FROM OUR READERS

Did an article stir your interest or remind you of your own experiences?



"I was doing some research on people and organizations that have actively spoken out about distracted driving when I came across your distracted driving resources. I just wanted to say I admire what you are doing to educate the public on the issue.

We created a resource to help shine a light on the dangers of distracted driving. Our visualization breaks down the anatomy of distracted driving and explains what makes it so dangerous. [Editor's note: Readers can access the resource at <http://manneliasinjurylaw.com/distracted-driving>.]

Thank you for helping spread the word and prevent distracted driving!"

—Brian DeBelle, Safer-America

Do you have a comment you want to share with other Police Chief readers? Send a note to letters@theiacp.org and you may see your letter in The Police Chief!

YOUR TURN ◀▶

What unsafe driving or traffic safety behavior do you see officers engaging in most often?

Visit

www.policechiefmagazine.com to tell us your answer and look for the results in the July 2015 issue of *Police Chief*!

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

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- ▶ Understanding Stakeholders
- ▶ Leadership & Wellness
- ▶ Financial Management
- ▶ Networking & Mentorship

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

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

Registration for this Institute cannot be accomplished online. To register and for more information, please contact Laura Renenger at 703-836-6767 x274 or renenger@theiacp.org.

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

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Milwaukee Police Department
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Faculty Development Workshop
August 3 – 7, 2015
August 10 – 14, 2015

U.S. Congress Discusses Further Reforms to Asset Forfeiture Program

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

As previously reported by the IACP, in January 2015, the U.S. Department of Justice (DOJ) set forth a new policy prohibiting federal adoptive forfeiture, or “adoptions,” of assets seized by state and local law enforcement agencies, with a limited public safety exception. Adoptions occur when a state or local law enforcement agency seizes property pursuant to state law and requests that a federal agency “adopt” or seize the assets under federal law. In return, federal authorities keep a portion of the proceeds and return a portion to the state and local law enforcement agencies for their work in making the seizure.

The limited public safety exceptions precluded from adoptions includes property seized by state or local law enforcement that directly relates to public safety concerns, including firearms, ammunition, explosives, and property associated with child pornography.

Members of the U.S. Congress from both the House of Representatives and the Senate are discussing legislative proposals that would expand DOJ’s reforms and implement further restrictions to the program, including eliminating equitable sharing and all adoptions, even those that relate to public safety concerns.

The U.S. Senate Committee on Judiciary held a hearing on April 15, 2015, to examine the asset forfeiture program, its uses, and potential reforms. During the hearing, many of the committee members and witnesses expressed concerns with the current program and suggested that it promoted abuse. It was clear from the sentiment at the hearing that law enforcement has a challenge ahead of it to preserve this valuable program. The seizing of the assets of criminal activity is one of the most effective ways to prevent crime and protect the public. In addition, further reforms to the program will result in a significant loss of funding for state and local law enforcement that participate in joint operations with their federal counterparts. Law enforcement agencies and state and local

police are already being asked to do more with less funding, and further reductions to any funding streams will be detrimental. The IACP, along with several other law enforcement organizations, submitted a joint statement for the record at the hearing on the proposed reforms. The statement can be viewed on IACP’s website, under Top News.

The IACP has been meeting with U.S. House and Senate members to educate them on this program and its value, but we need your help. Please reach out to your representatives and senators and speak to them about asset forfeiture, the benefits of the program to your agency, and how it has enabled you to participate in joint task forces that have helped to keep your communities safe and aid in the removal of the criminal element from your communities. We also ask that you urge your members to not support any legislative proposal that would make further changes to the asset forfeiture program beyond DOJ’s policy. We must not allow Congress to further weaken one of the most valuable tools law enforcement has in combating serious crime.

U.S. Senate Judiciary Committee Passes Bulletproof Vest Program Reauthorization Legislation

On March 26, 2015, the U.S. Senate Committee on the Judiciary passed the Bulletproof Vest Partnership Grant Program Reauthorization Act of 2015 (S. 125). The bill was introduced by Senators Patrick Leahy (D-VT) and Lindsay Graham (R-SC) earlier this year. This bill would reauthorize through Fiscal Year (FY) 2020, at \$30 million per year, the Bulletproof Vest Partnership (BVP) Grant Program, an extremely valuable program that has assisted many law enforcement agencies in purchasing bullet-resistant vests for their officers.

The IACP advocated heavily for the passage of this bill. S. 125 now awaits Senate floor action, but we need your help! The IACP asks that you reach out to your senators and urge them to pass the Bulletproof Vest Partnership Grant Program Reauthorization Act because every officer deserves the right to be fully outfitted with the

necessary equipment in order to return home safely to their family, friends, and loved ones after their shifts.

Paul Coverdell National Forensic Science Grants

The IACP submitted a joint letter to the U.S. House and Senate Appropriations Committee requesting that the U.S. Congress fully fund the Paul Coverdell National Forensic Science Grant Program (the Coverdell program) in FY 2016. The Coverdell program provides grant funding to states, law enforcement agencies, local governments, and the forensic communities to help improve the quality and timeliness of forensic science and medical examiner services, eliminate a backlog in the analysis of forensic evidence, and to train and employ forensic laboratory personnel, as needed, to eliminate such a backlog.

IACP Expresses Support for Byrne-JAG

The IACP and a broad cross section of criminal and juvenile justice system organizations submitted a joint letter to leaders on the U.S. House and Senate Appropriations Subcommittee on Commerce, Justice, Science, and Related Agencies in support of the Edward Byrne Memorial Justice Assistance Grant Program (Byrne-JAG). The letter requests that Byrne-JAG funding remain at least level in FY 2016. The letter highlights the importance of Byrne-JAG throughout the criminal and juvenile justice systems and the many project types that were funded by FY 2014 money. Please remember to speak to your congressional delegates about the importance of Byrne-JAG to your agency and the need to adequately fund the program. ❖

Access this article online at
www.policechiefmagazine.org
 to find links to the IACP letters
 that are mentioned.

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Body Armor Designed to Safeguard Officers' Lives

By Chris Tillery, Office of Science and Technology, National Institute of Justice

Body armor saves lives. The International Association of Chiefs of Police/DuPont Kevlar Survivors' Club reports that more than 3,100 officers' lives have been saved since 1975, thanks to body armor.¹ Research published by the RAND Corporation in 2010 indicates that, if shot in the torso, an officer who is not wearing body armor is over three times more likely to suffer a fatal injury than an officer who is wearing body armor.² Furthermore, data from the Federal Bureau of Investigation's annual *Law Enforcement Officers Killed and Assaulted* shows that, in the 26 years from 1987 to 2012, only one felonious fatality has been reported in the United States due to an ammunition round penetrating a body armor vest rated to match or protect against such a threat. That fatality resulted from a hit at the very edge of the body armor, where it is not expected to stop a bullet.³

Safeguarding Body Armor Performance

To ensure that body armor continues to be effective in protecting officers, the U.S. Department of Justice's National Institute of Justice (NIJ) established a body armor standards and testing program. NIJ published the first version of the standard in 1972, and it has been updated five times since then to address the evolution of body armor and test methods. In 2008, NIJ published the current version of the standard, NIJ Standard-0101.06, *Ballistic Resistance of Body Armor*.

NIJ Standard-0101.06 supersedes all prior versions and incorporates changes that are intended to accomplish three major goals.

1. Improve the level of protection afforded by body armor.
2. Provide greater confidence in body armor's continuing performance while in service.
3. Ensure that the requirements contained in the standard are relevant to the needs of officers in the field.⁴

Both the threats (i.e., the ammunition used to test armor samples) and test methodologies were updated. Officers who were members of the technical committee that helped develop the standard selected the ammunition used in order to reflect the changing threats that officers face.

The standard sets out minimum performance requirements for body armor. It also prescribes test methods for determining whether those requirements are met. The standard does not dictate how armor must be designed; rather, it stipulates what it must be able to do. This ensures that body armor meets officers' needs, yet leaves manufacturers free to innovate.

NIJ Standard-0101.06 specifies test methods not only to determine if the armor panels in a body armor model will stop the threats they are designed to stop, but also to measure how well the armor protects the wearer from blunt force injury resulting from a bullet striking a panel.

NIJ does not test body armor itself. Body armor is tested at approved, accredited test laboratories through the NIJ Compliance Testing Program (CTP), which was established in 1978 to facilitate the testing of body armor against the NIJ standard.⁵

The NIJ CTP includes additional measures beyond testing that are intended to increase confidence in the armor models listed on NIJ's Compliant Product List. One of those measures is participation in the Follow-up Inspection and Testing program. If an armor supplier does not agree to these additional measures, its armor will not be included on this list, even if it was tested and found to meet the requirements of the standard.

A Perfect Fit

Body armor saves lives only when it is worn. As the newly published *Selection and Application Guide to Ballistic-Resistant Body Armor for Law Enforcement, Corrections and Public Safety* (NIJ Guide-0101.06) notes, selection of body armor is, to some extent, a tradeoff between ballistic protection and wearability. The weight and bulk of body armor are generally proportional to the level of ballistic protection it provides; therefore, comfort generally decreases as protection level increases. Agencies should strive to select body armor that their officers will wear and that is consistent with their ballistic protection requirements. The temptation to order armor that provides more protection than realistically needed should be resisted, because doing so may increase the likelihood that the armor will not be worn routinely.⁶

The goal for any ballistic-resistant armor is to maximize ballistic protection while minimizing its impact on an officer's ability to perform normal duties. As with other protective equipment,

body armor can afford an officer only a certain level of protection before it impairs mobility and physical performance. The selection process should try to achieve a balance that will maximize the armor's ballistic protection and coverage while minimizing its impact on duty performance. Proper measurement and fit are also important to ensuring a reasonable degree of comfort.

With proper fit, armor should ensure maximum coverage without hindering an officer's mobility or ability to perform required job functions. Although comfort is a subjective term, increased comfort through proper fit is an important objective. NIJ-funded research suggests that armor fitted by the manufacturer while working with agency representatives is the most comfortable for officers.

At NIJ's request, an ASTM International committee that included law enforcement and correctional officers developed and published ASTM E2902-12, *Standard Practice for Measurement of Body Armor Wearers*. Its purpose is to make the process for measuring officers being fitted for new armor more consistent. NIJ has a contract with ASTM to provide access to this and other law enforcement-specific standards at no cost to any verified public safety agency.⁷ For further details about access to this service, please e-mail asknlctc@justnet.org from a valid email address, demonstrating that you are a current, active member of a U.S. federal, state, or local law enforcement; corrections; or forensics agency.

One still-unanswered question concerning body armor is "How long does body armor last?" This question has no easy or definitive answer. All body armor models enrolled in the NIJ Compliance Testing Program have an established warranty period for their ballistic performance. Similar to the warranty that comes with a new car, the actual performance of individual body armor may vary, depending on storage and maintenance, environmental exposure, and differences in use.

Again, as with a car, frequent inspections and proper care are vital to maintain body armor performance. NIJ Guide-0101.06 provides detailed inspection and care instructions, including how to tell when body armor needs to be replaced. Serviceable armor should never be removed from service until and unless replacement armor is available for immediate wear.⁸

Deciding What to Buy

The heart of NIJ Guide-0101.06 deals with selecting and purchasing body armor. A number of different considerations come into play when deciding which model of body armor will best fit an agency's or officer's needs. Besides protection from physical injury, preferences in body armor design features and the suitability for different body types are also taken into account. The considerations also include the services that a supplier offers, such as disposal of used armor, as well as the costs and the availability of grant funding to offset agency costs.⁹

The body shape of the wearer, regardless of gender, must be considered when selecting body armor. There are three types of body armor models: male, female, and gender-neutral. They are available in multiple sizes. There is no obvious difference in form between male and gender-neutral armors. Hard armors are typically gender-neutral in design. Female soft-body armors differ in that they can incorporate curved ballistic panels to accommodate the female bust; however, male or gender-neutral models may be suitable for female officers with smaller busts. Depending on design and materials, they may not be suitable for those with larger busts because the front armor panel could push forward, enlarging the underarm gap and lessening the ballistic protection between the front and rear panels.

With regard to the purchase of body armor, the guide notes that using a competitive process, involving several bids from different suppliers, tends to provide the best value. Obtaining objective information on body armor performance on which to base purchasing decisions can be challenging. Suppliers will naturally tend to present their models in the best possible light, which makes comparisons between competing models difficult. The NIJ Compliant Product List identifies armor that agencies can be confident will provide the appropriate level of protection, allowing for comparisons based on cost and other less critical considerations.¹⁰

Procurement documents for equipment should always ensure that purchase specifications are clear and unambiguous. At the same time, over-specification should be avoided. For example, identifying a specific product instead of a level of protection may tend to eliminate competition and drive up costs. Rather than going with the lowest price, agencies should consider best-value purchasing. This will enable the agency to buy from the supplier offering the armor that best meets its needs.

Conclusion

The more than 3,100 officers' lives that have been saved since 1975 bear witness to the fact that body armor saves lives—when it is properly worn and cared for. To this end, officers should be trained in the proper use and care of their armor and educated on the benefits of routine wear. Supervisors should lead by example and

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be actively engaged in ensuring that officers wear and care for their armor, and agencies should adopt appropriate and effective policies that support those actions. NIJ Guide 0101.06 provides information that agencies may find useful in the development of such policies. ❖

Points of view, findings, and opinions reported here are those of the authors and do not necessarily represent the official policies or positions of the U.S. Department of Justice.

Notes:

¹DuPont, "IACP/DuPont Kevlar Survivors' Club," <http://www.dupont.com/products-and-services/personal-protective-equipment/body-armor/articles/kevlar-survivors-club.html> (accessed March 26, 2015).

²Tom LaTourrette, "The Life-Saving Effectiveness of Body Armor for Police Officers," *Journal of Occupational & Environmental Hygiene* 7, no. 10 (October 2010): 557–562.

³Bruce Taylor et al., *The BJA/PERF Body Armor National Survey: Protecting the Nation's Law Enforcement Officers; Phase II Final Report to BJA* (Washington, D.C.: Police Executive Research Forum, 2009), 14, http://www.policeforum.org/assets/docs/Free_Online_Documents/Police_Equipment/the%20bjaperf%20body%20armor%20national%20survey%202009.pdf (accessed March 26, 2015); Federal Bureau of Investigation, *2013 LEOKA*, table 40, Law Enforcement Officers Feloniously Killed with Firearms While Wearing Body Armor: Point of Entry for Torso Wounds, 2004–2013, http://www.fbi.gov/about-us/cjis/ucr/leoka/2013/tables/table_40_leos_fk_with_fas_while_wearing_body_armor_point_of_entry_for_torso_wounds_2004-2013.xls (accessed March 27, 2015).

⁴David Hagy et al., *Ballistic Resistance of Body Armor NIJ Standard-0101.06* (Washington, D.C.: U.S. Department of Justice, Office of Justice Programs, 2008), <https://www.ncjrs.gov/pdffiles1/nij/223054.pdf> (accessed March 26, 2015).

⁵National Institute of Justice, "Body Armor Compliance Testing," <http://www.nij.gov/topics/technology/body-armor/Pages/testing.aspx> (accessed March 26, 2015).

⁶Hagy et al., *Ballistic Resistance of Body Armor*.

⁷*Standard Practice for Measurement of Body Armor Wearers*, ASTM E2902, *Book of Standards*, Vol. 15.08, (STM International, West Conshohocken, PA: ASTM International, 2012), <http://www.astm.org/Standards/E2902.htm> (accessed March 26, 2014).

⁸Hagy et al., *Ballistic Resistance of Body Armor*.

⁹Ibid.

¹⁰National Institute of Justice, "Models that Comply with the NIJ Standard-0101.06 for Ballistic-Resistance of Body Armor," <http://www.nij.gov/topics/technology/body-armor/Pages/compliant-ballistic-armor.aspx> (accessed March 26, 2014).

IACP WORKING FOR YOU

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

Best Practices Briefs: Issues in Protecting Civil Rights

The IACP, in collaboration with the Department of Justice (DOJ), has released its new best practices resource briefs, collectively titled "Issues in Protecting Civil Rights." Created in response to the increasing need for police executives to be involved in the prevention of unconstitutional police practices, the series of briefs focuses on general use of force, electronic control weapons, and use-of-force investigation policies, as well as the civilian complaint process and employee early intervention programs.

Meant as a reference for police chiefs to use in overseeing and making changes to their operations, the briefs break down policies and dictate considerations to be taken into account when an officer is trying to decide if force is necessary in a given situation, including awareness of the surrounding area and the actions of the subject.

These briefs are currently available to IACP members.

Visit www.theiacp.org/protectandservefield to learn more or access the briefs.

Agency Self-Assessment Tool for Youth Focused Policing (YFP)

Law enforcement officers frequently make decisions that affect youth, some who have become victims in their homes, schools, or on the Internet and have had to cope with violence, drugs, mental or emotional disorders, and other abusive situations on a daily basis. Interactions between officers and youth, whether they are victims, suspects, or witnesses, can have lasting effects on the youth and the community, as well as on public safety overall. Providing officers with the tools necessary to make thoughtful and evidence-based decisions in these situations is a need that often goes unfulfilled.

In response to this lack of resources, the IACP has developed a Youth Focused Policing (YFP) self-assessment tool to help police work with youth to reduce crime, delinquency, victimization, long-term health and criminal justice costs, and involvement in the juvenile and criminal justice systems.

An element of the IACP's Improving Law Enforcement Responses to Youth Training and Technical Assistance Program, this self-assessment tool seeks to assist law enforcement agencies in assessing their policies and practices in prevention and response strategies to reduce juvenile offending, reoffending, and victimization.

To access the assessment, visit www.theiacp.org/youthfocusedpolicingassessment.

#WhyIWearTheBadge Campaign

#WhyIWearTheBadge is an IACP campaign to highlight the diversity and commitment of law enforcement professionals. The badge is a symbol of courage, strength, and integrity—and with the display of the badge comes great responsibility. So why do thousands of men and women wear the badge each day? IACP encourages officers from around the world to share their photos, videos, and other testimonials on social media to explain #WhyIWearTheBadge. This campaign will launch during Police Week, May 10–16, 2015. ❖

For more information visit www.theiacp.org/WhyIWearTheBadge.

Electronic Stakeouts Used to Address Bicycle Thefts

By Joe Loughlin, 3SI Security Systems Law Enforcement Division
joe_loughlin@3sisecurity.com

Bicycles are becoming an increasingly popular mode of transportation. Thieves know stealing these expensive bikes can be a lucrative business just for the parts alone. They can easily sell the bike to a local fence or even to on-line auctions. The clearance rates for these thefts is typically very low and oftentimes victims do not even report the crime.

Even though bicycle theft creates significant community distress, especially on college campuses and around schools and universities, it is often overlooked and given a low priority for Police. Administrators are certainly aware of the negative impact of these crimes and the perception it creates that Police do not care. The problem is that solutions like bait bike stakeouts are costly, manpower intensive, time-consuming and not always effective. It can be a frustrating hit or miss assignment that rarely yields results.

In Brookline, Massachusetts, Police have had great success in using Electronic Stake Out® (ESO®). Chief Daniel C. O'Leary encourages his officers to think outside the box in addressing property crime and quality of life concerns that confront their community. *"We have always sought to utilize the latest advances in technology to assist us in serving the Brookline community."*

Both the Patrol Division and Brookline Detectives now utilize ESO. As Lt. Hayes of the Patrol Division, says, *"Like a lot of cities, we have at least 100 reported bikes stolen over the season, and we know there are many more that go unreported. Part of our Bait Bike Program includes community outreach to teach our citizens to properly secure their bikes and to report when their bikes are stolen. From these reported thefts, we are better able to use crime data and mapping to effectively deploy the bait bike in areas of town where the crime hot spots are occurring."*

We started using ESO in August of 2014 and got great results in a short period of time. Officers have recovered five of our bait bikes and made eight arrests.

Our strategy is to use a pretty expensive bike and hook it up to a pole in an area of town where the crime analyst has determined to be a hot spot for bike thefts. The bike is locked up - which forces the suspect to break or cut the lock - so there's no dispute about the crime and virtually eliminates any claims by the defense. Catching the thief in real time with the bike is actually fun for the officers.

The beauty of this method is that no Police Officers have to wait around and watch the bike on a stakeout. The Tracker does all of the work, and the "trackability" is outstanding and easy to use. We just set it up and leave. We often keep it out there for about four days then recharge the Tracker and move it to another location. I have had the Tracker out for as little as a half hour before getting a hit.

Our dispatch is linked directly into the Tracker tool and the location map. It gets Officers to the suspects quickly. We now have good experience and can expect a lot more arrests this season. We have caught every kind of thief, from kids to a 50-year-old man.

It is bike season again, so we are about to deploy as soon as all this snow melts. It's an exciting way to catch criminals and a lot less work for officers."

Technology now affords opportunity where Police can address quality-of-life community concerns and turn around perception through the use of ESO.

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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.

Efficacy of Police Body Cameras for Evidentiary Purposes: Fact or Fallacy?

By Craig E. Geis, MA, MBA,
Lieutenant Colonel (ret.), U.S. Army,
and David M. Blake, MSc, California
Training Institute

Police body cameras have become a hot topic in both law enforcement and the media. Studies and reviews are already showing some positive results of deploying cameras, but there is a lack of knowledge and education on the differences between the mechanisms involved in human sight and camera “sight.”¹ Human eyes and camera lenses see, process, and recall information differently. It is important to understand the differences before using camera footage in use-of-force (UOF) or officer-involved shooting (OIS) investigations. The ramifications for not understanding the differences include inappropriate or unfair disciplinary actions, increased liability, and potential wrongful incarceration.

Physiology of the Human Visual Experience

Research to shed light on the difference between the visual experience of humans and cameras first looked at the field of view (FOV) of body cameras and compared them to human visual capabilities. The body cameras reviewed in this study provide anywhere from a 95 to a 170 degree FOV. The normal useful field of view in human vision, the area from which information can be extracted at a brief glance without eye or head movements, is 55 to 60 degrees under optimal, normal stress.²

Within its FOV, the camera can provide HD quality playback of everything within its viewable angles, but the physiology of the human eye ensures a similar HD version of acuity only within the 1–2 degree angle of the fovea centralis, with vision sharply decreasing toward the periphery.³ The differences here ensure the camera will “see” and record more of an event

in much higher quality than a human is capable of seeing.

The mechanical differences also include the cognitive concept of human “attention.” While a camera lens is a stable mechanism, a person’s eye is in constant motion and scans the environment about three times per second. These rapid eye movements are called “visual saccades.”⁴ Saccades provide near foveal (precise) vision of the environment, but must fixate on an object for a minimum of 160–200 milliseconds in order for the brain to perceive and store the information. This form of sampling is called “visual attention.” Because humans visually attend to environmental aspects based only upon need, they may not perceive or attend to other aspects, even if they are within the eye’s visual field. Additionally, the subconscious brain rejects significant amounts of incoming bandwidth, sending only a small fraction of its data on to the conscious brain. While the camera has “global attention” and will record all the data from its FOV on film to be viewed later, human physiology is not recording the same level of data to be stored in memory. Hence, human perception and memory of an event can be dramatically different than what is recorded by the camera. This difference increases substantially when the stress and arousal of an UOF or OIS event is a factor.

The Effects of Stress and Arousal on Vision and Memory

The U.S. Supreme Court’s *Graham v. Connor* ruling provides that evidence of reasonableness must include the officer’s perception of the event during “tense, uncertain, and rapidly evolving events” and not through “20/20 hindsight.”⁵ When considering the 20/20 hindsight provided by camera evidence, it is imperative to understand the difference between the visual acuity and perception of a human being. Visual acuity is the clarity of vision, the ability to detect and see fine details. Perception involves the

Foveal Vision

For a demonstration of foveal vision, make your left hand into a fist with the thumb extended and hold it at arm’s length an inch in front of this text. Close your right eye and focus the left eye’s vision on the left thumbnail. With the left eye remaining fixed on your left thumb, you should notice the words immediately to the left and right are significantly blurry.

process of not only detecting an object, but also comprehending the object’s significance. A camera may have perfect visual acuity, but has no perception. Only the human brain can perceive and process the significance of the incoming data, which means that only humans can experience the subsequent stress and arousal caused by that data.

UOF and OIS incidents are chaotic and violent, typically causing high levels of stress and activating the limbic system’s fight or flight mechanisms, which, in turn, triggers the release of hormones and neurotransmitters throughout the body. Stress and arousal causes an individual’s useful field of view to narrow (“peripheral narrowing”). Under extreme stress, a person’s field of view can narrow to one half of a degree. Peripheral narrowing and selective attention will cause the individual to not perceive or remember some aspects of the encounter that a camera would capture.

A camera cannot recreate what a human under acute stress sees, hears, and feels, nor can it incorporate the perspective derived from previous training and experience or provide context to a UOF or OIS event.

Cameras provide a reenactment of events from a mechanical view, unaffected by stress,

and produce images on film in a linear fashion for replay. Human memory, however, is a weave of events and experiences, stored in different areas of the brain and tenuously attached to one another. The human body releases cortisol during high-stress situations, which has severe effects upon memory, blocking pathways and ensuring a memory is stored in a fractionated manner or, in some cases, never stored at all. The camera transfers its view into digital media with no cortisol impediment.⁶ An officer who does not remember the event clearly or who recounts it differently than what was seen by the camera may fight an uphill battle against those who are uninformed.

Body cameras are the wave of the future in law enforcement and are already showing their many positive contributions. As with all new technologies, there will be growing pains and learning curves. However, in the most severe of cases, when careers are on the line and hefty civil penalties wait on the sidelines, education on these new devices with a sense of urgency that mimics their rapid deployment is critical. The ramifications of not doing so could be extensive, affecting both individual officers and the entities that employ them.

Recommendations

- Law enforcement (at all levels) should be educated in the science of human behavior and human performance. Education is a proven method to reduce departmental liability and to save officers from criminal prosecution or unwarranted discipline.
- Law enforcement agencies should test body cameras in reality-based training environments and compare officers' memories to after-action reviews of video footage from the training.
- Law enforcement should engage prosecutors, defense attorneys, and the judiciary in conversations regarding the camera versus human issues.
- Law enforcement should engage their communities in similar discussions regarding camera versus human issues. ❖

Notes:

¹Tony Farrar, *Self-Awareness to Being Watched and Socially-Desirable Behavior: A Field Experiment on the Effect of Body-Worn Cameras on Police Use-of-Force* (Police Foundation, March 2013), <http://www.policefoundation.org/sites/g/files/g798246/t/201303/The%20Effect%20of%20Body-Worn%20Cameras%20on%20Police%20Use-of-Force.pdf> (accessed April 1, 2015); Allyson Roy, "On-Officer Video Cameras: Examining the Effects of Police Department Policy and Assignment on Camera Use and Activation" (master's thesis, Arizona State University, 2014), http://repository.asu.edu/attachments/134979/content/Roy_asu_0010N_13803.pdf (accessed April 1, 2015); Michael D. White, *Police Officer Body-Worn Cameras: Assessing the Evidence* (Washington, D.C.: Office of Community Oriented Policing Services, 2014),

<https://ojpdiagnosticcenter.org/sites/default/files/spotlight/download/Police%20Officer%20Body-Worn%20Cameras.pdf> (accessed April 1, 2015).

²Karlene K. Ball, Virginia G. Wadley, and Jerri D. Edwards, "Advances in Technology Used to Assess and Retrain Older Drivers," *Gerontechnology* 1, no. 4 (2002), 251–261.

³Melchor J. Antuñano, *Pilot Vision*, Medical Facts for Pilots, (FAA Civil Aerospace Medical Institute, 2002), http://www.faa.gov/pilots/safety/pilotsafety/brochures/media/pilot_vision.pdf (accessed April 1, 2015). "Cones" are a type of light-sensitive cells used for day or high-intensity light vision. They are involved with central vision to detect detail, perceive color, and identify far-away objects. The central area of the retina

known as the macula is about 4.5 mm in diameter and has a higher percentage of cones, and the exact center of the macula has a very small depression called the fovea centralis that contains only cones.

⁴John M. Henderson, "Human Gaze Control During Real-World Scene Perception," *TRENDS in Cognitive Sciences* 7, no. 11 (November 2003), http://cvcl.mit.edu/SUNSeminar/Henderson_03.pdf (accessed April 1, 2015).

⁵*Graham v. Connor*, 490 U.S. 386 (1989).

⁶Washington University School of Medicine, "High Stress Hormone Levels Impair Memory," *ScienceDaily*, <http://www.sciencedaily.com/releases/1999/06/990617072302.htm> (accessed April 1, 2015).



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The Considerations and Risks of Personal Communication Devices

By Leslie Stevens, Vice President,
Legal, Lexipol, LLC

Technology and its use in the workplace is a topic that is (and should be) often discussed and considered by professionals in all fields, including law enforcement. The recent news coverage regarding former Secretary of State Hillary Clinton's use of private email accounts for official government business highlights several issues and serves as a reminder that the use of personal communication devices (PCDs) in the workplace requires particular attention.¹

There are a variety of ways agencies currently handle PCDs in the workplace. Some agencies provide these devices to their employees, while others expect officers to use their own devices and may provide a stipend or reimburse employees for work-related use. Some agencies may prohibit officers from using their own PCDs for public business. Still others do not clearly define their expectations, which is a recipe for disaster. The use of PCDs such as smartphones and tablets for law enforcement business raises legal, safety, liability, and public perception issues. Agencies need to carefully consider each of these issues and clearly define their expectations to their members and to the public.

Any discussion of the use of personally owned PCDs in the workplace should begin with an understanding that electronic records of public business are generally considered "public records." These records are subject to legal requirements including retention and disclosure requirements under state public records laws. It does not matter whether the device used is owned by the department or personally owned by the officer; emails, photographs, and even text messages created, used, received, or retained in the course of the government's business can be considered public records.² Managers should work with their counsel and government archivist to ensure they have appropriate storage and retention procedures in place for these public records, and agencies allowing officers to use their own devices should ensure that officers transfer all public records to the agency in a form appropriate for retention. Officers also need to be made aware that destroying a public record can be a criminal offense.³

If an agency allows its officers to use personally owned PCDs, it should also consider requiring officers to delete public records from their personal devices after any records are transferred to the agency, as improper disclosure of public records can lead to liability issues for the agency. The California Highway Patrol (CHP) learned that expensive lesson when horrific photographs of a deceased teenage girl taken by an investigator ended up on the Internet, resulting in an agreement by CHP to pay the victim's family \$2.375 million.⁴ Requiring work-related materials to be deleted from personally owned PCDs can help mitigate this type of risk. Prohibiting officers from accessing and possessing public records on personally owned PCDs should also be considered to reduce the chances for improper disclosure.

There are also evidence and *Brady* issues that bring safety and privacy concerns with the use of personally owned PCDs. In at least one well-known case, a New Mexico court ordered the state to turn over a police officer's personal cell phone records because they could be relevant to the defendant's theory that his DWI stop was pretextual.⁵ In another case, currently on appeal from Arizona, the plaintiff claimed she was fired in retaliation for her exercise of First Amendment rights. The plaintiff obtained a subpoena to search the mayor's private email account, and the court issued sanctions against the city and mayor after it found that emails relevant to the claim were deleted from the mayor's personal email account.⁶ These intrusions into personal data could have been avoided if the government employees had not used personal cell phones or email accounts for public business. If an agency's officers are permitted to do so, they should be prepared to have personal records discovered in both criminal and civil litigation, which carries the additional risk that officers' personal information may be disclosed and could end up in the wrong hands.

Finally, public safety officers can find themselves in trouble for social media posts, texts, and emails. When these communications occur during business hours, the employer is at greater risk of being brought into any legal claims.

The same is true for distracted driving claims—agencies may find themselves having to defend why they gave their officers another possible distraction by allowing the use of

PCDs. Even if an agency has considered and addressed these identified risks, it still needs to be prepared for the court of public opinion. The agency needs to be prepared for questions from the community regarding transparency and accountability or concerns over lost information when personally owned devices or technology are used (as in the Clinton situation). What will the agency's response be to the argument that officers should not have the ability to individually decide which emails sent or received while working as public servants should be retained or are personal records? These are all issues that agencies need to consider in planning their PCD policies and use guidelines.

As long as technology continues to make public records easier and more convenient to create, the courts continue to struggle with the issue, and the public continues to expect more transparency, agencies should continue to evaluate their policies and procedures. The most conservative approach would be to not allow government employees, including police officers, to use personally owned PCDs for public business. However, this may not be the most practical solution for a law enforcement agency. If the agency does permit or require its officers to use personally owned PCDs, agency leadership should work closely with its counsel to make sure the risks and community expectations are identified and addressed. ♦

Notes:

¹Jeremy Diamond and Elisa Labott, "Hillary Clinton Emails: Did She Do Anything Wrong or Not?" CNN, March 11, 2015, <http://www.cnn.com/2015/03/06/politics/hillary-clinton-emails-was-there-wrongdoing> (accessed March 27, 2015).

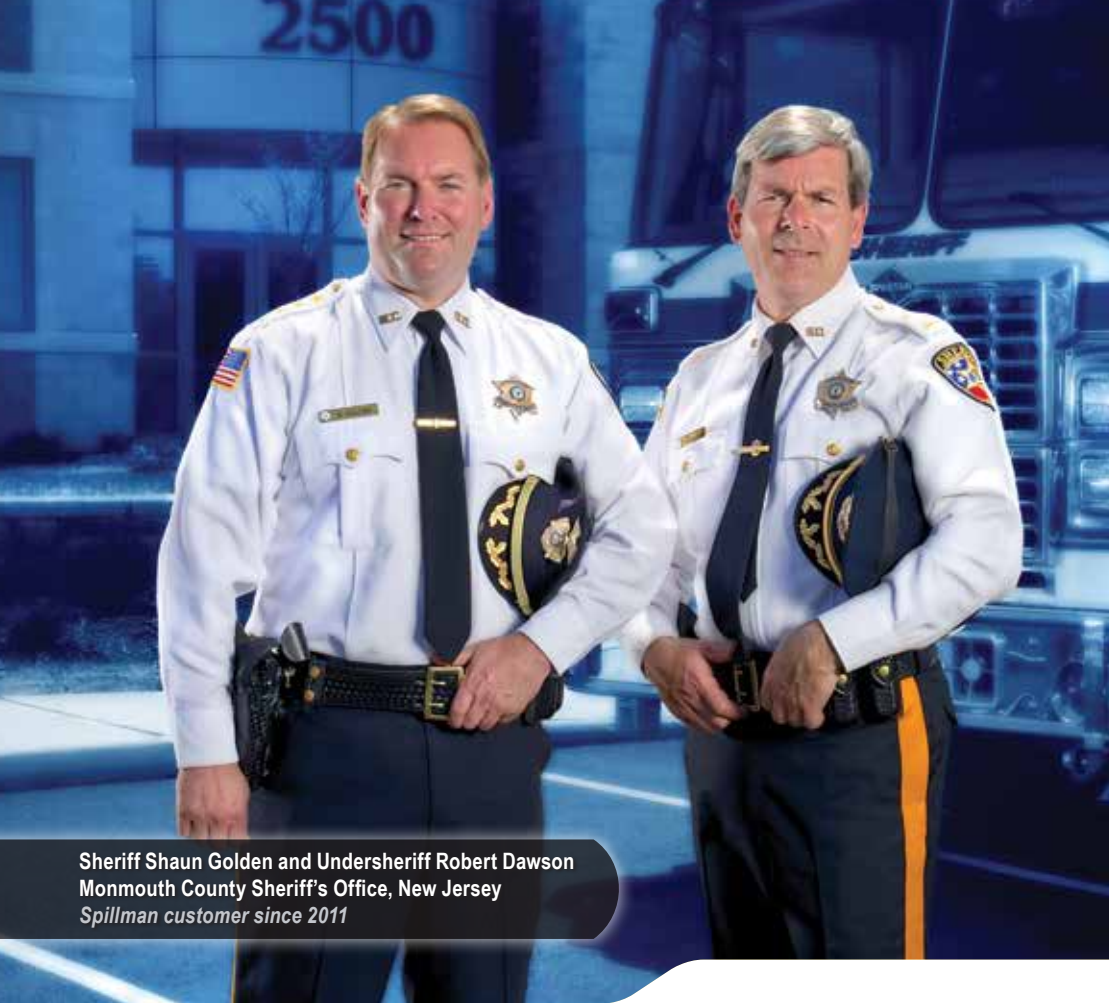
²See e.g., Ohio Rev. Code § 149.011; *McLeod v. Parnell*, 286 P.3d 509 (Alaska 2009).

³See e.g., Rev. Code Washington § 40.16.020.

⁴Greg Hardesty, "Family Gets \$2.4 Million Over Grisly Crash Images," *The Orange County Register*, January 30, 2012, <http://www.ocregister.com/articles/family-337967-catsouras-nikki.html> (accessed March 27, 2015).

⁵*State v. Ortiz*, 215 P.3d 811 (New Mexico 2009).

⁶*Riley v. City of Prescott, Ariz.*, 2014 WL 641632 (D. Ariz., Feb. 19, 2014).



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BLUE: Starting the Conversation about Officer Stress and Depression

By Steve McWilliams, PhD, Film Producer, Villanova University, Pennsylvania, and Ian Hamilton, Project Manager, Officer Safety and Wellness, IACP

"Even one police suicide is too many. And too late."

The above words are the opening text of a brochure that was circulated at the 121st Annual IACP Conference and Exposition in Orlando, Florida, in October 2014, and they have become the rallying cry of a mental health and emotional wellness campaign. The campaign, spearheaded by three Philadelphia filmmakers, a Philadelphia Police Department chaplain, and a consortium of businesses, pulls back the curtain on a historically taboo subject in law enforcement—and it was all started by a chance moment.

The Path to BLUE

Steve McWilliams, along with his partners Matt Marencik and John Stefanic, is

an award-winning documentary producer whose focus is profiling ordinary people achieving extraordinary feats and working for positive social change. McWilliams originally intended to document Philadelphia, Pennsylvania, Police Department Reverend Luis Centeno's missionary work in North Philadelphia, which McWilliams considered a story worthy of a documentary film. The initial idea for the film was to highlight Centeno's efforts to build a greater sense of community in many of the tough neighborhoods of Philadelphia—but, then, fate stepped in.

During his initial meeting with McWilliams, Centeno excused himself to take an emergency call. When he returned, Centeno explained to McWilliams that he doubled as a police chaplain and that the

phone call was from a distraught Philadelphia police officer contemplating taking his own life. According to Centeno at the time, "Police suicide is a very big deal but no one wants to talk about it."¹

Immediately struck by the story, McWilliams saw an opportunity to draw attention to a side of police work seldom seen by the public except in news accounts of the men and women in blue who crack under stress. Following further discussions with Centeno and research on the topic, McWilliams became aware of the high incidence of police suicides and the stigma often associated with officers acknowledging the need for professional help.

For months, McWilliams, his partners, and their Point Guard Media crew shadowed Centeno in his role of police chaplain

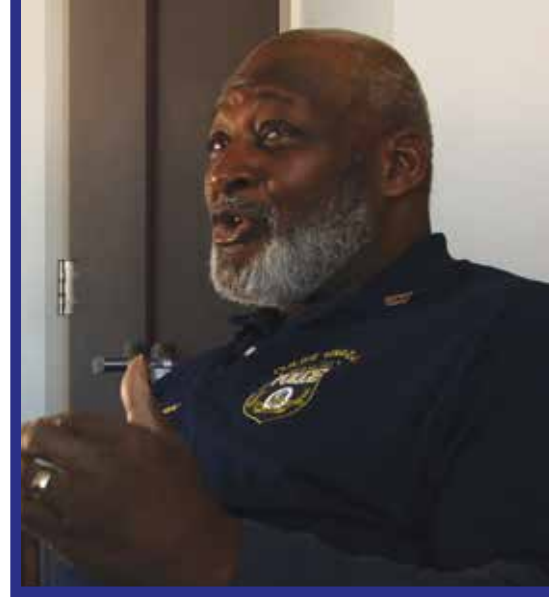
to understand the psychological aspects of policing and the opportunities for intervention when crippling depression overrides people's natural instinct to live. Centeno had clear personal objectives for the project. First, he wanted to create awareness in the community and the United States about the common stress factors involved in day-to-day policing. He felt that law enforcement was often misunderstood by the public and treated unfairly by the media. Second, he wanted to start a larger, open conversation about police suicide and strive to answer the question: "Who's watching out for our men and women in blue?" In Centeno's words, "We can't lose our most important citizens who protect and defend us."²

The first step toward turning the topic into a film was getting the Philadelphia Police Department on board to support the project. To accomplish that, Centeno arranged a meeting with Commissioner Charles Ramsey. "He was cautious," said McWilliams, "and rightfully so. He didn't know us or whether or not we could be trusted."³ However, Ramsey was interested in addressing the issue. "I want to get police to talk about this, get help... I want fewer officers committing suicide," he said.⁴

With the department's approval confirmed, production on *BLUE* began in March

2013. McWilliams, Marencik, and Stefanic spent several weeks getting the necessary clearances from the City of Philadelphia in order to proceed with the documentary. Then they had to clear a higher hurdle—gaining the trust of the police officers who would be participating in the project. Centeno, whose home base is the 24th and 25th districts of Philadelphia, set up a meeting with Captain Frank Vanore (since promoted to staff inspector). Vanore was honest in the first meeting. "Cops don't trust cameras," he said. "And they're not going to want to open up about this [suicide]."⁵

The crew's first break was meeting Officer Albert Cruz, the public relations officer for the 24th and 25th districts. Cruz recruited two veteran police officers from the 25th district, Sergeant John Hoyt and Officer Stephen Mazzoni, who agreed to let the filmmakers participate in ride-alongs during several shifts. The officers gave the filmmakers an intimate look into the life of urban policing. After his first ride-along, Marencik was struck by the reception police often receive in the communities they serve: "The first thing you feel is that there's a gulf between the people serving and those being served. It's almost like the police are viewed as the enemy."⁶



Hoyt explained that although the job is difficult, "you've got to keep focused on the good that you are doing for people."⁷ In *BLUE*, Mazzoni recounts a nightmare experience in which a perpetrator got hold of his service revolver during a confrontation. "I basically had to fight this guy to the death. It was him or me. Fortunately, I survived," he says.⁸ The officers' words and stories paint a vivid picture of the stressful situations law enforcement personnel face on the job.



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After several conversations with Centeno and police officials, the filmmakers decided to broaden the intent of the film from highlighting police suicide to helping officers understand the importance of maintaining their own mental, emotional, and physical health to defend against depression, promote overall safety and wellness, and perform more effectively on the job.

As a result, *BLUE* emphasizes what can happen when police and their families, friends, and co-workers ignore warning signs of stress and depression. "We're all in this together," said Centeno, "and we are all vulnerable to the stresses of life." In the film, drawing on his own experiences with scores of officers and their families, Centeno emphasizes the importance of paying attention to what officers are going through

on a daily basis, and he lets them know that there are existing support mechanisms in place and a solution for everything. "Nothing is impossible. With the right direction, we can find solutions to the things that sometime overwhelm us. Taking one's own life is never an option."⁹

Partnership with IACP

Upon completion of the *BLUE* video docudrama, and just months after the crew's initial interaction with Centeno, McWilliams and IACP's Director of Development John Firman (Director of IACP's Programs and Research Division at the time) met to discuss a potential partnership.

Firman explained that the International Association of Chiefs of Police (IACP) was in the process of releasing a national

symposium summary report on the topic of law enforcement officer suicide titled *Breaking the Silence on Law Enforcement Suicides*. With the assistance of the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice, IACP had convened a symposium in the summer of 2013 that brought together law enforcement practitioners, police psychologists, and other subject matter stakeholders to discuss a range of topics surrounding officer mental health and suicide. Participants, all well versed in these topics, discussed early warning and departmental prevention tactics, training, intervention protocols, and post-event responses with the ultimate goal of addressing mental health and officer suicide more openly and proactively across the policing profession and culture. Firman felt that *BLUE* would be the perfect complement to IACP's report: "The film shows in images what the report says in words; it's a great match."¹⁰

IACP and Point Guard Media began to explore ways to collaborate on promoting their respective resources and prioritize mental and emotional wellness in the law enforcement culture. Simultaneously, McWilliams had been discussing the project with Rick Anthony and his son, Mark, who is president of Polaris Health Directions, LLC, a behavioral health technology company. Together, they conceived the idea of a behavioral health app for police officers. To achieve this goal, Point Guard Media and Polaris Health Directions teamed up to create Blue LLC—a non-profit company with the mission "to provide information and media training to promote mental, emotional, and physical well-being among members of the nation's law enforcement community."¹¹

The first task was to build a technology platform for the film and a confidential self-assessment tool to gauge mental and emotional wellness. It was soon determined that the IACP *Breaking the Silence* symposium report would be a good addition to feature on this platform. There was one significant challenge: everything needed to be completed in time to unveil the *BLUE* app at the 121st Annual IACP Conference and Exposition in October 2014. After a lot of overtime work by the team, the *BLUE* app, produced by Enable Consulting, LLC, was completed and launched on October 27, 2014. By then, the consortium created to produce and promote the app and its contents included Point Guard Media, Inc.; The Anthony Group, Inc.; Polaris Health Directions, LLC; Enable Solutions, LLC; and the IACP.

The film *BLUE* was screened publically for the first time for interested attendees at IACP's 2014 conference during a dedicated session. Members of the *BLUE* team worked with IACP staff to promote the mobile app across various sessions, including an executive roundtable on mental health and officer suicide. Hundreds of brochures were



Charles H. Ramsey
Philadelphia Police Commissioner

distributed to promote downloads, and specialty BLUE lapel pins were given out to attendees. The film and app created a great deal of buzz at the conference; the issues of mental health, officer suicide, and overall personal wellness are increasingly gaining cultural traction among many law enforcement executives.

Moving Forward

IACP's work in addressing officer mental health and suicide is focused through its Center for Officer Safety and Wellness. With the safety and wellness of all law enforcement officers being the top priority of the IACP, the Center was created in 2012 to centralize association-wide efforts by promoting existing and new resources for the field and encouraging a cultural shift within law enforcement. IACP will continue to pursue these important initiatives for the field and build upon the momentum and interest generated by the *Breaking the Silence* report and the BLUE app. Staff will also continue to promote the BLUE app and the resources therein when speaking about officer safety and wellness to law enforcement practitioners in the field.

Expanding upon the work of *BLUE*, McWilliams and his partners are engaged in further utilizing the film *BLUE* as a training tool to be made available to law enforcement agencies across the United States. They also hope to incorporate new resources into the existing mobile app that directly deal with various aspects of wellness. As a follow up to *BLUE*, the partners are also expanding their documentary work into the area of community policing.

Finally, IACP calls upon its membership and the law enforcement field at large to provide the Center with details about any innovative agency-level mental health programs currently being implemented. Members' input and details on current practices will continue to guide IACP as it raises the level of dialogue on this important topic and develops innovative and lasting resources for

To access the BLUE mobile app, users can visit www.theiacp.org/Preventing-law-Enforcement-officer-suicide to access the app for Android and Apple platforms. Also featured on the site is a trailer for *BLUE* and a downloadable PDF of the *Breaking the Silence* report.

law enforcement. Information on agency programs, pertinent individual testimonials, and inquiries can be directed to officersafety@theiacp.org. All submissions are understood to be confidential, and IACP will share information about specific programs or experiences only with the approval of the submitter. Together with its members, IACP will continue its efforts to improve all aspects of officer safety and wellness, including reducing officer suicides and promoting healthy methods for stress management. ❖

Notes:

¹Luis Centeno (police chaplain, Philadelphia Police Department), film interview, March 1, 2013.

²Ibid.

³Steve McWilliams (*BLUE* producer), interview, November 10, 2014.

⁴Charles Ramsey (commissioner, Philadelphia Police Department), interview, May 20, 2013.

⁵Frank Vanore (officer, Philadelphia Police Department), conversation, March 15, 2013.

⁶Matt Marencik (*BLUE* production partner), interview, November 10, 2014.

⁷*Blue: A Documentary*, Point Guard Media, 2014.

⁸Ibid.

⁹Ibid.

¹⁰John Firman (director of development, IACP), conversation, 2014.

¹¹Blue LLC, <http://www.polarishealth.com/wp-content/uploads/2014/11/BlueSheet.pdf> (accessed March 27, 2015).



OF COURSE I DON'T MIND HANDCUFFS, OFFICER.
—PERP



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ATHLETIC TRAINERS:

A Fresh Approach to Reducing Medical Costs and Enhancing Safety

By Nancy C. Burke, ATC, MS, VATL, Athletic Trainer, Fairfax County, Virginia, Police Department

While there are many factors that affect the cost of medical care for injured employees, there is no getting around the fact that health care costs are rising and are often the largest single expense depleting department coffers. As a result, law enforcement agencies, large and small, are investigating affordable medical resources that will enable officers, staff, and recruits to return to work in a timely and safe manner.

U.S. health spending is projected to grow at an average rate of 6.2 percent annually during the period from 2015 to 2021. Through 2021, physician and clinical spending is also projected to grow 6.2 percent per year due to the aging population, obesity-related health conditions, and expanded coverage required under health care reforms. At the same time, hospital spending growth is expected to average 6.2 percent per year. These are critical numbers for law enforcement managers who are looking to fund training, equipment and supplies, and physician and rehabilitation costs.¹

According to the Occupational Safety and Health Administration (OSHA)

- 40 percent of total work-related injuries and illnesses are strains and tears, and an additional 29 percent are musculoskeletal disorders.
- Median lost time for common injuries or disorders are as follows: carpal tunnel syndrome – 27 days; tendonitis – 14 days; musculoskeletal disorders – 11 days; sprains, strains, and tears – 10 days; and soreness or back pain – 8 days.
- Work-related musculoskeletal disorders in the United States account for more than 600,000 injuries (34 percent of lost workdays).
- Employers spend as much as \$20 billion per year on musculoskeletal work-related injuries and five times that for indirect costs related to those injuries (e.g., hiring, training replacements).²

Reflecting the OSHA data, a study completed by the International Association of Chiefs of Police and the Bureau of Justice Assistance demonstrates the prevalence of musculoskeletal injuries in the workplace. The most common injury type resulting in loss of worktime is sprains/strains/soft tissue tears (46.9 percent

frequency). The second most common workplace injury type is contusions (14.6 percent frequency).³

The Role of Athletic Trainers in Occupational Health

Occupational health has brought medical providers to the workplace. Providers may be housed in a work setting; contracted on an “as-needed” basis through a hospital or clinic; or contracted through a private occupational health firm. The occupational health clinic is open to all employees. Typically smaller industrial clinics are staffed by a first aid specialist or a nurse, while larger clinics have physicians, nurses, and, perhaps, physician assistants. Customary services include physical examinations, health risk screenings, first aid and urgent care, and health and wellness education. These centers have been shown to decrease absenteeism and increase productivity via health interventions (e.g., immunizations) and health screenings.

However, a gap remains between the occupational health services rendered and the injured worker. Enter the athletic trainer.

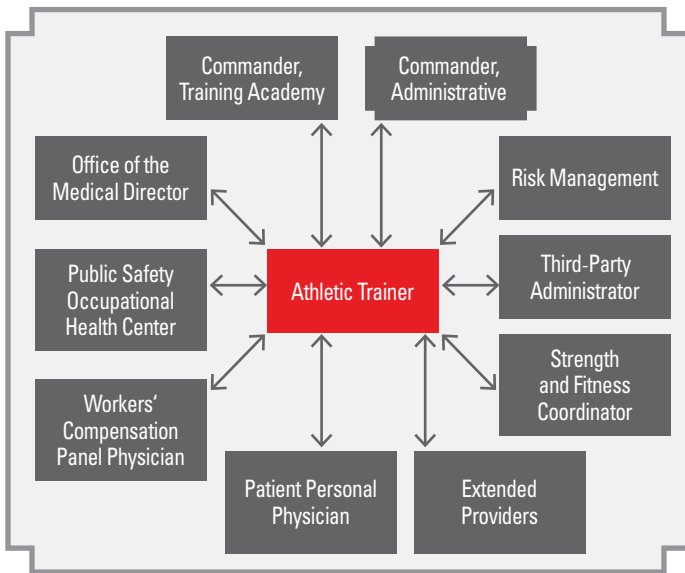
The athletic trainer (AT) is a unique and established force in occupational medicine. ATs have been proven to reduce medical costs, lessen employee time off from work following injuries, case manage injured employees, and bring health and wellness interventions to occupational or industrial settings. With expertise in musculoskeletal health and concussion assessment and management, ATs are emerging as a vital element of an occupational health team, whether working as an independent contractor or employed through a company, agency, clinic, hospital, or other avenue.

Athletic trainers have an understanding of the necessary job skills and equipment for law enforcement; the skills for the management and rehabilitation of injuries; and the ability to progress the employee back to full, unrestricted duty. ATs provide injury management; health and wellness education; general medical assessments; and care, strength, and conditioning.

ATs have been recognized as health care providers by the American Medical Association since the 1990s. They are not personal trainers, nor strength and fitness trainers.

Athletic Trainers (ATs) are health care professionals who collaborate with physicians. The services provided by ATs comprise prevention, emergency care, clinical diagnosis, therapeutic intervention, and rehabilitation of injuries and medical conditions. ATs work under the direction of physicians, as prescribed by state licensure statutes.⁴

ATs hold, at a minimum, a bachelor's degree, but they typically possess a master's degree, with many taking on additional studies to enhance work settings. As evidenced by Figure 1, ATs communicate and collaborate with multiple entities to support the mission of the agency.



Athletic Trainer Skill Set

- Clinical injury and illness assessments
- Immediate care
- Expedited physician visits and special tests
- Medical care plan development with physician
- Medical care plan administration
- Employee progress monitoring
- Duty status advice for physician
- Cryotherapy (cold therapy)
- Thermotherapy (heat therapy)
- Ultrasound
- Electrical stimulation
- Cold laser and phototherapy (light therapy)
- Prescriptive exercise program
- Bracing
- Concussion assessments and management
- Functional movement screens
- Nutrition and general health education

**FOR SOME
REASON,
I JUST DON'T
FEEL LIKE
RESISTING
ARREST,
OFFICER.**
—BAD GUY



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The following scenarios, drawn from actual events, demonstrate how ATs can be involved in officer care. Consider how the situation might differ at a department with no AT.

SCENARIO 1. An officer breaks two bones in his hand during a hands-on fight with a drunk civilian. The officer sees a specialist and his hand is set in a cast; once the cast is removed, he is seen by the AT for rehabilitation. There is no cost for the care. Although his dominant hand is grossly swollen and tender, the officer is determined to get back to full duty in two weeks. Although two weeks is impossible due to the level of injury, following daily treatment and a home program, he is cleared for full duty in three weeks, one week ahead of the physician's projected time.

Positives: Daily care available; clear goals set for recovery; AT understood officer duty requirements; home program—adjusted as needed—provided and monitored; trust established; communication with physician prior to follow-up appointment for clearance; and no rehabilitation costs

SCENARIO 2. Multiple officers are involved in an altercation and someone's knee comes down on top of an officer's big toe. The officer is limping around and cannot put a shoe on his foot; however, an emergency room X-ray is negative. On his way home, the officer stops by the AT's clinic. The AT assesses a hematoma under the nailbed causing the pain and drains the blood, resulting in immediate relief for the officer. The emergency room physician put the officer on medical leave for three days; instead, draining the nail resulted in no lost work time.

Positives: No assessment and treatment cost; officer felt comfortable with a walk-in visit; no lost work time for officer and department; and no back-staffing needed

SCENARIO 3. An officer coming over a high wall in an obstacle course lands awkwardly on wood chips, causing immediate instability and pain in his right knee. Tactical medics apply ice to the officer's knee and bring him to the AT's office. After assessing the officer's injury for a possible ACL tear, the AT stabilizes the knee, places the officer on crutches with a cooling unit, and contacts a specialist. The officer is seen within three hours at the physician's office, where the diagnosis of an ACL tear is confirmed. The officer is given appropriate medications for the weekend and undergoes surgery after 10 days to reduce swelling. Following rehabilitation at the AT's clinic, the officer is cleared for full, active duty within four months.

Positives: No cost for assessment and rehabilitation, crutches, and cooling unit; trust established with tactical medics—everyone knew their own skill set and respected others' expertise

In the occupational health setting, ATs are found in many businesses (e.g., Johnson & Johnson, Nike, General Electric, Daimler Chrysler, and Coca-Cola).⁵ Companies have added ATs to their medical workforce, as they are proven to reduce lost workdays, reduce workers' compensation costs, and return a more fully fit employee to the workplace.

ATs now have essential roles working in local and state law enforcement agencies, the FBI National Academy Associates training school (FBINAA), and the Federal Law Enforcement Training Centers (FLETC). Additionally, ATs work with the U.S. Navy, Marine Corps, and Army at multiple training and overseas sites; all military academies employ ATs.

Recent research shows the employers are pleased with the return on investment (ROI) for ATs. A 2009 National Athletic Trainers' Association survey of companies that kept ROI data reported a 100 percent positive ROI on having an AT on-site; more than 90 percent of respondents indicated employee days away from work decreased by 25 percent or more at their company after they added an AT to their health and wellness resources. Almost half of the companies had emergency room costs reduced by at least 50 percent, and more than 50 percent of companies reported a decrease in costs associated with workplace injuries.⁶

This data is supported by the Fairfax County Police Department Injury Management Program. The addition of an AT at the Fairfax County Criminal Justice Academy reduced overall medical costs by 49.5 percent and musculoskeletal medical costs by 86.3 percent. Recruits received immediate clinical assessment of conditions, bypassed the emergency room, and, when necessary, were directed straight to the approved physician provider. All rehabilitation was conducted at the academy by the AT, and recruits who, in the past, would have been recycled were able to fully complete the training.⁷

The AT for the Fairfax County Police Department has shown hard cost reductions of 22.05 percent for overall medical costs and 21.2 percent for musculoskeletal medical costs. A few soft costs are reflected in reductions of environmental illness, safety awareness leading to reduction in head and body injury in training, and additional guidance.⁸

A 2010 satisfaction survey of police officers receiving clinical evaluations or rehabilitation by the Fairfax County Police Department AT reported a 96 percent satisfaction with the skills and knowledge of the AT; 95 percent satisfaction with the professionalism and treatment rendered; and 94.5 percent satisfaction with the on-site clinic and the professional atmosphere.

Employees and supervisors see the addition of the on-site AT as a significant employee benefit.

Patient comments included

- "This is the best thing the department has ever done!"
- "I know what is happening with my injury as she clearly explained the coming chain of events."
- "I appreciate being able to drop in and get care when on duty."
- "Saved me from restricted duty."
- "Take my gun before you take my athletic trainer" (in anticipation of budget cuts).⁹

No matter how small or large the department, time spent at medical appointments and rehabilitation is time lost to the agency and employee, which adds to supervisor and employee frustration. It is well documented that expediting the injured person to a physician and clinician results in faster recovery and a more rapid return to work. There are strong internal and external motivators for officers to return to work. Most law enforcement employees want to work, as there is a special bond among law enforcement coworkers with the intra-squad dynamics that create the "police family." The self-identity of the employee is a caretaker of the community, not an injured or weak individual.

As with any new employee, bringing an AT into an agency will take effort. Funding a new position is always a challenge, but



there is clearly a return on investment for hiring the AT. There are a variety of ways to staff an AT in large and small departments and academies. By far, the most successful model is to have a full-time staff member at an academy or centrally located for department employees. Ideally, there should be one AT per 2,000 (or fewer) employees. Some options for hiring an AT include the following:

- Contract with a local hospital or clinic to bring in an AT on a biweekly basis (outreach athletic trainer).
- Contract with an individual on a part-time or full-time basis.
- Merge the position to work with all public safety departments in a city, town, or village.
- Add additional duties of workers' compensation coordinator, strength and fitness coordinator, or safety officer to the AT's injury management duties.
- For small towns, cities, and villages that are regionally located, hire one AT to support the region.
- For large, metropolitan cities, bring in one AT to start at the academy or to support one borough or two to three district stations—dependent upon size—and build from there.

ATs are already making an impact in parts of the United States by volunteering for law enforcement events, such as COPS WALK and local training. ATs are volunteering in North Carolina, Tennessee, and Michigan, although volunteer ATs have limited follow-through with employees and there can be a liability risk involved. Funding a clinic is a combined function of the agency and the athletic trainer. Donations of some furniture (treatment tables, chairs, cabinets) may be received from medical offices and storage facilities. Treatment equipment may be purchased through donations or grants from local hospitals and community organizations. While donations may not cover all expenses, they are often a significant help.

Examples of ATs in Law Enforcement

ATs working in law enforcement today include Woody Goffinett, a certified athletic trainer (ATC), with the Sidney, Ohio, Police Department. He is an AT and tactical medic and works as an outreach AT under a contract with the local hospital. His mission is to prevent injuries; reduce risk, where possible; and provide immediate evaluations, care, and follow-up.

Bryan Rogers, ATC, is an outreach AT with the Kettering Regional SWAT team in Kettering, Ohio. He works with the team doctor to make sure all injuries are provided for and treated in a timely manner. His mission is to get all operators back on the job quickly and safely and allow them to do their job without complications from previous injuries.

Travis Snyder, ATC, works under a sports medicine contract with the City of Hamilton, Ohio, Police Department. He is a medic running with their SWAT team and VICE unit. The contract involves multiple components of screenings, physicals, and so forth.

The author, Nancy Burke, ATC, is an AT based at a criminal justice academy who is also responsible for the care of department employees in Fairfax County, Virginia. She provides on-site clinical assessment, injury care, rehabilitation, injury and illness intervention, and wellness resources, all focused on returning employees safely back to work.

Summary

ATs recognize the physical, mental, and emotional demands of law enforcement training and job skills. Utilizing ATs has been shown to reduce medical costs and return employees to work more quickly and safely.

Key points for any injury care and prevention program are early clinical assessments; expedited physician treatment; available, timely, and frequent rehabilitation; a physical performance test prior to the follow-up visit with a physician; and communication among the physician, AT, supervisor, human resources or risk management personnel, third-party administrators, and the patient regarding recovery status.

ATs working in traditional athletic settings work to have each athlete ready to hop, jump, run, change direction, sprint, push, and pull at any moment during their practice or events. In public safety, there is a much higher standard. Officers—on patrol, at a desk, or on call—must be operationally ready to perform at a moment's notice. Should injury happen, the best first call is to the AT, who serves as a total care package for law enforcement employees. ❖

For more information

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Public Safety Athletic Trainers' Society
www.PSATociety.com

National Athletic Trainers' Association
Public Safety/Government Setting
www.nata.org/athletic-training/job-settings/public-safety-setting

Notes:

¹Centers for Medicare and Medicaid Services, *National Health Expenditures Projections 2011-2021*, <http://www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/NationalHealthExpendData/Downloads/Proj2011PDF.pdf> (accessed April 1, 2015).

²National Athletic Trainers' Association (NATA), "Athletic Trainers Provide High Return on Investment in Today's Workplace," news release, November 4, 2014, <http://www.nata.org/News%20Release/athletic-trainers-provide-high-return-investment-today-s-workplace> (accessed March 31, 2015).

³IACP Center for Officer Safety and Wellness and the Bureau of Justice Assistance, *Reducing Officer Injuries: Final Report*, 2012, http://www.theiacp.org/portals/0/pdfs/IACP_ROI_Final_Report.pdf (accessed March 31, 2015).

⁴NATA, "Terminology," <http://www.nata.org/athletic-training/terminology> (accessed February 27, 2015).

⁵NATA, "Occupational Certified Athletic Trainers Get Results," <http://www.nata.org/athletic-training/job-settings/industrial-occupational-setting/results> (accessed April 1, 2015).

⁶NATA, "Athletic Trainers Provide High Return on Investment."

⁷Ibid.

⁸Ibid.

⁹Nancy Burke, *Injury Care and Prevention Program Satisfaction Survey*, Fairfax County Police Department, 2010.

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Breaking the Invincibility Code: How the Below 100 Initiative Is Improving the Law Enforcement Safety Culture

By John Arrabit, Captain, California Highway Patrol,
Office of Employee Safety and Assistance

The California Highway Patrol (CHP) lays claim to a sobering truth: the agency has suffered 225 line-of-duty deaths since being founded in 1929.¹ Over that same period of time, nearly 15,000 names from law enforcement organizations across the United States have been added to the National Law Enforcement Officers Memorial in Washington, D.C.²

Law enforcement officers and leaders share a common ideology, the belief that there is no higher calling than that of those who put themselves in harm's way every day to protect others—the calling of a peace officer. All officers also understand and appreciate the dangers inherent to this noble profession.

Every year, law enforcement officers across the United States (and across the world) are killed in the line of duty. In the wake of these tragedies, colleagues and communities rally to support and comfort the fallen officers' families and each other. The initial shock and disbelief are soon replaced with a sense of profound loss, compassion, and urgency. These fallen heroes are then honored with great respect and reverence for how they lived and for their ultimate sacrifice. Officers pay tribute by traveling great distances to pay their respects, stand steady at the report of the 21-gun salute, and weep at the rendering of "Amazing Grace" and "Taps." Over the last century, peace officer funerals have taken place across the United States an average of 182 times each year, and the annual number of U.S. line-of-duty deaths has not fallen under 100 officers since 1944.³

Those who are drawn to this profession know there are risks involved. Those who choose to wear the badge tend to be confident and assertive people. While these personality traits are necessary to be an effective peace officer, they may also be a primary culprit in placing officers unnecessarily at risk. A sense of invincibility is a common belief that lurks within the law enforcement culture, and it can influence judgment when officers weigh personal risk against the urgency of the immediate situation. It factors into how fast officers drive or whether or not they wear their seat belt, body armor, or other safety gear.

"I'm Invincible"

CHP Officer Thomas Coleman was killed in the line of duty on June 11, 2010. Officer Coleman was riding his department-assigned motorcycle when he initiated an enforcement stop on a motorist for a traffic violation. When the motorist failed to yield, a pursuit ensued. While traversing an intersection, Officer Coleman was killed instantly when his motorcycle collided with the side of a semi-truck.⁴

At the 2012 National Law Enforcement Officer Memorial in Washington, D.C., Officer Coleman's widow, Jamie, shared the last conversation she had with her husband.



Officer Thomas Coleman's funeral.
Courtesy of CHP

Jamie related that she and Thomas were at home on June 10, 2010, when she told him she was worried about him. She had heard of another recent incident where a CHP motorcycle officer had been struck by an errant driver and was hospitalized in critical condition. Thomas confirmed that CHP Motorcycle Officer Philip Ortiz had been struck by a motorist during a traffic stop. Officer Ortiz had been taken to the hospital with major injuries and was not expected to live. Thomas ended the conversation with Jamie by reassuring her that she need not worry about him because he was "invincible." He tragically died in the line of duty the following day.⁵

Jamie Coleman's story emphasizes the point that despite what some officers think, they are *not* invincible. It can also provide officers everywhere with an emotional learning opportunity. It is important to learn from tragedies and use them as catalysts to change the culture of safety within the organization. What greater tribute to the fallen than to learn from their loss? The survivors of many fallen officers have expressed comfort in the knowledge that lessons learned from the loss of their loved ones may prevent the loss of others.

CHP leadership has been asked to take a hard and introspective look at the culture and the practices within the agency. Are they practicing—or allowing others within the organization to practice—the same risky behaviors that contributed to the death of other officers? Employees can no longer accept knowing about these practices, marvel at the irony, and continue to remain silent.

Every day, officers around the world display bravery and valor in their words and actions. They speak with command presence to known and violent felons; lead the response at mass casualty incidents; crawl into burning vehicles; and run toward gunshots, explosions, and collapsing towers while others flee. Simply

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putting on the badge every day is an act of courage. Yet when it comes to confronting themselves or a beat partner over unsafe behavior, they often choose to look the other way. Officers would take a bullet for their law enforcement brothers and sisters, yet they tend to shy away from talking to partners about their unsafe driving or failure to wear seat belts or protective vests. These are the tough and ironic realities of the profession from which no law enforcement agency is immune.

Cultural change starts with each individual. Every peace officer must be as passionate and purposeful in protecting themselves and each other as they are in honoring those who have paid the ultimate sacrifice. Officer safety efforts must measure up to the energy and resolve demonstrated when honoring the profession's fallen.

Leaders within every law enforcement agency across the United States have asked—and continue to ask—what can be done to reduce law enforcement deaths?

Below 100 Initiative

While many line-of-duty deaths are not preventable, far too many are. In order to achieve the greatest and most expeditious success in reducing the number of deaths,

law enforcement agencies must immediately focus on those that are preventable.

In 2012, in an effort to reduce officer deaths within the department, the CHP adopted the mission of the Below 100 initiative, which focuses on the following five key tenets:

- Wear Your Belt
- Wear Your Vest
- Watch Your Speed
- Always Think WIN (What's Important Now)
- Remember, Complacency Kills⁶

The Below 100 initiative was developed and implemented in 2011, by Dale Stockton, editor-in-chief of *Law Officer Magazine*, and Captain Travis Yates of the Tulsa, Oklahoma, Police Department. The mission of the Below 100 initiative is to reduce the number of U.S. law enforcement officers killed in the line of duty on an annual basis to fewer than 100.⁷

The Below 100 initiative emphasizes the fact that there are real dangers on this job that law enforcement cannot completely control. However, officers can control their own actions. By following the initiative's five tenets, law enforcement officers minimize their risk of being seriously injured or killed.

To accomplish an effective peer-to-peer approach within CHP, tenured uniformed managers and supervisors were handpicked

as Below 100 instructors. With the assistance of Mr. Stockton and Captain Yates, the CHP began its Below 100 campaign with a two-day "train-the-trainer" course. Initially, a total of 38 CHP instructors were trained. The breadth and scope continues to grow each year, as does the number of departmental Below 100 instructors. The CHP has approximately 60 instructors statewide for the 2015 Below 100 training.

The CHP's course is designed around the U.S.-wide Below 100 initiative, but includes a few department-specific enhancements. The CHP, realizing that the heart must be engaged for real learning to take place, produced a series of videos that include an interview with Jamie Coleman, as well as interviews of commanders who have lost an officer in the line of duty. These, along with other striking videos, build an emotional connection with the audience.

Keeping Safety in Mind Every Day

In addition to these videos, the department developed and produced Below 100 safety posters (one design for each month of the year) and Below 100 pocket cards that are delivered to every CHP command throughout the state. The safety posters and pocket cards serve as daily reminders of the five tenets. The pocket cards also provide space

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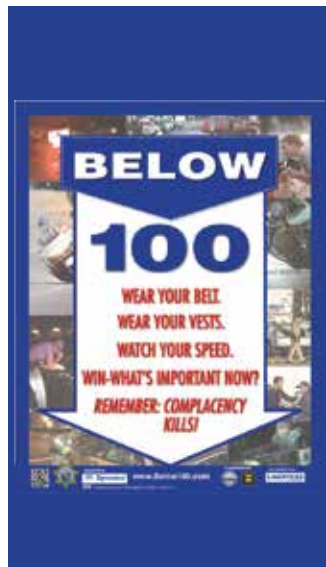
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Below 100 Pocket Card

for officers to write the names of their loved ones as a reminder of their promise and responsibility to return home safely each day.

The CHP also modified the tenet of “Wear Your Vest” to “Wear Your Vests.” This was done to remind officers to not only wear their body armor, but also to wear their reflective vests in order to be seen by the motoring public. To demonstrate the importance of the reflective vests, one Below 100 video includes footage showing an officer’s visibility at night. Some officers in the video wore reflective vests, while others did not. This video made a substantial and lasting impression on officers, most of whom, for the first time, were able to see themselves as the motoring public “sees” or “does not see” them.

The Below 100 course covers U.S. trends, statistics, and examples of officers who have been seriously injured or killed in the line of duty. Misconceptions about seat belt use or reflective vests—particularly the myth that these safety items make officers more vulnerable to ambushes—are also discussed and debated. Officers are presented with statistical data that clearly show that they are much more likely to be involved in a vehicle crash or struck by a moving vehicle than be the target of an ambush.

Tangible Paradigm Shift

The effects of this training have proven to be far-reaching. Course critiques from seasoned officers frequently include comments that the Below 100 training was the best they ever received. Many of these tenured officers related they are now reflecting on their officer safety practices and recognizing the need for change. Many more officers have provided an unsolicited pledge to curb risky behavior and have expressed willingness to speak out to fellow officers whom they observe unnecessarily putting themselves at risk. The spouses of officers have also expressed their appreciation and support for the department’s Below 100 efforts. The Below 100 course continues to promote a culture of safety throughout the CHP and other law enforcement agencies within California and across the United States.

Below 100 is not about statistics, but rather every officer, trainer, supervisor, and leader taking individual and collective responsibility for the decisions and actions that contribute to safety. Through Below 100, law enforcement agencies and leaders can empower every employee to have courageous conversations with coworkers when they observe violations of the five tenets or other unsafe behavior.

Over the past three years, this course has provided uniformed employees of the CHP and allied law enforcement agencies with an understanding of the five tenets to improve officer safety and reduce the number of deaths and injuries. Since the adoption of the Below 100 initiative, CHP instructors have effectively trained over 6,500 CHP and 3,000 allied agency personnel. The CHP’s Below 100 course has changed the hearts and minds of many officers as evidenced by their daily actions and decisions to follow the five key tenets.

In 2012, the year after the inception of Below 100, there were 133 line-of-duty deaths in the United States, down from 180 the year before. In 2013, the number of line-of-duty deaths again dropped to 114, the lowest number since 1958. Last year, 127 peace officers were killed in the line of duty.⁸ While this was an increase from the year before, it still represents a significant reduction when compared to the average number of annual line-of-duty deaths in the past decade.

Below 100 is making a difference. Like a big ship with a small rudder, law enforcement culture, steeped in tradition and habit, is often slow to change direction, but CHP and many other agencies are using the five Below 100 tenets as their compass to chart a course toward safety.

If an unsafe culture perpetuates itself, so then will a safe culture. Officers’ actions today will influence the actions of others tomorrow and, ultimately, the culture of the organization. As the five tenets of Below 100 become commonly accepted within the law enforcement community, fewer peace officers will die. The life an officer saves may be his or her own or that of a beat partner. This much-needed change in police culture can help officers protect themselves and others, allowing more of them to keep their promise to return home after each shift. ❖

For more information regarding the Below 100 initiative, visit www.below100.com. For more information on the CHP Below 100 training or for copies of CHP Below 100 videos, please contact Captain John Arrabit at 916-843-3320.

Notes:

¹Officer Down Memorial Page (ODMP), “California Highway Patrol,” Honoring All Fallen Members Of..., <https://www.odmp.org/agency/504-california-highway-patrol-california> (accessed March 30, 2015).

²National Law Enforcement Memorial Fund, “Officer Deaths by Year,” updated December 2014, <http://www.nleomf.org/facts/officer-fatalities-data/year.html> (accessed March 30, 2015).

³Ibid.

⁴ODMP, “Officer Thomas Philip Coleman,” ODMP Remembers..., <https://www.odmp.org/officer/20418-officer-thomas-philip-coleman> (accessed March 30, 2015).

⁵Ibid.

⁶Below 100, “The Five Tenets,” <http://below100.com/tools-resources/the-5-tenets> (accessed March 31, 2015).

⁷Below 100, “Our History,” <http://below100.com/our-history> (accessed March 31, 2015).

⁸ODMP, “Honoring Officers Killed,” Officers Killed by Year, <https://www.odmp.org/search/year> (accessed March 31, 2015).

Officer Safety

Through Offender Management

By Del Manak, Deputy Chief, Victoria Police Department, British Columbia, Canada

It is often said that the three best ways to keep officers safe is to get them to slow down when driving, buckle up, and ensure they wear their body armor. That advice seems to ring true for most officers, and it makes sense, given the amount of driving officers do each day and the protection body armor provides officers who face a spectrum of violent encounters. Fortunately, the conversation about officer safety doesn't end there.

Sometimes, through no fault of anyone, police executives and front-line officers become entrenched in their law enforcement role. After all, isn't the police's mandate to protect and serve? This can lead law enforcement into an "us versus them" mentality: the good guys versus the bad guys. A common phrase heard in many police agencies across North America is, "Our job is to put bad guys in jail." Although that rings true some of the time, it leaves out some important elements of the job. Don't the police also have an obligation to help and support people and assist the community in building strong, vibrant, and healthy neighborhoods? After all, the public sees the police as community leaders and community ambassadors and expects the police to assume this important role, yet some agencies fall short of this expectation.

Most officers are tired of watching or reading about one negative police story after another. The police are under tremendous scrutiny; sometimes fairly and, many times, unfairly. The public want and expect more from their police agencies. Police supervision and accountability are regularly called into question. Police executives need to shift their focus and work with community leaders to re-build trust and confidence in their police agencies. The time has come for police agencies to start demonstrating their competence and legitimacy in the community and start re-connecting with their citizens, one contact at a time.

One concept that gets overlooked when working with community members is

offender management. Most officers know that repeat offenders often have long histories of encounters with police officers, many of which can be violent in nature. Why not create safe communities by helping offenders transition into a crime-free lifestyle, thus reducing the number of violent offenders on the street? Why not remove the threat of dangerous, high-risk, and sometimes violent offenders from the streets, making an officer's job much safer? Imagine how safe officers and citizens would feel if they knew that most of the dangerous high-risk offenders in their community were either on the road to rehabilitation, enrolled in a treatment program, under regular supervision, or back in prison.

Not possible? Think again.

The Victoria Police Department (VicPD) in Victoria, British Columbia, Canada, is doing just that by participating in two specific programs that manage the release of offenders back into the community. These

programs are great examples of how partnerships with the community, government, and correctional parole and probation agencies can help create safe communities and safe streets for citizens and police officers alike.

The 243-officer department that polices the City of Victoria and Township of Esquimalt, containing 97,000 residents, is taking ownership of the high-risk, and sometimes violent, offenders who are released into its community. The department knows exactly which high-risk offenders are being released and takes an active role in helping determine their reporting conditions where possible. The goal is to transition these offenders toward a crime-free lifestyle. If successful, it is a win-win situation—it helps the offenders improve their lives and it results in one less re-offender the police have to monitor and possibly arrest. To get an offender's buy-in, officers proactively meet face-to-face with select offenders to



Photo courtesy of VicPD

genuinely offer them support and access to programs as they are being released from prison. The Victoria Police Department has developed two programs that are effective in doing more than reacting to crime and arresting prolific offenders after the fact—they also help the police in maintaining safe communities and safer streets for front-line officers.

Prolific Offender Management (POM) Team

The Prolific Offender Management (POM) Team comprises representatives from the police, BC Corrections (Community and Custody), parole, probation, youth probation, Provincial Crown Counsel, Federal Crown Counsel, the Ministry of Employment and Income Assistance, the local health authority, the Correctional Service of Canada, BC Housing, and, where applicable, the Ministry of Children and Family Development (Youth Justice).

The POM Team keeps their membership flexible and open. Community social agencies who interact with many of the POM clients are invited to join the POM Team if they so choose. The police encourage an inclusive, collaborative team philosophy rather than a closed, restrictive approach.

The goal of the POM Team is reduce crime and keep communities safe by proactively meeting with all new POM clients

(select offenders scheduled for release), offering them support and assistance to prevent them from re-offending, and ensuring each client is aware that their behavior will be monitored by the POM Team. If a POM client commits a criminal offense, then the POM Team works together to put the POM client before the courts and through the criminal justice system in a seamless manner.

The POM Team's capacity at any given time is approximately 20 clients. When a new spot opens up on the team's client list, new offenders are nominated at the monthly POM meeting and, if approved, added to the POM client list. The general criteria for nomination is based on an offender's risk to re-offend.

Representatives from the POM Team meet in person with all new POM clients to advise them that they have been identified as a "prolific offender." This serves two purposes. The primary purpose is to advise the offender that the POM Team is there to help and support them in becoming a law-abiding citizen. The team recognizes that most offenders can't do this alone and need community support. As a result, the POM Team offers each offender access to a wide range of community programs that can help in their transition, such as drug or alcohol rehabilitation programs; assistance

finding suitable housing, including applying for rental assistance grants; job skills training seminars; work experience jobs; and counselling. The secondary purpose of the initial meeting is to advise the offender that police and correctional agencies will be providing close supervision to support their efforts to become law-abiding citizens and that POM clients can expect routine compliance checks to ensure they are following the conditions imposed on them. Again, the goal is to try to get the POM client off the street and away from a life of crime.

New POM clients are also advised that the police will add a detailed bail package that includes all relevant information and the person's history and flag the person as being a "prolific offender" on the Canadian Police Information Centre (CPIC) and the local police records management system, PRIME. If a POM client is arrested on new charges, the prepared bail comments package is added to the police report, and, if appropriate, the offender is held for court. The Crown Counsel (prosecutor) is aware of the POM program and ensures that all POM clients are flagged in the court system when making their court appearances. Corrections staff are also aware of a client's POM status and can integrate them accordingly if they re-enter the prison system. The concept is to make the entire process as



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Photo courtesy of VicPD

easy as possible for the officer who comes into contact with a POM client on the street at 3:00 a.m. This process allows the officer to get the POM client back into the criminal justice system and moving through the court system more easily.

Generally speaking, a POM client may receive a harsher penalty than a non-client, since the courts recognize that the POM client was given every opportunity to become a law-abiding citizen and was offered individualized support and access to services and programs.

The team meets monthly to review the status of POM clients and check for any new developments or interactions a client may have had with any of the members of the POM Team. It is a great example of information sharing and collaboration between different agencies. Clients that are given a new custodial sentence over six months become eligible for the Integrated Offender Management Program within corrections, which duplicates many of the services. As a result, POM clients are reviewed regularly and a decision is made to either keep them or remove them from the POM client list.

The POM Team has proved successful in many cases. For example, one client was a well-known prolific property offender with more than 140 police contacts on record. With the support and guidance of the POM Team, he has gotten clean, found employment, and become a father, all while staying out of trouble. Another property offender taken on as a POM Team client used the resources offered to take several industrial pre-employment courses and has since left behind a meth addiction for profitable employment.

From an enforcement perspective, concerns were raised in a POM meeting that an offender was highly active in committing crime. The Regional Crime Unit and the Crime Reduction Unit joined forces and were aided in a very quick investigation by the sharing of information through POM contacts. The offender pleaded guilty and was sentenced to two years, plus three years of probation, preventing numerous break-ins that would have occurred if the police hadn't taken action so quickly.

VicPD's High-Risk Offender (HRO) Officer

The Victoria Police Department's High-Risk Offender (HRO) officer, Constable Shannon Perkins, is responsible for completing a risk assessment on each federal offender released into the community and for overseeing, tracking, and monitoring all high-risk offenders in Victoria and Esquimalt. Constable Perkins is acutely aware that she plays a key role in keeping the community and officers safe. She understands that collaboration, trust, cooperation, and open information sharing with justice partners is the only way to truly prevent offenders from falling through the cracks and taking advantage of gaps in the system.

As most officers know, community support systems are vital to the successful integration of a high-risk offender once he or she is released from a correctional facility into the community. Without these support systems, recidivism is much more likely. The Victoria Police Department believes in this philosophy and takes an active part in offender management.

Most federal offenders who are serving a custodial sentence of two years or more are released into the community under supervision prior to the completion of their sentence as part of a community re-integration plan. Once an offender submits an application, the Correctional Service of Canada (CSC) holds a "community screening" meeting to assess the viability and adequacy of the offender's release plan. The Victoria Police Department is part of this meeting, as are halfway house directors, parole officers, and institutional and community program coordinators.

Community screening meetings allow participants an opportunity to openly discuss and comment on the offender's background and make an assessment as to whether an offender is a "good fit" for release into the community and, if so, what conditions are recommended to increase the likelihood of successful re-integration. Depending on the risk assessment, a condition may include the offender reporting directly to the police.

There have been instances when VicPD has determined that, in its opinion, the offender's release cannot be safely managed in the community and that public safety is in jeopardy if the offender is released. When this occurs, the HRO officer opposes the release of the offender to Victoria. Although the Correctional Service of Canada takes the opinion of the police into consideration, it is not the only factor they consider in deciding where to transfer an offender, and, despite VicPD's opposition, the offender may still be transferred into the community. In some cases where this has occurred, VicPD has issued a public notification that the public is at risk because the offender's release cannot be adequately managed in the community. Occasionally, the offender chooses another destination for release if a public notification is imminent. The decision to issue these notifications is carefully considered, as they can further de-stabilize the offender, thereby increasing the risk to the public.

However, despite periodic differences in opinion regarding offender risk and management strategy, the VicPD enjoys a relationship of trust and open communication with all of its community justice partners, and they work cooperatively toward a common goal of public safety.

If the HRO officer feels a safety risk is imposed on the community upon release, then the offender's file is considered at VicPD's Operations Council for increased monitoring. The Operations Council, which comprises all section managers and supervisors and meets weekly to establish organizational priorities and targets based on crime analysis and intelligence, may approve formalized curfew checks and increased monitoring for certain offenders. This provides the community with an additional layer of protection and provides front-line officers with details about individuals who may be a risk in their community.

Another important task of the VicPD HRO officer is to conduct full risk assessments on persons who pose direct threats to VicPD police officers. Once a subject's detailed history is completed, the

HRO officer collaborates with other risk assessment professionals such as police operational psychologists, threat assessment professionals, other HRO officers, and community corrections personnel to determine the actual level of risk and formulate a proactive plan to mitigate that risk. The HRO officer is then tasked with closely monitoring the subject, putting the management plan into action, and continuing to assess the level of risk until it is established the subject is no longer a risk to officers. It is truly a team approach to ensuring officer safety.

The VicPD also works closely with BC Corrections officers. Together they share information about offender behavior and actions in the community in order to take proactive measures to prevent violence. For example, recently, communication was received from community corrections regarding a concerning conversation between a probation officer and an offender. The offender made a vague threat about his next chance encounter with police. The probation officer called the HRO, Constable Perkins, to discuss the incident as he felt uncomfortable with what had occurred. As a result, Constable Perkins conducted a thorough risk assessment on this relatively unknown offender and determined there was a level of credibility to his

threats. She developed a profile sheet alerting VicPD officers that the offender was an officer safety risk. Within a few weeks, there was an encounter between this offender and police. The officer, who was aware of the risks the offender posed as a result of Constable Perkins's profile sheet, was able to make decisions to protect herself and make an apprehension under the provincial Mental Health Act, creating a positive outcome to a situation that could have turned into a violent encounter.

If a police agency doesn't know the detailed background of an offender prior

to release, it becomes much more challenging to protect its community and officers. Building partnerships with prison officials and other community justice partners is an essential part of the collaborative process that allows police involvement in offender release and management. All of those involved want safer communities with fewer violent encounters for both citizens and police officers. Together, and in partnership, this can be a reality. ❖

Deputy Chief Constable **Del Manak** is in his 25th year of policing. He was promoted to the rank of Inspector in 2006 and has served as the officer-in-charge of the Human Resources Division and the Patrol Division. In 2010, Deputy Chief Manak was promoted to the rank of deputy chief constable and is currently the deputy chief in charge of operations. Deputy Chief Manak is a member of the International Association of Chiefs of Police Crime Prevention Committee and the British Columbia Association of Chiefs of Police, and he sits on the Executive Council for Special Olympics BC.

Deputy Chief Manak is a graduate of the Dalhousie University Police Leadership Program with concentration certificates in Administration, Law and Justice, Service Delivery, and Supervisory Skills, and, in 2011, he was the recipient of the Sergeant Bruce MacPhail Award for Academic Excellence. In 2014, Deputy Chief Manak was appointed member of the Order of Merit of the Police Forces, and, in 2012, he was the recipient of the Queen Elizabeth II Diamond Jubilee medal.

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Product Feature:

Investigation Tools That Improve Efficiency at the Station and in the Field

By Scott Harris, Freelance Writer

Note: *Police Chief* magazine offers feature-length articles on products and services that are useful to law enforcement administrators. This article features investigation tools.

Investigations and forensics tools capture the public imagination like no other sector of law enforcement. No small number of popular movies and television shows take advantage of this fascination, regularly grabbing viewers' minds and eyes with bad-guy-nabbing bells and whistles.

However, as law enforcement professionals know, just because it's on television doesn't mean it's at the local police station. That simple fact—dubbed the *CSI Effect*—has actually had a deleterious effect on some aspects of the investigative and prosecution processes, with jurors and other members of the public expecting a level of technological sophistication in investigations and evidence gathering that is simply not available to most (or any) agencies.

These outsized expectations also overlook one central, immutable premise of investigations: at its core, investigation is a human endeavor. The tools that exist to make a detective's job easier or more efficient can be just as important, if not more so, than any fictional crime-solving gadgets.

Better Case Management

Some of the best investigation tools are the ones that help people work smarter. This is especially true in places where resources (both human and financial) are dwindling or holding level, as they currently are in many law enforcement agencies.

One of the most time-consuming tasks facing investigators is paperwork. The significant amount of time it takes to fill out forms and document findings not only makes for a tedious work day, but, in cases where the investigators themselves complete their own paperwork, can take away from valuable time in the field.

Net Transcripts, a transcription firm based in Arizona, can help. Unlike other more general-purpose transcription services, Net Transcripts is geared solely toward the needs of the law enforcement community.

"We got our start because of the demand for it," said Net Transcripts CEO Gary Nudd. "There's a fair amount of transcription that needs to be processed. Clerical staff may end up doing it, or departments might just try to fit it all in with other duties that their professionals have, or they rely on the officers themselves."¹

According to Nudd, it costs 50 percent less to outsource transcription services than it does to hire and retain full-time employees dedicated to transcribe notes in-house. Investigators who are dictating their own notes for transcription can save 30 percent of their time in the average work week using Net Transcripts.

"There's no up-front investment and no subscription to a system or software," Nudd noted. "And there are a lot more efficiencies with time spent. The savings are immediate... 'Outsourcing' used to be a bad word, but more and more, that's not the case."²

Net Transcripts' transcribers speak the language of police work, Nudd said. Most Net Transcripts hires have a background in some aspect of law enforcement or public safety.

"We don't offshore anything," Nudd said. "A lot of other services are not as secure as they need to be, and the quality doesn't cut it. We're not medical or insurance or legal transcripts with law enforcement as an extra. Those kinds of businesses don't have experience with the language of law enforcement."³

This becomes even more important in the often imperfect, even stressful situations in which so many investigative interviews take place. "Multi-speaker interviews can be hard to figure out," Nudd said. "They also often get captured in very poor quality conditions on the street or in the interrogation room. There is a high percentage of unintelligibles. It's not always a controlled environment. And you have people crying or yelling in the background. It can be emotionally charged to interview someone for an investigation."⁴

Net Transcripts becomes more proficient as it works with clients more regularly, compiling a "word index" of commonly used names and locations to ensure these terms are accurately identified and presented. The company also uses encryption and physical protocols to ensure maximum information security.

There are several other vendors available to help save time and money during the investigation process and to help detectives make connections more quickly.

For example, ONESolution software, created by Florida-based SunGard Public Sector, allows different public safety professionals to share information more quickly. Dispatchers can keep officers

informed in the field as situations change, and those officers can, in turn, use that data to find patterns and identify suspects in less time. Agency leaders can also receive and use this data to help them make high-level strategic decisions.

CI Technologies, a Vancouver software company, developed CrimeNtel, a web-based interface that helps investigators compile and manage evidence from each case. All files, from Word documents to large images or videos, can be stored in the interface. There is also a built-in notification system that reminds users of upcoming deadlines.

The most recent department to adopt CrimeNtel, according to CI Technologies CEO Michael Blumberg, is the Camden County Police Department in New Jersey. "It's the ability to go paperless," Blumberg said of the software. "If they enter a suspect into the system who is already in the system, it gives them a heads up. It provides a means for the user to discover links or tie-ins."⁵

Inside and Outside the Station

CI Technologies offers a variety of software packages designed to help investigations flow more quickly and more smoothly. One of its most popular offerings for law enforcement is IAPro, currently in use by more than 500 police agencies in four countries.

Unlike many other investigative tools, IAPro is not designed to help officers complete criminal investigations. Instead, it helps agencies handle internal investigations and enforce professional standards in instances of police misconduct. Given the current environment of the intense scrutiny of police conduct, internal investigative tools can begin to rival the importance of tools used for field investigations.

"A lot of times, internal investigations can head off something that can be a lot more serious," said Blumberg. "Problems can range from being late for work to very serious offenses. Before you have a major problem happen, you can intervene and offer support or take whatever action is necessary."⁶

CI Technologies also offers BlueTeam, a companion software to IAPro that allows users to input internal incident information from the field.

High-Tech Tools for Today's Police

Though relatively lower-tech services can be a great supplement to any investigative team, that's not to say that law enforcement cannot benefit from advancing knowledge and technology.

The DNAscan Rapid DNA Analysis System, developed by GE Healthcare – Life Sciences, based in Pennsylvania, is a self-contained unit dedicated to quick DNA typing right on a countertop in the booking station. The machine can simultaneously process as many as five buccal or blood swabs in less than 90 minutes, and the system does not require intensive training; a swab is inserted into a "cassette," which is then inserted into the machine for processing.

Another company has a new product that can help officers determine whether an interview subject is telling the truth—and it's fully portable, available on Windows PC, Droid, and IOS operating systems. Called the PSE-7010 and created by Pennsylvania's Dektor Corporation, this software for computers or mobile devices has been designed to accurately determine truth or deception in criminal cases, employment screenings, and many types of psychological evaluations. The PSE-7010 can record interviews and then analyze vocal patterns to help officers assess the truthfulness or deceptiveness of a given individual.

Cognitec, a German firm, is a leader in face-recognition tools, providing two different products—FaceVACS-DBScan and FaceV-ACS-SDK. The first tool helps identify suspects or missing persons by comparing facial images in videos and photos against a database; the latter uses mobile devices to capture a photo in the field and compares it with database photos. ❖

Notes:

¹Gary Nudd (CEO, Net Transcripts), telephone interview, February 16, 2015.

²Ibid.

³Ibid.

⁴Ibid.

⁵Michael Blumberg (CEO, CI Technologies), telephone interview, February 16, 2015.

⁶Ibid.

Product Feature:

Source List for Investigation Tools

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

Cognitec Systems	Crime Soft Inc.
CrimePad by Visionations	ELSAG North America
Dektor Corp.	GE Healthcare – Life Sciences
IAPro (CI Technologies)	Rave Eyewitness/Rave Mobile Safety
ITVT Institute	SceneDoc
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The Evolution of Education and Training, and Where U.S. Policing Is Heading

By Daniel Barry, Las Vegas Metropolitan Police Department, Captain (ret.), Campus College Chair, College of Security and Criminal Justice, University of Phoenix, Las Vegas Campus, Nevada

When most retired cops see a young police officer, several thoughts roll through their mind. First, they say a quick prayer for the officer's safety. Second, they reminisce about their rookie days and all of the fun they had. Third, the sobering reality hits about how complicated the job has become, compared to the "good old days." Lastly, they are grateful they never had to deal with many of the challenges the current generation of peacekeepers encounters on a daily basis.

As society evolves, the role of police officers must adjust to meet these new demands. While strategic change is necessary and healthy; change without proper planning is often disruptive. Over the past three decades the field of policing has suffered an identity crisis and is in dire need of reform. The critical role education and training play in providing positive change must be central to this reform. One example of a negative change that has lowered community trust is the lack of human interaction in modern policing.

Several decades ago, police officers went to work every day and made it a point to talk with people in their assigned area. The majority of these contacts were not investigative or accusatory in nature; in fact, most were just to make sure everything was copacetic. These friendly encounters did not result in any form of documentation; they were not even counted on an activity report. Communicating with citizens was just seen as an important part of working a patrol beat. In today's world, these types of interactions have become rare. In most neighborhoods, if a patrol officer is seen standing at somebody's door, the perception is not that they are going to have a friendly conversation.

Additionally, while technology has certainly benefited policing, its overuse can be detrimental in the area of building community trust. With the advent of computer technology, police mingle less with the citizens they serve. In the 1980s, officers would actually knock on doors and talk with people to gain information. This is not as common in today's world where officers query different computer databases and rarely get out of their patrol vehicles. Departments must foster an environment where positive human interactions are part of the organizational culture.

To get U.S. policing back on track, the field must rediscover its role. The first step in this process requires making a critical distinction: "Are police officers just crime fighters, or is fighting crime

only one element of a wide variety of services that law enforcement should provide?"

Education plays a critical role in remedying policing's identity crisis. Education and training for law enforcement needs to be modernized; it must provide wisdom, as opposed to solely minimizing civil liability.

Personal Experience: How Education and Training Has Evolved

When the author began his career in law enforcement, civil liability was something that lawyers talked about, but it wasn't a serious consideration within police departments. In those days, new officers were allowed to work the streets with a senior partner before even starting the academy. Dan Barry's account of his first shift, in 1980, demonstrates how little civil liability was considered at the time:

I can still recall the tension I felt sitting in the last row of the briefing room. I was 22 years old, and all the other men in the room looked to be at least 10 years older. The sergeant read off the lineup card and announced they had a brand new kid they had to babysit (me). One of the senior guys said, "I'll take him."

As we walked out to the parking lot, I confessed to my senior partner that I had never even fired a gun. He laughed and told me to give him my weapon so he could make sure it was loaded. After checking, he handed my Model 59, Smith & Wesson back to me. He laughed again and said we would get out to the range by the end of the week. His sage advice was, "Keep it on safe and try not to kill yourself or anyone else." We did make it out to the range later in the week, and I didn't shoot anybody.¹

The major ideology of education and training during the 1980s was that common sense, courage, and perseverance were the only three essentials needed to be a good street cop. Having a college degree was not considered to be an attribute; in fact, some senior officers took it as a sign of weakness. Back then, some senior officers thought "college boys" were "book-smart," but lacked common sense. In the author's academy class of more than 40 cadets, fewer than 5 had a bachelor's degree.

In the early 1990s, the importance of higher education began to increase, and a bachelor's degree was considered to be an advantage during the promotional process. During this same period, training



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became more formalized. Written documentation became the priority, and the term *liability* grew in significance for all supervisors. Training was seen as the "silver bullet" to remedy any challenge.

In the mid- to late 1990s, the foremost philosophy in U.S. policing was community-oriented policing (COP). COP encouraged police officers to think outside of their traditional comfort zone, which made education and training a top priority for most agencies. The basic tenet of COP is working in partnership with the community to solve problems. With COP as the leading philosophy, education and training—which helped officers develop

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creative problem-solving skills—picked up momentum. Unfortunately, the 1991 arrest of Rodney King in Los Angeles and the resulting riots significantly damaged police-community relationships. As a result, the movement supporting education and training to further COP efforts suffered a major setback.²

The importance of documentation and reducing liability became the most common path for police administrations. Unfortunately, terms such as “quality of life,” “overall good,” and “citizen satisfaction,” were replaced with “reported

crime,” “media releases,” and “political correctness.” Instead of improving neighborhoods, the focus shifted to protecting agencies from civil liability or any negative press.

Law enforcement embraced the CompStat management style by the early 21st century, which sought to focus attention on crime statistics (crime fighting) with the unfortunate effect of taking attention away from other important functions (e.g., neighborhood wellness, crime prevention, youth diversion, and quality of life). The education and training during that time period

honed in on crime statistics, as opposed to other vital areas of policing.

The horrific events of 9/11 distorted the police identity even further. The lack of mission clarity resulted in many asking, “Was the role of the police to serve as a neighborhood soldier, federal agent, crime fighter, or the traditional public servant?” Within the CompStat model, the role of crime fighter appeared to make the most sense. This mindset led training and education to become primarily focused on documentation and reducing liability, while the term “on-the-job training,” became something to avoid. Informal training programs were replaced with formal processes that needed to be documented. Under this new paradigm, training and education were aimed at the tasks, with little concern about the individual or team.

Officers looking back at their academy training aren’t likely to remember their textbooks—it’s the knowledge shared by the gifted TAC officers that stays with them. As officers head into a future that has greatly expanded the role of policing in the United States, law enforcement needs to remember the importance of continued learning. With issues like globalization, terrorism, and cybercrimes now part of the job, it’s essential that officers’ education and training are up to the challenge.

Why Personalized Training Always Wins

Law enforcement is being called upon to make positive changes in the United States, and policing has the potential to improve neighborhoods—however they are in dire need of quality training in order to achieve this goal. Police leaders have an ethical obligation to ensure the men and women under their command receive training that increases their safety and provides them with wisdom.

In examining why police leaders have an ethical obligation to make sure their people receive high-quality training, remember why civilian policing came to exist in the United States. Early U.S. leaders did not want the military patrolling the streets, so they sought civilians who could serve as peacekeepers. The original incarnation of policing in the United States was modeled after Sir Robert Peel’s London Metropolitan Police, whose primary mission was “Keep the peace by peaceful means.”³

Since its inception, the police’s mission has centered on maintaining peace in a peaceful way. To successfully accomplish this mission, leaders need to ensure their officers are equipped to deal with challenges in the most ethical and efficient manner, which requires high-quality training. To maximize the benefits of training, it should be both proactive and personalized.

Proactive training is aimed at handling future challenges, as opposed to rehashing

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old mistakes. In the post-9/11 United States, the possibility of a terrorist attack is a constant reality; therefore, police agencies need to make sure officers stay abreast of current tactics and best methods to meet these types of threats. Other current topics that training programs should be focused on include cybercrimes, identity theft, and globalization.

Another important element of training is that it should be personalized. This can be accomplished by encouraging officers to work with a mentor in designing a career path. This path would include classes, seminars, and courses that officers should take to meet their career goals.

Training that is proactive and personalized results in high morale because officers know their leaders care about them and want them to succeed. When officers believe the reason they are taking a training class is only to protect the agency from liability or meet some accreditation standard, little is gained. However, when officers know their leaders are training them to ensure their safety and help them achieve their goals, they are more likely to practice and build upon this knowledge. Proactive, personalized training creates high morale, which, in turn, encourages officers to share the knowledge and skills they have learned with their peers or new recruits.

Recommendations – Education

The reality is that for U.S. law enforcement to meet the challenges of today and tomorrow, higher education is essential. Addressing challenges such as globalization, cybercrime, and terrorism and keeping communities safe requires educated, experienced law enforcement personnel. Leaders have an ethical obligation to ensure their men and women are up to the challenge. U.S. law enforcement needs to set standards for continuing education that will improve service and keep both officers and citizens safe. The following recommendations can help achieve this goal:

- Encourage colleges and universities to develop academic partnerships with law enforcement agencies. This will include conducting joint research projects, identifying grant opportunities and assisting in the application process, and developing internships.
- Encourage officers to attain certificates or degrees by making this a requirement for promotion.
- Invite academics and experts to address officers and be involved in the training process.
- Encourage officers to continue higher education by offering financial assistance and including education as part of the requirements for key assignments.

- Foster an organization that encourages innovations from all levels of the organization. With new technology, younger officers have the technological skills—encourage them to expand their knowledge to improve the agency.
- Encourage officers of all ranks to have articles published in professional journals and periodicals. This will increase their confidence.
- Work with colleges and universities to host open symposiums on topics that are related to law enforcement. Members from law enforcement can serve on panels to discuss topics that citizens are interested in. This will benefit the members involved, and the community will appreciate it.
- Create an environment of lifelong learners. This can be accomplished by recognizing officers who met their educational goals, both formally and informally.

Recommendations – Training

The importance of training cannot be overstated. It's important to remember that in stressful situations, officers revert back to their training. In this changing world, the need to provide officers the very best training possible is an ethical obligation for police leaders. Always make sure that the training is both proactive and personalized. Failure to provide the highest quality of training often results in tragedy.

In the book *Ready, Aim, Trust*, the author uses the word "TRUST" as an acronym for the pillars needed for ethical reform in policing: Truth, Respect, Understanding, Stability, and Transparency; the TRUST mnemonic can also be used to remember the five main ingredients of future training for police.⁴

- Team – Tactical training is most effective in a team environment. This is especially true when the group works together on a routine basis.
- Repetition – Acts that are performed repeatedly are best remembered in times of stress.
- Understanding – To assess whether officers have learned the material, they must be tested. The instructor should be sure that the officer has attained the required information. The importance of human interaction can't be overstated; feedback from a respected trainer is much more valuable than that of a computer screen.
- Safety – The goal of any officer training must be safety. Make sure that training exercises are conducted in a safe manner and that reckless actions are not tolerated.

- Transparency – Training needs to be open and easily accessible to all officers. This will reduce the stress associated with new material and encourage officers to constantly review the material and improve their performance. The message should be that training is designed to build officers up, not tear them down.

Conclusion

Passion is arguably the most important trait of a great police officer. Officers without passion for the badge they have been loaned by the people they serve are destined for a career of mediocrity. Officers who have passion are constantly sharpening their blade.

Police leaders are facing tremendous challenges on a routine basis. By encouraging an environment where both education and training are top priorities, these challenges will become more manageable. As training becomes proactive and personalized, morale will increase. As the importance of higher education is incorporated into the law enforcement culture, an environment of lifelong learners will emerge. This will improve police agencies and greatly benefit the communities they serve. Positive reform will become a reality when training and education become top priorities for police leadership. ♦

In 2010, **Dan Barry** retired from the Las Vegas Metropolitan Police Department after 30 years of service. He recently published his first memoir, *Ready, Aim, Trust*, chronicling his three decades of policing in one of the most dangerous cities in the United States. He is presently the Campus College Chair for the College of Security and Criminal Justice, University of Phoenix, Las Vegas Campus.

Notes:

¹Daniel P. Barry, personal experience, recounted in 2015.

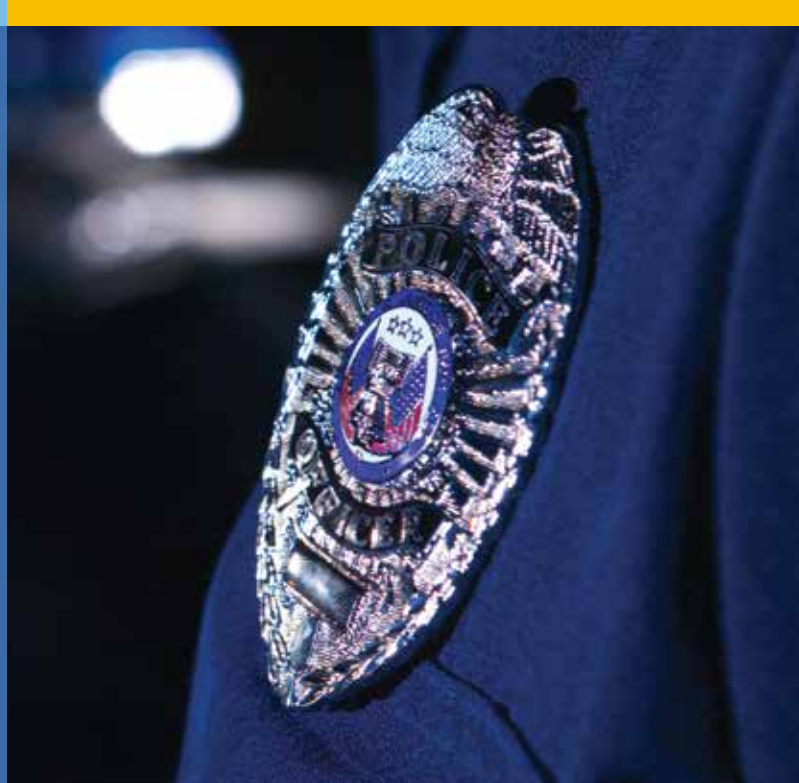
²Daniel P. Barry, *Handling Police Misconduct in an Ethical Way*, (master's thesis, University of Nevada, Las Vegas, 1999), 17, <http://www.neiassociates.org/storage/HandlingPoliceMisconductEthicalWay-barrythesis.pdf> (accessed April 8, 2007).

³Ben Johnson, "Sir Robert Peel," *Historic UK*, <http://www.historic-uk.com/HistoryUK/HistoryofEngland/Sir-Robert-Peel> (accessed April 8, 2015).

⁴Daniel P. Barry *Ready, Aim, Trust* (Classic Day Publishing, 2014).

A Reflection on Policing Reforms

By Sir Hugh Orde, Past President, Association of Chief Police Officers, London, England



On March 23, 1977, Constable Hugh Orde joined the London Metropolitan Police. Twenty-six years later, he would take up the position of the Chief Constable of Northern Ireland and eventually wear the mantle of president for the Association of Chief Police Officers (ACPO).¹

His tenure drew to a close in March 2015, and, as the association shifts to its new incarnation as the National Police Chiefs' Council, Sir Hugh shares his thoughts on the evolution of policing and the changes still to come.

As I consider policing over my time in the profession, including the many opportunities I have had to work closely with U.S. colleagues, my overall observation is that policing has been in a constant process of change to reflect and adapt to the new challenges it faces. That is unsurprising—if one examines policing, the requirement to adapt to keep up with the changing nature of the threat becomes self-evident. I joined the service before the Internet was invented and cybercrime was the stuff of science fiction. Terrorists did not kill themselves, except by accident, and they lacked the ability to transmit their atrocities across the world in a nanosecond.

I think it is a great strength of policing that it constantly looks to learn from colleagues across the world, and it is a great privilege to be writing my last article (as a serving officer) for the International Association of Chiefs of Police—an organization that has followed that tradition for many, many years.

In an August 2012 article in this publication entitled “Major Changes Ahead,” I observed, “British Policing is currently going through the most significant changes since its creation during the reign of King George IV.”

These changes could be summarized as

- a review of pay and condition,
- a complete change in police accountability arrangements,
- a review of national police leadership arrangements, and
- substantial changes to national policing structures.

All of the preceding were to be delivered despite a substantial reduction in police budgets: between 20 and 25 percent.

As the General Election in the United Kingdom occurs (May 7, 2015), it is timely to reflect on the state of the reforms to date and to consider what other changes are likely to occur in the near future. In essence, the issues I raised in 2012 still remain, although the focus has shifted from structures to delivery. Those issues are

- service delivery against changing threats,
- accountability,
- national structures,
- policing the past and the present, and
- police leadership at the local and national levels.

Service Delivery

In terms of service delivery, all chief officers have tried to manage substantial budget reductions by protecting the front line. In keeping with police forces across the world, pay accounts for about 80–83 percent of police expenditures in the United Kingdom. It was utterly foreseeable that significant reductions in police budget expenditures would substantially reduce staffing levels across the United Kingdom, which translates to around 35,000 fewer officers and staff now than in 2011.² This leaves 135,000 officers (or fewer, as numbers continue to fall) to face the challenge of protecting more than 60 million civilians.

Since police officers in the United Kingdom are not employees (we hold an “Office of the Crown”), it is not possible to make

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miles away. With air service to Boston and direct rail service to New York City, major cities are easily accessible from Rutland. Montreal is a three hour drive, as is Boston; New York City is a five hour ride. Rutland has a rich cultural program of its own, centered around the restored Paramount Theatre in the heart of downtown. A highly rated community hospital and a progressive school system are also central to this city's allure. Three colleges are located within Rutland County. The Community College of Vermont also has a campus in the city. Several small lakes are nearby and Lake Champlain, sometimes called "America's sixth great lake," is only an hour away.

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- Experience developing and executing a strategic plan

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sworn officers redundant before a minimum of 30 years' service, which restricts the ability of chief officers to manage reductions in a flexible way. Thus, initial cuts tended to focus on our unsworn colleagues, together with natural attrition, recruitment freezes, and, where possible, greater collaboration with neighbouring forces. Over time, these anomalies have been ironed out to achieve a more balanced workforce, and, whilst a proposal to change the law to enable compulsory redundancy was rejected, most forces are now cautiously looking forward to recruiting small numbers over time. There are, however, substantial gaps in force profiles that may be problematic in the future.

Within the service profile, there has been a noticeable reduction in the middle to senior ranks of the service. Superintendents, who have substantial commands and manage many of the high-risk disciplines within policing, have dropped in number from just over 1,600 in April 2010 to around 1,250 now.³ This has the inevitable effect of shifting some responsibilities downwards. While this is not in itself necessarily an issue, the need to provide additional training and support to those who inherit those roles places yet another pressure on stressed budgets. At the most senior levels of the service, the number of officers has remained fairly constant. In 2009, when I became president of the ACPO, there were 342 members, including the top three ranks in the service (top five ranks in the Metropolitan Police) and senior equivalent unsworn colleagues; entering 2015, the number was 327.⁴

This is explicable: the current structure of policing in the United Kingdom is based on 43 forces, excluding the Police Service of Northern Ireland and Police Scotland. This has been the case since a Royal Commission report in 1962. This leads to 43 chief constables and 43 deputies, and 1-4 assistant chief constables per force, depending on the agency's size. The case for an independent review is now so strong that it is inevitable, although there is no evidence of current political leadership to make it happen. In addition to the attraction of fewer command teams and the associated costs, it would allow a far more streamlined decision-making structure, greater interoperability between forces, and far greater leverage on suppliers due to economies of scale. The notion that voluntary collaboration between forces would have the same effect, an argument advanced by the current government, is unlikely, as is the suggestion that community policing would disappear if forces got too big. The smallest force in the United Kingdom is the City of London Police with 744 officers; the largest is the Metropolitan Police with 31,583

officers. Both currently deliver a community-based model of policing. Police Scotland, which was created from the eight predecessor forces, is now established, proving that mergers can be effective.

More recently, the opposition Labour Party has, on a number of occasions, suggested a review would take place if they won the election; however, their manifesto is yet to be printed.

In my judgment, this review will at some time in the near future become a reality; my concern is that it may be driven by some event or events, rather than happen in a more independent and thoughtful way that allows time for proper consideration and consultation. I am clear that the service, whilst a key player in any debate, should not lead the debate. One clear driver for reform will be the ongoing austerity measures. Recent budget announcements by the current government have indicated that, looking forward, further reductions of around 5 percent per year for the next spending round will continue to reduce the workforce, as attempts to balance the wider public expenditure book continue unabated.⁵ In stark terms, this could equate to a loss of a further 9,538 officers and staff, before even considering the Police Community Support Officers.

In my opinion, there will come a point in the not-too-distant future where law enforcement's ability to deliver effective and resilient services will become critical. The current model of policing in the United Kingdom relies on the close relationship between the police officer and the citizen. This much-imitated model is underpinned by a commitment to minimum interference with citizens' rights, and minimum use of force (the fact that UK police remain an unarmed service being the most visible embodiment of that commitment). However, notwithstanding the commitment of chief officers to protect community-oriented policing, there is growing evidence that it is under pressure. Police visibility is falling as budgets are cut, yet demand is increasing as other public services are also cut, leaving police as the service of last resort. Crime figures that have been falling for the past decade are now starting to rise, and, of course, crime is changing as criminals take advantage of new technologies.

If one then examines the emerging terrorist threat, where self-radicalized individuals with little connection to terrorist organizations self-deploy with devastating effect, or those returning from fighting abroad deploy their new skills in our cities and towns, community policing becomes not only the bedrock of traditional policing, but an essential information and intelligence network for the most serious of crimes. It is the harsh reality of modern

terrorism that the security agencies will be less informed about some of the most dangerous individuals. It will be the overwhelmingly law-abiding communities who will spot the danger first, and, without an effective and trusted community policing model for them to engage with, the risk of attacks increases. One thing I have learned over my time in service is that our legitimacy is based on how we protect citizens in their day-to-day lives. While fighting crime is a critical element of what we do, and makes up about 20 percent of the demand, it is the simple fact that we exist to protect citizens in a far wider sense that makes our profession such a noble one and one that is routinely trusted.⁶

The fundamental question for the UK government post-election, regardless of the victor, is an assessment of where the tipping point is and ideas on how to manage this in a way that allows the police to properly discharge their primary duty.

Accountability

In 2012, the UK model of accountability was changing. Elected police and crime commissioners (PCCs) are now established and will be seeking re-election in 2016. Whilst there has been some friction as the new system settled down, with a small number of high-profile cases receiving national reporting, both the commissioners and chief officers have worked diligently to clarify their respective roles and build public confidence through a relationship that is focused on performance and service delivery.

The local level of accountability has been generally well managed; however, the system becomes more complicated at the national level. The role of the PCC is to hold the chief constable to account for the "totality of policing." This requires the PCC and the chief to pay "due regard" to national policing requirements and to contribute resources from local policing when required.⁷ There is no clear science to this, and some PCCs work more closely with their chief constables than others. There is a sense of powerlessness to influence chiefs' decisions, which tend to be operational, although the consequences for a commissioner who loses precious (and decreasing) resources for the national good could be substantial and may affect chances of that individual's re-election. This problem will not go away in the near future, as forces continue to contract and specialist assets become more sought after. Mutual aid requests, coordinated until recently through the ACPO, increased 32 percent since the launch of the National Police Coordination Centre in 2013.⁸

The potential for an increase in tension between the operational leaders and those who hold them to account could become

more acute; however, there is a common understanding that doing something once, nationally, is far more efficient than doing it 43 different ways. The situation will require careful management on both sides to ensure a working relationship is maintained.

Many PCCs have now selected the current chief constable in keeping with the legislation. Historically, the whole chief officer team was selected by the Police Authority (a 19-person organization that was replaced by the new PCC structure). They would advertise the positions, and eligible candidates would be processed through a central committee at the Home Office, who would determine if they would be supported by the minister if selected. No senior officer could serve in more than two of the top three senior positions in any one force. The Police Authority would then choose from approved candidates. It would have been highly unusual for a competition to have less than three candidates, with some commands receiving many more. All these processes were swept away, leaving the PCC to make selections, unencumbered by the central control of the old system or eligibility criteria.


We are now experiencing a trend toward far smaller competitions, with some jobs attracting only one candidate. Chief constables, who now select their own command teams, are also attracting smaller competitions. There is far less movement around the United Kingdom, with internal candidates succeeding in many processes. The perception that decisions have been reached prior to advertisement is without question limiting fields at all levels. This is not healthy or desirable, but it is the current reality. My concern is that whilst all appointees are officers of the highest caliber, the added benefit of sharing experience around the country has almost ceased.

Looking forward, the current government is committed to keeping the structure in place, the Labour opposition members have publicly stated they will abolish PCCs in favour of a broader, locally based accountability model. Thus, more change could be afoot, and the challenges of building yet more new relationships a reality for chief officers in future. We have been very careful not to be seen to comment on how we are held to account—that is a matter for government. However many commentators have observed that the current model places huge power in the hands of one individual, including the budget, and the hiring and firing of the chief constable. This is unusual in governance models internationally. If one adds to this state of affairs the politics—about two-thirds of PCCs are attached to one of the two major political parties—the current model has brought policing and politics closer together than ever before in the United Kingdom.

National Structures

As mentioned above, I was the last president of ACPO. In April, the organization transitioned into the National Police Chiefs' Council (NPCC). The new organization, in many respects, is noticeably similar to the old one. It is led by a full-time chief constable who is elected by the membership; it provides a space for chief officers to work together across boundaries in the national interest. It ensures interoperability in key areas such as terrorism, firearms, and organized crime. It provides a coherent operational voice for the leadership and ensures that the relevant operational expertise is available to the government of the day during times of crisis. However, unlike ACPO, it has transferred all responsibility for the development of national policy to the College of Policing, led by a chief executive who was an experienced chief constable before appointment. The college will develop best practices and focus on evidence-based policing, as well as delivering and accrediting training and working closely with other academic institutions. This development is welcomed—it will allow the operational leadership of the service to focus on delivery. The college is still developing; it is currently owned by the Home Secretary. In the longer term, it must break free from the






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government and become an independent institution. This is the plan, but it needs to happen sooner rather than later.

Policing the Past

Policing the past is an emerging challenge that has the potential to have a substantial impact on policing the present. It is an area of particular interest to me as the Northern Ireland experience is highly relevant. During the “Troubles” in that region, more than 3,000 people lost their lives.⁹ The majority of these murders were never solved. As the peace process developed, it became clear to me that the families were entitled to some serious effort from the government to at least try to resolve some of these tragic cases. After much thought and effort, we created the Historical Enquiries Team working with families to try to bring them some greater resolution, although prosecutions were unlikely. In the United Kingdom, some high-profile cases around past child abuse involving celebrities are now being reinvestigated, as are allegations of abuse at children’s homes. A planned independent statutory panel to examine the wider issues, together with an investigation into the Hillsborough disaster (96 people died in a crush in the terraces of the stadium in Sheffield), has placed substantial demands on the service for additional specialist resources.¹⁰ All of these issues merit examination but experience suggests that these issues will grow as investigations progress, and time adds substantial complexity and frustration to the process. In terms of outcomes, any investigator will fully understand the challenges of reaching the standard of proof that will stand up to the scrutiny of a prosecutor. We need to recognize this real and legitimate additional pressure for the service to cope with.

Leadership

Currently, all sworn UK chief officers start as police constables and progress through the ranks by way of examination and promotion boards. Over time, the senior leadership teams across the United Kingdom have been supplemented by unsworn professionals in the fields of finance, human resources, public affairs, and the law, adding essential expertise and balance to the leadership of such a complex business as policing. More recently, the UK government introduced the concept of direct entry, which allows individuals with no policing experience to join at the superintendent level, one of the more controversial recommendations emanating from an independent review and report commissioned by the Home Secretary from the former Rail Regulator (now HM Chief Inspector of Constabulary) Tom Winsor. In addition, Winsor’s report discussed direct entry at the inspector level, which simply

reintroduced the accelerated promotion scheme that fast-tracked high-potential officers through the junior ranks more quickly.¹¹ This approach has always existed in one form or another and has always been strongly supported by the leadership, many of whom have progressed through the scheme themselves. The idea of direct entry at the superintendent level was more controversial; there were mixed views within in the current leadership and the recommendation was not supported by the senior police expert advising Winsor. It was driven through by the government, and last year, 888 applicants stepped forward for a selection process. Of the 43 forces in the United Kingdom, only 7 expressed an interest in the scheme, and the initial evaluation reduced the number deemed suitable for a three-day assessment process to 46 applicants, 40 of whom completed the assessment. Finally, 13 were recommended to forces, and, after further dropouts, 9 were appointed to four forces and are currently undergoing training.¹² The rationale for this recruitment method appears to be a view that the culture of police leadership is too introspective, and an injection of new talent at a senior level is desirable. The law has also been changed to allow direct entry at chief constable level, broadening the field to include colleagues from other countries with a common law criminal justice system. There will be considerable interest in how this scheme develops over time.

Conclusion

One thing is absolutely clear. The police service of today, both in the United Kingdom and internationally, is one that has continually changed and adapted to deal with the new challenges it faces. Relationships between the senior leaders of the service across the world are an essential element of how we keep citizens safe from new threats. I believe that formal arrangements will ensure that, for example, we can track dangerous criminals around the world and share intelligence and information. However, the less-formal meetings, conferences, and engagements that take place are of equal value. I am proud to be a member of the IACP and the Police Executive Research Forum where I had the privilege of being the International Board Member for many years. I remain deeply grateful to the many U.S. police leaders who attended our international conference when I was in Northern Ireland. As leaders, we must continue to make the effort to keep these relationships alive. ❖

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LEADING THE FUTURE OF LAW ENFORCEMENT: Understanding the Capacity of Employees to Think, Learn, and Achieve

**By Aimee Jackson-Obregon,
Captain, Milwaukee,
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Milwaukee Police Academy**

As law enforcement executives transform their performance organizations to learning organizations, it is essential that they have insight on the theories and research related to the capacity of humans to think, learn, and achieve. They must understand how to best nurture these processes, while remaining cognizant of internal and external factors that may impact the abilities of their employees to grow and evolve. Creating a climate that supports learning, creativity, and ideas and solutions that are “outside the box” will provide a strong foundation for organizational growth and success.

While the basic tenet of policing, to protect and serve, has remained a constant, modern law enforcement must be willing to change its approach on how best to protect and serve in a society that is constantly evolving. One of the changes that is often overlooked, yet plays a significant role in the success of an organization, involves meeting the needs of employees through continual personal and professional development. However, many law enforcement agencies still embrace the ideas of the performance organization, focusing strictly on outcomes, regardless of where an employee is in the learning process. Conversely, a learning organization allows employees to “continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.”¹

Mind-Sets of Learning vs. Performance Organizations

LEARNING ORGANIZATION	PERFORMANCE ORGANIZATION
Mistakes help one learn.	Mistakes are a sign of weakness.
This is challenging work; perseverance and quality are important.	Speed is what counts; faster is smarter.
Good employees and admins ask for help and solicit feedback.	Good employees and admins know it already and don't need any help.
Effort and strategy are the main determinants of success.	Inborn intelligence or ability is the main determinant of success
Where you are now informs the path, not the destination.	Where you are now is the destination.
Everyone is capable of striving toward expertise, but this is hard work.	Most, if not all, should receive the highest ratings on evaluations.
Expertise takes time and practice.	You should know this already.
The quality of your work is valued.	You are valued based on factors other than quality (e.g., time in role, position).
"You are developing, I am developing, and we are here to support one another."	"You have permanent traits and I am here to judge."

Source: Anthony Frontier, "Mindset and Individual Capacity to Learn" PowerPoint Presentation, June 13, 2013. Cardinal Stritch University, Milwaukee, WI.



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Intelligence and the Learning Organization

Mindful leaders are able not only to comprehend intelligence, the capacity to acquire and apply knowledge, but also to understand the individual capacity of intelligence.² In addition, insight on the basic physiology of the human brain to learn and achieve, as well as the ability to nurture the multiple dimensions of intelligence, is essential to be a good leader in a learning organization.

Intelligence is multifaceted and composed of numerous dimensions that are interrelated. There are six primary natures of intelligence: (1) physiological, (2) emotional, (3) constructive, (4) social, (5) dispositional, and (6) reflective.

The physiological nature of intelligence allows the human brain to monitor and process information through a "biological platform of cell circuits and chemicals that are integrated with the entire physiology of the body."³ Simply stated, what happens to the brain affects the body and vice versa. Similarly, the emotional nature of intelligence, which is extremely powerful and must often be reined in, directs the attention, judgment, motivation, and management of one's mind and body.⁴ Emotional events are remembered significantly longer than non-emotional events and can be recalled quickly when faced with a situation that requires action from both the mind and body.

The brain's ability to create meaning and memories from informational patterns that are developed through sensory experiences, as well as social and emotional interactions, is part of the constructive nature of intelligence. This process is constantly enhanced as humans obtain new knowledge daily and compare it to the patterns already stored. The experiences and interactions that serve as the foundation of the constructive nature are directly related to the brain's capacity for human interaction to learn and reach potential, a segment of the social nature of intelligence.⁵

The dispositional nature of intelligence, a product of both genetics and the environment, allows the configuration of broad patterns of thinking and behaviors that may be of some survival advantage. Dispositions, also known as habits and tendencies, serve as guidelines that impact how humans think, act, and behave. The reflective nature of intelligence allows contemplation of past situations and experiences that provide for the configuration of thinking patterns, as well as a foundation on which to make future decisions based on resulting outcomes and emotions.⁶

A mindful leader will recognize the relationship between the natures of intelli-

gence and implement activities and execute strategies that support and nurture those relationships.⁷ Brain fitness must be a priority for all and can be accomplished through physical exercise, health, and wellness. Teams that support a common purpose through goal building, visioning, and planning should be established. Norms must be instituted so all members of a team know exactly what is expected of them and others. Open dialogue about goals, new areas of knowledge, risk taking, and challenges, as well as discussions surrounding vision and mission, should be a priority. Journaling, reflection, and the continual assessment of personal and organizational goals should be supported. Finally, group activities outside of the organization, which often cultivate free-flowing discussions that are not burdened with processes, are often substantially more productive and creative and should be encouraged.

Novice to Expert

Researchers have focused much effort toward the study of novice to expert performance in an attempt to identify the learning processes utilized by learners.

One such model, the Dreyfus Model of Skills Acquisition, identifies five distinguishable developmental phases of skills acquisition: novice, competent, proficient, expertise, and mastery.⁸ This model explains that as learners progress through these phases or continuum, they depend less on abstract principles and more on experience.

While there is substantial application of skills acquisition theories in fields such as health care, education, and aviation, there were no identifiable published works that apply a skills development and acquisition theory to law enforcement. The application of the Dreyfus Model of Skills Acquisition can fill that gap, describing a law enforcement officer's progression through the continuum from novice to expert, with the ultimate goal of skills mastery.

The application of the Dreyfus model to law enforcement allows police agencies to have a comprehensive understanding of the differing skill sets between officers who are novices and those who have achieved expert, or even mastery, performance. Since expertise is made up of differing skills and knowledge, allowing a "knowledge decomposition view of curriculum design" identifies those specific skills and knowledge, as well as connections with context, which must be covered in a precise order to assist the novice in becoming an expert.⁹ This model also allows the agency to define a desired level of competence and assess a learner's progress in the development of the

skills required in each competency. Additionally, it can identify the specific learning needs and teaching techniques required at each stage of the learning continuum, which will provide learners with the best opportunities for success.

The application of a skills acquisition model to law enforcement can provide a foundation for the thoughtful design of training and educational opportunities that offer the organization a more skilled, confident, and articulate workforce. In addition, it can aid in the development of career progression plans for officers, based on their level of skills development. A law enforcement agency can also assess its own internal performance and determine if the agency is living up to its stated vision and mission, identify the next level of achievement, and plan how to most effectively reach targeted goals, all of which may have future policy implications. These policy implications may come in the way of curriculum or training standards revisions based on a review of employee performance and modifications to the field training program to include competencies and the requirements of those who wish to become field training officers. Stricter standards may be enacted regarding the qualifications one must hold prior to training law enforcement personnel, and the need for a renewed effort on police recruitment may be brought to light to ensure only the most qualified police candidates are hired.

When novice-level police officers enter the police academy to begin their training, they know little about the subjects being taught. Initial training focuses on fundamentals, such as an overview of the law enforcement agency and the history of policing, all of which require no prior policing knowledge or experience. Skills-based training, such as that pertaining to the use of firearms, defense and arrest tactics, and emergency driving, require the initial instruction focus on the objective elements that make up the skill and are taught without context. Each individual skill required in a particular competence is identified, discussed, and practiced until it can be performed at an acceptable level.

As officers progress through their academy training, they build on the objective and abstract principles of skills learned by applying the knowledge through involvement in problem-based learning and scenario training that occurs in a controlled environment and under the watchful eye of academy instructors. Academy training is progressive, and, as a result, the complexity and accompanying stress level of the exercises continue to intensify and build

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throughout the duration of the training. Eventually, the scenarios will require officers to rely on all of the knowledge and decision-based skills they have learned throughout the academy, in addition to their communication and tactical skills.

When police officers graduate from the police academy, they enter the field training portion of their careers. Field training is a process in which police officers learn the practical aspects of policing and continue to assimilate into the profession of law enforcement. The new officers work daily with seasoned officers who assist them in applying the information and skills learned during the police academy to street patrol and real-life experiences.

By the time police officers reach field training, they are at a level of competence based on their experience, which was gained through academy training consisting of lectures, scenario-based, and problem-based learning methods. This multiplicity of teaching methods allows the officers to identify patterns on which to base future recognition of similar aspects.¹⁰ While police officers at a competence level require rules and constant monitoring, they have the ability to take the skills learned with limited context and apply them to the real world.

Upon completion of field training, police officers are at a level of proficiency, have a grasp of relevant rules and procedures, and are able to apply their acquired knowledge and judgment to each situation. Their increased practice, which has come from repetition gained through daily police patrol, has presented them with a wide variety of whole situations. Proficiency consists of a step-by-step knowledge in which officers know what needs to be done according to the rules, but may not always understand the "holistic perception" of the situation they are faced with.¹¹



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As police officers progress through the stage of proficiency, they begin to move away from their reliance on procedures and rules and are able to rely on their judgment and knowledge. By the time they reach expertise, their situational experiences are so vast that they begin to see beyond the step-by-step procedures, make intuitive decisions, and recognize issues as being interrelated and not independent occurrences.

There are occasions when officers exceed the level of expert and reach a point of mastery. This occurs when they subconsciously cease to focus on their performance and allow all of their mental energy to go to producing an immediate perspective and appropriate response.¹² Upon reaching mastery, “performance transcends even its usual high level,” and, while the journey to mastery is extensive and difficult, organizations can support and nurture these efforts by ensuring employees are valued and encouraged.¹³

There are specific attributes that differentiate those who have achieved expert status versus those who have achieved mastery—deliberate practice and the willingness to take risks and go beyond the norm.¹⁴ Deliberate practice occurs when learners are devoted to mastery and dedicate themselves to constant skill and knowledge development, which requires years of practicing the skill in question. Personal mastery involves learners who are in a continual learning mode and are willing to move beyond mere competence by leaving their safe zone to process and absorb many different levels and perspectives; they are “aware of their ignorance, their incompetence and their growth areas.”¹⁵ Often, those who strive to attain mastery will stand out and be alienated from others, which is an uncomfortable position; however, this risk must be taken as the learner continues to attain information and knowledge despite the conditions.

Internal and External Factors Impacting the Human Capacity to Learn

While it is important to understand the capacity of humans to think, learn, and achieve, leaders must also recognize those internal and external factors that may influence this capacity, one of which is locus of control. The theory of locus of control was developed by psychologist Julian Rotter through the framework of the social learning theory and identifies the way an individual will perceive responsibility for the outcome of a situation. The locus of control can be internal, in which an individual expects that a reinforcement or outcome to a behavior is contingent on his or her own behavior or characteristics, versus an external locus, in which an individual feels that outside factors, such as luck or fate, are at play in any given situation and nothing that the individual can do will change the results.¹⁶

There are significant differences between those with an internal locus versus those with an external locus. Numerous studies have identified that those individuals with a high internal locus of control are higher achievers, have greater job efficiency, higher needs achievement, greater school success, greater attempts at mastering the environment, greater satisfaction with life, lower anxiety, and greater willingness to accept responsibility for their actions. Conversely, those individuals with a higher external locus of control have a tendency to take extreme risks, have low persistence, and demonstrate unusual shifts in levels of aspiration in response to questions concerning academics, occupational, and cognitive situations. Individuals with an external locus were also less effective than those with an internal locus in dealing with stress, anxiety, and depression.¹⁷

A fixed mind-set versus a growth mind-set is another factor that can impact one’s capacity to learn and achieve. Carole Dweck, a leading researcher in the field of motivation, conducted numerous studies surrounding fixed and growth mind-sets and determined

that, ultimately, it’s not about ability, but about how different people perceive ability.¹⁸ Those who feel ability is inherent and must be demonstrated have fixed mind-sets, while those who feel ability must be developed through knowledge and practice have growth mind-sets. Often people are unaware of their mind-sets, but they can become clearer based on behavior, especially in regards to failure. Those who display a fixed mind-set view failure as a negative statement about them personally and their ability, while those with a growth mind-set have the ability to accept failure and realize that performance can be improved through further practice.

Summary

A learning organization requires that leaders be cognizant of the multi-dimensional natures of intelligence, as well as the differing abilities of individuals and groups to think, learn, and achieve as they influence individuals and groups toward the realization of organizational goals. However, it is essential that this understanding is also paired with the ability to nurture these factors. This nurturing can be accomplished through a thoughtful approach that encompasses all dimensions of intelligence and cognizance of the differing abilities of humans to learn and comprehend. ❖

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2-Day Pass^		\$160

*Full conference registration fee includes access to All General Assemblies, workshops, receptions, Expo Hall Floor, Chief's Night, and transportation between Official IACP hotels and the Convention Center.

#The First Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.

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

^1-Day and 2-Day Pass Registration will begin online on September 10, 2015. Individuals may register for only ONE 1-Day Pass or 2-Day Pass.

<Expo Hall registrants cannot purchase Chief's Night tickets.

Only IACP members can take advantage of the member registration rates. All IACP memberships are individual and non-transferable for conference registrations member rates.

FIVE WAYS TO REGISTER

1. Register Online

Go to www.theIACPconference.org and click on **REGISTER**. Members will need your member number. Only credit card payments are accepted online. Internet registration opens on May 6, 2015 and will be open through the conference.

2. Register by Fax or E-mail

Fax completed forms with credit card payments or Purchase Orders to **703-836-4543**. E-mail completed forms to **conf2015@theiacp.org**. Due to registration volume, we cannot confirm fax receipt.

3. Register with a Check

Send completed forms with checks to:
IACP Conference Registration
PO Box 62564
Baltimore, MD 21264-2564 USA

4. Register with Purchase Order

Send completed forms with Purchase Orders to:
IACP Conference Registration
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314 USA

5. Walk-in Registration begins October 23, 2015

Walk-in registration opens Friday, October 23, 2015, at 1:00 p.m. at the McCormick Place West Convention Center, 2301 South Lake Shore Drive, Chicago, Illinois, USA.

FREE EXPO PASS FOR PUBLIC SAFETY PERSONNEL

Sworn officers, first responders, and civilian employees of public safety and government agencies and the armed forces can register for complimentary access to the Expo Hall. Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day Expo Hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations (Expo Hall registrants cannot purchase Chief's Night tickets).

FIRST TIME MEMBER ATTENDEES

IACP members attending the Annual Conference for the first time can take advantage of a special discounted rate. IACP members attending for the first time pay \$295 in advance and \$370 on site.

THIS IS A SAVINGS OF OVER 15%!

QUESTIONS? CALL 800-THE-IACP



REFUND POLICY STATEMENT

All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed (conf2015@theiacp.org) to IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund. A 25% penalty will be assessed on all cancellations postmarked or fax/email dated on or before September 30, 2015. A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated between October 1 - 20, 2015. No refunds will be issued on or after October 21, 2015. No refunds will be given for no-shows. No refunds for Foundation Gala or Annual Banquet Tickets. Registration may be transferred to another person in your organization by written request to IACP prior to October 1, 2015. After this date all changes must be made at the conference. Additional charges may apply.

MEMBERSHIP

SAVE 15% to 29% off the Non-member rate – Join the IACP & Register at the First Time Member Rate

Join the IACP now and save! Nonmembers may submit their IACP Member dues along with the First Time IACP Member registration fee (\$295) by completing the membership portion of the registration form.

Law enforcement professionals at every level qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others are eligible for associate membership. See the IACP website for details.

ADVANCE REGISTRATION FORM

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

IACP 2015



Register on-line at www.theIACPconference.org

USE THIS FORM TO SAVE ON REGISTRATON FEES UNTIL SEPTEMBER 9, 2015.
BEGINNING SEPTEMBER 10, 2015 ONLY ONLINE REGISTRATIONS WILL BE ACCEPTED.

Discounted Advance Registration Deadline: Must be Postmarked by September 9, 2015.

CHECK ONE:

I am an IACP Member; Membership Number _____ I am a Non-Member

I am applying now for Membership (Use Box "B" below to Join)

I am the spouse or family member of _____ Their Member# _____

Full Name _____

First Name for Badge _____

Title _____

Agency/Organization _____

Agency Address _____

City _____ State _____

Zip/Postal Code _____ Country _____

Phone # _____ Fax # _____

E-mail Address _____

FAMILY – complete a duplicate registration form if using different payment method.*

Name _____

Children (Under 18) Name(s) & Age(s) _____

A. CHECK APPROPRIATE REGISTRATION TYPE

- | | |
|--|---|
| <input type="checkbox"/> IACP Member*: \$350 | <input type="checkbox"/> Children 6-18*: \$45 |
| <input type="checkbox"/> First Time IACP Member*: \$295 | <input type="checkbox"/> Children 5 & under*: FREE |
| <input type="checkbox"/> Non-member*: \$525 | <input type="checkbox"/> Expo Pass for Public Safety Personnel: FREE |
| <input type="checkbox"/> Family Member*+: \$125 | |

1-DAY PASS & 2-DAY PASS REGISTRATION WILL OPEN ON-LINE SEPTEMBER 10TH.

B. IACP DUES

YES! I would like to join the IACP and take advantage of the First Timer Member Registration Rate of **\$295**:

Join Renewal (See the IACP website for membership benefits and criteria)

- | | |
|---|--|
| <input type="checkbox"/> Active Member: \$150 | <input type="checkbox"/> Associate Member – Academic: \$150 |
| <input type="checkbox"/> Associate Member – General: \$150 | <input type="checkbox"/> Associate Member – Service Provider: \$250 |
| <input type="checkbox"/> Associate Member – Leader of Tomorrow Sworn Officer: \$75 | |

C. (OPTIONAL) BANQUET & FOUNDATION GALA TICKETS

- | | |
|---|---|
| <input type="checkbox"/> YES! I would like to Purchase Tickets for the 2015 IACP Foundation Gala to be held on Saturday, October 24, 2015. | <input type="checkbox"/> YES! I would like to Purchase Tickets for the Annual Banquet to be held on Tuesday, October 27, 2015. |
|---|---|

Tickets **\$200 each** # of tickets: _____ Tickets **\$100 each** # of tickets: _____
No refunds. Pre-Conference ticket sales end October 21, 2015. and will continue on-site October 23, 2015.

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

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

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

Please charge my credit card: Visa MasterCard American Express Discover

Acct. # _____ Exp. Date _____

Cardholder's Name _____ Billing Address _____

Signature _____

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

Source Code: PCAd1

PLEASE COMPLETE THE FOLLOWING QUESTIONS.

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

1. How many sworn officers in your agency?

- | | |
|-----------------------------------|---|
| <input type="checkbox"/> A. 1-5 | <input type="checkbox"/> F. 100-249 |
| <input type="checkbox"/> B. 6-15 | <input type="checkbox"/> G. 250-499 |
| <input type="checkbox"/> C. 16-25 | <input type="checkbox"/> H. 500-999 |
| <input type="checkbox"/> D. 26-49 | <input type="checkbox"/> I. 1,000 & above |
| <input type="checkbox"/> E. 50-99 | <input type="checkbox"/> J. N/A |

2. What is the approximate population size of your city/ jurisdiction?

- | | |
|---|---|
| <input type="checkbox"/> A. Under 2,500 | <input type="checkbox"/> E. 100,000-249,999 |
| <input type="checkbox"/> B. 2,500-9,999 | <input type="checkbox"/> F. 250,000-499,999 |
| <input type="checkbox"/> C. 10,000-49,999 | <input type="checkbox"/> G. 500,000 & above |
| <input type="checkbox"/> D. 50,000-99,999 | <input type="checkbox"/> H. N/A |

3. What best describes your function/assignment?

- | | |
|--|--|
| <input type="checkbox"/> A. Administration | <input type="checkbox"/> G. Fleet Management |
| <input type="checkbox"/> B. Field Operations | <input type="checkbox"/> H. Purchasing |
| <input type="checkbox"/> C. Information Technology | <input type="checkbox"/> I. Medical/Psychological |
| <input type="checkbox"/> D. Patrol/Investigations/
Tactical | <input type="checkbox"/> J. Legal |
| <input type="checkbox"/> E. Communications | <input type="checkbox"/> K. Retired |
| <input type="checkbox"/> F. Training | <input type="checkbox"/> L. Other (please specify) |
| | <input type="checkbox"/> M. N/A |

4. What best describes your purchasing authority?

- | | |
|---|---|
| <input type="checkbox"/> A. Approve purchases | <input type="checkbox"/> D. Make suggestions
to others |
| <input type="checkbox"/> B. Evaluate & recommend
purchases | <input type="checkbox"/> E. End user only |
| <input type="checkbox"/> C. Develop specifications
for purchases | <input type="checkbox"/> F. N/A |

5. Which best describes your Agency/Organization?

- | | |
|---|---|
| <input type="checkbox"/> A. Local | <input type="checkbox"/> H. Medical/Psychological |
| <input type="checkbox"/> B. State | <input type="checkbox"/> I. Non-profit |
| <input type="checkbox"/> C. County/Regional/
Special District | <input type="checkbox"/> J. Consultant |
| <input type="checkbox"/> D. Tribal | <input type="checkbox"/> K. Security |
| <input type="checkbox"/> E. College/University | <input type="checkbox"/> L. Legal |
| <input type="checkbox"/> F. Transportation | <input type="checkbox"/> M. Training |
| <input type="checkbox"/> G. Federal Government
Agency/Military | <input type="checkbox"/> N. Company |
| | <input type="checkbox"/> O. Other |
| | <input type="checkbox"/> P. N/A |

6. In the next 12 – 24 months, which of these products or services does your organization plan to purchase/lease? (Check ALL that apply):

- | | |
|--|---|
| <input type="checkbox"/> A. Aircraft | <input type="checkbox"/> L. Professional/Consulting
Services |
| <input type="checkbox"/> B. Armor/Protective
Equipment | <input type="checkbox"/> M. Publication/Trade
Journal |
| <input type="checkbox"/> C. Awards /Badges/
Challenge Coins | <input type="checkbox"/> N. Restraints |
| <input type="checkbox"/> D. Communications
Equipment | <input type="checkbox"/> O. Software |
| <input type="checkbox"/> E. Education/Training | <input type="checkbox"/> P. Testing Equipment |
| <input type="checkbox"/> F. Investigation/
Surveillance/Detection | <input type="checkbox"/> Q. Uniforms |
| <input type="checkbox"/> G. Less-Lethal Weapons | <input type="checkbox"/> R. Unmanned Vehicles/
Robotics |
| <input type="checkbox"/> H. Lighting | <input type="checkbox"/> S. Vehicle Accessories |
| <input type="checkbox"/> I. Mobile Technology | <input type="checkbox"/> T. Vehicles/Motorcycle/
ATV |
| <input type="checkbox"/> J. New Products | <input type="checkbox"/> U. Weapons/Firearms |
| <input type="checkbox"/> K. Personal/Tactical
Equipment | <input type="checkbox"/> V. N/A |

7. How did you hear about IACP 2015?

- | |
|--|
| <input type="checkbox"/> A. Have attended in the past |
| <input type="checkbox"/> B. Received brochure |
| <input type="checkbox"/> C. Received an e-mail |
| <input type="checkbox"/> D. A colleague told me about the conference |
| <input type="checkbox"/> E. Other (please specify) _____ |

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

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

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

HOTEL INFORMATION

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

IACPI 2015

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



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

THANK YOU TO THE IACP 2015 SPONSORS.



PLATINUM



GOLD



SILVER



BRONZE



IACP 2015

OCTOBER 24-27
CHICAGO, ILLINOIS

McCORMICK PLACE WEST

www.theIACPconference.org



Serving the Leaders of Today and
Developing the Leaders of Tomorrow

NEW MEMBERS

This posting of new member applications is published pursuant to the provisions of the IACP Constitution & Rules, Article II, Section 2(c). If any active member in good standing objects to any application, written notice of the objection must be submitted to the executive director within 60 days of publication. The application in question shall then be submitted to the Executive Committee and shall require the affirmative vote of two-thirds of the members of that committee for admission of the applicant.

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

*Associate Members

All other listings are active members.

AFGHANISTAN

Bagram Air Field—*Haqyar, Habibullah, Prosecutor
Anti-Terrorism Prosecution Dept, Attorney General's Office,
Justice Center in Parwan, Email: habibullahhaqyar@yahoo.com

ARMENIA

Yerevan—*Hovhannisyan, Karen, Founding Director, Legal
Fortress LLC, 13 Sose St, Email: legal.fortress@yahoo.com

CANADA

Alberta

Airdrie—*Currie, Kyla, Provincial Coordinator, RCMP, Drug
Evaluation & Classification Program, 2 Highland Park Way, T4A
0R1, Email: kyla.currie@rcmp-grc.gc.ca

Calgary—Slater, Guy, Superintendent, Calgary Police
Service, 5111 47 St NE, T3J 3R2, (403) 804-9055, Email: guy.slater@calgarypolice.ca

Standoff—*Brown, Joe, Staff Sergeant, Blood Tribe Police
Service, PO Box 300, 2 EMS Rd, TOL 1Y0, (403) 737-8813, Email:
joe.brown@bloodtribepolice.com

—*Many Fingers, Joseph, Staff Sergeant, Blood Tribe Police
Service, PO Box 300, 2 EMS Rd, TOL 1Y0, (403) 737-8806, Email:
joseph.manyfingers@bloodtribepolice.com

—*Melting Tallow, Kyle, Staff Sergeant, Blood Tribe Police
Service, PO Box 300, 2 EMS Rd, TOL 1Y0, (403) 737-8807, Fax:
(403) 737-2867, Email: k.meltingtallow@bloodtribepolice.com

British Columbia

Victoria—Morgan, Steve, Inspector, Saanich Police Dept,
760 Vernon Ave, V8X 2W6, (250) 475-4364, Email: smorgan@saanichpolice.ca

Manitoba

Winnipeg—*Genlik, Ken, Trauma and Relationship Expert,
Empowering Police, 1311 Portage Ave Unit 201, R3G 0V3, (204)
260-6717, Email: contact@empoweringpolice.com

Ontario

Brampton—Adams, Brian J, Deputy Chief of Police, Peel
Regional Police, 7750 Hurontario St, L6V 3W6, (905) 453-3311,
Email: brian.adams@peel.police.ca

Cambridge—Thaler, Kevin J, Deputy Chief of Police,
Waterloo Regional Police Service, 200 Maple Grove Rd, N3H 5M1,
(519) 650-8507, Fax: (519) 650-8551, Email: kevin.thaler@wrps.on.ca,
Web: www.wrps.on.ca

CHINA

Hong Kong—Chan, Tat Ming, Detective Chief Inspector,
Hong Kong Police Organized Crime and Triad Bureau, Rm 2247
22/F Arsenal House West Wing, 1 Arsenal St, Wanchai,
Email: neil_chan@police.gov.hk

ETHIOPIA

Addis Ababa—Atsemie, Alemayehu, Head of Crime Inves-
tigation, Addis Ababa Police Commission, Crime and Accident
Investigation Dept, PO Box 5647

FINLAND

Helsinki—Kurvinen, Janne, Border Security Expert, Finnish
Border Guard Headquarters, Panimokatu 1, 00131, Email:
janne.kurvinen@raja.fi

GHANA

Accra—*Avotri, Jacqueline, Lawyer/Staff Officer, Economic
and Organized Crime Office, Old Parliament House, High St

INDIA

New Delhi—Jain, Shobhit, Director Indian Revenue Service,
Government of India Department of Commerce, Office of the
Additional Commissioner of Customs, T3 Terminal Indira Gandhi
Intl Airport, Email: shobhit.jain@nic.in

ISRAEL

Haifa—*Hochdorf, Zipora, Family Therapist, Nifradim,
Lascov 32, 34950, 972 523211078, Email: zhochdorf@gmail.com

JORDAN

Mafraq City—Alharahsheh, Hakem, Captain, Preventive
Security Detachment, Detachment Headquarters, Email:
harranhakem@gmail.com

KENYA

Nairobi—Mule, Victor, Director of Public Prosecution/
Prosecution Attorney, Government of Kenya, PO Box 20709-00100,
Email: mulewamasii14@gmail.com

KOREA, REPUBLIC OF

Asan—*Sang, Ruijiao, Graduate Student Police Science,
Soon Chun Hyang Univ, Unitopia 1013 Chungnam, 336-745, 82
1083885439, Email: silenceshah@naver.com

Seodaemun-Gu—Park, Hyunjin, Inspector, Korean National
Police Agency, 97 Tongil-ro, 12070, Email: hyunjin.rebecca.park@gmail.com

KUWAIT

Kuwait—Alreshaid, Nasser, Prosecutor, Criminal Enforce-
ment Affairs and Intl Cooperation, Khaldiyyah Kuwait Block 2 St 29,
House 9, Email: nasseralreshaid@gmail.com

LATVIA

Riga—Ulmanis, Ints, Deputy Chief, Department of Security
Police, Kr Barona iela 99a, LV-1050, Email: ints@dp.gov.lv

MALAWI

Mzuzu—Kuyere, Griness, Inspector, Malawi Police
Service, Northern Region Police Headquarters, PO Box 16,
Email: grinesskuyere@gmail.com

MALDIVES

Male—Rasheed, Hussain, Coast Guard Squadron Com-
mander, Maldives National Defense Force, Force Headquarters,
Email: huxenrashyd@gmail.com

MONTENEGRO

Podgorica—Radovic, Aleksandar, Undercover Unit Chief,
Montenegro Police Directorate, Bul Svetog Petra Cetinjskog 22,
20000, Email: cunma@t-com.me

NEPAL

Kathmandu—Bhattarai, Kamal, Director, Department of
Immigration, Gurans Thunga Galli 11, Baneshwor Height, Email:
skamalr2005@yahoo.com

NIGERIA

Abeokuta—*Soboolu, Olayemi, Corps Assistant, Nigeria
Security & Civil Defence Corps, Civil Defence College of Security
Management, Oke Mosan, 234 8034675528, Email: yemmydapy@yahoo.com

Abuja—David, Olabaiya, Chief of Police, Nigeria Police
Force, Police Barrack FCT, Email: olabaiwadave@gmail.com

—Sini, Henry, Investigator, Department of State Security,
1 Maitama Ave, Asokoro, Email: sinihenry@yahoo.com

Apapa—Shuaibu, Sani, Chief Superintendent of Police,
Nigeria Police Force, Western Ports, 234 8033038442, Email:
shuaibusani55@gmail.com

Asaba—Okezie Daniel, Iroakazi, Superintendent of Police,
Nigeria Police Force, Delta State Command Headquarters,
Okpanam Rd, 234 8036808655, Email: okezie2874@gmail.com

Ibadan—Mohammed, Aliyu, Assistant Superintendent
of Police, Nigeria Police Force, Plot 3 Rd C Opposite Teachers
House, Oluyole Estate, 234 8033942629, Email: aliyu4mohammed@yahoo.com

Ikeja—*Akande, Bukola, Sergeant, Nigeria Police Force,
Lagos State Taskforce, Behind KAI Office Alausa, 234 8123142692,
Email: akandebukola.ab@gmail.com

—*Oduowo, Opeoluwa, Enforcement and Examination
Officer, Nigeria Customs Service, Nahco Courier International
Airport Command, 234 8137736979, Email: opson2002@gmail.com

—Umar Jada, Ali, Superintendent of Police, Nigeria Police
Force, Lagos State Police Command, Adekunle Fajuyi Way,
234 8037765226, Email: umardaj25@gmail.com

Ikorodu—Aderolu, Bukola, Assistant Superintendent of
Police, Nigeria Police Force, Police Divisional Headquarters,
Email: bukolaaderolu@yahoo.com

Lanlate—Famuyiwa, Olusegun, Deputy Superintendent of
Police, Nigeria Police Force, Divisional Police Headquarters,
Oyo State, 234 7064639165, Email: segunfamuyiwa@gmail.com

Obalende—*Imongirie, Emmanuel, Senior Sergeant, Nigeria
Police Force, Police MSS, 1 Ikoyi Rd, 234 8033511774, Email:
emmanuelgenerationng@gmail.com

—Nnurum, Emmanuel, Assistant Superintendent of Police,
Nigeria Police Force, Force Headquarters Annex, Kam Salem
House, 234 8025463000, Email: nnurumemmanuel@yahoo.com

—Omoigui, Xpress Sunny, Deputy Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, 234 8033375679, Email: sunny_omoigui@yahoo.com

—*Oyewunmi, Kehinde Adegoke, CSO, Radio Nigeria, Force Headquarters Annex, Kam Salem House, 234 8023054211, Email: dejoyfulprince@yahoo.com

SAUDI ARABIA

Riyadh—*Alshalqan, Turki, Office Manager, Saudi Arabia Financial Investigations Unit, Mosfer Bin Goailan St, House No 7, 11557, Email: tshlgal@safiu.moi.gov.sa

SENEGAL

Dakar—*Hane, Tafsir, Technical Adviser to the President, National Financial Information Processing Unit, VDN x Route du Front de Terre, 00221, Email: tafsir80@yahoo.fr

SERBIA

Belgrade—Mihajlovic, Dusan, Chief Inspector, Ministry of the Interior, Bureau for Intl Cooperation and European Integration, Buleva Mihajla Pupina 2, 11000, Email: dusan.mihajlovic@mup.gov.rs

SLOVAKIA (SLOVAK REPUBLIC)

Sobrance—Glezgo, Tomas, Director of Border and Alien Police in Sobrance, Presidium of the Police Force Border, Stefanikova 10, 073 01, Email: tomas.glezgo@minv.sk

SPAIN

Madrid—Lizana Cortopassi, Olga, Inspector/Chief of Intl Fugitive Unit, Comisaria General de Policia Judicial, Complejo Policial de Canillas, C/Juan Gonzalez Segador S/No, 28043, Email: olga.lizana@dgp.mir.es

TAIWAN

Taipei City—Mo, Tien-Hu, Director General, National Immigration Agency, Headquarters, 886 223889393 Ext 2007, Fax: 886 223111467, Email: socom@immigration.gov.tw, Web: www.immigration.gov.tw

THAILAND

Pathumwan—*Chaiyat, Tatpicha, Legal Officer, Anti-Money Laundering Office, 422 Phayathai Rd, Wangmai, 10330, Email: tchaiyat@yahoo.com

TRINIDAD AND TOBAGO

Couva—Batson, Brent, Traffic Safety Coordinator, Trinidad & Tobago Police Service, 37 Camden Ct, Camden Rd, 868 6787546, Email: brentbatson@gmail.com

UNITED STATES

Alabama

Foley—Bullock, Thurston, Captain, Foley Police Dept, 200 E Section Ave, 36535, (251) 952-4010 Ext 246, Email: tbullock@foleypolice.org

—White, David, Captain, Foley Police Dept, 200 E Section Ave, 36535, (251) 952-4010 Ext 243, Email: dwhite@foleypolice.org
Hoover—Morrissette, Eddie M, Lieutenant/Commander, Hoover Police Dept, 100 Municipal Ln, 35216, (205) 444-7619, Email: morrisse@ci.hoover.al.us, Web: www.hooverpd.com

Alaska

Juneau—*Hanzawa, Allison, Special Assistant to the Commissioner, Alaska Dept of Public Safety, PO Box 111200, 99811-1200, (907) 465-5505, Email: allison.hanzawa@alaska.gov
Seward—*Nickell, Alan D, Patrol Sergeant, Seward Police Dept, PO Box 167, 99664, (907) 224-3338, Fax: (907) 224-8480, Email: anickell@cityofseward.net, Web: www.cityofseward.us

—Valadez, Doreen R, Lieutenant, Seward Police Dept, PO Box 167, 99664, (907) 224-3338, Fax: (907) 224-8480, Email: dvaladez@cityofseward.net, Web: www.cityofseward.us

Arizona

Casa Grande—*Price, Robert, Detective, Casa Grande Police Dept, 373 E Val Vista Blvd, 85122, (520) 421-8711 Ext 6062, Email: rprice@casagrandeaz.gov

Paradise Valley—Horn, Michael, Lieutenant, Paradise Valley Police Dept, 6433 E Lincoln, 85253, Email: mhorn@paradisvalleyaz.gov

Phoenix—*Nelson, Matthew, Detective, Phoenix Police Dept, 620 W Washington St, 85003, (602) 262-1692, Email: azcandyman@yahoo.com

Sacaton—Hernandez, Fernando, Commander, Gila River Police Dept, 639 W Seed Farm Rd, 85147, (520) 562-7139, Fax: (520) 562-7050, Email: fernando.hernandez@gric.nsn.us

Tucson—*Williams, Gregory, Partner, G Squared Consulting LLC, 3819 S Evans Blvd Ste 306, 85714, (520) 203-4957, Email: greg.williams@thorshield.com

California

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Bakersfield—Matson, Jason, Lieutenant, Bakersfield Police Dept, 1601 Truxtun Ave, 93301, (661) 327-7111, Email: jmatson@bakersfieldpd.us

Chino—Comstock, Karen, Chief of Police, Chino Police Dept, 5450 Walnut Ave, 91710, (909) 334-3074, Fax: (909) 334-3249, Email: kcomstock@chinopd.org, Web: www.chinopd.org

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—Hutchison, Jeff D, Interim Chief of Police, Univ of California-Irvine Police Dept, 150 Public Services Bldg, 92697, (949) 824-1140, Fax: (949) 824-0150, Email: jhutchis@uci.edu, Web: www.uci.edu

—*Karol, Donald, Director Office of Highway Safety, National Transportation Safety Board, 250 Lemon Grove, 92618, (202) 320-8416, Email: donald.karol@ntsb.gov

La Mesa—Vasquez, Walter W, Chief of Police, La Mesa Police Dept, 8085 University Ave, 91942, (619) 667-7515, Fax: (619) 667-7525, Email: wvasquez@ci.la-mesa.ca.us

Laguna Beach—Farinella, Laura K, Chief of Police, Laguna Beach Police Dept, 505 Forest Ave, 92651, (949) 497-0385, Fax: (949) 497-0775, Email: laura.farinella@longbeach.gov

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Norwalk—Nunez, Joseph, Captain, Los Angeles Co Sheriff's Dept, 12440 E Imperial Hwy B-140, 90650, (562) 335-8088, Email: jbnunez@lasd.org

Oakland—Chew, Craig, Assistant Chief of Inspectors, Alameda Co District Attorney's Office, 1125 Fallon St Rm 201, 94612, (510) 272-6282, Email: craig.chew@acgov.org

—Knittel, Douglas, CALEA Sergeant, Alameda Co Sheriff's Office, 1401 Lakeside Dr 7th Fl, 94612, (510) 208-9834, Email: dknittel@acgov.org

Pleasanton—*Jovanovich, Stevan B, Founder & Chief Technology Officer, IntegenX Inc, 5720 Stoneridge Dr Ste 300, 94588, (925) 701-3480, Fax: (925) 574-7373, Email: stevanj@integenx.com, Web: www.integenx.com

—*Wilson, Michael, Police Officer, Pleasanton Police Dept, PO Box 909, 94566, (925) 931-5100 Ext 5120, Email: mwilson201@att.net

Porterville—Kroutil, Eric L, Chief of Police, Porterville Police Dept, 350 N D St, 93257, (559) 782-7402, Email: ekroutil@ci.porterville.ca.us, Web: www.portervillepolice.com
San Francisco—Clark, Elizabeth, Lieutenant, Univ of California-San Francisco Police Dept, 654 Minnesota St, 94143-0238, (415) 476-0905, Fax: (415) 502-4565, Email: elizabeth.clark@ucsf.edu

—McNiff, Kevin, Lieutenant, Univ of California-San Francisco Police Dept, 654 Minnesota St, 94143-0238, (415) 418-4428, Fax: (415) 476-8205, Email: kevin.mcniff@ucsf.edu

—Mendoza, Antonio Jr, Police Liaison Officer, Philippine Consulate General, 447 Sutter St Ste 512, 94108, (415) 770-8399, Email: antonio.pinto.mendoza@rjnp@gmail.com

San Jose—Kihmm, Michael, Lieutenant, San Jose Police Dept, 201 W Mission St, 95110, (408) 219-6679, Email: 3102@sanjoseca.gov

—*Oberdorfer, Adam, Sergeant, Santa Clara Co Sheriff's Office, 55 W Younger Ave, 95110, Email: adam.oberdorfer@sheriff.sccgov.org

San Leandro—Torres, Luis, Captain, San Leandro Police Dept, 901 E 14th St, 94577, Email: ltorres@sanleandro.org
Temecula—*Perrin, Ginette, Owner, Dr Ginette Perrin, 28581 Old Town Front St, Ste 108, 92590, (619) 955-2059, Fax: (760) 645-7059, Email: gperrin10@yahoo.com, Web: www.drginette.com
Twentynine Palms—Evans, John, Branch Chief Security and Intelligence, National Park Service, NPS LESES, 74485 National Park Dr, 92277, (760) 367-5548, Email: john_evans@nps.gov
Walnut Creek—*Ledford, Chasity, Police Services Supervisor, Walnut Creek Police Dept, 1666 N Main St, 94596, (925) 256-3567, Email: ledford@walnutcreekpd.com

Colorado

Breckenridge—*Mumford, Wes J, Sergeant, Summit Co Sheriff's Office, 501 N Park Ave, PO Box 210, 80424, (970) 423-8908, Fax: (970) 453-7329, Email: wesm@co.summit.co.us, Web: www.co.summit.co.us

Simla—Roberts, Joseph, Chief of Police, Simla Police Dept, 202 Sioux Ave PO Box 237, 80835, (719) 541-3900, Email: chiefjoeroberts@fairpoint.net

Vail—*Botkins, Christopher M, Sergeant, Vail Police Dept, 75 S Frontage Rd, 81657, (970) 479-2210, Fax: (970) 479-2216, Email: cbotkins@vailgov.com, Web: www.vailgov.com

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Westminster—*Barnes, David, President, Isotec Security Inc, 6424 W 91st Ave, 92653, (720) 545-2816, Email: dbarnes@isotecinc.com

Connecticut

Wallingford—Wright, William J, Chief of Police, Wallingford Police Dept, 135 N Main St, 06492, (203) 294-2828, Fax: (203) 294-2858, Email: wwright@wallingfordpd.org

District of Columbia

Washington—Bagley, Mike, Captain, Federal Reserve Board, 20th & C St NW, 20551, (202) 974-7013, Email: michael.e.bagley@frb.gov

—*Carter, Elizabeth W, Senior Director, The Chertoff Group, 1399 New York Ave NW, Ste 900, 20005, (202) 415-9766, Fax: (202) 330-5505, Email: elizabeth.carter@chertoffgroup.com, Web: www.chertoffgroup.com

—Rouscher, Steven, Inspector, U.S. Secret Service, 950 H St NW Ste 3000, 20223, (202) 757-4801, Email: steven.rouscher@uss.s.dhs.gov

Florida

Boca Raton—Brammer, Sean, Deputy Chief of Police, Florida Atlantic Univ Police Dept, 777 Glades Rd Bldg 69, 33431, (561) 297-3503, Email: sbrammer@fau.edu

—*Perillo, Benjamin A, Forensic Law Enforcement Consultant, B A Perillo Consulting LLC, 10833 King Bay Dr, 33498, (561) 376-5391, Fax: (561) 488-3007, Email: perilloconsult@aol.com

Fort Myers—*Culver, Keegan, Psychologist, Keegan R Culver Psyd LLC, 4461 Camino Real Way, 33966, (917) 545-5217, Email: keegan.culver@yahoo.com

High Springs—Anterio, Jack J, Chief of Police, High Springs Police Dept, 110 NW Second Ave, 32643-0162, (386) 454-1415, Fax: (386) 454-7801, Email: janterio@highsprings.us, Web: www.highsprings.us

Jacksonville—Davison, Michael, Police Lieutenant, Jacksonville Sheriff's Office, 501 E Bay St, 32202, (904) 470-8908, Email: michael.davison@jaxsheriff.org, Web: www.jaxsheriff.org

Lauderdale By The Sea—Wood, Frederick E, Captain/District Chief, Broward Co Sheriff's Office, 4513 N Ocean Dr, 33308, (954) 640-4241, Email: fred_wood@sheriff.org, Web: www.sheriff.org

Miami—Drake, Herb, Assistant Special Agent in Charge, ATF/Justice, 11410 NW 20th St Ste 200, 33172, (787) 421-4436, Email: herbert.drake@atf.gov

Miramar—Levine, Jeffrey, Major, Miramar Police Dept, 3064 N Commerce Pkwy, 33025, (954) 602-4068, Email: jlevine@mirarnpd.org, Web: www.mirarnpd.org

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For questions or help,
please contact: Andrea Brown
800-678-0014, x 103
abrown@robertsonmarketing.com



ROBERTSONMARKETING



SAVE THE DATE



INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

Hosted by the Arlington, TX Police Department
Conference Hotel: Sheraton Arlington Hotel



Conference Workshop Details:

- 2½ days of training (20 hours TCOLE credit for Texas Peace Officers)
- Advanced social media topics with video integration techniques
- Case studies including Ferguson
- Panel discussions with traditional media and peer PIO's from around the country

Host Networking Events:

- Monday night event - Six Flags Over Texas
- Tuesday night event - Texas Rangers game

Registration Details:

- To register, go to IACP's website: www.theiacp.org/PIOMidYear
- \$80 for IACP PIO Section members
- \$120 for non-IACP Section members

Lodging Details:

- Sheraton Arlington Hotel - www.sheratonarlingtonhotel.com
Direct Hotel Link: <https://www.starwoodmeeting.com/events/start.action?id=1503164721&key=346E4A17>
- Room rates reserved at \$129 per night



Richmond—*Wood, Marisol, Crime Analyst, Richmond Police Dept, 200 W Grace St, 23220, (804) 646-8210, Fax: (804) 646-8646, Email: marisol.wood@richmondgov.com, Web: www.richmondgov.com

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Washington

Centralia—*Gilbertson, Gregory, Professor Criminal Justice, Centralia College, 600 Centralia College Blvd, 98531, (360) 736-9391 Ext 663, Email: ggilbertson@centralia.edu

Olympia—Kautz, Julius D, Chief of Police, Nisqually Tribal Police Dept, 4820 She-Nah-Num Dr SE, 98513, (360) 459-9603, Fax: (360) 412-1813, Email: kautz.joe@nisqually-nsn.gov

—Smith, Jeff S, Lieutenant, Nisqually Tribal Police Dept, 4820 She-Nah-Num Dr SE, 98513, (360) 459-9603, Email: smith.jeff@nisqually-nsn.gov

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—*Cotton, Monique R, Director of Public Relations & Communications, Spokane Police Dept, 1100 W Mallon Ave, 99260, (509) 435-1866, Fax: (509) 625-4066, Email: mcotton@spokanepolice.org, Web: www.spokanepolice.org

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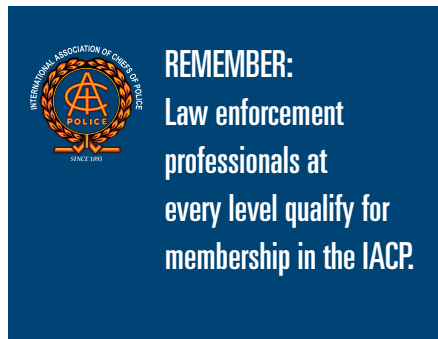
Osceola—Pedrys, Ronald W, Chief of Police, Osceola Police Dept, 310 Chieftan St PO Box 217, 54020, (715) 294-3628, Fax: (715) 294-2862, Email: ronpedrys@myosceola.com

St Francis—Dietrich, Thomas, Captain, St Francis Police Dept, 3400 E Howard Ave, 53235, (414) 316-4340, Email: thomas.dietrich@stfranwi.org

Waukesha—Severson, Eric, Sheriff, Waukesha Co Sheriff's Dept, 515 W Moreland Blvd, 53188, Email: eseverson@waukeshacounty.gov

Wyoming

Gillette—Matheny, Scott D, Sheriff, Campbell Co Sheriff's Office, 600 W Boxelder, 82717, (307) 687-6160, Fax: (307) 687-6198, Email: smatheny@ccgov.net, Web: www.campbellcountyky.org



The IACP notes the passing of the following association members with deepest regret and extends its sympathy to the families and coworkers left to carry on without them.

George S. Ake, Major (ret.), North Carolina State Highway Patrol, Raleigh, North Carolina

Joseph P. Consiglio, Chief of Police (ret.), Weathersfield Township, Ohio; Mineral Ridge, Ohio

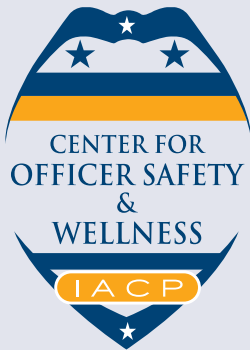
J. Nick Marzella, Police Psychologist, AP Inc., Columbus, Ohio

Frank R. Mascia, President, Greensboro Police Foundation, Greensboro, North Carolina

Allan D. Roscoe, U.S. Air Force (ret.), Professor, University of Massachusetts-Lowell; Chelmsford, Massachusetts

Harold W. Warren, Assistant Chief of Police (ret.), Dallas, Texas; Mineola, Texas

Richard C. Wilson, Assistant Chief of Police, St. Cloud, Minnesota



Line of Duty Deaths

"They will be remembered—not for the way they died, but for how they lived."

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends, and colleagues.

Deputy Sheriff Johnny Gatson
Warren County, Mississippi, Sheriff's Office
Date of Death: March 10, 2015
Length of Service: 3 years

Deputy U.S. Marshal Josie Wells
United States Marshals Service
Date of Death: March 10, 2015
Length of Service: 4 years

Police Officer Burke Rhoads
Nicholasville, Kentucky, Police Department
Date of Death: March 11, 2015
Length of Service: 7 years

Patrolman George S. Nissen
Stone Park, Illinois, Police Department
Date of Death: March 12, 2015
Length of Service: 27 years

Trooper Donald R. Fredenburg, Jr.
New York State Police
Date of Death: March 13, 2015
Length of Service: 2 weeks

Police Officer Darryl Wallace
Clayton County, Georgia, Police Department
Date of Death: March 15, 2015
Length of Service: 5 months (with agency)

Lieutenant Richard Woods
Pell City, Alabama, Police Department
Date of Death: March 17, 2015
Length of Service: 20 years

Patrolman Adrian "Curtis" Arellano
El Paso, Texas, Police Department
Date of Death: March 18, 2015
Length of Service: 10 years (with agency)

Police Officer Alex Yazzie
Navajo Division of Public Safety,
Tribal Police
Date of Death: March 19, 2015
Length of Service: 14 years (with agency)

Trooper Trevor Casper
Wisconsin State Patrol
Date of Death: March 24, 2015
Length of Service: 3 months

Police Officer Michael Johnson
San Jose, California, Police Department
Date of Death: March 24, 2015
Length of Service: 14 years (with agency)

Police Officer David Lee Colley
Montgomery, Alabama, Police Department
Date of Death: April 4, 2015
Length of Service: 2 years (with agency)

Police Officer Jared Forsyth
Ocala, Florida, Police Department
Date of Death: April 6, 2015
Length of Service: 3 years (with agency)

Police Officer Juandre Gilliam
Jeanerette, Louisiana, Police Department
Date of Death: April 7, 2015
Length of Service: 2 years (with agency)

Patrolman Scott R. Thompson
Manchester Township, New Jersey, Police
Department, NJ
Date of Death: April 10, 2015
Length of Service: 29 years

Police Officer Michael Villarreal
Pearsall, Texas, Police Department
Date of Death: April 12, 2015
Length of Service: 1 year

Productupdate

The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free**, in-depth information, visit us online at <http://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.



New architecture firm

Brinkley Sargent Architects and Wiginton Hooker Jeffrey join forces to create the firm Brinkley Sargent Wiginton Architects. With a combined 80 years of experience in the planning and design of justice, public safety, recreation, and medical environments, Brinkley Sargent Wiginton Architects is poised to provide exceptional service and expertise to public clients. Specializing in the successful development of functional, efficient, and impactful public spaces, the new firm's combined team offers clients in the public sector an unmatched breadth and depth of expertise and a host of synergistic advantages. The new firm will retain the entire staffs of both companies, with office locations eventually combined as the company maintains its presence in both Dallas and Austin, Texas.

For more information, visit www.bsw-architects.com.

Online police training catalog

TargetSolutions, a leading provider of online training for public safety agencies, announces that its online training catalog has been accepted by the Indiana Law Enforcement Academy. TargetSolutions delivers more than 240 online police training courses, featuring videos,

engaging interactions, and real-life scenario lessons proven to educate police officers and help departments achieve training compliance, improve performance, and reduce liability. With 24/7 online access to the web-based training management system, agencies are able to deliver mandatory training for officers to complete at their own pace. The company has also implemented a "certified credential" for tracking vital training hours on topics that are required by Indiana and other states. This online police training is accepted by the following organizations: Florida Division of Criminal Justice, Georgia POST, Indiana Law Enforcement Academy, Iowa Law Enforcement Academy, Louisiana POST, Michigan Commission on Law Enforcement Standards, Missouri POST, Nevada POST, New Jersey Police Training Commission, New York State Division of Criminal Justice Service, North Dakota POST, Oklahoma Council on Law Enforcement Education and Training, and the Texas Commission on Law Enforcement.

For more information, visit www.targetolutions.com.

Advanced crime analytics software

The Felony Lane Gang Working Group, comprising 92 law enforcement

agencies and other organizations, will use Wynyard Advanced Crime Analytics to help fight the notorious Felony Lane Gang—a group that steals victims' purses, checkbooks, and identity cards by smashing car windows and then forges checks on the victims' accounts. The gang consists of more than 100 thieves who have been operating across the United States for more than five years, and it is responsible for stealing tens of millions of dollars in at least 34 states. Wynyard Advanced Crime Analytics enables information sharing across jurisdictions, improving the task force member agencies' ability to identify and apprehend suspects, warn banks about the gang's operations, and help patrol officers by having more complete intelligence on the gang to identify and prosecute suspects successfully. Analysts within the working group will use the technology to perform link analysis, mapping, visualization, and other techniques to gain often unexpected insights that can aid investigators to solve crimes more quickly and efficiently. Wynyard's Advanced Crime Analytics has been designed specifically to meet the needs of law enforcement professionals.

For more information, visit www.wynyardgroup.com.



Vehicle K-9 transport kennel

Americase, Inc., offers the K-9 Transport Units for vehicles. The transport units are for one or two K-9s and come sized to fit vehicles including trucks, vans, and SUVs. Built in two pieces, the units connect via twist latches inside the vehicle providing a secure enclosure for K-9s. Each crate comes with both front and back doors for ease of access. They have drawers that hold up to 250 pounds of training or tactical gear, door slam locks, pull out trays, leash holders, and plenty of ventilation.

For more information, visit www.americase.biz.

Next-generation sequencing solution for forensic genomics

Illumina, Inc., announces the launch of the MiSeq FGx Forensic Genomics System, the first fully validated forensic next-generation sequencing (NGS) system, which simultaneously interrogates short tandem repeats (STR) and other valuable genetic markers, including single nucleotide polymorphisms (SNPs), to provide informative DNA profiles. Crime labs can now identify investigative leads from “no suspect” cases. Compatible with existing DNA databases, including the Combined DNA Index System (CODIS), the system can be used for criminal casework and in a range of situations, including mass disasters, missing persons, and unidentified human remains. Dense data sets with powerful population statistics can be generated for highly compromised samples, such as DNA degraded to less than 100 base pairs. The technology can also provide SNP-based physical information about bio-geographical ancestry and visible, physical traits, including hair and eye color.

For more information, visit www.illumina.com/MiSeqFGxSystem.

<http://www.policechiefmagazine.org>

Tactical collaboration nodes for public safety mobile 4G LTE network

Mutualink, Inc., announces that its Tactical Collaboration Node solution was selected for inclusion in JerseyNet, New Jersey’s dedicated Band 14 LTE deployable public safety network. The Tactical Collaboration Nodes will enable seamless voice interoperability with other radio and communications systems and sharing of streaming video, text, and files among responders both within a tactical deployment area and with other partner agencies and personnel on a wide-area to nationwide basis via the New Jersey Interoperable Response and Preparedness Platform (IRAPP) network. The JerseyNet project is the first U.S. public safety-grade 4G LTE broadband network utilizing deployable network nodes. This network infrastructure will facilitate secure and reliable multimedia communications in both densely populated and rural locations for emergency response situations, as well as planned, large-scale public gatherings. This technology not only seamlessly bridges disparate communications and media, it also provides advanced adaptive networking allowing for the use of any type of available IP transport, including wireless, wireline, and satellite.

For more information, visit www.mutualink.net.



Bluetooth radio accessories

Dogs have always been regarded as “man’s best friend,” which is why the K-9 Handler role is perhaps one of the most unique and coveted positions in law enforcement; one that requires a strong partnership and understanding between man and animal. K-9 teams

are deployed on high-risk operations to protect the community and other officers, sniff out substances the human nose cannot detect, and search for people the unaided eye cannot see. The compact Bluetooth system increases officers’ mobility and range, which is especially important when your partner is a fast four-legged animal. The system meets the high demands of typical service calls while being agile enough to wear during non-patrol functions. The system consists of the BTH-LMIC lapel microphone and BT-583APX adapter for APX portable radios, both manufactured by Pryme Radio Products. The BTH-LMIC lapel microphone includes a fully functional PTT and delivers full-shift 12-hour talk time, easy pairing, and no connectivity loss, making it an extremely reliable communications solution.

For more information, visit www.pryme.com.



Streaming cloud camera

Sensera Systems Releases MC-60 Streaming Cloud Camera. The MC-60 is the first integrated solar/wireless cloud camera to offer live video streaming and built-in recording functions (DVR) as well as high-resolution stills and time-lapse capabilities. With both cellular and WiFi and standard H.264 streaming, the MC-60 fills a need for solar-powered remote site and perimeter security. The MC-60 offers 8MP still images for time-lapse, 720p video, and 32GB of DVR storage. The MC-60 operates with Sensera Systems’ MultiSense Cloud Service and provides a seamless user experience. A remote security camera can be deployed in 20 minutes and accessed from any PC or mobile device. The MC-60 is lightweight, portable, and ideal for wide range of applications in law enforcement, event monitoring, and roadway monitoring. ❖

For more information, visit www.SenseraSystems.com.

Start Recruiting NOW!

Sponsor New Members for the 2015 President's Membership Drive

The membership of the IACP encompasses a diverse and exceptionally professional group from all aspects of the law enforcement profession. All of our efforts, training, research, model policies, smart policing strategies, best practices, and advocacy are directed at making our members successful and enhancing the role of the law enforcement profession worldwide.

The IACP vision is to *Serve the Leaders of Today and Develop the Leaders of Tomorrow*. In order to ensure that everyone involved in and associated with law enforcement has a place in the IACP, membership categories have been expanded in 2015. **As always Active Membership is open to all command-level officers serving in all levels of law enforcement. New Associate Membership categories have been created to encourage non-command level officers, students, university academics & researchers, and service providers to join the IACP.** Membership in the IACP has many educational, networking, and mentoring opportunities to prepare all law enforcement leaders for the challenges and opportunities they will face.

ACTIVE MEMBERSHIP

Active membership in the IACP is open to chiefs and superintendents of police, as well as command-level police officers in public law enforcement agencies. Active members have the right to vote to determine official IACP policy and to elect association officers at the annual conference. **Active Member Dues are \$150.**

ASSOCIATE MEMBERSHIP

Associate membership is available to non-command level officers and civilians in law enforcement agencies and those involved in practicing or teaching law enforcement and/or security and other areas working with the law enforcement profession. Associate members enjoy the same benefits as active members, except they do not have the right to vote on the election of association officers or the right to run for office.

Associate Leaders of Tomorrow: Sworn Officers—\$75

Available to sworn non-command level personnel not otherwise eligible for active membership.

Associate Leaders of Tomorrow: Students—\$30

Available to students enrolled at an accredited college or university in a criminal justice or related discipline not currently employed in a full-time position.

Associate Academic—\$150

Available to instructors/researchers in criminal justice or related fields working at colleges and universities.

Associate Service Provider—\$250

Available to employees of companies or organizations providing services to, or assisting, the law enforcement profession.

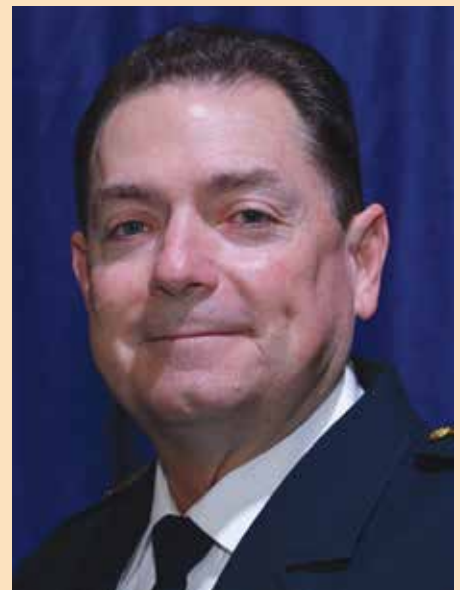
General Associate Membership—\$150

Available to those working in or with law enforcement not outlined in another Associate Membership category, including civilians working in law enforcement, private and corporate security, private detectives, associations and nonprofits, and medical or psychological professionals.

» *Every member who sponsors at least one new member will receive an official IACP gift.*

» *Sponsor 4 new members and receive a free registration to the 2015 IACP Annual Conference & Expo being held October 24 – 27, 2015, in Chicago, Illinois, USA. (A \$350 Value!)*

» *In order to qualify for prizes and incentives, the specially coded 2015 President's Membership Drive application MUST be used.*



Richard Beary, IACP President

2015 President's Membership Drive Rules and Information:

1. The new members you sponsor must use the 2015 President's Membership Drive application to qualify for prizes. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the **close of business July 31, 2015.**
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. The 2015 IACP Annual Conference & Expo will be held in Chicago, Illinois, USA October 24 – 27, 2015.
6. Members will be notified of all prizes and incentives following the conclusion of the drive.
7. The first 250 members to sponsor a new member in the drive will receive the official IACP gift. The item sent will be at the discretion of the IACP.



IACP President's Membership Drive Application

International Association of Chiefs of Police
P.O. Box 62564
Baltimore, MD 21264-2564, USA
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: _____

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: ____/____

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The War on Distracted Driving: How One Suburban Police Department Has Prepared for Battle



Photo courtesy of Fairfax County Police Department

By Michael F. Grinnan, Captain, Commander, Traffic Division, Fairfax County, Virginia, Police Department

While the average person likely thinks of texting or talking on a cellphone when the phrase “distracted driving” is mentioned, there are many different types of distractions that may negatively impact a driver’s concentration. Scanning radio stations, adjusting the vehicle’s control knobs, reading, conversing with a passenger, or simply focusing on thoughts other than driving are all examples of distractions.

According to the most recent figures released by the National Highway Traffic Safety Administration (NHTSA), 10 percent of fatal crashes, 18 percent of injury crashes, and 16 percent of all motor vehicle traffic crashes in 2012 were reported as distraction-affected crashes.¹

Although overall traffic fatalities dropped in the following year (2013), there were still 3,154 people killed and an estimated additional 424,000 injured in motor vehicle crashes involving distracted drivers.²

What Is Distracted Driving?

NHTSA defines distracted driving as “any non-driving activity a person engages in while operating a motor vehicle.”³

There are three main types of distraction.

- Visual—the driver takes his or her eyes off the road
- Manual—the driver takes his or her hands off the wheel
- Cognitive—the driver takes his or her mind off driving⁴

As a county with a population of 1.1 million people and some of the most congested roadways in the United States, Fairfax County, Virginia, certainly has its share of distracted

drivers. In 2012, Fairfax County police officers issued an astounding 12,346 tickets to distracted motorists.⁵ Unfortunately, despite increased enforcement efforts and educational campaigns, the number of crashes involving distracted drivers within Fairfax County did not appear to reflect a notable decrease, which prompted the department’s Traffic Division to examine other avenues to address the problem.

Multitasking—The Great Myth

The first step in addressing the issue was to convince motorists that distracted driving impacts their ability to operate a motor vehicle. “Telling people isn’t enough,” says master police officer Joseph Moore, the department’s lead distracted driving instructor. “They have to see firsthand what impact distractions have on their ability to drive safely. Studies reveal that the human brain simply isn’t capable of multitasking. Each individual task one attempts to perform simultaneously with other tasks results in divided attention.”⁶

Moore is right—many drivers think they can multitask. However, a 2009 study by NHTSA revealed that 80 percent of all car crashes involve driver distraction within three seconds of the crash. According to the study, the primary distractions for drivers include cellphone use (texting and calling), reaching for things within the vehicle, looking at things outside the vehicle, reading, and applying makeup.⁷

The study’s authors concluded that *Consistent with much of the recent literature on cognition and working memory, as well as visual and auditory stimuli, humans apportion finite cognitive resources to process auditory and visual stimuli on an “as needed” basis. However, as the demands increase, reaction time increases and accuracy decreases. Indeed, cognitive resources are limited, as is processing speed, working memory, and individual ability... Further, three key variables impact both types of processing: (1) memory-load, (2) the nature of stimulus-response mapping, and (3) the amount of practice.*⁸

The authors determined that “when complex tasks are introduced involving working memory, lexical, and form discrimination, controlled processing is required.” Cellphone use, specifically,

“Telling people isn’t enough... They have to see firsthand what impact distractions have on their ability to drive safely.”

resulted in degraded visual cognitive performance, and the more complicated the visual task (i.e., driving), the more impact auditory distraction (e.g., cellphone conversation) has on a subject's performance.⁹

While 10 years ago it wasn't uncommon to see a driver talking on a cellphone, the advent of texting, tweeting, and accessing email and the Internet on smartphones has resulted in an increase in distraction-related incidents within Fairfax County.

With the assistance of the staff of the Fairfax County Criminal Justice Academy's Driver Training Facility in Chantilly, Virginia, personnel from the police department's Traffic Division developed a presentation to demonstrate how different types of distractions can impact a driver's ability to navigate a motor vehicle.

After observing the short presentation on the dangers of distracted driving and receiving a safety briefing, participants are asked to buckle up and navigate through a series of short courses designed to simulate everyday driving tasks (e.g., turning, stopping, reversing, and parking). The participants are then asked to perform the same maneuvers a second time while communicating with a driver training instructor on a cellphone or talking with a passenger in the front seat. The participants are filmed as they attempt to navigate through the courses so that they can later view how distractions impacted their ability to perform simple vehicle maneuvers. Local media are also invited to the presentations to not only observe, but also participate in these simulated exercises.

Curbing the Habit Before It Starts

It is generally thought that young drivers are especially prone to distracted driving, and 2012 figures released by the NHTSA appear to support that assumption, revealing that "10 percent of all drivers 15 to 19 years old involved in fatal crashes were reported as distracted at the time of the crashes. This age group has the largest proportion of drivers who were distracted."¹⁰

Upon realizing this fact, members of the Traffic Division recognized that training this age group would be easier than training adults, as several members of the demographic had not yet begun to drive and, thus, had not developed poor driving habits. Most young drivers would also be easier to reach since many of them were still in high school.

This realization prompted members of the Traffic Division to develop The Youthful Driver Program, a course for newly licensed drivers and those preparing to receive a learner's permit. This course, conducted with the assistance of the staff at the Fairfax County Criminal Justice Academy's Driver Training Facility, focuses on vehicle dynamics and crash avoidance. It stresses the importance of driving while free of any and all distractions and the need for drivers to focus solely on their surroundings.

The Fairfax County Police Department's Traffic Division, along with Fairfax County Public Schools, have also partnered with

WJLA-TV Channel 7 News for the past several years to present ABC7's Drive to Stay Alive Teen Driving Assembly, which focuses largely on the dangers of distracted driving and occupant safety. The commander of the Traffic Division and local news anchor, Leon Harris, discuss the perils of distracted driving in a live, interactive dialogue, and air short, emotional videos that generally silence an auditorium filled with hundreds of teenagers. This program is typically presented at local high schools to sophomores, juniors, and seniors prior to their proms and homecoming events and as part of driver education classes. An overview of the training is generally aired the same evening on WJLA-TV News Channel 7.¹¹

Combining Forces

In order to increase awareness among local partners, Moore began reaching out to businesses and corporations located within Fairfax County that employ drivers. He and other members of the Traffic Division conducted training for these businesses, tailored to business drivers. The team has not only been asked to return periodically to lecture on the dangers of distracted driving, but they have also been contacted by additional businesses who have requested the training. During each of these presentations, Moore shows two different automobile commercials. The first, filmed in the 1960s, focuses primarily on the look, feel, performance, comfort, safety features, and pleasures of driving a newly designed motor vehicle. The second, which is current, depicts two young adults seated in a newly designed vehicle, focusing on the dashboard area while an announcer describes the driver's ability to connect to Google, GPS navigation systems, and XM Radio via the vehicle's easily accessible control panel. The commercial rarely shows the exterior of the vehicle and mentions nothing about the vehicle's anti-lock braking system, enhanced safety features, or traction control capabilities.

Moore uses these commercials to show how priorities and societal norms can change over time. "As a society, we have lost sight of what is really important in terms of vehicle features and capabilities when it comes to purchasing a new car. Today's consumer is more concerned with the ability to communicate and be accessible to others in multiple ways," Moore says.¹²

Training the Trainer

Fairfax County is divided into eight police patrol districts. Each of these districts has a separate police station with an assigned traffic liaison officer. It is the responsibility of the traffic liaison officer to maintain communication with the department's Traffic Division in order to promote regional and national safety campaigns and to provide traffic-related training to personnel assigned to his or her station. Additionally, this officer works closely with the station's crime prevention officer to conduct training or presentations to citizens and businesses located within the station's district.

Traffic liaison officers receive training from the Traffic Division and return to their respective districts to disseminate the information they have learned regarding education and enforcement of distracted driving laws to officers and citizens.

To be successful in the fight against distracted driving, the Fairfax County Police Department recognizes the importance of enlisting any help that is available. While continued training, education, and enforcement of distracted driving laws may help win the battle, it is the increased support from community groups, businesses, and corporations; mobile phone manufacturers; and the media that may ultimately help win the war. ♦

Michael Grinnan, a 22-year veteran of the Fairfax County Police Department, is a member of the IACP's Highway Safety Committee and Traffic Incident Management Subcommittee. He can be reached via email at Michael.Grinnan@FairfaxCounty.gov.

Notes:

¹U.S. Department of Transportation (DOT), National Highway Traffic Safety Administration (NHTSA), "Distracted Driving 2012," *Traffic Safety Facts: Research Note*, April 2014, <http://www.nrd.nhtsa.dot.gov/Pubs/812012.pdf> (accessed March 30, 2015).

²DOT, NHTSA, "Roadway Deaths Fall Nearly 25 Percent in a Decade, Fatality Rates at a Historic Low," press release, December 19, 2014, <http://www.nhtsa.gov/About+NHTSA/Press+Releases/2014/ci.traffic-deaths-decline-in-2013.print> (accessed March 30, 2015).

³DOT, NHTSA, "Policy Statement and Compiled FAQs on Distracted Driving," <http://www.nhtsa.gov/Driving+Safety/Distracted+Driving+at+Distraction.gov/ci.Policy+Statement+and+Compiled+FAQs+on+Distracted+Driving.print> (accessed March 30, 2015).

⁴Ibid.

⁵Fairfax County Police Department, Traffic Crime Division Analyst, internal report, 2013.

⁶Joseph Moore (master police officer, driving instructor, Fairfax County Police Department), interview, March 11, 2015.

⁷American Academy of Audiology, "Multitasking, Cognition, and Cell Phone Distractions," news release, December 14, 2009, <http://www.audiology.org/news/multitasking-cognition-and-cell-phone-distractions> (accessed March 30, 2009).

⁸Brett E. Kemker et al., "Effects of a Call Phone Conversation on Cognitive Processing Performances," *Journal of the American Academy of Audiology* 20, no. 9 (2009): 582-287, <http://www.audiology.org/news/multitasking-cognition-and-cell-phone-distractions> (accessed March 12, 2015).

⁹Ibid.

¹⁰DOT, NHTSA, "Distracted Driving 2012."

¹¹WJLA-TV, "ABC 7's Drive to Stay Alive Teen Driving Assembly," and Leon Harris's short bio are used by permission from WJLA-TV News 7.

¹²Joseph Moore, interview, March 11, 2015.

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