

POLICE CHIEF

MEDIA RELATIONS

INSIDE

Effective Police-Media Relations **22**

Forging a Strong Rapport **28**

Finding Your Agency's Identity **38**

Sworn vs. Civilian PIOs **46**

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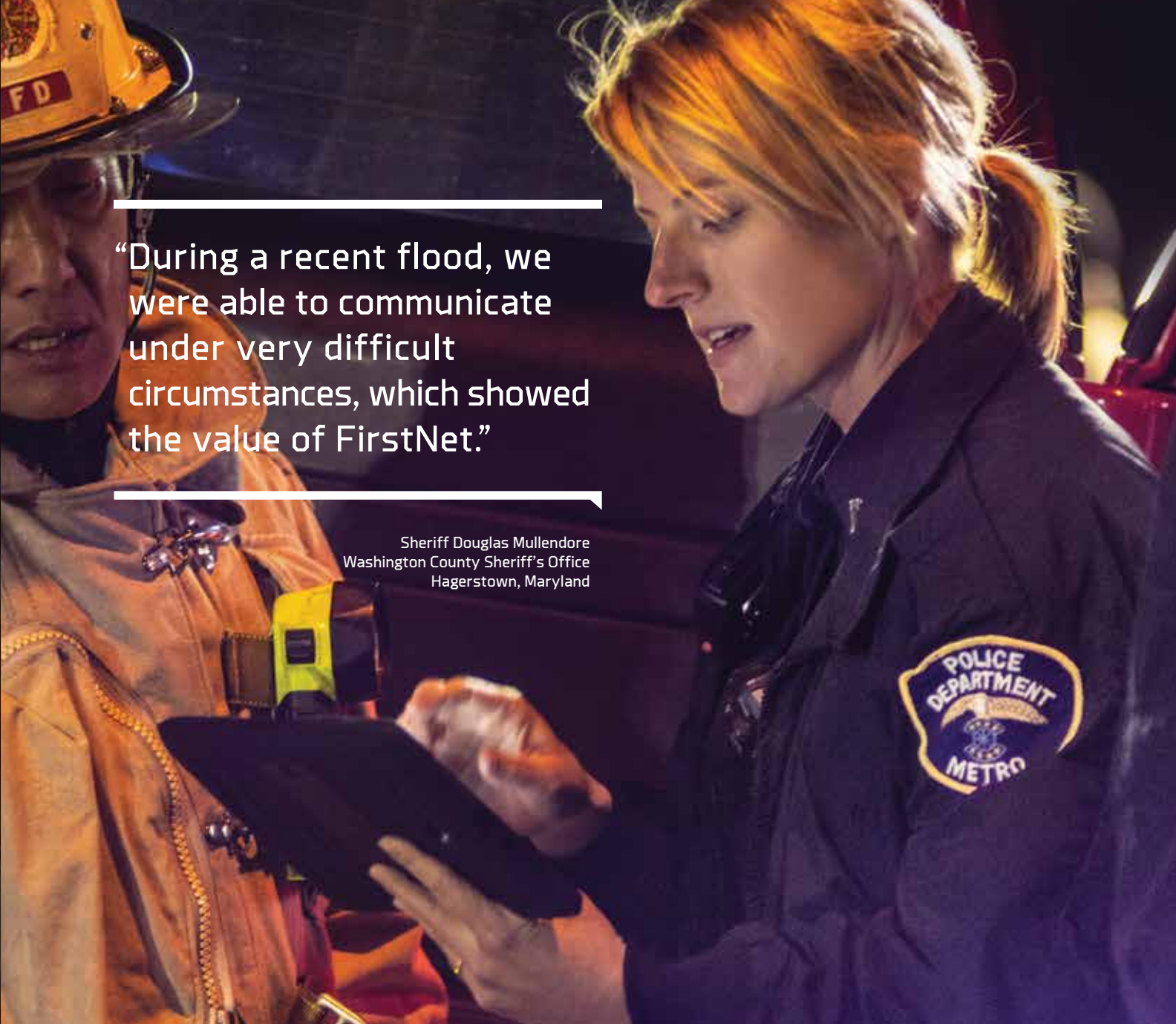
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22 Effective Police-Media Relations

Savvy law enforcement leaders recognize the potential of mutually beneficial relationships with the media and cultivate police-media relations in advance of crises or emergencies.

LIZ MARTÍNEZ R.

28 Forging a Strong Rapport

The relationship between local media and PIOs needs to be two-way. By working with the media, an agency can establish itself as a trusted source and thought leader while ensuring fair reporting.

JEREMY WARNICK

38 Finding Your Agency's Identity

Media, in-person interactions, and an agency's mission and culture affect people's perception of the agency—including the perceptions of potential recruits.

DOUG SHOEMAKER

46 Sworn vs. Civilian PIOs

As agencies invest more time and resources into social media, they need to weigh the pros and cons of having sworn vs. civilian employees in the increasingly important and multi-faceted PIO role.

CHRIS HSIUNG



28

LEADERSHIP

6 **President's Message** Telling Our Story Has Never Been More Important

PAUL M. CELL

13 **The Advisor**

14 **Chief's Counsel** Retaliatory Arrests and the First Amendment

Individuals cannot be arrested as retaliation for exercising free speech, but, if an arrest is made for probable cause following a conflict over speech, this makes a retaliation lawsuit more complex.

REBECCA F. CASSEN

IN THE FIELD

16 **Focus on Officer Wellness** Understanding and Prevention of Police Suicide

By understanding how police work and culture can contribute to suicides, police leaders and officers can take steps to prevent this tragic outcome for law enforcement personnel.

LAURA KING

18 **Traffic Safety Initiatives** Drive to Arrive Alive

The NIOSH Officer Road Code Toolkit is designed to promote safe driving practices within agencies and reduce fatal collisions caused by preventable factors.

HOPE TIESMAN, REBECCA OLSAVSKY

20 **Spotlight** Community Appreciation in Action

Providence Police Department has developed a way to recognize its community partners who contribute to a safer city: annual Community Appreciation Awards.

TECHNOLOGY

56 **Tech Talk** Embracing Social Media in Policing

The Ontario Provincial Police have embraced social media as an important tool for engagement, public relations, investigative support, and public safety.

AGATA CZAJKOWSKI, KERRY SCHMIDT

58 **Product Feature** Enhancing the Eyes and Ears of Surveillance

Advanced surveillance tools ensure that investigators see, hear, and discover more in both the physical and digital realms.

SCOTT HARRIS

60 **Exposition**

IACP WORKING FOR YOU

62 **IACP 2019** Find the Answers to Tomorrow's Challenges

Learn about key features of IACP 2019, meet the candidates for 2019 IACP offices, and find out which companies are exhibiting at this year's event.

72 **IACP@Work** Bridging Perspectives and Building Relationships with University Students

A new curriculum brings university students and police officers together to build understanding and have deliberate, complex conversations about historical and current community-police relations and challenges.

JENNIFER STYLES, JOSEPH MARCUS

79 **IACP Net Bulletin**

81 **The Beat**

83 **The Brief**

IN EVERY ISSUE

8 **Dispatch**

10 **Perspectives**

85 **Calendar**

86 **Ad Index**



46



WANT MORE?

Bonus articles are
posted weekly at
policechiefmagazine.org



ARTICLE
NOTES
CAN BE
FOUND
ONLINE.

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Police Chief articles are written by law enforcement leaders and experts.

See the authors featured in this issue below.

14



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16



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18



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18



Rebecca Olsavsky

Rebecca Olsavsky, MS, is a health communication specialist at NIOSH. As part of NIOSH's

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22



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Liz Martínez R. is a consultant, expert witness, and speaker in the fields of forensic linguistics

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28



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Jeremy Warnick is the director of communications and media relations at the Cambridge,

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38



Chief Doug Shoemaker

Doug Shoemaker is the chief of the Grand Junction, Colorado, Police Department. He sits

on the IACP's Police Administration Committee and serves as the vice chair of the IACP's PIO Section. Chief Shoemaker also works for Northwestern University, instructing management courses for the School of Police Staff and Command.

46



Captain Chris Hsiung

Chris Hsiung, a captain at Mountain View, California, Police Department, is a nationally recognized

speaker and author on law enforcement's use of social media, crisis communications, and leadership branding. He serves as the IACP PIO Section southwest regional vice chair.

56



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Previously a social media developer, she continues to provide training and support to officers using social media in policing. She holds an MS in education, with a specialty in computing and worked in the education field as a vice principal.

56



Sergeant Kerry Schmidt

Kerry Schmidt is a sergeant with the Ontario Provincial Police in the Highway Safety Division –

Media Relations. Kerry has been with the OPP for 19 years, and he is often seen and heard throughout the region updating the media on serious collisions and speaking about traffic safety.

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Telling Our Story Has Never Been More Important



Paul M. Cell
Chief of Police

Montclair State University
Police Department, New Jersey

“
What we as a profession can improve upon is sharing the stories that humanize the men and women who devote so much of themselves to what is very often a thankless job.
 ”

ASK ANY POLICE OFFICER TO SHARE WITH YOU SOMETHING NOTEWORTHY HE OR SHE ACCOMPLISHED ON THE JOB THIS WEEK AND THE ANSWER YOU'RE LIKELY TO HEAR IS "NOTHING MUCH." BUT PROBE A LITTLE FURTHER AND YOU'LL FIND AN OFFICER WHO USED PERSONAL MONEY TO BUY FOOD AND DIAPERS FOR THE MOTHER WHO FLED WITH HER BABY FROM DOMESTIC VIOLENCE. AN OFFICER WHO, ON A HOT SUMMER DAY, PULLED UP BEHIND A TEENAGER WHO HAD A FLAT TIRE ON THE SIDE OF A HIGHWAY AND HELPED GET THE YOUNG DRIVER AWAY FROM THAT DANGEROUS SITUATION. OR AN OFFICER WHO HELPED AN ELDERLY WOMAN ACROSS A CROSSWALK IN A HECTIC SHOPPING CENTER.

To your patrol officers, these moments are all part of their regular days. But, to the public, who isn't exposed to what it's like to walk in an officer's shoes, these moments matter greatly. What we as a profession need to intently focus upon is ensuring our stories are told. Not just the heroic stories of running into the line of fire—those are the easy stories to tell, and the media is eager to cover those stories. It's the more subtle moments that need to be shared on a consistent basis. Social media is the perfect place for opportunities like these.

It's our job as police leaders to ensure that our agency members know that capturing these moments matters. It will always be challenging to combat negative narratives created by use-of-force incidents caught on camera and narrated by those who don't know what can sometimes be required to bring a suspect under control. What we as a profession can improve upon is sharing the stories that humanize the men and women who devote so much of themselves to what is very often a thankless job. Supervisors are in the best position to hear about these daily positive encounters and should elevate these moments to the department's

public information officer. Ultimately, this directive needs to come from the top. Police leaders who advocate for working closely with the media and support social media programs send a message to all who work for them that this is the way we are doing business, so jump on board.

Should you want guidance on how to do this, we have resources for you here at the IACP. For starters, this month's issue of *Police Chief* is devoted to the critically important topic of media relations. Additionally, we have a Public Information Officers Section with PIOs



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from across the United States who have handled a wide variety of situations, both positive and negative. We are happy to connect you with section leadership should you have any public messaging questions or need guidance on managing a particular incident. We value our relationship with the media and working with them in order to get the word out about our profession. To that end, we recently hired a broadcast journalist turned law enforcement media relations director as part of our senior leadership team. Julie Parker is our senior advisor for media

relations and can guide your agencies through best practices for engaging with your communities and the media to put your agencies in the best possible light. Please feel free to call upon our valued resources here at the IACP to ensure the public is aware of all the hard work your officers are putting in day in and day out. It's time they get the proper recognition for their service to society. ♡

Photo courtesy of Orlando Police Department, Florida





Police Chief Redesign Selected for Award

The updated and enhanced version of *Police Chief*, which was unveiled in October 2018, has received a silver EXCEL Award for the redesign of an association magazine with a circulation of 20,001–50,000.

The EXCEL Awards, presented annually by Association Media and Publishing, recognize excellence and leadership in nonprofit association media, publishing, marketing, and communication—and are among the highest honors an association publication can receive.

Drawing on feedback from IACP members, the revised *Police Chief* is designed to increase opportunities for member engagement; facilitate the sharing of policing information, innovations, and best practices in a reader-friendly and organized format; and continue to provide a modern, industry-leading publication for our members. To these ends, we revamped the overall look of the magazine cover and interior; added member-focused content like Spotlight, The Advisor, and Perspectives; reorganized the article lineup; and modified content styles and presentation to improve readability, resulting in an award-winning magazine for our membership.

Submit Your Leadership Question

Police Chief's The Advisor column provides the opportunity for current and future leaders to access insight from our diverse mentor panel of executives. Each monthly column features a leadership question with answers from members of the panel. Have a question you want to ask? Send it to us and you might see the answers in *Police Chief*!

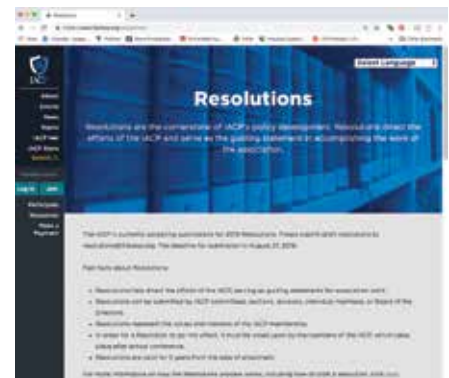
Submit leadership questions to editor@theiacp.org.



IACP 2019 Education Program Available

The workshop and event lineup for the IACP 2019 Annual Conference and Exposition is now available for viewing! The IACP offers cutting-edge education and training to help attendees do their jobs more effectively and make their agencies more successful. The IACP seeks the very best, most relevant, and thought-provoking ideas in order to deliver content pertinent to the law enforcement profession. Education sessions offer case studies, lessons learned, and best practices.

Access the program via the IACP 2019 mobile app (see page 62) or at theIACP.conference.org.



RESOLUTIONS DEADLINE APPROACHING

The resolutions process is the cornerstone of IACP's policy development. Through this process, the association membership addresses critical issues facing law enforcement. Resolutions direct the efforts of the IACP and serve as the guiding statement in accomplishing the work of the association. Each year, individual members, committees, sections, and divisions are given the opportunity to submit resolutions for the membership's consideration. The submission deadline for 2019 resolutions is August 27, 2019.

If you would like to submit a resolution, please send it to resolutions@theiacp.org.



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Q: How has your relationship with the media benefited your department?



A: When public information officers think of media relations, our minds usually go to faces we see on TV and bylines we see in newspapers and online. But a strong rapport with those behind the scenes—editorial news managers—benefited our department in the case of a missing person who really wasn't missing. Because all four of our market's TV news directors trusted our guidance to steer clear of the story despite a social media backlash, their respective stations didn't have to backtrack and report the woman admitted she'd left home on her own with her phone in hand. This instance has fostered an even greater trust between our PIO unit and news media decision makers.

Adam Myrick
*Captain, Public Information Officer
 Lexington County Sheriff's
 Department, SC*



A: In years past, our department had a very standoffish relationship with the media. Our command staff was reluctant to release information and stories focused on the negative aspects of policing. There was a severe lack of trust on both sides of the equation. One of my top priorities as chief has been to establish partnerships with local media outlets. These relationships have resulted in accurate reporting on crime, as well as credit being given to individual staff members for their good work and dedication to service. Those moments when officers can share their success publicly are fantastic morale boosters. We used to think the media was out to get us. Now, they just get us.

Kevin Sylvester
*Chief
 Ossining Police Department, NY*



A: Partnering with the media has allowed us to gain mutual trust and respect for one another. We consistently strive to minimize communication deficits between our agencies so that our department's message is clearly communicated to the public.

Improving communication has resulted in positive stories about our officers, our work in the community, and our mission to serve. But the biggest benefit is the trust. They assist us when asked, and we accommodate their requests to the best of our abilities. Sometimes there are disagreements, but we strive to disagree respectfully. It's a dance, and both partners are in the same ballroom. As a department, we've decided to use that to our advantage.

Vera S. Culley
*Social Media Coordinator
 St. Louis County Police
 Department, MO*



A: Police officers are human just like everyone else and make mistakes. Those mistakes can be critical and may have life-changing implications. I have found that a good relationship with the media can help put your agency in the best possible light and, in some cases, be given the benefit of the doubt. Media partners seem more likely to do positive stories when there has been transparency regarding previous negative stories. A good relationship makes it easier to get stories quickly corrected when there are inaccuracies. The media can also help with quickly disseminating information to the masses to help solve crimes and find missing persons, making them effective partners in crime prevention.

John Mina
*Sheriff
 Orange County Sheriff's
 Department, FL*

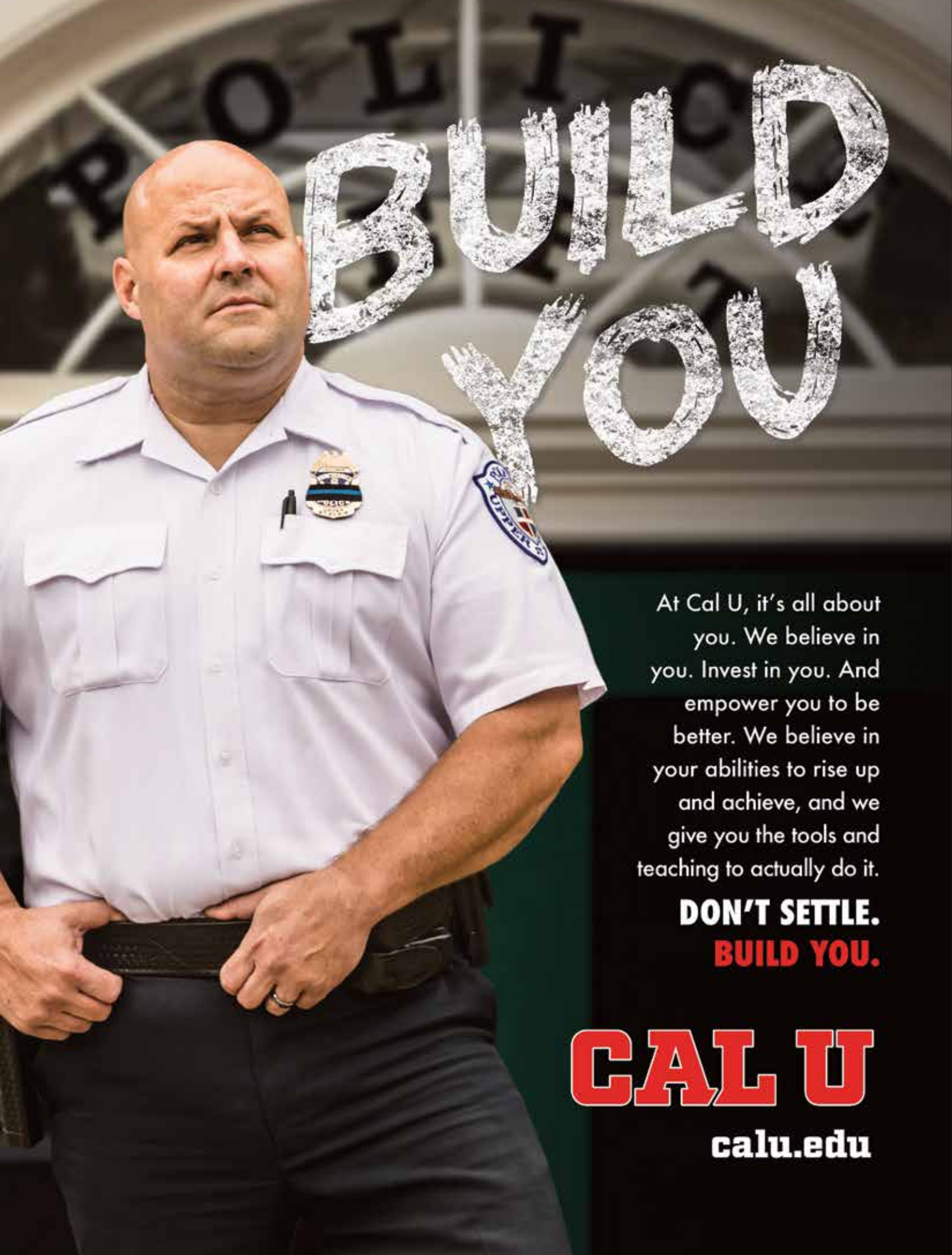
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1Q3A

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



- *Time Management*
- *Communication*
- *College Degree*
- *Continuing Education*

Q: What type of education or training would you advise for officers seeking to move into command or executive roles?

A1: *Vice Commander Shan Nuckols:* When moving from leadership roles at the operational level into positions at the strategic or executive level, there are two skills that need attention: how you communicate and how you spend your time. As an executive, focus on the tasks that only you can do—delegate everything else. In addition, you now have to connect at all levels across the chain of command. You are expected to communicate with the communities that you serve, as well as the media, government officials, and partner law enforcement agencies. There are numerous training opportunities for effective time management, and strategic communication skills; many offered through IACP at the annual conference. What is also effective is finding a mentor or identifying a leader who you think demonstrates these traits successfully.

A2: *Chief Jo Vitek:* Some of the best advice I ever received was from my late husband, retired Major Anthony “Tony” J. Vitek Jr., who encouraged me to go

back to school and finish my college education. He knew that with a college degree and leadership-management training, I could choose the doors I wanted to walk through. I took his advice to heart and graduated with a master’s degree from the University of Central Florida and attended the Administrative Officer’s Course of the Southern Police Institute of the University of Louisville. Those credentials opened doors that would have otherwise been closed. The education and training made me a better police leader and manager. It’s true—the investments you make today will pay dividends tomorrow.

A3: *Chief Regina Lawson:* Continuing education at every level is very important. Law enforcement is still a profession that has many successful officers without a college education; however, officers without degrees should be encouraged to start at the community college level or take online classes toward an undergraduate degree. Most promotional positions are going to

require a bachelor’s degree, and many prefer a master’s degree. It is not uncommon now for law enforcement leaders to have their doctoral degrees.

There are many professional development courses available, but not all agencies have the resources to allow people to attend extended training. It can require some out-of-the-box thinking to seek opportunities for officers. We have worked with local city leadership programs and other agencies to bring training in-house to develop supervisors and managers.

A4: *Dr. Richard Ruck Jr.:* In our data-driven, outcomes-oriented, community-based law enforcement organizations, it appears that the debate of officers with degrees becomes moot when that same conversation is directed at the “qualifications” of command staff. Expectations are firm that an advanced academic degree is one of the key cornerstones of career progression to command.

As such, an officer aspiring to achieve upward movement must come equipped with that degree. In the event that an officer does not have a sufficient degree, he or she should consider an accredited in-person or online program. Such considerations are not without disruption to work schedules, family obligations, and other commitments, but the benefit will outlast the sacrifice and provide for a law enforcement executive who is prepared and resilient. ♡

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

MEET THE MENTORS



Shan B. Nuckols, Vice Commander/Special Agent

U.S. AIR FORCE, OFFICE SPECIAL INVESTIGATIONS, QUANTICO, VIRGINIA



Jo Vitek, Chief (Ret.)

WATERTOWN POLICE DEPARTMENT, SOUTH DAKOTA



Regina Lawson, Chief of Police

WAKE FOREST UNIVERSITY, NORTH CAROLINA



Richard A. Ruck Jr., PhD, Professor of Criminal Justice/Policing

EAST STROUDSBURG UNIVERSITY OF PENNSYLVANIA

BY

Rebecca F. Cassen, Legal Advisor,
Tucson Police Department, Arizona

Retaliatory Arrests and the First Amendment



IN 2014, RUSSELL BARTLETT AND ABOUT 10,000 OTHER PEOPLE ATTENDED THE ARCTIC MAN FESTIVAL IN A REMOTE PART OF ALASKA. ARCTIC MAN, ALASKA'S APPARENT ANSWER TO NEVADA'S BURNING MAN, INVOLVES EXTREME WINTER SPORTS, COMMUNITY BONFIRES, AND A LOT OF DRINKING. BARTLETT, WHO BY SOME REPORTS HAD PARTICIPATED IN HIS FAIR SHARE OF DRINKING, ENCOUNTERED TWO POLICE OFFICERS ON THE FINAL NIGHT OF THE EVENT. AT AROUND 1:30 A.M., SERGEANT LUIS NIEVES APPROACHED A GROUP OF PARTYGOERS STANDING OUTSIDE AN RV. SERGEANT NIEVES ASKED THE PARTYGOERS TO RELOCATE THEIR BEER KEG INSIDE THE RV BECAUSE SOME MINORS HAD HELPED THEMSELVES TO THE BEER. DURING THIS CONVERSATION, BARTLETT BEGAN LOUDLY YELLING AT THE GROUP TO STOP TALKING TO POLICE. ACCORDING TO SERGEANT NIEVES, WHEN HE APPROACHED BARTLETT TO SPEAK WITH HIM, BARTLETT YELLED AT NIEVES TO LEAVE. NOT LOOKING TO ESCALATE THE SITUATION, SERGEANT NIEVES LEFT THE AREA. BARTLETT CLAIMED HE NEVER YELLED AT THE OFFICER AND THAT SERGEANT NIEVES BECAME UPSET WHEN BARTLETT REFUSED TO SPEAK WITH HIM.¹

A short time after this first interaction, Trooper Bryce Weight was speaking with a minor whom he suspected of drinking. According to Trooper Weight, Bartlett belligerently inserted himself between the trooper and the minor and yelled at Trooper Weight that he should not be speaking to a minor. Bartlett then aggressively stepped toward Trooper Weight, who pushed him back in response. Sergeant Nieves, who witnessed this encounter, rushed over and began to arrest Bartlett for disorderly conduct. The officers claimed Bartlett was slow to respond to their commands, and they, therefore, forced him to the ground. Bartlett denied many details of

Trooper Weight's account of the incident. He further claimed that, once he was forced to the ground, Sergeant Nieves said something along the lines of "I bet you wish you would have talked to me now." Prosecutors later dismissed the charges against Bartlett.

Bartlett sued Sergeant Nieves and Trooper Weight, claiming that the officers violated his First Amendment rights by arresting him in retaliation for his speech (refusing to speak with Sergeant Nieves and intervening in Trooper Weight's conversation with the minor). The officers responded that they arrested Bartlett because he engaged in disruptive

“

As the court notes, assessing an officer's subjective intent is a nearly impossible exercise.

”

behavior, not because he was exercising his free-speech rights. The district court granted summary judgment against Bartlett, and the Ninth Circuit Court of Appeals reversed that decision. Sergeant Nieves and Trooper Weight appealed to the U.S. Supreme Court.

Prior to this case, the Supreme Court had not had occasion to consider the issue of whether a retaliatory arrest claim can survive if the subject's arrest was supported by probable cause. Under the tenure of Chief Justice John Roberts, the Supreme Court has maintained steadfast support of two legal principles. One is that the right to free speech is essentially sacrosanct and courts must vigorously act to protect it. The other is that police officers deserve some degree of discretion and protection in their efforts to enforce the law.² This case pits these two closely guarded principles squarely against one another.

In 2006, the U.S. Supreme Court decided a similar case that would signal its direction on the case before it. In *Hartman v. Moore*, the court decided that a prosecutor could not be held liable for retaliatory prosecution of protected speech if the prosecutor had probable cause to issue charges. In

reaching that conclusion, the court noted the difficulty involved in proving an officer's animus.³

In Bartlett's case, the Ninth Circuit held that an arrestee could prevail on a First Amendment retaliatory arrest claim regardless of whether the officers had probable cause to arrest. Per the Ninth Circuit, if a plaintiff could demonstrate that an officer's subjective motivation to retaliate played any part in an officer's decision to arrest, the plaintiff could succeed on a First Amendment retaliatory arrest claim—irrespective of whether the officer actually had probable cause to arrest.

In analyzing the issue before it, the U.S. Supreme Court noted that in the Fourth Amendment context, the court had “almost universally rejected invitations to probe subjective intent,” relying instead on a test of objective reasonableness. According to the court, the relevant question in a Fourth Amendment analysis is whether the circumstances, viewed objectively, justify the challenged action. If the answer to that question is yes, courts must conclude that the action was reasonable, regardless of what the officer's subjective motivation might

have been. As the court noted, assessing an officer's subjective intent is a nearly impossible exercise and establishing a causal link between an officer's motivation and subsequent actions is rarely straightforward. Thus, it makes practical sense to consider first whether officers have probable cause to arrest, and, if they did, retaliatory arrest claims must fail.⁴

The U.S. Supreme Court ultimately held that Sergeant Nieves and Officer Weight had probable cause to arrest Bartlett for disorderly conduct, and Bartlett could not prove that the officers carried out the arrest to retaliate against Bartlett's speech. As such, Bartlett's appeal was dismissed.

The court was careful to carve out one exception to this new “no-probable cause” standard. Under this exception, if a plaintiff arrestee can demonstrate that police singled them out for arrest based upon their speech, they need not prove the lack of probable cause. So, if a group of ten people are drinking in public, and police arrest only the one drinker who is also loudly shouting, “Police suck,” that person need not prove that the police lacked probable cause to arrest him or her.

The circumstances in such a case, the court explained, mitigate the need to make the threshold for showing that officers acted in the absence of probable cause.⁵

The bottom line is that officers still cannot arrest a person to retaliate for the person's speech. In that regard, the law has not changed. Under *Nieves v. Bartlett*, however, demonstrating that an officer acted for retaliatory purposes will prove to be a substantially more difficult task. ♡

NOTES:

¹*Nieves v. Bartlett*, 138 S. Ct. 2709 (2018).

²See, e.g., *Kisela v. Hughes*, 138 S. Ct. 1148 (2018) (officer entitled to qualified immunity in excessive force action for using lethal force if the officer reasonably believed lethal force was necessary) and *District of Columbia v. Wesby*, 138 S. Ct. 577 (2018) (officers entitled to qualified immunity for false arrest claim if they reasonably believed they had probable cause to arrest).

³*Hartman v. Moore*, 547 U.S. 250 (2006).

⁴*Nieves*, 138 S. Ct. 2709.

⁵*Nieves*, 138 S. Ct. 2709.

BY

Laura L.V. King, Chief, McHenry County
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Understanding and Prevention of Police Suicide

POLICE SUICIDE IS A PHENOMENON THAT HAS HAUNTED THE PROFESSION FOR DECADES. RECENT EFFORTS TO BRING AWARENESS TO THIS DARK SECRET HAVE REDUCED THE STIGMA OF SEEKING SERVICES. STILL, THE PROBLEM PERSISTS. IN WORKING TO BETTER UNDERSTAND WHY THIS IS HAPPENING, IT IS IMPORTANT TO UNDERSTAND NOT ONLY SUICIDALITY IN GENERAL, BUT POLICE SUICIDALITY SPECIFICALLY.

WHAT THE RESEARCH SAYS

Research shows that some dynamics present in police officers' professional experience may be contributing factors to the elevated suicide rates seen in the profession, including the following.

Perceived burdensomeness: Simply stated, perceived burdensomeness suggests people do not want to be a burden to anyone else. Police can have a difficult time moving from the professional role as "helper" to the personal role of "one

needing help" and may feel vulnerable in this situation. In addition, if a police officer believes he or she would become a burden, he or she might intentionally seek out ways to prevent this, thus creating another obstacle to intervention.

Thwarted Belongingness: Thwarted belongingness is a sense of social disconnection from others, which can leave a person feeling isolated and lonely. This factor may be especially significant if a strong sense of belonging

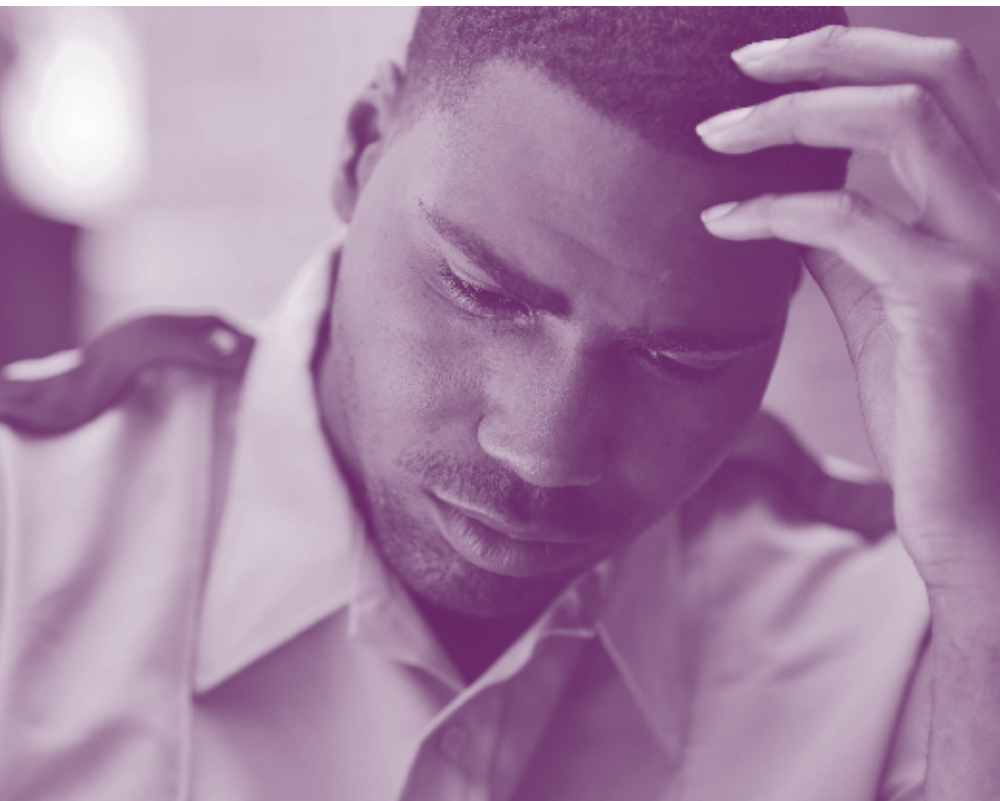
once existed or is desired. For police, this belonging can be to a specific shift, the law enforcement profession as a whole, or an external group or relationship. If an officer gets caught up in this sense of separation, it is difficult to remember the connections that make life meaningful.

Desensitization to Death: Law enforcement officers often eventually experience a desensitization to death. This occurs in part because officers see death from various causes with a greater frequency than the average person. The elevated level of exposure to death and traumatic events in emergency responders can have an influence on their perception of death. This repeated exposure to violence and traumatic incidents can lead to an emotionally detached perspective of death. While this might be a survival tool police need to maintain composure during the ugliest parts of their day, it may be contributing to the elevated rates of suicide seen among police professionals.

WHAT CAN BE DONE

There are small adjustments police professionals can make to stop the threat of suicide. Police must realize their reluctance to ask for help is a problem. Like many other areas of human behavior, asking for help gets easier each time it is done. If police officers can learn to ask for help from others in small areas that do not create a sense of vulnerability, they might improve their ability to ask for help when they most need it.

In approaching the universal human need for belonging, the best thing police can do is to ensure they do not isolate themselves as a method of coping with police stress. The fewer meaningful connections one has, the more importance each individual relationship holds. The more significant



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Law enforcement professionals need to start openly talking about suicide at the early stages of the police career.

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each relationship, the greater the potential impact that relationship has on the officer's sense of self. By learning to intentionally create connections and cultivate friendships, police can ensure they have a connected and dynamic social network, forestalling the impact of thwarted belonging.

Additionally, law enforcement professionals need to start openly talking about suicide at the early stages of the police career. Police need to recognize that the violence and death they will eventually encounter as officers (including suicides) has the potential to fundamentally change the way they view death and dying.

Last but not least, a significant lack of sleep can greatly affect police officers' ability to think through the long-term impact of their decisions. This is because as the brain fatigues, the decision-making process becomes compromised. When fatigued, people make decisions based on what feels good or right in the moment. Clearly the implications this type of fatigue-influenced, compromised decision-making can have on suicide can be readily identified.

A BRIGHTER FUTURE

Police suicide remains a misunderstood phenomenon that haunts the police profession. In order to proactively address the issue, police professionals need to better understand what is causing it and what, if anything, can be done to prevent it. Police officers can start by educating themselves on how resistant police are as a group to seeking help in non-emergency situations. By recognizing this tendency and taking action to ensure police professionals are intentionally training themselves to ask for assistance, they will have developed the skill to request intervention should they need it.

Police professionals also need to invest in a wide variety of healthy relationships to ensure they maintain a multidimensional sense of self. Too many officers become defined by the uniform or the relationship they are in. If this happens, when either of those defining relationships are threatened, officers do not know what to do. By ensuring police professionals have a robust social network and involvement in activities outside of work, they can ensure resiliency and a sense of belonging in the face of a variety of struggles.

Equally as important is that police ensure the repeated death and violence they are exposed to as law enforcement professionals does not mistakenly allow them to see suicide as an acceptable option. By having open conversations with loved ones and peers, police can actively reduce the threat of suicide that plagues the profession.

Suicide in law enforcement can no longer be viewed as strictly a mental health issue. It is time that police begin to realize otherwise healthy law enforcement professionals are choosing suicide as an option—and it is time to take action to stop this from occurring. By being aware of the risk factors and taking the steps outlined herein, each individual officer has the power to stop him- or herself from becoming a statistic, and the law enforcement profession can move in the direction of finding a solution, one officer at a time. ♡

IACP SUICIDE PREVENTION RESOURCES

The IACP recognizes the importance of suicide prevention and awareness efforts for law enforcement. We encourage readers to keep an eye out for the September 2019 *Police Chief* IACP@Work column, which will highlight IACP's current suicide prevention and awareness efforts during Suicide Prevention Awareness Month. Readers can also access a variety of existing IACP suicide prevention resources by visiting the [IACP.org/resources/document/law-enforcement-suicide-prevention-and-awareness](https://www.iacp.org/resources/document/law-enforcement-suicide-prevention-and-awareness).

In response to the ongoing concern of law enforcement suicide, in April 2019, IACP convened the National Consortium on Preventing Law Enforcement Suicide (the Consortium). Funded by the Bureau of Justice Assistance's National Officer Safety Initiatives Program, the IACP, in partnership with the National Action Alliance for Suicide Prevention, will move the conversation into action to raise awareness of and prevent law enforcement suicide. Drawing from the expertise of law enforcement agencies and families, mental health and suicide prevention services, and academia, the Consortium will develop a comprehensive report and suicide awareness and prevention tools and resources for law enforcement officers, agencies, and family members.

BY

Hope Tiesman, PhD, Research Epidemiologist, and Rebecca Olsavsky, Health Communication Specialist, National Institute for Occupational Safety and Health

Drive to Arrive Alive

MOTOR VEHICLE COLLISIONS HAVE BEEN A LEADING CAUSE OF DEATH FOR ON-DUTY LAW ENFORCEMENT OFFICERS FOR MORE THAN 20 YEARS. ON AVERAGE, ONE OFFICER DIES EACH WEEK FROM A CRASH. IN 2018, 50 OFFICERS DIED IN CRASHES IN THE UNITED STATES—AN INCREASE OF 9 PERCENT FROM 2017.

Many fatal collisions involving officers include preventable factors such as not using seat belts, higher-than-necessary speed, distracted driving, and adrenaline dump. More than half (58 percent) of fatal collisions involving officers from 2012 to 2016 were single-car events that involved at least one of these factors, according to the National Law Enforcement Officers Memorial Fund. Ongoing training in safe driving is typically found only in the largest law enforcement agencies that have the personnel or financial means to provide it.

The Centers for Disease Control and Prevention's National Institute for Occupational Safety and Health (NIOSH) has been studying vehicle collisions among law enforcement officers for nearly a decade using three approaches: officer surveys, evaluations of agency programs, and investigations of officer fatalities. Together, the results have provided insights on driving behaviors, agency policies, training, and attitudes of frontline officers and agency leadership.

A key study that included a statewide survey of 1,500 frontline officers in 50 Iowa law enforcement agencies showed that ongoing motor vehicle training was rare. Results from the survey suggested officers wanted more motor vehicle training, and they questioned whether the training new officers received at the academy prepared them to drive safely on the job. Through this survey, NIOSH also learned that agencies—particularly smaller ones—dedicated little time or few resources to training beyond what the state mandated.

Another NIOSH research study evaluated a safe driving program for law

enforcement officers and found that changes in policy, training, and messaging can lead to safer driving. A three-part approach involving policy changes, more training for young officers, and daily safety messaging implemented at the Las Vegas Metropolitan Police Department in Nevada led to significant decreases in motor vehicle collisions (over 20 percent) and injuries caused by them (40 percent) during the seven-year study period.

In 1998, NIOSH started investigating fatalities among firefighters to formulate recommendations for preventing future deaths and injuries related to motor vehicles. Recently, NIOSH expanded this project to pilot test this methodology among law enforcement officers who died in motor vehicle events. Investigations of five incidents—two crashes and three struck-by events—were performed across agencies of varying sizes. A wealth of information was collected that included review of personnel training files, dispatch recordings, witness interviews, scene photographs, dash cam videos, uniform crash and reconstruction reports, standard operating procedures, and cellphone logs. These data were used to develop reports that outlined contributing factors and evidence-based recommendations that were disseminated to the law enforcement community at large. Findings from the two crash-related investigations supported the need to address issues related to seat belt use, higher-than-necessary speed, distracted driving, and unfamiliar stress response.

These studies led NIOSH to develop an approach that could help smaller agencies with fewer resources implement a motor vehicle safety program. The outcome of this effort is the NIOSH Officer Road Code Toolkit, available free online.

To create the toolkit, NIOSH collaborated with law enforcement, nonprofit organizations, law enforcement associations, academia, and government agencies to develop free, evidence-based, customizable materials for small

to medium-sized agencies. NIOSH used feedback from focus groups with officers and an online survey to adjust toolkit components, design, and messaging.

ABOUT THE TOOLKIT

The NIOSH Officer Road Code Toolkit is designed to promote safe driving practices within an agency so that patrol officers operate under a unified code behind the wheel: Drive to Arrive Alive. The toolkit covers four topics selected on the basis of NIOSH's years of research and discussions with agencies: seat belt use, speeding, distracted driving, and stress response.

The toolkit includes

- a manager sheet for agency leadership (chiefs, command staff, supervisors) to use as a guide to incorporate safety materials into the workplace;
- 40 safety messages that managers can adapt to their agency's needs and share with patrol officers; and
- a Drive to Arrive Alive decal that managers can give to officers to place in their vehicles as a visual reminder to use safe driving practices.

Agencies can incorporate the safety messages into the workday by printing them as posters, sharing them over dispatch, discussing them with officers during roll call, or in other ways that work well to connect with officers. The toolkit includes enough messages for a month, with extra messages to allow agencies to select the ones that are most applicable to their workforce. Messages are direct and action-oriented for officers who are always on the move. They don't just tell officers *what* to do. They explain *why* to practice a safe driving behavior in a way that appeals to patrol officers.

SAFETY RECOMMENDATIONS

BUCKLE UP

Between 1980 and 2015, 43 percent of U.S. officers killed in collisions were not wearing a seat belt. Yet, it takes

only seconds to buckle up. The toolkit reminds officers to protect themselves so that they can respond to a call:

- Wear a seat belt so you'll be there for your family and those who serve with you. Arriving alive at the scene is the first step to getting home safely.
- Click it. A seat belt is part of your uniform in the patrol car.

SLOW DOWN

Pedestrians or other drivers might not hear a siren until it is too late. Thirty percent of people killed in police pursuit crashes were bystanders. The toolkit emphasizes awareness of the driving environment while responding to a call as a defensive driving strategy:

- How you respond to a call is just as important as what you do when you arrive.
- Make sure that intersections are clear when responding to emergency calls.

FOCUS

The brain has a limited ability to perform two tasks at the same time; a lot can happen when drivers take their

eyes off the road (such as officers using a mobile data terminal [MDT]), even for a few seconds. The toolkit encourages officers to apply the same focus behind the wheel that they apply on the scene:

- Drive safely. Can you back up your fellow officer if you never make it there?
- Don't crash responding to a call. Keep your eyes on the road, hands on the wheel, and mind on driving.

REMAIN CALM

Focused, controlled breathing increases awareness and improves reaction time—two skills that are critical for law enforcement officers' responses to stressful situations. The toolkit frames tactical breathing (i.e., slow, controlled breaths) as a way for officers to control their bodies and maintain focused minds:

- Control stress by breathing slowly and steadily. Provide backup with a clear mind.
- Practice slow, controlled breathing before you decide to respond. Stress happens. Take control of your adrenaline.


Daily safety messaging is one example of an evidence-based strategy shown by NIOSH research. The NIOSH Officer Road Code Toolkit is available for download with instructions at www.cdc.gov/niosh/topics/leo/toolkit.html. Access investigative reports and other law enforcement resources at www.cdc.gov/niosh/topics/leo/default.html. If you use the NIOSH Officer Road Code Toolkit, let us know how it worked for you—contact Hope Tiesman at htiesman@cdc.gov.

CONCLUSION

Motor vehicle collisions continue to be a leading cause of officer deaths, but they are preventable. Regardless of an agency's size, leadership can take steps to promote a culture of safe driving among officers and work to reduce the number of motor vehicle collisions. ♡

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Community Appreciation in Action




Thomas Verdi, Deputy Chief
PROVIDENCE POLICE DEPARTMENT, RI

 30-YEAR VETERAN OF PROVIDENCE POLICE DEPARTMENT

 MS IN CRIMINAL JUSTICE

 2006 RECIPIENT OF NAPO TOP COPS AWARD

 2014 INDUCTEE INTO THE RHODE ISLAND HERITAGE HALL OF FAME

THERE IS A LOT OF CONVERSATION WITHIN LAW ENFORCEMENT ABOUT PARTNERSHIPS WITH THE COMMUNITY TO BUILD TRUST AND PREVENT CRIME; HOWEVER, SOME AGENCIES HAVE GONE FROM DISCOURSE TO ACTION. THE PROVIDENCE, RHODE ISLAND, POLICE DEPARTMENT IS ONE SUCH AGENCY THAT HAS EMBRACED THE PHILOSOPHIES OF COMMUNITY POLICING BY DEVELOPING TRULY COLLABORATIVE PARTNERSHIPS WITH INDIVIDUALS, AGENCIES, AND ORGANIZATIONS.

Understanding that “public safety is a shared responsibility,” Providence Police Department Deputy Chief Thomas Verdi conceived of way to recognize the community partners who work with the agency to build success and create a safer environment for those who live in, work in, or visit Providence. Deputy Chief Verdi says, “Our community

partners have been instrumental in the department’s overall success.”

With that in mind, in October 2017, the Providence Police Department held the first annual Community Appreciation Awards Ceremony to celebrate and recognize its partnerships with those who work with the police department in

RECOMMENDATIONS

Are you seeking a way to recognize those in your community who go the extra mile to collaborate with your agency and improve the quality of life for those you protect and serve? The Providence Police Department’s program provides some lessons learned:

- Consider how many awards, certificates, or other forms of recognition you want to have each year (or other time period). This is scalable to your agency and community size.
- Decide who will be qualified for recognition—individuals, organizations, nonprofits, or all of the above—and how they will be selected.
- Publicize the initiative through press releases, videos, social media, and traditional media.
- Make it into a celebratory event with an award or recognition ceremony, food and drink, photographs, and other elements.
- Encourage buy-in from the local government, agency employees, and community leaders.

ways that have proven to be invaluable to the department and the community.

The event, attended by elected officials, community stakeholders, and family and friends, includes a musical slideshow presentation that showcases the recipients working side-by-side with the police and the formal presentation of diamond crystal awards, embossed with Providence Police Department’s patch and motto as well as the recipient’s name and organization, to 12 deserving awardees. The ceremony culminates with a group photo, followed by celebration and conversation over coffee and refreshments.

As one might expect, the idea was originally met with a healthy dose of skepticism. However, by the conclusion of the inaugural ceremony, those who attended knew they had witnessed something special as they watched recipients' laughter and tears as they received their awards

Recipients of the award hail from all parts of the community, including the faith-based community, mental health and substance abuse service providers, the LGBTQ community, and youth athletics, as well as organizations such as the NAACP, the Nonviolence Institute, the Hispanic Coalition, and the Neighborhood Crime Watch, among others. This wide range of partners was noted by award recipient Carla Cuellar, Providence police liaison with the Family Service of Rhode Island, who points out, "The department is not only open to collaboration with several community agencies but also recognize the importance of working together with different agencies... The Providence Police always have the community's best interest in mind. The fact that they recognized so many agencies simply shows how they also recognize everyone's work and not just theirs."

Feedback, both within the Providence Police Department and in the external community has been overwhelmingly positive, according to the Deputy Chief Verdi, who points out, "These individuals are helping those most in need and are very seldom recognized, especially by a police department. It means a lot to them, the department, and the community."

Recipients of the award concur with Deputy Chief Verdi's insight. PJ Fox, executive director of the Nonviolence Institute and another award recipient, says, "The Providence Police Community Appreciation Awards mean a lot because no one does the work for recognition, but it says something to community-based organizations that their work is being noticed."

The Community Appreciation Awards recognize and strengthen the important partnerships that make community-oriented policing a reality, and it's a chance for the community and police department to come together to celebrate the positive work they've

accomplished. "I thought it was a great way for the Providence Police Department to show that they appreciated their community partnerships," said 2017 award recipient, Wendy Joering, security liaison with the Jewish Alliance of Greater Rhode Island. "To be recognized by them was truly an honor."

As Deputy Chief Verdi says, "For many recipients and attendees, it is very

emotional night. For all, it is one of the best nights of the year." ♡

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



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Orchestrating a brighter world **NEC**

BY

Liz Martínez R., Administration of Justice
Instructor, Mesa Community College, Arizona

EFFECTIVE POLICE-MEDIA RELATIONS

“Gaaaaang Busters! The only national program that brings you authentic police case histories!”

—*Gang Busters* radio serial, 1936–1957

“Just the facts, ma’am.”

—Sgt. Joe Friday, *Dragnet* radio serial, 1949–1957; TV series, 1951–1970

“Ripped from the headlines.”

—*Law & Order* TV franchise series, 1990–Present

POLICE DRAMAS DATE BACK TO THE BEGINNINGS OF THE REFORM ERA OF POLICING IN THE 1930S, when radio was in its infancy and serials captured the public’s imagination, and they continue to fascinate contemporary television viewers. A peek into the world behind the badge, with engaging stories of criminals and heroes that resolve in under an hour, represents a powerful public relations coup for law enforcement.

Coming on the heels of the rampant corruption of the Political Era of policing, the opportunity to paint police in a positive light was seized by media-savvy law enforcement agencies. FBI head J. Edgar Hoover gave producer Jerry Devine access to FBI files for the radio serial *This Is Your FBI*, which ran from 1945 to 1953. *The FBI in Peace and War*, which aired on the radio from 1944 to 1958, was “based on Frederick L. Collins’s copyrighted book” of the same name and served to further enhance the FBI’s profile. Another radio serial from that era, *Gang Busters*, covered real police cases from around the United States, with guest narrators from various law

enforcement departments often interviewed “by proxy,” with a professional actor standing in as the voice of the real sheriff, chief of police, or district attorney for a smooth portrayal of the law enforcement professional.

The Los Angeles, California, Police Department (LAPD) got its share of the glory with the long-running radio and then television series *Dragnet*, featuring no-nonsense detective Joe Friday, who, with his partner, rotated through various LAPD units on a weekly basis. *Dragnet* set the formula for the television police procedural, and one-hour dramas such as *NYPD Blue* and *Law & Order* practically deified the members of the New York Police Department.

These popular-culture opportunities were recognized by law enforcement leaders as a way to create good relations with the public. The programs, however, reflected the preferences of the mainstream male listener or viewer, with scant, if any, portrayal of minorities and no mention of the rampant racism or the corruption that existed at the time. The upright, crewcut police



officers who were portrayed represented the (non-existent) ideal. These dramas were not designed to take on difficult societal issues; they were entertainment. Besides, the writers and producers didn't really know what was going on with police departments internally—the agencies carefully fed them only flattering information.

POLICE-JOURNALIST RELATIONS, YESTERDAY AND TODAY

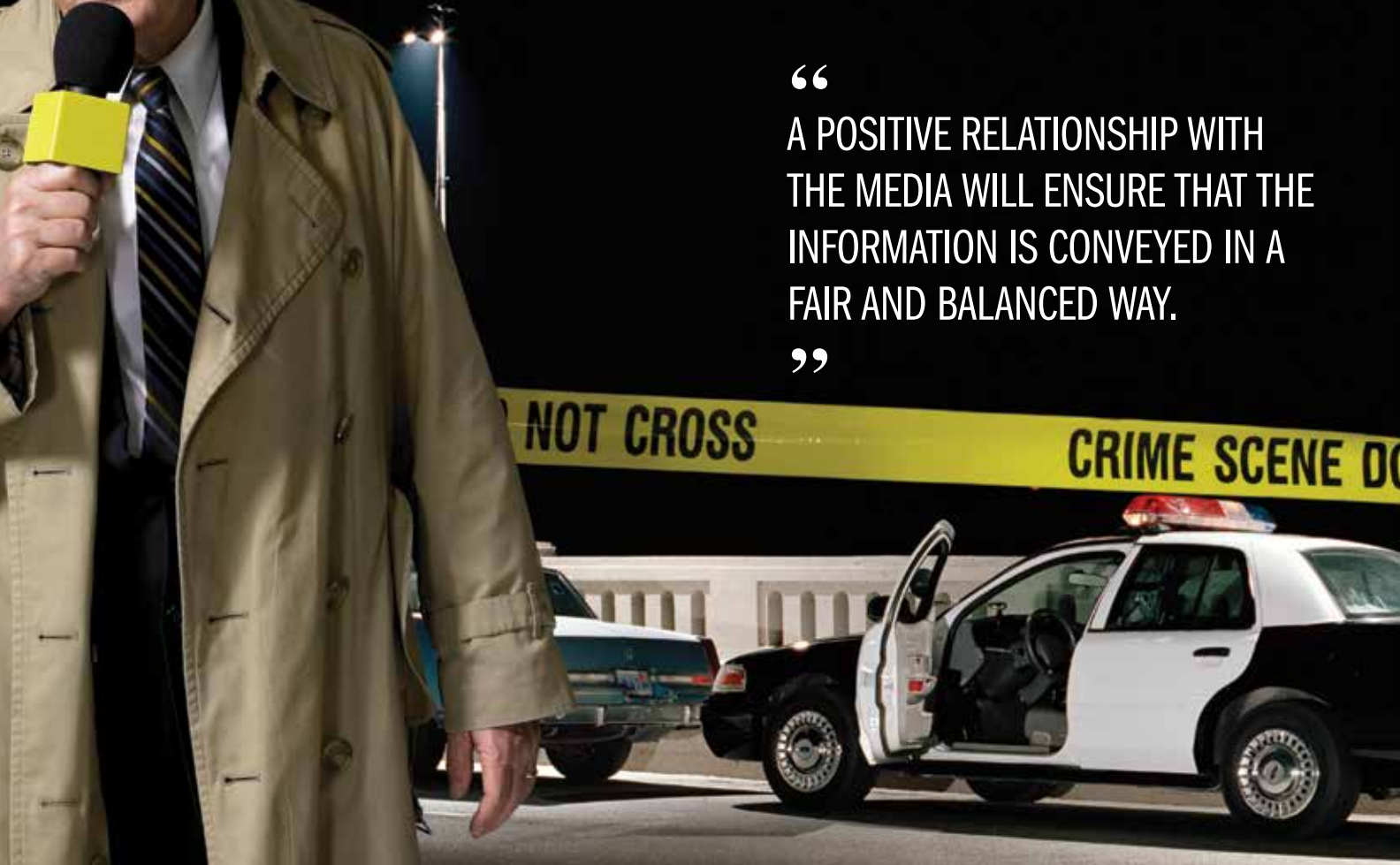
In the pre-Knapp Commission years of the 1950s, police and journalists—primarily white males and military veterans who worked their way up to middle-class status—held similar views on society. The members of the two professions were friendly with each other. They socialized, and no nosy reporter was peering into dark corners of the precinct, notepad and camera at the ready. Rather, the press considered law enforcement to be the stronghold that kept the ills of society at bay. The powerhouses of the news media avoided reporting stories that contradicted the official police versions of the facts.

As the 1960s brought massive social upheaval to the United States, the press upheld their responsibility to their readers and viewers by covering incidents truthfully, even when the facts were unflattering to the police.

Americans got to see televised problems in society and the police response to them in the once-protected confines of their living rooms. Events that disturbed the serenity of Americans included Birmingham Police Chief Bull Connor unleashing his police dogs on civil rights protesters and anti-war and political protesters meeting the guardians of the status quo.

Although law enforcement responds to criminal activities taking place in the moment, the public often has the misperception that police are *causing* the problems, rather than reacting to events set into motion by others. The relationship between the police and press began to fray as cops saw their popularity with the public decrease and placed the blame for this decline on reporters. The attitude of “you’re either with us or against us” was established under these conditions, and an adversarial relationship between cops and reporters was born.

The antagonistic attitude of law enforcement toward the Fourth Estate persists today, compounded by the advent of the “Fifth Estate,” or journalists and bloggers who work outside mainstream media. The birth of the Internet, the invention of cellphones capable of capturing events on video, and the establishment of the 24-hour news cycle have come together in a perfect storm that places law enforcement squarely in its eye. The new wisdom is that “everyone is a publisher,” and citizen-journalists are seemingly



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A POSITIVE RELATIONSHIP WITH
THE MEDIA WILL ENSURE THAT THE
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”

ever-present whenever an incident occurs that makes it possible to blame police for some perceived wrong action. But when it comes to cops going above and beyond or police officers doing their jobs as they should, the spotlight often seems to have vanished.

Cable television, which convinced the public of the necessity of being able to access television around the clock, banished the national anthem and the test pattern in favor of endless reruns and constantly updated news. When the Internet arrived, it seamlessly picked up the 24-hour news cycle. Gone were the deadlines for the 6 o'clock and 11 o'clock news. Now, mainstream news outlets need to have a steady supply of “content” to meet public expectations. They cajole their eager viewers to send in their photos and cellphone videos of almost anything at all. Angry community members are only too happy to cooperate, grasping for their 15 seconds of fame, which too often means making a cop look bad. Social media provides another outlet for self-styled reporters to provide visuals, commentary, and debate about anything at all, regardless of the facts.

A SYMBIOTIC RELATIONSHIP

Under these conditions, it is not surprising that law enforcement remains frosty toward the media. Yet there is no denying that there is a reciprocal relationship between the police and the press. Cops

and journalists have a great deal in common. Both entities trade in information. Both are concerned with finding the truth and delivering justice. In both fields, reports must be prepared, and those reports are scrutinized by supervisors and others, including the public. Misfortune and disasters are the bread and butter of both industries. The crux of the antagonism is that, in law enforcement, knowledge is power, and agencies often endeavor to keep information to themselves as long as they can in order to maintain as much control as possible. Journalists are constantly seeking facts and information, and police agencies often cannot, and sometimes choose not to, share their information.

While law enforcement must hold certain information back during ongoing investigations, officers sometimes withhold facts that could be released without negatively impacting the agency's work. At times, this rationing stems from the fear of being portrayed unfairly in the press. However, reporters need to do their job, get a quote, and move on to the next story. When police fail to be forthcoming, the press may see cops as being obstructionist.

Former journalist Steven Frasher expresses the wish that police would show greater respect for the press and understand their need for accurate information:

There is one commander that I kept in contact with on a particular multiple homicide investigation

all the way up to an hour before we went to press. At that time, he was still assuring me that there were no leads in the case. Our headlines reflected that; then I was leaving work and I heard on the radio that the case had been solved with suspects in custody. That made me look bad.

Reporters can retaliate in kind, casting police actions in an unflattering light. Six days after Hurricane Andrew decimated parts of Florida, for example, a *Miami Herald* story, “Swamped Metro Officers Only Handling Emergencies,” told readers, “House burgled while you were away from home? Don’t call Metro-Dade Police. They can’t come.” If the police department had a stronger connection with the newspaper before the hurricane struck, those efforts might have gone a long way toward a more sympathetic tone in the story.

CULTIVATING THE PRESS IN ADVANCE

“A positive relationship with the media will ensure that the information is conveyed in a fair and balanced way.” Just as community policing centers on building community-police relations, police interaction with the media means building relationships. Such associations are not established overnight, but they represent an opportunity that savvy law enforcement leaders cultivate. Officers who receive no cooperation from community members find it very difficult to make cases. When the community is frightened, for example, that they will be persecuted, deported, or unfairly viewed as criminals, doors and mouths close—and cops are at a loss for information. Likewise, when agencies need the media to get the word out to the public about an emergency situation, the ones who have pushed back at the press find themselves speaking to a dial tone. Clearly, the moment that the bomb explodes or the fire erupts is not the time to start cultivating reporters.

Although cops and reporters may never regain their 1950s-era coziness, the two entities can work together. Cooperation is required on both sides. For their part, reporters have to keep their word and respect embargoes and off-the-record comments from police. Law enforcement, in turn, must provide the information that can be provided in a timely fashion and fairly, distributing it to all reporters and not playing favorites. There is nothing like burning a source or depriving reporters of publicly available information to ruin a relationship. When people feel they are treated unfairly, they retaliate. Reporters bring forward the facts, but through connotation and innuendo, can paint police in an unflattering light. Cops retaliate by not giving reporters the time of day.

These tactics are destructive and do not help law enforcement achieve its objectives.

EFFECTIVE STRATEGIES FOR GOOD RELATIONS WITH THE PRESS

Keeping the lines of communication with the press open does wonders when an agency needs cooperation regarding its image or an emergency incident. Inviting the press to regular press conferences provides the impression that the agency is open and has nothing to hide. That perception will be translated into print or visual media. Of course, if the agency gets a black eye over an incident that goes wrong, the press will still have to report it, but it is likely to be reported in a fair or even sympathetic light, rather than the way an enemy would be gleeful at the fall of a foe.

Some agencies establish a public information office and staff it with specially trained officers or civilian media experts, including former journalists. Frasher, the reporter who was sandbagged by the uncooperative commander, eventually left journalism to serve as a public information officer (PIO) for the Riverside Police Department in California. With officer training or the specialized knowledge collected over the course of a reporting career, PIOs can be the bridge between the department and the media.

[Reporters] can be an important tool in your crime-fighting arsenal... play[ing] a significant role in public safety by keeping citizens apprised of ongoing threats (e.g., outstanding suspects, containment operations, possible pending evacuations). Use the media to your advantage in requesting assistance in identifying suspects or locating missing parties.

PIOs can be crucial in the effective handling of the press and can also serve as a shield, keeping other officers from interacting with the media to avoid potential missteps.

SOCIAL MEDIA: PUSH AND PULL

While it is clear that taking steps to make friends and influence people can be an effective strategy when police organizations are interacting with mainstream media, social media has changed the communication game. Because social media platforms aren’t going to disappear, departments need to learn how to best leverage them. Twitter, Facebook, Instagram, and other platforms can be used by agencies to “push” (distribute) news, to “pull” (gather) it, or for a combination of pushing

and pulling. PIOs can craft press releases and push information out to both mainstream and social media outlets, using them as a way to notify the public of important information and to create a positive image for the department.

Tommy Norman, a North Little Rock, Arkansas, police officer, has mastered the art of creating good press for his agency. As described in a Fox News report,

The white officer, who has more than 1 million followers on his Instagram page, documents his hands-on approach to interacting with black members of his community on the social media platform.... Norman works with kids to teach them that police are there to protect and serve them.

Stories of heroic acts of bravery and everyday acts of kindness posted on social media can also spill over into the mainstream press and be picked up on network television or in major newspapers. Thus, the media can be used as a tool of community policing by pushing news out to the community.

In 2015, Sergeant Jeff Turney of the Glendale Police Department (Arizona) responded with other officers to an elderly woman's home following her husband's death. While in the house, the officers noticed that the new widow did not have a functioning lock on the front door. Sergeant Turney happened to have a Home Depot gift card in his pocket, and he gave it to one of his cops so the officer could go and pick up a new lock from the store. The cops installed the new lock for the widow on the spot. One of the officers posted some photos of the impromptu home improvement project to Facebook. When Sergeant Turney returned to the stationhouse, he was met with a barrage of interview requests from the media but couldn't fathom what had drawn their attention. He was astonished that the story about fixing a lock had gone viral.

Local media picked up the story from the department's Facebook page and ran with it. For his efforts, Sergeant Turney was named 2016 Angel of the Year by Angels on Patrol, an organization that helps meet the needs of community members. Of course, the mainstream media, as well as social media outlets, lit up with the news of the award.

Sergeant Turney's actions created more good press for his agency when, in 2018, he was lauded for buying groceries for struggling parents.

In addition to pushing out good news, when police have updated information on a critical incident, it is often crucial for the community to be notified right away. "[E]ssential measures for protecting the public... include warning, emergency public information, evacuation, and shelter." Such pushes of information can take place rapidly via department social media accounts (e.g., Twitter and Facebook), as well as on the agency's own website. Mainstream media outlets also have their own websites and social media accounts and can be valuable allies in disseminating information in the event of a critical incident.

In addition to pushing information out to the public, law enforcement can also pull information from sites like Twitter, which can be useful



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 ”

for “[r]ecognizing relevant information accurately and in a timely manner” so that unfolding critical incidents can be identified quickly. A video or a post may appear on a social media site faster than bystanders can say something when they see something.

In the modern era of policing, law enforcement may never regain its spotless fictional image in popular culture, and the days of cozy relationships between cops and reporters may have gone the way of poodle skirts and Elvis records. Nevertheless, good relationships between law enforcement and the media are not only possible but important. By cultivating the press, police agencies can build allies they can rely on—not only to report stories fairly but to disseminate information to the public quickly and accurately when a critical incident occurs. In addition, the use of social media allows departments to get their own messages out while monitoring chatter to learn about breaking news before it may be reported officially. As neither the press nor the police are going anywhere, and because they must coexist in a symbiotic fashion, it makes sense to create the best working relationship possible for the good of the department and the community. ♡

IACP Resources

- Police-Media Relations Model Policy
- Social Media Model Policy

theIACP.org

- “Considerations for Social Media Management and Strategy” (article)

policechiefmagazine.org



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FORGING A STRONG RAPPORT

The Benefits of
Investing in Relationships
with Local Media

BY

Jeremy Warnick, Director of Communications and Media Relations, Cambridge Police Department, Massachusetts

“THE MEDIA IS A FOOD CHAIN THAT WOULD FALL APART WITHOUT LOCAL NEWSPAPERS.”

John Oliver’s stark portrait of the state of journalism in an August 2016 episode of HBO’s *Last Week Tonight* struck a chord with media throughout the United States. He continued by saying that “even if you only get your news from Facebook, Google, Twitter, or Arianna Huffington’s Blockquote Junction and Book Excerpt Clearinghouse, those places are often just repackaging the work of newspapers. So are TV news shows.” Statements like this should make police chiefs, public information officers (PIOs), and any other spokespeople who interact with reporters pause and take inventory of what level of investment their agencies are making with their local media. Does the agency know who the local reporters are? What is their readership? Does the agency know their deadlines? What type of influence do their publications have in the community? The answers to these questions can help guide an agency’s external communications strategy.

When Jeremy Warnick joined the Cambridge Police Department as its director of communications in 2014, one of his first goals was to establish a relationship with the editor of the *Cambridge Chronicle*, the oldest continuously published weekly newspaper in the United States—and one of the primary and trusted sources of information for Cambridge residents. The relationship was first initiated over several phone calls, emails, and in-person meetings. At minimum, Director Warnick and the editor connected weekly when responding to incident report requests and other breaking news. Through this constant back-and-forth engagement, the department was able to better anticipate what the editor was looking for, identify when she was looking for information, and determine the best means for sharing this information (e.g., email, phone call, text message). It was an investment, but one that offered incredible value. As a result, the Cambridge Police Department is investing the time and resources to build similar relationships with other local news outlets.

A quality, local reporter will take great pride in knowing a department and community better than most residents. They will commit to being out in the community to speak with city officials, residents, business owners, employees, visitors, students, and others. However, it is important to understand the realities of today’s media landscape.

ACCORDING TO THE BUREAU OF LABOR STATISTICS,

39,210

PEOPLE WORKED AS REPORTERS, EDITORS, PHOTOGRAPHERS, OR FILM AND VIDEO EDITORS IN THE NEWSPAPER INDUSTRY IN 2017.



2017 MEDIAN WAGES WERE ABOUT

\$49,000

FOR EDITORS AND

\$34,000

FOR REPORTERS



According to data from the Bureau of Labor Statistics’ Occupational Employment Statistics, 39,210 people worked as reporters, editors, photographers, or film and video editors in the newspaper industry in 2017. That is down 15 percent from 2014 and 45 percent from 2004. Median wages for editors in 2017 were about \$49,000, while the figure for reporters was approximately \$34,000 (not much greater than the minimum wage). Much like police officers, today’s reporters are under a tremendous amount of stress to do more with less. They are often required not only to write a story, but also to capture video or photography on the topic. Depending on the market, more talented reporters might be looking to use their employers as a launching pad for a more lucrative salary in a bigger market or national outlet. Due to these reasons, turnover may be inevitable. With turnover, there are pros and cons. It can be beneficial to have newer, potentially more motivated reporters who are seeking to establish themselves in a market. However, due to the volume of articles that a reporter may be required to file, he or she might not know or understand law enforcement procedures, policy, and general operations. As a result, it is critically important for police leaders to immediately meet and spend time with reporters, especially the ones who are going to file daily stories on the department.

Because of the constantly changing media landscape, many reporters’ hours are diminishing, particularly at the local level. Time efficiency is of the utmost importance as reporters are constantly facing deadlines, especially those who are filing stories for print and online publications. By staying connected and regularly sharing information with reporters, especially on a breaking news situation that is receiving broad interest at the local or perhaps national level, a law enforcement agency will build a strong relationship with the reporters. Since many local media don’t have large newsrooms or operate as big conglomerates who may have staff assigned to listening to radio scanners or following Twitter feeds, this relationship is imperative. Sharing a quick text message with advanced notification on

the timing of a press conference or a high-level summary of an active incident will go a long way toward forging or enhancing a media-police relationship.

The local media and PIO relationship needs to be two-way. It's not just about an agency reaching out to the media when they have good news. Police agencies also need to be available whenever reporters require support. A reporter may call for a comment on a story, seek background on a tip, or attempt to verify details. Providing such services is one of the ways agencies can build a true relationship and establish themselves as quality sources with the media. As a result, when hiring or onboarding PIOs, leadership needs to clearly articulate expectations. As the media world is not restricted to standard business hours, a police representative may need to be available for overnight, weekend, and holiday requests. In fact, there may be better odds for a reporter to cover a story about an agency (e.g., Coffee with a Cop) if it is held during nonbusiness hours, since their primary responsibilities will be concentrated during the day. If the department's PIO is unavailable, a trained and equipped backup should be ready to support reporters with their needs at a moment's notice. If the officers are not available or responsive to reporters, any equity established with reporters or their publications could be strained or completely eroded.

Why is establishing a relationship with reporters such

a terrifying prospect for so many agencies? According to a recent Pew Research Center survey conducted by the National Police Research Platform, more than 80 percent of officers who work in departments of 100 or more sworn officers believe the media generally treats the police unfairly, and about 42 percent of the officers strongly agree that the media are unfair to police. In speaking to local reporters in the greater Boston area, the author inquired about these concerns and the local media-police relationship. Distrust was a core topic that surfaced multiple times during conversations. These were among the primary reasons why there might be a limited to nonexistent relationship between the local media and police agencies:

- A reporter previously wrote a negative article about the agency.
- A quote from a police chief or police spokesperson was misconstrued or misrepresented.
- There is concern from the police over the lack of control regarding the final published product.
- Agencies are dealing with too many rookie reporters due to the turnover in today's media industry.
- Agencies have their own information platforms (e.g., social media) and don't need traditional media.

While these are among the examples that may lead to sensitivities and distrust, the reality is most reporters are simply looking to highlight the good works that are occurring within a city or organization. Reporters and editors want to tell timely, relevant stories that are of real interest to their audiences. If an agency establishes a relationship with the media, reporters can serve as external resources, helping to amplify a department's message or providing broader context in stories that could be received more favorably coming from them (a neutral third party) than from the police agency. At the Cambridge Police Department, a frequent topic is the importance of reaching the 80 percent (those who don't fall within the 20 percent who are either loyal fans or strongly oppose the police). There is a high likelihood that a law enforcement agency's social media following primarily consists of those who are pro- or anti-police. Many smaller newspapers or websites will likely be receptive to occasional bylines (an article that tells readers who wrote the piece) or other forms of contributed content directly from the local police agency. If an agency provides a reporter with a strongly written story, photographs, and potentially video, the article might very well end up in the publication verbatim, in a media format that gives departments more real estate to share important information

Cambridge Police Deputy Superintendent Jack Albert speaks to greater Boston media about the region's public safety plans in advance of July 4 activities.



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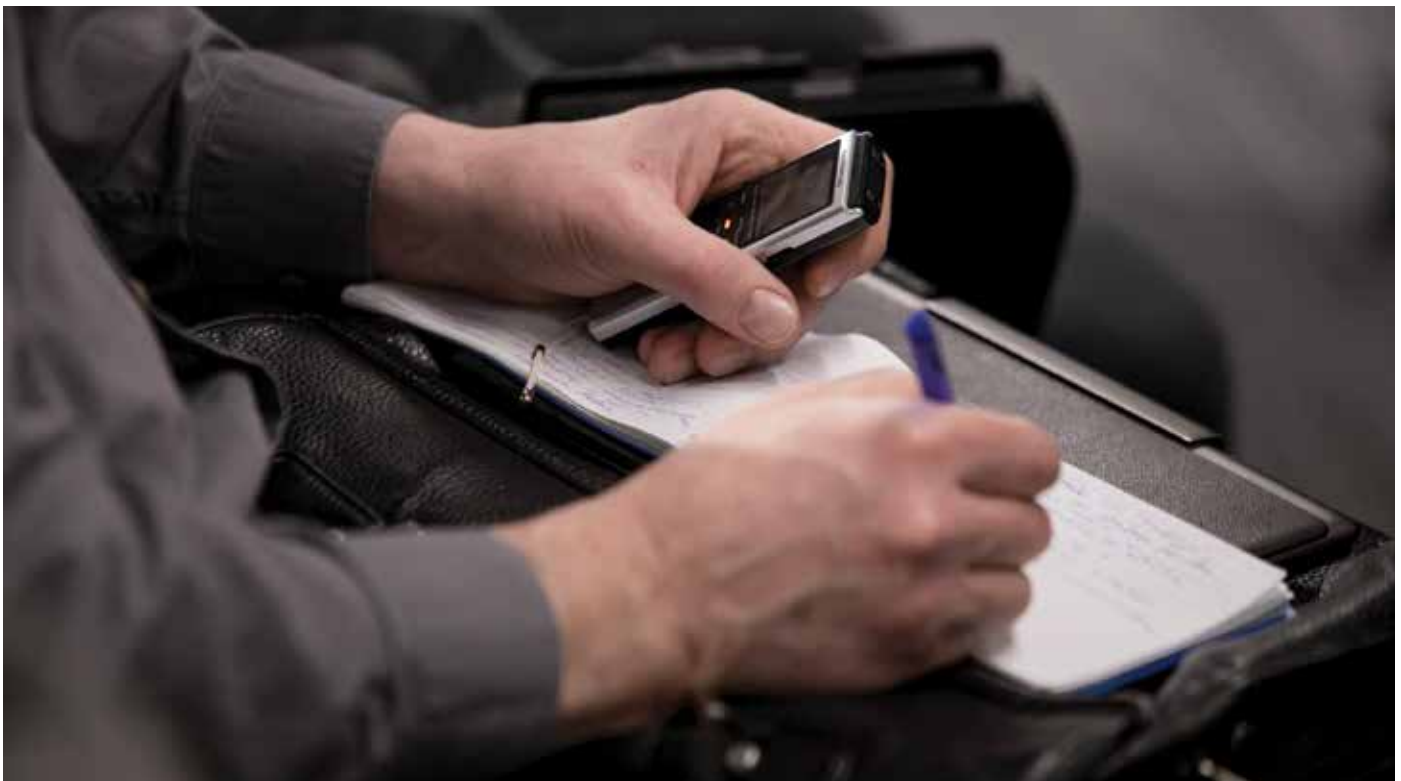
and reach an audience that does not follow a department's social media accounts, visit its website, or subscribe to the agency's email newsletters. Additionally, if an agency is readily available and regularly provides informed, authentic quotes, that could lead to the department's media influence expanding from a local reporter to other news organizations seeking the agency's expert analysis. As a result, a law enforcement agency can quickly become a thought leader in the region or country, which will in turn enhance its local reputation.

Similar to bylines and other contributed content, providing timely and more background information to a reporter can potentially increase the odds of mitigating potential misconceptions and ensure that accurate information is more likely to be featured in an article. The constant sharing of information can also aid in having a department's under-the-radar stories published, which will provide more exposure to those stories or programs

that could be unknown within the community. By pitching the agency as part of a broader story (i.e., not just talking about the department or programs), a PIO can provide resources for a reporter that could add great value to a story. For example, an agency might want to consider reaching out to a reporter as the start of the school year approaches to ask if the newspaper or website is planning on producing any back-to-school stories. If so, perhaps he or she might want to consider talking with a local traffic safety officer. A strong story might come out of this suggestion, highlighting one of the most significant benefits in having a quality department-reporter relationship.

A solid rapport with a reporter can potentially offer a number of other benefits. For example, while a reporter might not give a spokesperson the opportunity to review an article, he or she might provide opportunities for the PIO to fact-check key data points or other elements prior to an article being published. Or, reporters might notify a department once an article about the organization is published online. This increased awareness can reap significant dividends, as a potentially damning story can be quickly addressed with a follow-up statement from an agency, and, in other cases, reporters (just like spokespeople) aren't always going to correctly understand information once it is received.

The Cambridge Police Department learned the value of a relationship with its local media when one reporter questioned if its new spokesperson





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wanted remarks made on a phone call to be featured on-the-record. The question initially caught the spokesperson off guard. In retrospect, the clarification was greatly appreciated as the remarks were repeated and not as ideal as they were intended. The reality is, over the course of daily phone and in-person interviews, a spokesperson is not always going to have textbook talking points and may casually share statements that are not ideal for various reasons (e.g., unintentionally presumptive, exaggerated, or unverified). Having a strong relationship with a reporter potentially provides spokespeople the opportunity to participate in a back-and-forth dialogue during an interview and issue a statement correction, inquire if the conveyed message makes sense, or gauge how it may be received or possibly strengthened. While this won't necessarily be the case with all reporters, an agency will quickly identify if this dynamic can take place once a solid rapport is established.

One potential misconception within departments is that once a news article is published, it can't be edited or updated. A professional reporter (and more commonly the news source) does not want to feature incorrect or blatantly wrong information. However, some level of error will inevitably occur, especially in a fast-paced digital environment. However, respectable reporters will make as much effort as possible to prevent errors from occurring before they are published because they understand the ease with which mistaken claims and false facts can pick up speed and spread—particularly online. This requires reporters to be diligent in verifying facts before they are published and spokespeople sharing accurate and timely information. Rather than destroying trust with the media source's readers, corrections are a powerful tool to reinforce how accountable and transparent the media can be. For the most part, they will welcome requests to correct any errors that may be featured in an article.

While it can take time to establish these solid relationships with reporters, the investment of time and resources are extremely worthwhile. A strong relationship can help the agency reach a greater audience than it can on its own. Additionally, the agency can secure a broader voice and gain more opportunities to manage the narrative, which in turn will enhance the agency's brand, mitigate negative perceptions, and more effectively control rumors. If your agency hasn't already, begin building relationships with local reporters today. ☺

IACP RESOURCES

- Critical Issues Messaging Worksheets

theIACP.org

- "The Brief: The Value of Positive Police-Media Relations" (article)

policechiefmagazine.org



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Police Psychological Services—initial processing fee \$50

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Railroad Police No Charge

Retired Chiefs of Police No Charge

Smaller Department Section \$20

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S & P Police Academy Directors No Charge

S & P Police Planning Officers No Charge

University/College Police—Initial Member \$50

University/College Police—Additional members \$15



FINDING YOUR AGENCY'S IDENTITY

BY
Doug Shoemaker, Chief,
Grand Junction Police
Department, Colorado

The “All-Levels” Marketing Approach

LAW ENFORCEMENT AGENCIES HAVE UNDERGONE A RAPID SERIES OF CHANGES IN THE PUBLIC OPINION ARENA OVER THE PAST THREE DECADES, largely fueled by various social media outlets and the evolution of social media. Society’s reliance on social media as a primary source for news and information, in particular, has shaped the perceptions of communities and how they view law enforcement agencies. These perceptions are also influenced by what local media outlets are saying about the police; what agencies are saying about themselves; and, perhaps most importantly, interactions between the community and police personnel.

Police executives often have the opportunity to be part of a leadership team in more than one police agency throughout their careers. Typically, within their first organization, these leaders are fortunate enough to climb through the ranks and eventually be promoted or appointed to the role of

the top leadership position within that agency. Yet, as time goes on, other opportunities might arise outside of that agency, causing a leader to make a move and join a department that is perhaps entirely new to him or her, providing an opportunity for the leader to make his or her mark and take that new agency to the next level.

When police executives first step into a leadership role, they have a lot of choices to make. Some of those choices will inevitably involve how the individual wants to integrate him- or herself as a leader of the organization. Does the new chief have a 90-day plan? A six-month plan? Is the individual already aware of some issues that need to be addressed, as well as which are most urgent? Is there a culture that needs to be changed or is the chief able to take what’s been laid as the foundation and make it even better? As the leader of the organization, how does he or she want the community to view the agency? Leaders have many choices to make



Photo courtesy of Vail Police Department, CO



Photo courtesy of Cohasset Police Department, MA



Photo courtesy of Vail Police Department, CO

that will be specific to their respective organizations, but, invariably, a challenge common across all agencies will involve recruiting and agency identity.

In the past, the concept of recruiting was relatively simple. Generally housed or directed from within the human resources sections of the city government in conjunction with law enforcement staff, the process was a relatively straightforward one. Cities or agencies would advertise through traditional channels and then begin the testing process to determine which candidates were right for the job. The process was routine and, to some extent, successful in what it was set out to do. However, the rise of social media has required the process to evolve into a methodology that is nontraditional and uses various platforms to target specific locations and demographics, all in order to find the perfect candidate. But when law enforcement agencies advertise and conduct outreach, no matter the method, do they truly represent what

they are looking for in candidates, and, perhaps even more importantly, who each organization is as a police agency? How can agencies accomplish that intangible goal?

The first thing leaders must do is consider what the agency is truly about—what’s its specific “thing.” Of course, every police agency ascribes to the basic and essential purpose to protect and serve its respective community, whether that be on a local, state, or national level. However, that basic role aside, the style and method in which agency personnel provide policing services is all part of the agency’s “brand,” which represents the image the community has of it; it’s what people think about when they think of the organization. To that end, leaders need to consider how well that “brand” has been developed—what work has gone into the agency’s public image, beyond simply having a great logo? What makes the organization unique and allows it to stand out from the crowd?

Taking this a step further and considering recruitment, how do applicants view the agency? Great public relations with the community through various social and community events, accompanied by a strong social media presence that is conversational and engaging, are a police chief’s best friends—but do applicants view the agency through that same lens with the same expectations as the larger community? Of course not. The applicants are looking for a place to work where they can be challenged and supported and find satisfaction in their chosen career. Certainly the tone of the organization and support from the public can be driving factors as to why people want to work for a police agency, but what

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The applicants are looking for a place to work where they can be challenged and supported and find satisfaction in their chosen career.
”

really drives them to consider a particular agency as their police department of choice? How can agencies influence this choice—and is the approach different with potential recruits compared to the general public? What do agencies need to do to enhance their recruiting efforts?

Admittedly, most police executives do not have a strong background in business marketing, nor should that be a prerequisite for a police leadership position. While some may have some business savvy, police leaders typically don’t look at their organizations as a business or measure success in the same way a business would. The police are not selling a product but a service, one that is fueled by the daily response of agency personnel to both criminal and civil calls for service from the community members they serve. In turn, communities rate their police agencies on how well they met the public’s needs, sharing judgement either through word of mouth or through

various social media platforms. If the police perform exceptionally well, that may warrant a letter or email to the agency to express praise for a job well done, but if they perform poorly, a letter of complaint may soon follow or, sometimes worse yet, that complaint may be accompanied with a social media post that has an even greater reach and subsequent negative reaction.

Police chiefs and other executive-level members should take a moment to step back from their organization and view it through a different lens—that of the public they serve. While leaders know the inner workings and good intentions within their agencies, they also need to seek to truly know how well the public understands those same concepts. It is certainly difficult for police leaders to be completely objective because, after all, they are in charge of their agencies and ultimately responsible for the agencies' successes and failures. This is an ephemeral concept in many ways, and, ultimately, leaders may decide to rate their agencies' successes on the complaints versus compliments ratio. However, this falls short of a much larger picture that's necessary to capture what law enforcement is about.



Photo courtesy of North Charleston Police Department, SC

Consider this. Police chiefs, by the nature of their duties, should be adept at budgeting; they understand the in-depth process that goes into this year-round event, from the planning stages through the execution and audit stages. Police leaders understand that there are several ways to create and administer a budget, depending on the governing body for whom they work and under whose umbrella they serve, so they are certainly versed in terms such as “line item” and “zero-based budgeting.” If the ability exists and suits the organization, some police leaders may also participate in “all-levels” budgeting, which involves agency members throughout the organization in the budgeting input process, thus providing a greater range of ideas and input. After all, no one knows the daily operating needs of the line-level personnel better than those who do the work—so why not involve them and get their ideas? This concept seems fairly simplistic. An agency leader gets not only the best possible information on what's working and what isn't, but the buy-in of those within the organization—who now feel like they have a voice. It's truly a win-win scenario.

So why not apply this same “all-levels” concept to how the agency markets itself to its community? While it is certainly the chief's job to provide vision and direction, one person cannot reasonably be

expected to think of every best possible way to market the agency to the public. Why not gather ideas from others within the organization who may have insights that would be useful in this endeavor, particularly with regard to recruiting, which is arguably one of our greatest challenges?

As easy as this may seem, the move toward this all-levels methodology requires patience and the proper culture to work effectively; and, as all leaders know, a good agency culture doesn't happen overnight. Trust is an essential element in an organization, and trust needs to run both up and down the chain of command. While rank is inherently respected in paramilitary organizations like law enforcement agencies, trust is earned through actions and deeds. If leaders create an atmosphere in which they encourage line-level personnel to be creative and submit ideas, they owe it to their employees to follow up on each idea to show that the efforts were well-intended and not empty statements. Implementing such a process, however, may take an extended period of time and require certain procedures or methods be in place in order to prevent an abuse of the existing rank and structure systems. In other words, there should be a clear and acceptable method that is followed, complete with parameters and guidelines that are focused and direct, as well as easy to understand, without stifling creativity.

When employing the all-levels approach, an organization should consider the following areas when examining its recruitment efforts as they relate to the agency's image and identity:

What measures has the agency leadership taken to objectively look at the agency from the point of view of the potential applicant?

It's easy to consider how one thinks the agency looks to the public, but the agency's persona is less often considered through the eyes of potential applicants. What draws candidates to the agency? Perhaps, more importantly, if applicable, why is the agency losing applicants to other organizations (in the public and private sector) when, at face value, it appears the agency has the advantage? When at recruiting events, it is helpful to ask the question of those who express interest—what made them come and visit? Their insights may guide agency personnel to aspects or perceptions they've yet to consider.

What are the agency's vision, values, and mission?

As innocuous as these elements may appear, the vision and values of an organization do matter. While the statements themselves serve as the framework of the agency's greater strategic plan, they also are the cornerstone upon which the agency culture is built, which is reflected in how

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agency personnel police. That culture, which explains the “why” of how the agency polices, goes a long way to attract or dissuade potential applicants.

Why did current employees join?

Perhaps, the most neglected source with the greatest potential for helpful recruiting feedback lies right in the open—the employees who have already been hired. Current employees have reasons as to why they joined a particular police agency, but leaders just simply forget to ask what those reasons were. With some work, patterns can be determined that may provide some insight on where to focus efforts to enhance the agency’s current outreach strategies.

Why do employees stay?

This question relates to the previous one. Once hired, what is it about the agency that keeps them there? Is it the pay and the benefits? The schedule? The camaraderie? Much like the preceding question, this query is often overlooked, but it is a way to identify potential benefits to emphasize to desirable candidates.

What are the organization’s weaknesses?

This may be the most uncomfortable question. What is the agency doing wrong, and how can it improve? Perhaps, the agency is lacking a competitive pay structure, or the officers’ equipment needs improvement. It could be a lack of available holiday or overtime pay or maybe a lack of opportunity to move beyond patrol once hired. Leaders should request honest feedback and then consider strategies to overcome the weaknesses brought to light.

What is the organization really good at doing?

These are the agency’s strengths and the very things upon which its reputation is based. Does the organization have a reputation as a strong proactive police agency with community policing philosophies as the driving force? Are its investigators well respected and looked upon as subject matter experts by other jurisdictions during major incidents? Does the agency provide exceptional training opportunities for its staff, well above the expected norms? Focusing on the strengths can be a selling point to future employees, particularly if the agency is considered to be the best at what it does.

What options or choices are available to recruits?

Today’s police recruits, much like the rest of the workforce, may or may not commit themselves to their first organization for the rest of their working careers. But when they do join, do they have options to diversify their careers through various specialty positions, such as traffic, SWAT, or K9?

The more options that are available, the greater the attraction for potential candidates.

What is great about the community?

It’s not just about the agency; it’s also about the community it serves. What makes the area special, and what attracts people to live there? After all, the community is where the employees will reside, so why not tout the great things that make the community unique? Perhaps, it’s an abundance of cultural activities, a well-respected school district for their children, or a livable community with affordable housing and a high quality of life.

What is the agency’s “experience”?

The family environment of a police organization is important to many applicants. For example, when Grand Junction Police Department (Colorado) hosts events, the agency includes the family of staff in those events, as well as doing its best to ensure that agency personnel tend to one another during times of crises. Sometimes, it’s more about the environment than it is the work itself, so leaders should think about their own agencies in those terms.

Each of these considerations contribute to a police organization’s identity, but the true test of accuracy of the responses will result from the willingness of personnel to provide the “why” they work for the agency. Understanding perspectives other than one’s own, particularly concerning recruiting new staff members, not only provides a better view of the agency and where it stands, but it also shows that the leader cares about the opinions and input of current members. That buy-in is truly essential and can provide tremendous value to an agency’s culture and ultimately to its success. ♡

Photo courtesy of Hoover Police Department, AL



IACP RESOURCES

- *Best Practices Guide: Recruitment, Retention, and Turnover*

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- “Recruitment and Retention for 2019 and Beyond” (article)
- “Changing Times; Changing Strategies: Once Agency’s Experience with Innovative Recruitment” (article)

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BY
Chris Hsiung, Captain, Mountain View Police
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SWORN VS. CIVILIAN PIOs

Adapting the Role of the Public Information Officer for 21st Century Law Enforcement



OVER THE PAST DECADE, LAW ENFORCEMENT AGENCIES ACROSS THE GLOBE HAVE STEPPED INTO THE WORLD OF SOCIAL MEDIA—SOME MORE WILLINGLY THAN OTHERS.

Much as social media has changed the landscape of mainstream media, it has also dramatically changed the role of the traditional law enforcement public information officer (PIO). In addition to managing traditional media relations responsibilities, PIOs are now at the forefront of social media strategy, content creation, and community engagement efforts. While some agencies still operate with an outdated mind-set and use social media as a one-way push of information, those agencies further along the path have transformed their understanding of social media and realize it is more than just a communication tool. Successful organizations view social media platforms as “welcome windows” where opportunities to engage the community exist within each post, tweet, or story that’s told online.

As more agencies invest time and staffing resources in social media, many have begun to weigh the pros and cons of having sworn versus civilian PIOs or social media coordinators leading the vital efforts to build relationships and inform the media and public.

When social media first became a mainstream tool for law enforcement communications, it was a generally acceptable mind-set to “hire an intern” or “find one of those young officers who get technology” to help create content, manage social platforms, or assist with photo and video production. However, as law enforcement’s use of social media has become more sophisticated, the qualifications and skill set for those tasked with this incredibly important role should evolve as well. In addition to dealing with the media on a daily basis, most PIOs are now tasked with some form of community relations, internal messaging to department personnel, and a host of other duties.

Consider how Katie Nelson, the Mountain View Police Department’s (California) PIO and social media coordinator, describes the challenging and diverse responsibilities of PIOs in these modern times:

- 1. Digital Risk Manager:** PIOs know how to message and respond to the public in times of crisis. They also know how to discern between rumor and fact and ensure the community does too.
- 2. Graphic Designer:** PIOs know how to brand an agency and tell its story in a visually compelling—and professional—way. They go the extra mile to get that perfect shot.
- 3. Audio/Visual Coordinator:** If a picture is worth a thousand words, a video is worth a million. PIOs know how to effectively tell a story in the most consumable way of 2019—through video.
- 4. Customer Service Captain:** PIOs know that every conversation, every question, and every concern matters. They are available when communities are looking for answers and can provide those answers with courtesy and kindness.
- 5. Social Media Expert:** PIOs understand how people want to communicate today—and tomorrow—and they are willing to test out features to see what will be the next best way to connect with their communities.

With these roles and skill sets in mind, police chiefs would be wise to take great care and consideration in selecting the right person (or people) to fill these



positions. What are the key attributes to look for in a candidate for this role? Important technical skills include someone who is a “digital native” (fluent in technology and able to quickly adapt, understand, and evaluate the ever-changing landscape of social media). Being a storyteller is also important. This is not just about learning how to write police reports in the academy—it is imperative for a PIO to understand using a robotic “just the facts” tone when communicating with the public is detrimental if that becomes the default voice and tone of press releases and online interactions.

In addition, trust and organizational credibility are key for a successful PIO. He or she must have the absolute confidence and trust of the police chief and command staff. Maturity and experience matter; PIOs need to know what level of professional humor is acceptable, understand the nuanced political factors in play for each topic or post, and be able to be briefed on an impending personnel matter that will likely bring bad press to the department. Similarly, the PIO must also have the same trust and organizational credibility at the line level—and everywhere in between—because success can come only if the line-level officer, undercover narcotics unit, or school resource officer trusts the PIO enough to share information that may go public. Trusting that the PIO can maintain confidentiality, will not jeopardize an ongoing investigation, or will not “burn” the officer in the process of telling a story is something that plays a

Most PIOs are now tasked with some form of community relations, internal messaging to department personnel, and a host of other duties.

vital role not only in internal trust and transparency efforts, but also in how an agency's narrative is conveyed to the public.

ADVANTAGES OF A SWORN PIO

Having a sworn PIO carries innate advantages. Sworn-specific experiences such as the police academy, working patrol, or serving time in a variety of specialized assignments are invaluable in giving an officer or sergeant assigned as a PIO the breadth and depth of experience to provide context on any information being released to the public. Essentially, experienced sworn PIOs are a built-in subject matter expert on all things "police."

A uniform in front of a camera will always carry a modicum of trust and organizational representation, and the advantage of this cannot be ignored. The experience an officer or sergeant gains from serving as a PIO is also invaluable for future leadership opportunities and development.

News is constantly breaking on the Internet, and communities are learning about their police department through social media. Navigating this new frontier requires a sworn officer to become adept at digital leadership branding, real-time messaging, and crisis management (all skills that greatly benefit future command-level assignments and opportunities). Furthermore, sworn PIOs can literally be "on the street," allowing for more organic conversations with community members (as opposed to only responding to online comments) and potentially having a better pulse on particular neighborhood issues. Last, sworn PIOs have the distinct advantage of already having institutional trust and "buy-in" from other officers who would otherwise be hesitant to share information or incidents with a civilian PIO.

DISADVANTAGES OF A SWORN PIO

Despite the advantages previously discussed, sworn PIOs do carry some potential disadvantages. The tendency to default to "cop-speak" can be detrimental when it is paramount for an agency's voice and tone to sound relatable; human; and, when appropriate, empathetic. Similarly, it can be easy (almost natural) to default to using jargon, police codes, or assume the media and public are aware of police procedures. More often than not, that is simply not the case.

In most departments, PIO assignments for sworn personnel are tied to a specialty rotation schedule. This, too, can present challenges since peak proficiency and expertise in PIO matters can take a few years to acquire—typically, just in time for a

PIO to rotate or be promoted out of the assignment, thus ushering in a brand new sworn staff member who has to, essentially, start back at square one. For those outside the agency listening in to the agency's social media channels, this change in staffing is very noticeable as the responsiveness, voice, and tone often change during the transition.

Additionally, paramilitary culture and academy training indoctrinate officers to go "by the book" with very little room for "outside the box" thinking. While this mind-set is necessary for many police operations, it can stifle the innovative thinking and creative approaches needed to engage, communicate, and foster relationships through digital channels. As a result, an agency's relatability and, even more so, its reputation can suffer if left to "the way we've always done it."

Finally, sworn staff cost more than civilian staff. In most jurisdictions, the salary, pension, and retirement benefit costs for sworn staff are almost always more expensive than those for civilian staff. This factor alone has much to do with the large increase in civilian PIO positions being created in many law enforcement agencies.

ADVANTAGES OF A CIVILIAN PIO

What happens when an agency brings a civilian PIO into the mix? What advantages can someone from the outside bring into the fold?

In truth, civilian PIOs bring several advantages to the position. Many come with formal job experience or education in media relations, communications, and marketing. Those that come from mainstream media also bring with them an existing network of colleagues and in-depth knowledge of newsroom operations that can be called upon during critical incidents or crisis management situations. Their comfort level in front of a camera is not something that they need to be trained in—it comes from their prior experiences. This ease from a public relations standpoint translates directly into the believability and confidence of the message a police department wants to deliver. And, while sometimes a uniform presence on camera has its advantages, the lack of a uniform is often perceived by the public and media as making a person more relatable and understanding.

In addition to civilian PIOs' formal training and background, they often already possess skills such as photography, videography, video production, and storytelling, a huge plus in today's market. This helps them create a branding and marketing strategy at a level that many sworn personnel would not be able to match without

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years of experience. It also allows the PIOs to jump into such projects with a perspective that helps a department see something from a public perspective rather than an internal one.

Whereas sworn PIOs may default to rigid paramilitary culture, civilian PIOs are not bound by as much institutional culture and memory and tend to trend more toward innovative ideas and approaches to communication and community engagement.

Time and experience gained as a PIO, without the need of specialty rotations, creates expertise and prowess that can only benefit an agency (especially in times of crisis). By understanding the nuances that exist between platforms (knowledge that generally comes after years of experience), agency values, and positive stories, important messaging will be seen, shared, and engaged with more effectively online. In an era where agencies are constantly being pitted against rhetoric that is distinctly anti-law enforcement, a skilled PIO helps departments wade into the narrative to give voice to and take control of the story they want to tell—and not get drowned out.

DISADVANTAGES OF A CIVILIAN PIO

Law enforcement organizations are insular by nature and, oftentimes, the creation of a civilian PIO position with direct reporting relationships

to the chief or command staff can create friction or a lack of trust at the onset. Some in the sworn ranks may be unable to look beyond the title and can, at times, hesitate or passively resist cooperating with civilian PIOs in their attempts to take photos, write stories about a case or unit, or request participation in campaigns to interact with the community. Additionally, many within a sworn culture will innately distrust someone coming from a media background and may question that individual's loyalty and allegiance to the agency or fear that sensitive information about a case could be leaked to former media colleagues.

Although training, time, and onboarding can help, the lack of specific knowledge or experience about police procedures may increase the odds that press releases will miss key points on context or rationale as to why something was done. In some circumstances (particularly when delivering bad news), the public and media expects to see a uniformed police chief and anything less can be disappointing or off-putting.

RECOMMENDATIONS

While both options have their advantages, the trend in the last few years has been a shift toward civilian PIOs. Many agencies are creating new positions, while others are reclassifying existing vacant budgeted positions to a PIO or social media coordinator. Most have management job classifications, and larger agencies often have both sworn and civilian personnel within the media affairs unit (a best-case scenario). The role of a PIO can no longer be viewed as an afterthought. In today's day and age of real-time news breaking on social media, PIOs stand at the forefront of crisis management, and law enforcement leaders need to recognize the strategic significance in acknowledging the specialization of the role and the advantage of investing time and resources to the position.

Trust issues accompanying the hiring of civilian PIOs can be resolved through a concerted effort during the onboarding process. At Mountain View Police Department, two civilian PIOs have been hired and onboarded over the past six years—one who had a law enforcement background and the other whose background was in media. In both cases, great care and attention was provided at the onset to make the PIOs part of day-to-day operations, getting them involved in specialty unit operations, and making it clear there was support and buy-in from the top. In addition, the PIO office was strategically moved to the middle of the department to be in the most high-traffic area where positive posts and engagement efforts could be easily seen and shared with officers and staff walking by. Trust was a direct by-product of this approach, and one that still reaps great rewards to this day.

CONSIDERATIONS

PIO units in police departments tend to be collection points for organizational task creep. In other words, without specific attention, PIOs are often saddled with organizational duties and responsibilities that don't fit elsewhere in the police department, such as event planning or annual review reporting. First and foremost, care should be taken to specifically define the role and job functions

IACP PIO RESOURCES

IACP's PIO Section has seen incredible change over the past five years. Under the former leadership of Arlington Police Department (Texas) Lieutenant Chris Cook and current chair, Dionne Waugh of Jefferson County Sheriff's Office (Colorado), the section has served as a valuable source of information, best practices, and policy guidance for PIOs across the globe. Members of this section routinely communicate with each other and serve as a 24/7 resource for advice on crisis management or responding to negative events and comments and keeping abreast of social media platform changes that affect agency engagement online. Agencies should consider having their PIOs become members of the IACP PIO Section to access training resources and a network of social media and media relations leaders.



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The experience an officer or sergeant gains from serving as a PIO is also invaluable for future leadership opportunities and development.

of the PIO. Never forget that this role manages and protects the integrity of the department's (and the police chief's) brand and voice, during good times and bad. For too long, TV pundits and news outlets, Hollywood, and special interest groups have authored the narrative about policing. Social media has allowed law enforcement to get back in the driver's seat and control the narrative. PIOs lead this narrative, but their efforts can be frequently hampered by old-school mind-sets within the department, extraneous duties, or a chain of command that doesn't buy in to the way digital media has changed how departments need to communicate externally. The importance and professionalism of the role dictates that police chiefs acknowledge PIOs' expertise, seek and trust their advice, and create organizational processes to allow them to do their job.

Some PIOs face a scenario where the chief is supportive, but lieutenants, captains, or commanders are rotated every few years to manage the media relations unit for their career development. This approach is understandable; however, it works only

if said command staff member is wise enough to trust the experience and competence of the PIO. Unfortunately, there are plenty of examples of arrogance or hubris getting in the way when old-school mind-sets about media relations become roadblocks to progressive approaches to media relations and communication in the digital age. Leaders rotating into assignments like this would be wise to trust the expertise of the PIO.

The need for the PIO to have a direct or very close reporting relationship to the police chief or senior command staff is of utmost importance. PIOs should have a seat at the table, sit in on command staff meetings, and participate in various other ways that will allow them to become familiar with the chief's comfort zone in areas like professional use of humor or tone when responding to negative comments. Furthermore, exposure and access to the chief and command staff will help the PIO learn and adopt the leadership's values and help hone the PIO's political antenna to be attuned to brewing issues or key stakeholder sentiment in the community. During critical incident management

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situations, PIOs must be empowered with organizational authority to make quick decisions on information that can be disseminated to the public (without wasting valuable time waiting for approval to do so through the chain of command). Some agencies still require command staff approval of each message requesting to be sent by the PIO. In an age where news breaks online, bureaucratic layers of approval significantly hamper an agency's ability to communicate timely, factual, and important news to the public and media. In crisis management, timeliness equates to trust—and a lack of information fosters rumors and false narratives.

CONCLUSION

PIOs serve an incredibly vital role protecting and promoting a police department's brand and reputation. They are the voice and personality of the department and, often, the first point of contact for an ever-growing digital community. In a nod to the growing professionalism, competence, and mastery of the skills needed to succeed in 21st century policing, the landscape of law enforcement PIOs

has shifted, and will continue to shift, toward the dedicated use of civilian PIOs and a paradigm shift by law enforcement leaders in their understanding of the indispensable role PIOs play. ♡

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BY

Agata Czajkowski, Strategic Communications Officer, and Kerry Schmidt, Sergeant, Ontario Provincial Police

Embracing Social Media in Policing

LIGHTS ARE FLASHING, THE SIREN IS BLARING, AND THE INVESTIGATION HAS JUST BEGUN. CRITICAL INFORMATION ABOUT THE INCIDENT NEEDS TO GET OUT TO THE PUBLIC QUICKLY. AS IT TURNS OUT, THE MOST EFFECTIVE TOOL TO DISTRIBUTE REAL-TIME SAFETY MESSAGING IS RIGHT ON ONE'S SMARTPHONE.

With more than 870,000 followers across all of the agency's accounts, the Ontario Provincial Police (OPP) is embracing social media as a necessary tool for engagement, investigative support, public safety, and media relations. The use of social media has become an essential part of the job.

THE HEAVY REALITY

"Oh, you're gonna want to see this wreck," a passing trucker's voice over CB radio states, as the camera pans to a nearly 40-ton commercial transport truck lying on its side, mangled, in the nearby ditch. OPP Sergeant Kerry Schmidt is also concerned about other drivers' rubber necking (looking at the crash instead of the road) and the risk of secondary collisions that come with such an unusual scene. The safety of all drivers comes first for the officers.

Discovery Channel's hit Canadian reality TV show *Heavy Rescue 401* depicts what OPP officers in urban areas regularly go through on the job, and people in more than 200 countries are enjoying every minute of this inside look. More than 3 billion minutes of content was watched by Canadians since the show started airing in 2017. The stories, the successes, and the challenges of the officers and crew capture viewers' attention. However, OPP's intent in participating in the show goes beyond entertainment.

For the officers featured in the show, it is about the safety of community members. In 2017, more than 330 people died on OPP-patrolled roads. The OPP responded to more than 10,000 personal



injury collisions in 2018 alone. Various causal factors contributed to these incidents, including inattentive driving, speeding, alcohol and drug impairment, and lack of seat belt use. The OPP regularly shares traffic statistics with media, but there is a realization that this is no longer enough—more can be done. Officers are getting their message out to audiences in a modern way to encourage more positive road user behaviors, ultimately leading to fewer deaths and injuries each year.

AUTHENTIC STORYTELLING

Social media is a big part of the success of *Heavy Rescue 401*, with 97 different web-based videos created to promote the show. Beyond promotion, the videos provide officers a platform to connect with an audience they would not traditionally reach. In doing so, officers are able to tell their stories and humanize grim and devastating situations that they face daily. The intention is that, by providing personal perspectives to illustrate why a behavior change is necessary

(such as slowing down and moving over for stopped emergency vehicles), people will begin to listen, be affected by the story, and alter their actions.

“Before I even had a chance to react, the vehicle went right into me,” Officer Prash Niranjana says as he explains how he went through an officer’s worst nightmare when his cruiser was hit by a car on the job. In the short online clip, Officer Niranjana speaks about a serious topic, the Slow Down Move Over law. “It was unbelievable,” he states, shaking his head. His frustration is real. Coming from an officer’s point of view with genuine emotion, the message becomes that much more effective for the audience.

Having police officers speak honestly about their experiences has become a best practice for OPP’s social media purveyors. “Dodging cars isn’t in the job description... We want to go home to our families,” says an officer openly in a 27-second video that explains what the public can do to protect emergency services personnel from being injured when vehicles pass too closely. The video reached more than 1 million people on Facebook and helped to shine a light on this important topic.

Just as crucial was the conversation that the video evoked online. A range of comments addressed the lack of compliance with the Slow Down Move Over law. Members of the public spoke about the need to prosecute and fine perpetrators. Others voiced support and empathy for police dealing with dangerous drivers. These types of conversations provide insight into how to approach behaviors that are difficult to change by providing officers with the knowledge gleaned from public opinion. In addition, conversations are often more productive online because misinformation can be proactively addressed.

ONLINE COMMUNITY ENGAGEMENT

Individuals who would normally never interact with officers in person are given the chance to engage directly from their digital devices. Using social media, the public can share their perspectives directly with police personnel who are ready to respond.

“Social media connects officers with the community and opens up



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multidirectional conversations. We’re not hiding. We want people to talk to us, to be a part of the discussion,” explains Sergeant Schmidt. “This is giving us an opportunity like never before.” OPP employs a proactive communications approach that includes live chats or responding to online comments that come through the various online platforms. The public, in turn, is able to provide direct feedback, receive accurate information, and have their opinions acknowledged.

Additionally, multidirectional engagement has been effective in changing public sentiment toward officers and policing. A common public misunderstanding is the role of officers in upholding laws. Many individuals do not recognize that officers cannot create and change the laws but are there to enforce them. Misconception can lead to resentment. In addressing such comments instantly and directly through social media interactions, officers help dissipate public frustration. The temperature of public sentiment can be changed.

SOCIAL MEDIA HELPS SOLVE THE CASE

Social media has become an essential tool by providing an accessible way for the public to assist with investigations. Over the past year, the OPP has seen an increase in tips submitted by community members, which has led to several cases being solved. Local investigations garner interest online. The public wants to help, and, through social media, they are given the chance to do their part. In some instances, people may actually be more likely to share important information with officers via electronic channels.

For example, OPP shared a grainy black-and-white video on Facebook that shows a young man approaching a car in a parking lot in Midland, Ontario, earlier this year. He looks around nervously, before slashing his key against the car’s driver side. The video received instant engagement from the public. Within hours, the suspect was identified and tagged in the post by a community member who recognized him.

This example is not a singular occurrence. Though the video was poor quality, the public was engaged and enthusiastically shared their theories. People are interested in what’s happening in the real world and in their communities, and, when shown real footage of recent crimes, they will respond with what they know. People want their communities to be safe, and social media is another way people can contribute to this goal.

EVOLVING FUTURE

Social media will continue to evolve, and it is imperative that police services continue to adapt to the potential created by its evolution. Though it is difficult to forecast future technologies, the current, successful use of social media by police services to reach the public cannot be disputed—and should be embraced. Through technology, the public will increasingly drive how information is shared and connections are made. Our communities are changing, and we must change with them. ☺

Enhancing the Eyes and Ears of Surveillance

THE MERRIAM-WEBSTER DICTIONARY DEFINES SURVEILLANCE AS A “CLOSE WATCH KEPT OVER SOMEONE OR SOMETHING.”

That deceptively simple definition speaks to the key function of any law enforcement professional performing surveillance activities. Surveillance can be described as a fundamentally sensory experience, and while new technological breakthroughs are constantly advancing the practice, surveillance will always be only as effective as the eyes and ears of the professionals at the end of the equation.

Several providers of law enforcement products and services take a literal spin on that idea with products that help expand what law enforcement professionals can see, hear, and discover during surveillance.

SIGHT: VIDEO

Video is a central part of most surveillance activity, and while the footage collected is an enormously useful resource for all manner of investigations, its challenges are also well known.

Video quality, for example, can and does vary widely by source. It can also be difficult for investigators to navigate unusual file formats, much less combine them with other formats and files to form a coherent whole.

When it comes to video, iNPUT-ACE, a software tool developed by the Spokane, Washington, company of the same name, is a leader

in helping investigators see more and see it more clearly.

“The world we’re in today is very, very different from the analog days,” said Grant Fredericks, director of law enforcement training for iNPUT-ACE. “[iNPUT-ACE] allows you to accurately interpret video in today’s environment. There’s a big misconception that video is a silent witness. But this integrates all the video. You can create reports.”

Video evidence does not always exist in widely used formats like MP4 or AVI. According to Fredericks, this type of evidence is more likely to exist in more unusual formats like .DAV, .IRF, .EXE, .SSE, and hundreds of others. iNPUT-ACE can capture and convert 90–95 percent of all proprietary video data. It can also combine videos from multiple sources and create standardized, court-ready reports. The tool also automatically enhances video quality and stabilizes shaky footage, among other things.

“Where investigations are confounded is when a lot of proprietary video systems have video they can’t access,” Fredericks said. “This is the only tool on the market that can do that . . . And it can tell you what footage is reliable and what isn’t. It can analyze the quality of the video.”

A “drag, drop, and play interface” makes the tool easy to use, Fredericks said. A formal training session consisting of a one- or two-day hands-on course is also available.

“Officers can learn to do it quickly,” Fredericks said. “It’s not a tool where one needs to be certified. If you can run a computer, you can run this.”

For times when a bird’s-eye view is needed, Israeli-based company RT has created a series of aerostats—lighter-than-air balloon vessels—designed to give officers a high-altitude perspective for surveillance and other functions.

“You can build a tower and send it up to 1,000 feet in the air,” said RT CEO Rami Shmueli. “Its duration is almost unlimited, and it builds and inflates very easily. You can build a system after just five days of training.”

HEARING: AUDIO

Just as an investigator’s vision can be complemented by better video surveillance tools, so too can hearing be amplified, allowing officers to collect and interpret valuable audio evidence.

One of the main tools—the seemingly humble headphones—can have a massive impact on any investigation. At Invisio Communications Inc., headquartered in Baltimore, Maryland, engineers are working to ensure departments get maximum bang for their spending buck by turning headsets into effective multitools. Although they have typically focused largely on military customers, Invisio officials say they are working to bring their communication and hearing protection systems to the law enforcement market.

“We basically blend hearing protection with tactical communications,” said Invisio CEO Ray Clarke. “There are tools from a finger in the ear to foam to earmuffs. We protect hearing, but we take it a step further. There is a mic that enables you to hear while you’re wearing a noise reduction device.”

Invisio offers several models for various applications. One of these, the X5 headset, is a dual-sided in-ear system with state-of-the-art external microphones used for hear-thru and can accommodate six sizes of exchangeable foam plugs. The microphones provide a key benefit not available in other offerings.

“The microphones give tremendous situational awareness,” Clarke said. “If you’re on a vehicle stakeout and a weapon discharges, or there’s a high amount of noise from sirens, or whatever the case may be, you can still maintain communication with the command center.”

As with video, once audio data are acquired, it often requires additional work in order for the data’s true value to be realized. Phonexia, a software company headquartered in the Czech Republic, makes this work easier with the speech and audio analysis solutions it develops for the law enforcement community.

“We focus on research and development of speech technologies that are helping police forces and forensic experts automate tasks related to speech and audio analysis, which leads to

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Surveillance can be described as a fundamentally sensory experience.

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dramatic improvements in efficiency,” said Miroslav Jirku, Phonexia’s vice president of marketing.

Phonexia’s main products are Voice Biometrics and Speech Analytics, both using artificial intelligence to ensure accuracy, channel independence, and speed. Voice Biometrics can identify specific speakers in an audio file (based on individual “voiceprints,” not unlike the use of traditional fingerprints) and provides information on speaker characteristics such as language, gender, or age group.

Speech Analytics automates the process of analyzing audio recordings. The tool uses speech-to-text and keyword spotting (i.e., searching audio recordings without first needing to transcribe them). “This saves a massive amount of time while searching for specific words or phrases otherwise hidden in the audio recordings,” Jirku said.

Phonexia also offers a Denoiser application that “removes reverberations and other noises from audio signals, then reconstructs the speech signal to make it more audible to the human ear.”

DISCOVERY: DIGITAL

An investigator needs eyes and ears in the digital world as much as in the physical world. That’s where Fivecast Insight, a software platform conceived by security analysts and law enforcement professionals in Australia, comes into play. Its creators call it “a world-first data collection and analysis

platform, powered by machine learning.”

“The real distinguishing factor for Fivecast Insight is the concept of ‘risk detection,’” said Brenton Cooper, CEO of Fivecast. “We use advanced machine learning, artificial intelligence, and natural language processing to identify risks in publicly available data. This allows law enforcement investigators and intelligence analysts to understand the risk behavior of targets over time, as well as understanding which other entities they are engaging with. This is a really powerful capability for understanding risks and can be used for both monitoring known threats and discovering unknown threats.”

The software’s “deep learning” capabilities enable it to comb through enormous amounts of data and identify valuable trends or information based on a wide, customizable range of criteria. This translates, Cooper said, into major time savings for officers while also achieving new outcomes based on the tool’s analytical capabilities.

“One of the key advantages to Fivecast Insight is the force-multiplication effect,” Cooper said. “Our customers can quickly scale automated collection and analysis from individual entities and small groups out to hundreds of targets at once, vastly increasing the intelligence picture while reducing the staff resources typically required to manually interrogate publicly available

data. Insight performs risk assessment of content and allows accurate, organized, and repeatable risk analysis. Risk detectors include keyword and phrase; quote detection; and image analysis, including optical character recognition. Insight excels at network analysis and performs discovery surrounding entities of interest.”

As surveillance continues to be an important tool in law enforcement investigations, companies like these and others are innovating ways to make it even more effective, efficient, and useful. ♡

SOURCE LIST

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

- 3SI Security Systems
- Axis Communications
- BIRD Aerosystems
- Blue Line Innovations
- Blueline Sensors LLC
- BriefCam
- CaseCracker – Cardinal Peak Technologies
- Dace IT LLC d/b/a Sense Traffic Pulse
- Deep Trekker
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- Total Recall Corp.
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- Vintra
- WatchGuard Video

Stay up to date on new products and advances in technology to ensure your officers are equipped with the tools they need.

GPS Location Data

Carbyne and RapidSOS have partnered together to offer a seamless flow of critical, real-time data from callers to Public Safety Answering Points (PSAPs). This will help first responders more accurately locate and treat victims—decreasing response times, improving response efficiency and ultimately saving more lives. During an emergency, RapidSOS enables connected devices to transmit data such as accurate location, medical and demographic data, car telematics data, and additional information directly into 911 systems nationwide. Call takers will be provided with accurate location information and secured, rich emergency data regarding the caller, enabling PSAPs to pinpoint callers and provide maximum support.

www.rapidsos.com



Exam Gloves

Ansell announces the launch of a nitrile exam glove that has been tested against both fentanyl and gastric acid to simulate real-world overdose situations. The glove features an elongated cuff for added coverage of the wrist and forearm and has a distinctive black color to allow users to easily see hazardous powders on hands. MICROFLEX MidKnight XTRA's soft, flexible nitrile formulation ensures optimal worker comfort and is fully textured for a secure and consistent grip. It is suitable for first responders who may come into contact with fentanyl or its analogues during the course of their work.

www.ansell.com



In-Vehicle Cellular Signal Booster

Wilson Electronics, the industry leader in cellular boosting technology, announces the launch of the weBoost Drive Reach, a powerful in-vehicle cellular signal booster designed to provide solid cellular connectivity in cars, trucks, and RVs. Compatible with all mobile phones and wireless carriers in North America, it allows users to enjoy strong call quality, fewer dead zones, and faster data upload/download speeds while on the road. The Drive Reach boasts uplink output power capabilities of 29.5 dBm and 50 dB gain—the maximum allowable gain under Federal Communications Commission (FCC) standards—allowing it to boost signal strength from locations over two times further away from cell signal towers than previous models.

www.weboost.com



Wireless Video Solution

Vislink Technologies' new low-latency HCAM 4K UHD transmitter and UltraReceiver (ULRX-LD) wireless camera solution offers single-frame end-to-end capabilities. When used collaboratively, Vislink's award-winning

HCAM+ULRX solution provides less than one frame of latency when working with 4K content, making it the lowest latency, highest quality system on the market. Vislink's award-winning HCAM transmitter features user-interchangeable RF modules and a range of software capabilities, including HDR-ready capability. It is equipped with dual SFP modules that support quad 3/6/12G HD-SDI, HDMI, and SMPTE 2022-6 IP interfaces. It is also designed with Wi-fi and Bluetooth control via a dedicated Android and iOS app.

www.vislinktechnologies.com

Rugged Tablet

DT Research, the leading designer and manufacturer of purpose-built computing solutions for vertical markets, today announced the DT301X-TR Rugged Tablet, a lightweight military-grade tablet that is purpose-built to enhance the precision for bridge and construction inspections, 3D surveying, mapping of underground utilities, and crime and crash scene reconstruction. With 10.1" high-brightness capacitive touch screen that can be easily read in a wide range of lighting indoors and outdoors, a choice of Intel 8th generation Core i5 or i7 processors, and MIL spec and IP ratings to hold up to real-world hazards, the DT301X-TR performs in many industries and environments.

www.dtresearch.com





Electric Bikes

Pedego Electric Bikes presents a high-performance electric mountain bike designed to empower law enforcement, security, and safety personnel to increase their response times with less fatigue. Pedego Patrollers can go where police cars and motorcycles can't. The bike features a twist-and-go throttle, a 500-watt motor that powers up to 20 MPH, and a powerful battery that delivers up to 60 miles in distance with a single charge. Pedego Patrollers

help first responders navigate the steepest of hills and cross 10 times the distances to arrive on-scene with the strength and energy needed to serve their communities.

www.pedegoelectricbikes.com

Smartphone Workspace Feature

Bittium launches the Multicontainer feature for the secure Bittium Tough Mobile smartphone for enabling several secure container workspaces. Users can safely and easily handle confidential data of multiple different organizations through connections, services, and applications that are accessible from the home screen of the phone. The feature enables up to five secure container workspaces that are completely isolated from each other. From each individual workspace there is a secure connection to the data and background services of the organization connected to the workspace. Connections from the workspaces to the data of different organizations are secured with the Bittium Secure Suite device management and encryption software product.



www.bittium.com

Handguard

DoubleStar Corp., manufacturer of U.S.-made AR components, rifles, pistols, and edged weapons, introduces the Cloak M-LOK Handguard, available in 7" and 15.5." The slim, lightweight profile makes it comfortable for any shooter to use. The handguard features two quick detachable swivel pockets and MLOK slots on six sides. It was designed with two anti-rotation tabs to fit tightly with an MIL-SPEC receiver. Because the Cloak was designed to work with MIL-SPEC receivers, shooters with billet receivers will need to be sure the anti-rotation tabs will clear their receiver. The Cloak will not work with gas piston AR15 systems.



<https://star15.com>



Gun Holster

The Model 4585 Prevader Concealment Holster by Bianchi is designed to be highly concealable and comfortable.

The holster secures the firearm with an exclusive Pinch Retention Device (PRD) that grips both sides of the trigger guard when the gun is fully seated. A double trilaminate construction of a 1050-denier ballistic weave exterior, closed-cell foam center, and nylon lining allow for a smooth draw. Offered in three sizes to fit a variety of Glock and S&W M&P models, as well as the Colt Commander, Ruger SR9/SR40, and the FN FNS 9mm, .40, the holster attaches to belts up to 1.75" (45mm) in width.

www.safariland.com/bianchi

In-Vehicle Safety System

VIA Technologies, Inc. announces the VIA Mobile360 D700 Drive Recorder, a commercial-grade dual-camera in-vehicle safety system. The safety system supports standard power delivery using both 12V power sockets and hardwire installation directly to the vehicle's fuse box. It includes dual 1080P cameras that simultaneously capture HD video footage of the driver, other occupants, and the prevailing road conditions ahead of it. The system can feed detailed driver and vehicle telematics data to the cloud in real time. This allows fleet managers to boost operational efficiency by minimizing vehicle idle time, improving routing efficiency and asset utilization, and reducing costs from vehicle damage and fraudulent insurance claims.



www.viatech.com



Rugged Flip Phone

Sonim launched the ultra-rugged XP3 flip phone on Sprint. First responders in need of voice-only communications can benefit from the XP3 as it is interoperable with field radios and smartphones using Sprint Direct Connect Plus, making it easy and efficient to stay connected with field workers. The XP3 features an expandable micro-SD slot to store 128 GB of data; a 100dB+ speaker with noise cancellation to communicate clearly; and industrial-grade accessories including ultra-rugged headsets, RSMS, vehicle kits, and multiple charging bays. Sonim offers a three-year warranty that virtually eliminates the cost of device replacement.

www.sonimtech.com

IACP 2019: Find the Answers to Tomorrow's Challenges



THE IACP ANNUAL CONFERENCE AND EXPOSITION

has become a career highlight for generations of law enforcement, providing a forum for the exchange of ideas and best practices, as well as professional growth, through presentations by pioneers and innovative leaders in the field. By providing opportunities for law enforcement officers to share research and network with police officials from around the globe, the IACP Annual Conference and Exposition ultimately enhances the field of policing and builds leaders.

The 126th Annual Conference and Exposition (IACP 2019) will continue this record of excellence, offering more than 200 workshops and nearly 700 exhibitors, with an expected 16,000 attendees. With four days of events at Chicago's McCormick Place convention center and throughout the city, IACP 2019 promises the interactive workshops, policy-driven meetings, updates on research and evidence-based practices, and social events that veteran attendees have come to know and look forward to.



Mobile App

The IACP 2019 Annual Conference app is ready for download! If you have not already done so, download the IACP Events app from the Apple App Store or Google Play Store. Once in the Events app, select the IACP 2019 conference and take some time to explore the variety of meetings, events, and speakers you may be interested in. The app provides multiple methods for customizing your perfect conference experience:

- » Search for events by day, type, track, topic, or audience to plan an itinerary that meets your specific needs.
- » Build a personalized schedule by selecting the star ★ next to an event listing.
- » Research and bookmark exhibitors.
- » Familiarize yourself with the convention center using the facility maps.
- » Set up your profile and connect with fellow attendees using the Friends function.

Getting Around the Conference: Transportation and Registration

IACP 2019 will be held in McCormick Place West, located minutes from downtown Chicago. IACP will provide conference shuttles to and from official IACP hotels. There are a few properties connected to the convention center that are walkable. Be sure to pack your walking shoes, as the convention center is large and the Expo Hall spans over 180,000 square feet.



Security

Prior to checking in at registration, you must have **one** of the following forms of identification:

- » IACP 2019 registration confirmation
- » Law enforcement credentials
- » IACP member card

All attendees must be credentialed and have a conference badge in order to move freely throughout the convention center. When you arrive on site, you will need to check in at the registration center to retrieve your badge. If possible, you can avoid long lines and delays by registering on Friday afternoon.

Chiefs Night—Museum of Science and Industry

Chiefs Night will take place on Monday, October 28, at the Museum of Science and Industry (MSI) Chicago. The largest science center in the Western Hemisphere, with more than 35,000 artifacts, MSI Chicago has something for everyone, law enforcement professionals and family members alike!

Take in the rich history, remarkable technology, and world-class exhibits that make up one of the largest science museums in the world. Witness science come to life within these award-winning exhibits, from Science Storms, showcasing a 40-foot-tall indoor tornado, to the U-505 submarine, the only German submarine in the United States. You can also experience the artifacts and vehicles that have been used for space exploration, all while networking with old colleagues and new friends.

REGISTRATION HOURS

Friday, October 25	1:00 p.m.–6:00 p.m.
Saturday, October 26	7:00 a.m.–5:30 p.m.
Sunday, October 27	7:00 a.m.–5:30 p.m.
Monday, October 28	7:30 a.m.–5:30 p.m.
Tuesday, October 29	7:30 a.m.–3:30 p.m.

EXPOSITION HALL HOURS

Sunday, October 27	10:00 a.m.–5:00 p.m.
Monday, October 28	10:00 a.m.–5:00 p.m.
Tuesday, October 29	10:00 a.m.–2:00 p.m.

Education

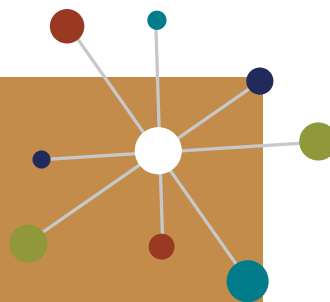
This year's educational program will offer more than 200 workshops on a variety of topics across 12 tracks. As in years past, the tracks focus on specific areas, such as Physicians Section Track, Legal Officers Section Track, Smaller Agency Track, Leadership Track, and more, as well as a Companion Track for family members attending the conference. The workshops include evidence-based research presentations, case studies, and perspectives on many timely subjects. Be sure to download the IACP 2019 Annual Conference app for a complete listing and to start planning your schedule now. (Keep an eye out for the conference update in the September 2019 issue to find out more about our General Assemblies and IACP Speaker Series.)

The Hub

Centrally located in the Expo Hall, the Hub provides attendees with opportunities for professional development, great photo ops, information about IACP's work, and a place to network with other attendees. Stop by Booth 3111 in the Expo Hall to take advantage of these great opportunities.

- » **Professional Development:** Participate in résumé reviews and mock interviews to help prepare for a promotion or a post-retirement job.
- » **Education:** Learn about the work of the IACP and its committees, gain tips to improve your social media profile, or build knowledge about other important subjects in the Hot Topics Theater.
- » **Professional Photographs:** Update your professional headshot.
- » **IACP Net:** Explore this professional service of the IACP that helps law enforcement leaders make informed, data-driven decisions through intuitive online resources, tools, and e-libraries. Learn more about what IACP Net can offer your agency through on-site demonstrations.
- » **Photo Opportunities:** Capture the memories of the conference with photo opportunities around the Hub.
- » **Networking:** Spend time catching up with friends and participating in the patch exchange.

Be sure to visit IACP Central, located just outside the Expo Hall on Level 3, to learn about IACP programs and resources, including the Collaborative Reform Initiative-Technical Assistance Center. Download stations will be available to save resources you can reference back home, and IACP staff will be available to answer any questions and discuss membership and programs.



Expo Hall

Located in McCormick Place West, the Expo Hall will have more than 650 exhibitors across more than 180,000 square feet of space. With live demonstrations, hands-on exhibits, and the chance to experience emerging technologies in policing, the IACP 2019 Expo Hall is the place for attendees to test out new tactical equipment, learn about what's new in intelligence, and speak to leaders in the industry. Use the mobile app or the Exhibitor Search on the IACP 2019 website to find out which exhibitors will be at this year's event.

CANDIDATES FOR 2019 IACP OFFICE



WADE CARPENTER

Chief, Park City Police Department, Utah
IACP Fourth Vice President

MY NAME IS CHIEF WADE CARPENTER, AND I AM A CANDIDATE FOR THE IACP FOURTH VICE PRESIDENT. I have had the opportunity to serve in law enforcement for more than 31 years, including 23 as a chief, and I currently serve the Park City, Utah, community as their chief. My experience includes management, leadership, and command of rural and metropolitan jurisdictions, and I have had varied experiences working with an assortment of law enforcement professionals.

We live in interesting times that bring about both trouble and opportunity. We face trouble with the onslaught of terrorism, active shooters, drugs, and other pervasive and insidious crimes plaguing our society. As law enforcement, we work to serve and protect the people in our communities, but that effort is sometimes misconstrued, presenting us with the challenge of protecting our profession as well as protecting our communities. But in this challenge lies the great opportunity of our time: we get to develop the leaders of tomorrow and help shape the communities so dear to our hearts. Never has there been such a focus on developing leadership in law enforcement as there is today, especially through the IACP.

As a chief of police, I have had the opportunity to mentor many exceptional officers who have become leaders within the law enforcement community. I have also been mentored by many exceptional leaders within our community because there is always more we can learn from

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Never has there been such a focus on developing leadership in law enforcement as there is today, especially through the IACP.

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each other. This concept is at the core of the IACP. We meet together; we discuss issues; we support each other during both good and challenging times. All of us are better leaders as a result of our interactions facilitated through the IACP.

I have been honored to serve as the IACP vice president at large for the past three years, and during this time, I have had the opportunity to lead the Violent Crime Policy Council. This policy council includes the Firearms Committee, Arson and Explosives Committee, and the Patrol and Tactical Operations Committee. We have exceptional chiefs who participate in these committees, and it has been an honor to work with them on important issues pertaining to the safety and strategy of our police forces. I also currently serve as the chair of the Utah Peace Officer Standards and Training (POST) and the Utah Statewide Information and Analysis Center (SIAC). Additionally, I hold a bachelor's degree in police administration, and I have completed the U.S. Army War College Commandant's National Security Program Session 22 and Senior

Executive Institute LEAD Program. My extensive participation in local and state task forces, SWAT operations, POST, and associated law enforcement organizations has allowed me to develop a solid framework for leading a team through today's critical issues.

The issues we currently face will likely not diminish in the near future. As law enforcement leaders, we must constantly be on the cutting edge of both training and technology in order to combat the onslaught of challenges we continually face. In my department, we have incorporated wave technology, rapid DNA testing, and artificial intelligence technologies into our operations. These technologies can assist law enforcement in more quickly identifying crimes; apprehending suspects; and, hopefully, preventing additional crimes.

The world continues to change, and the IACP continues to stand as a critical component of that change. It has been a pleasure serving all of you over the past three years, and I would be honored to have your support in Chicago this fall. I still hear you. ♡



KRISTEN ZIMAN

Chief, Aurora Police Department, Illinois
Vice President at Large

I USED TO SNEAK INTO BREAK-OUT SESSIONS AT THE IACP CONFERENCE BEFORE I WAS A MEMBER. (MY AIM IS TO MAKE THAT SOUND MORE SCANDALOUS THAN IT ACTUALLY WAS!) When I was a sergeant, I taught Seven Habits for Highly Effective Police Officers, and I helped promote our classes for several years at the vendor expo at the annual IACP conference. When there was a lull at the booth, I would stand in the back of the workshop rooms and sample the classes. Technically, my vendor lanyard didn't grant me access into the sessions, but no one tackled me. I was in awe of the vast array of topics and challenges in law enforcement. Even though I was hacking the content, I was inspired by the subject matter experts, and I soaked up the material and the education.

I didn't become an official member of IACP until I was promoted to commander in 2010 and began attending conferences legitimately. It never occurred to me to participate in IACP in any other capacity than being a member and attending annual conferences. It wasn't until Don De Lucca became the IACP president in 2016 that I was presented with an opportunity. Chief De Lucca appointed me to the IACP Board of Directors, and I eagerly jumped into the new role.

Attending IACP conferences and benefiting from the networking and the education have always been highlights of my professional career. But I admittedly never gave much thought about what

goes into making the IACP conference the best in our industry. After joining the board, it became clear that the IACP staff and Executive Board put a great deal of effort and heart not only into planning a conference that is relevant to the evolving challenges in law enforcement but also into developing partnerships with people around the world so that we can better police our respective communities.

Whether it be legislative action items in Congress, international networking, or policy and training implications to police agencies in state, local, and tribal entities, the IACP is the gold standard. Becoming a member of the Board of Directors enlightened me to all that goes on behind the scenes to further the mission and advance the science of police services.

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I want to be even more immersed in promoting the work of the association and adding value to law enforcement.

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Now that I have spent nearly four years involved in IACP on both the Community Policing Committee and the Board of Directors, I have decided to run for the vice president at large position on the Executive Board. I want to be even more immersed in promoting the work

of the association and adding value to law enforcement.

I have been the police chief in Aurora for nearly four years, and 2019 will mark my 25th year as a sworn officer for the Aurora, Illinois, Police Department. I am a proud graduate of the FBI National Academy Session 249. I attended the Harvard Kennedy School of Government and hold two master's degrees from Boston University and the Naval Postgraduate School Center for homeland security and defense, respectively. Every day I am reminded how lucky I am to be part of a great police department and this noble profession.

I have faithfully served the members of my community and the men and women of my police department, and I look forward to extending that service to you in my upcoming role as IACP vice president at large. I will work dutifully to advance the goals of the IACP membership and the agencies you represent. I humbly ask for your support and your vote. ♡

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Apache Mobile	2302	Bureau of ATF	2450	D.A.R.E. America	4202
Apex Mobile	4102	Business Watch International	4900	Danner	2445
Apex Officer	4956	CALEA	2546	DART Range Trainer	2052
Apollo Video Technology	2460	California University of Pennsylvania	1113	Datalux Corporation	3859
AppArmor	1457	See ad on page 12.		Davis Stanton Inc.	1150
Aptima Inc.	4159	Callyo	5236	DBA, PRG Defense	2143
		Campus Safety	1260	Decon7 Systems	1057
Architects Design Group Inc. (ADG)	2308	Canon U.S.A. Inc.	2811	Deister Electronics USA Inc.	540
Armor Express	1426	Cape	1254	Dell Inc.	3823
ART Design Group	1047	CAPERS North America	4436	Deloitte	5043
ASIS International	4557	Carahsoft	1859	DeSantis Gunhide	2417
ASP, Inc.	1807	Cardiac Science	1405	Detail Kommander	4607
		Carey's Small Arms Range Ventilation	2913	DetectaChem LLC	4659
Athos Management Services LLC	1643	CARFAX	2123		
Attack Mats LLC	4537	CargoRAXX	2545	Dewberry Architects Inc.	4204
Authentic8	1335	Carlson Software	4847	DHS Science and Technology Directorate	4519
Automotive Armor Manufacturing Inc.	4434	CaseCracker	648		
		CDW-G	4708		
		Cellebrite	5339		

Diplomatic Security Service	1616
DIT Defence & Security Organisation	1828
Dixie State University	2402
DLR Group	4001
DoD Domestic Preparedness Support Initiative	4704



Dodge Law Enforcement 735

See ad on page 44-45.

Doron Precision Systems Inc.	4200
DQE	2647
Drug Enforcement Administration	4400
DSA Detection	1221
Dubai Police HQ	2851
Dummies Unlimited Inc.	2106
Dynamic Defense Technologies LLC	4360
Ear Phone Connection Inc.	1941
ECAMSECURE	2655
ecoATM LLC	5211
Edge Tactical Eyewear	1511
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Ekin Technology	1850
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Elbeco Inc.	1419
Electromedical Products International	4805
Eleven 10 LLC	1706
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Emblem Source, The	4404
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Envisage Technologies Corp.	4213
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European American Armory	1347
Evidence Response	2960
EVIDENT	2400



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Extra Duty Solutions	1343
EZ Dupe	5248
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FARO Technologies	4505
FBI	1654
FBINAA	4106
Federal LE Training Accreditation	2255

Federal Motor Carrier Safety Administration	5350
Federal Resources	2455
Federal Signal	1611
FEMA Integrated Public Alert & Warning System (IPAWS)	4558
Fenix Lighting USA	5227

FGM ARCHITECTS

FGM Architects	1414
Fight Crime: Invest in Kids	4719
Fireco US	2146
First Responder Center for Excellence	4351
FirstNet Built with AT&T	4818
See ad on page 1.	

Fivecast	843
FLIR Systems	2235
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Forensic Logic LLC	1240
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Gemalto	5426
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Genesis Group	4806
Genetec	5218
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GeoTime by Uncharted Software	5448
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Go Rhino Public Safety	1628
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HID Global (Crossmatch)	4314

High Ground Gear	2003
High Intensity Drug Trafficking Areas	4409
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Horace Small	2611
Humane Society of the United States, The	4857
I. Spiewak & Sons Inc.	1900

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See ad on page 5.

IBM	2615
Icarus Aerospace Inc.	4656
ICOR Technology	4905
IDville	3901
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In Force Technology	545
InCadence Strategic Solutions	5003
Industrial Video & Control	4211
Innocorp Ltd.	4208
iNPUT-ACE	5335
Institute of Police Technology & Management	4107
Institute of Scrap Recycling Industries Inc.	4356
INTAPOL Industries Inc.	1248
Intelligence Project/SPLC	4540
International Assoc. of Law Enforcement Intelligence Analysts	4402
International Association of Crime Analysts	4308
International Public Mgmt. Assoc. for Human Resources	4006
InTime Solutions Inc.	1708
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Intrepid Networks	4252
INVISIO Communications Inc.	3858
IPConfigure Inc.	844
IPVideo Corp.	5101
IXI EW	4203
Jabra	1160






JAMAR Technologies Inc.	5323
Jenoptik Traffic Solutions	4247
Jiangsu Dongrun Safety Technology Co. Ltd.	537
Johns Hopkins University Applied Physics Laboratory	5251



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Law Enforcement Against Drugs	4802	LiveView Technologies	3655	Mobile Virtual Player	2102
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Law Enforcement GPO/NPPGov	2924	LoJack	4648	Mocean	4757
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LensPen	2458	McCann Associates	5312	NarCase/Tac Life Systems LLC	1605
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Leonardo/ELSAG	2623	Meggitt Training Systems Inc.	1030	National Association of School Resource Officers	5104
See ad on page 19.		Merrell Tactical	4502	National Domestic Preparedness Consortium	4460
Lexipol LLC	5007	Metlang	2150	National Institute for Truth Verification Federal Services	5440
LexisNexis	3935	Michigan State University, School of Criminal Justice	4405	National Insurance Crime Bureau	4948
		Microception Inc.	4645	National Law Enforcement Officers Memorial Fund	4600
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Investigations



Technology



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National Public Safety Information Bureau	2043
National Safety Council	5336
National Sheriffs' Association (NSA)	4007
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National White Collar Crime Center	5009
Naval Criminal Investigative Service	4002
NC4	4831
NCIC Inmate Communications	1245
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Off Duty Management	4004
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Office of Justice Programs, USDOJ	1512
Officer Media Group	4908
OHD, LLLP	4101
Omiga Inc.	4845
Omnigo Software	846
One Beat CPR+AED	4646
OnSolve	5324



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Orion Labs Inc.	4959
O-Sun Company	4060
Otis Defense	1115
OTTO	4205
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Oxygen Forensics	4353
PAARI: Police Assisted Addiction & Recovery Initiative	5005
Pace Scheduler	5325

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Panasonic	4411
Panther Vision	1053
Parsons	3257
Patriot 3	2208
Patriot One Technologies	3950
PatrolPC	1846
Peacekeeper International	2108
Peerless Handcuff Company	1802
Pennsylvania State University, The	4907
PepperBall	726
PerSys Medical	1505
PH&S Products	1604
Pi Variables Inc.	1841
Pierce Manufacturing	2017
PlanIt Police - Scheduling	5006
PM AM Corporation	2252
Point Blank Enterprises Inc.	1819
Point Emblems	3860
Polaris Government & Defense	2040
Police & Sheriffs Press, The	4745
Police and Security News	3624
Police Executive Research Forum	5242
Police Facility Design Group	4403
Police Magazine	2408
PoliceApp.com	5250
PoliceBikeStore.com	1409
PoliceOne.com	2418
Policing With Insight	4856
Polis Solutions Inc.	5150
PORAC Legal Defense Fund	4803
Porter Lee Corporation	4760
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PowerDMS	5023
PowerFlare (PF Distribution Center Inc.)	2004
Powertac USA Inc.	2409
PredPol Inc.	1155
Printek LLC	4438
Priority Dispatch Corp.	1243
Pro-gard Products	4017
Project Lifesaver International	4521
ProPhoenix Corporation	1805
PRO-VISION Video Systems	1338
Public Safety Cadets	1707
Public Safety Software Group	1250
Purdue Pharma, L.P.	646
PursuitAlert	2860
Quicket Solutions	5441
RadioSoft Inc.	1258
RAM Mounts	4419
Ramcatch Defense Inc.	5327
RapidDeploy	2426
Rave Mobile Safety	2926
RDPC - Rural Domestic Preparedness Consortium	4947
Real Time Networks	4008
Recon Power Bikes	5429
Reconyx Inc.	1503
Redflex Traffic Systems	2442



Redstone Architects Inc. **2005**

See ad on page 27.

redUAS	4804
Regional Information Sharing System (RISS)	2048
Remington Arms Company	1257
RUSA LLC	4457
Rigaku Analytical Devices	5345
Ring	4826
Ring Power Corporation	1816
RiotWatch USA	4556
Roadsys Inc.	1060
Robotronics Inc.	4100
Rock River Arms Inc.	728
Rockland Custom Products	642
Rohde & Schwarz USA Inc.	4944
RU2 Systems Inc.	5417
S2 Detection (Nevada) Inc.	1336
Safariland Group, The	830
Safety Vision LLC	3900
Safeware Inc.	952
SageNet	854
Salesreach	4352
Saltus Technologies	3723
SAM Medical Products	5103
Samsung	4219
Savage Range Systems Inc.	4255
Schedule Express by Informer Systems	2050
Schrader Group Architecture LLC	1413
Secure Outcomes Inc.	5313
Secure Planet Inc.	1455
SecureWatch24 LLC	2520
Securitech Group Inc.	4619
Security Lines US	1148



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Setina Manufacturing Company Inc.	3618
Shenzen Along Technologies Co. Ltd.	1251
Shenzhen Diamante Technology Co. Ltd.	4059
ShotSpotter	4811
Sierra Wireless	5438
SIG SAUER	1026
Simunition	1227



Sirchie **1211**

See ad on page 42.

Skyfire Consulting	2243
Smart Firearms Training Devices	4559
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	4702
Southern Police Institute	1052
<i>See ad on page 49.</i>	
Southern Software Inc.	4627
Spacesaver	1908
Sparta Promotions	2206
Spartan Armor Systems	850
SpeakWrite	2547
Spectrum	2105
SpiderCuff USA	2006
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Strongwatch	4244
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Survival Armor Inc.	1320
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SymbolArts Inc.	2000
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Tactical Medical Solutions	2857
Tactical Training Systems	1943
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TargetSolutions	5206
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TBL Systems Inc.	3455
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Tecton Architects PC	4307
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Telesteps	2051
Terradyne Armored Vehicles	4442
TG3 Electronics Inc.	2138
	
Thermo Fisher Scientific	2517

ThinBlueOnLine.com	546
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Top Ten Regalia	2420



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Track Star International Inc.	5226
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Transcend Information	4603
Transportation Security Administration (TSA/DHS)	1759
Trikke Professional Mobility	1956
Troy Industries	1228
Truckvault Inc.	5228
TRU-SPEC by Atlanco	1423
Tuffy Security Products	5052
Turning Point Justice	654
Two Six Labs	1157



Tyler Technologies	2229
U.S. Armor Corp.	2024
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U.S. Defense Group Inc.	5100
U.S. Department of Justice/BJA/VALOR Program	4105
U.S. Department of State - Bureau of Consular Affairs	4759
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U.S. Immigration & Customs Enforcement	4427
U.S. Marshals Gang Enforcement	548
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UCF RESTORES	5418
Ultra Electronics - USSi HyperSpike	1557
Ultra Electronics Forensic Technology	2352
United Public Safety	5311
United Shield International	1560
University of Oklahoma Extended Campus	5352
Upper Iowa University	5109
US Fleet Tracking	5337



Utility Associates **1435**
See ad on page C2.

V.H. Blackinton	1702
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Warson Brands	2009

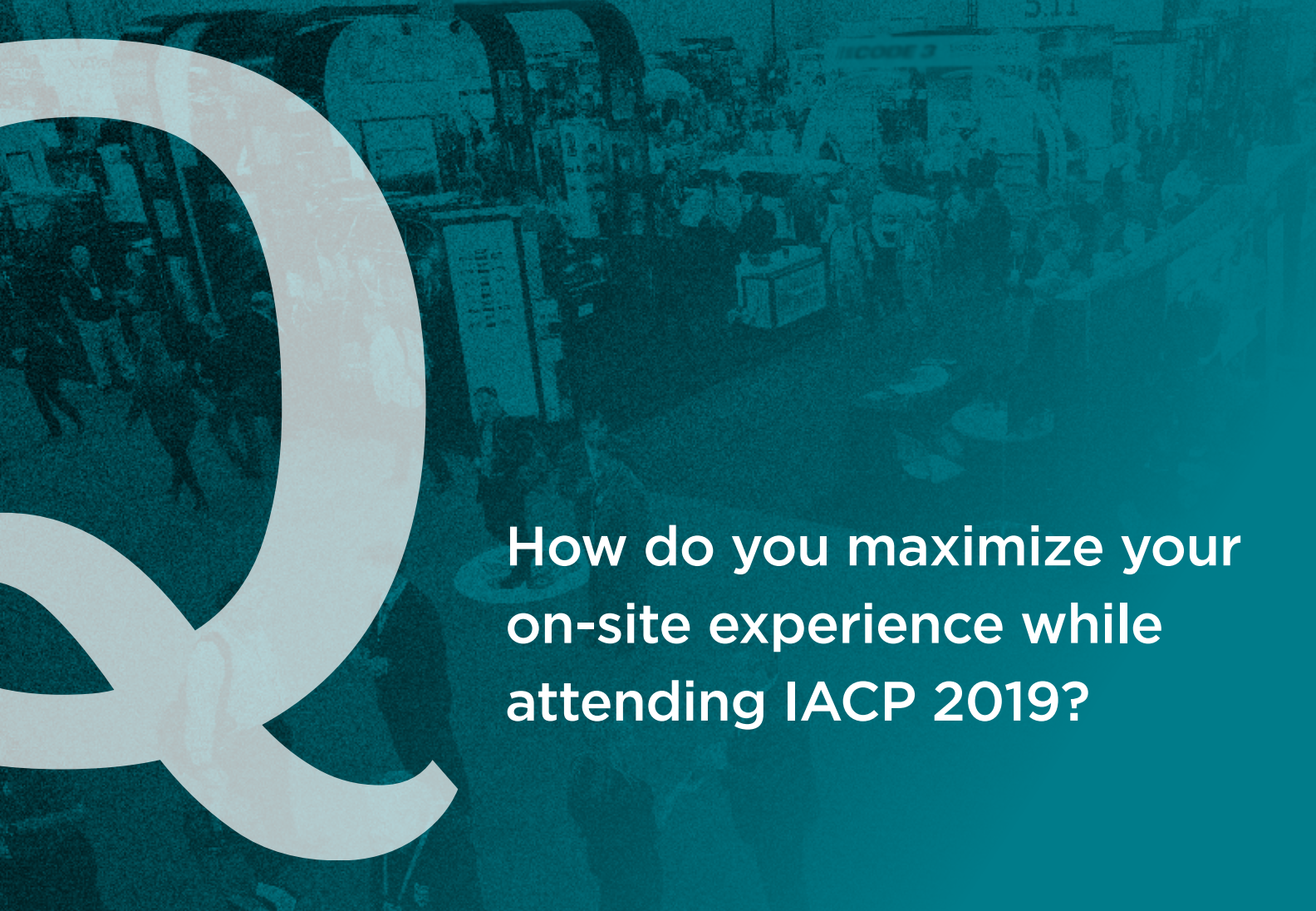


Watchguard Video **3023**
See ad on page 51.

Waveband Communications, Inc.	5203
Wendell's Mint	1600



Whelen Engineering Co. Inc.	4123
WHIN.com	2459
Wiley X Inc.	5105
Will-Burt	1411
Wireless CCTV LLC	5015
WizardPins	4846
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By
Jennifer Styles, Project Manager,
and Joseph Marcus, Project
Manager, IACP

Bridging Perspectives and Building Relationships with University Students



TO BE EFFECTIVE, LAW ENFORCEMENT OFFICERS NEED TO UNDERSTAND THE DIVERSE COMMUNITIES THEY SERVE AND KNOW HOW TO APPROPRIATELY CONVERSE WITH THOSE COMMUNITY MEMBERS DURING BOTH ROUTINE INTERACTIONS AND EMOTIONALLY CHARGED SITUATIONS. TO HELP OFFICERS, LEADERS, AND AGENCIES IMPROVE COMMUNITY-POLICE RELATIONS, THE IACP CREATED THE BRIDGING PERSPECTIVES: CRITICAL CONVERSATIONS FOR STUDENTS AND POLICE UNIVERSITY CURRICULUM. THIS 15-WEEK COURSE IS DESIGNED TO BRING UNIVERSITY STUDENTS AND LAW ENFORCEMENT INTO A SHARED SPACE WHERE THEY CAN ENGAGE IN FACILITATED DIALOGUE TO LEARN FROM ONE ANOTHER AND IMPROVE TRUST. THROUGH THIS TRANSFORMATIVE EDUCATIONAL SESSION, BOTH GROUPS WILL ENHANCE THEIR KNOWLEDGE OF THE CULTURAL FRAMEWORKS THAT INFLUENCED—AND CONTINUE TO INFLUENCE—HISTORICAL AND CURRENT RELATIONSHIPS BETWEEN COMMUNITIES AND LAW ENFORCEMENT.

BENEFITS FOR EXECUTIVES AND OFFICERS

“What’s past is prologue.”

—William Shakespeare

Participating in effective critical conversations is a skill, like any other, that officers and leaders can learn in order to work more successfully in their communities. By engaging in deliberate conversations, students and officers will



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This process deepens the institutional knowledge, cultural competency, and understanding of the role law enforcement holds in shaping society.

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be challenged to listen and understand other perspectives on how media, social platforms, and societal trends shape and frame views on subjects such as the history of policing, current events, and various cultures. These skills and connections can help law enforcement agencies improve their relationship and credibility with communities and potentially inspire a new generation to consider careers in the justice system.

The course is built around three core objectives for the students and police.

- Use tools to constructively engage in difficult conversations.
- Build a mutual understanding of everyone's different perspectives and narratives on community and police issues, especially as it relates to policing in our local communities.
- Build a vision for a shared future with stronger community-police relationships.

Bridging Perspectives is designed to be highly adaptable. Professors and facilitators can customize the lessons, readings, and discussion topics for their respective communities and cultural environments. This customization can help agencies develop cadres of officers who know the specific historical context in which they police and how their work affects various communities in different ways. For example, if a city has large communities with specific demographics (e.g., religion, race, or identity), the discussions can focus on key events or common public safety concerns based on those community members' communal and personal past experiences. This process deepens the institutional knowledge, cultural competency, and understanding of the role law enforcement holds in shaping society. This increased understanding of the historical context can also increase the community's perceptions of police legitimacy and procedural justice.

HOW IT WORKS

Critical conversation skills and historical context cannot be taught or fully grasped in a one-day course. These are not easy conversations to have or skills to develop, which is why the Bridging Perspectives curriculum emphasizes sustained engagement between the same officers and students, coordinated by a trusted facilitator or educator. The course curriculum includes 15 three-hour modules to cover a full university or college semester. These modules can be used in their entirety as a full course or individually to supplement an existing course. The curriculum guidebook includes facilitation guides with course objectives, talking points, PowerPoint slides, activities, assignments, and readings. All of which are customizable to accommodate diverse deliveries of the material.

The full course starts with acclimating students and officers to being in the same space and then learning about critical conversations. This initial phase allows officers and students to develop the tangible and specific listening and communication skills necessary for the conversations that happen in earnest toward the middle of the semester. This foundation is vital—participants can get to know each other and build trust before diving into the more difficult conversations surrounding historical context, community and police perceptions, high-profile incidents, media narratives, and current community-police relations.

The curriculum encourages participants and educators to use experiential learning in hands-on and nontraditional settings. For example, students may go on ride-alongs with police officers, and officers may join students at a place that is meaningful to the students, a historical site, or museum. Course facilitators will determine what is appropriate for the students, taking the local context into consideration. This allows participants to better understand the cultural norms and environments of one another. The processes of developing critical conversation skills, increasing knowledge around historical and current context and perceptions, and learning to identify with each other are used toward the end of the class when the teacher asks participants

to help create a vision for what community-police relations should look like and what action steps people and agencies can take.

The last part of the class focuses on “consensus mapping,” in which participants further identify the specific needs of their community, city, and agency—in light of the broader context in which they operate—and how they can achieve this vision given the resources available to them individually and collectively.

MOVING FORWARD

As the law enforcement profession and communities grow and evolve, it is increasingly important that all stakeholders communicate in a constructive way and understand how our convergent history affects us today. By involving university students, the Bridging Perspectives course reaches future community and law enforcement leaders to help prepare them for a cooperative, engaged approach to public safety as they move on in their lives and careers.

This customizable university curriculum toolkit is available now. George Mason University in Fairfax, Virginia, will host the first pilot course in the fall of this year, with additional pilot sites coming on for the spring 2020 semester. IACP staff are available to assist higher education staff and law enforcement leaders and to discuss how this course can be implemented and tailored to meet their needs and interests.

Based on interest in the university level of this curriculum, the IACP is currently developing a toolkit with similar content adapted to the high school level. This new toolkit, coming in 2020, will include stand-alone modules that can be used independently or comprehensively in classrooms, after-school programs, and community-based settings. ♡

For more information about the university curriculum, the high school toolkit, or becoming a pilot site, contact icpr@theiacp.org.

LEADERSHIP in POLICE ORGANIZATIONSSM

IACP's Leadership in Police Organizations (LPO), is modeled after the concept of "every officer is a leader" and is designed to enhance the leadership capacity of established supervisors. Over the course of three weeks, attendees will gather with leaders from around the globe and grow their experience and knowledge with:



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- Enhance communication and manage change.
- Learn key themes of followership and motivation.
- Acquire leadership skills and risk management strategies.
- Learn to maneuver in political environments.
- Create community needs assessments.
- Address current critical policing issues.

Upcoming IACP Training Opportunities

WICHITA, KS

2019

September 9-11

**Contact Us for More Information about Scheduling a Class
for Your Agency or Academy!**

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800.THE.IACP

ADVANCE REGISTRATION FORM

Register online at theIACPconference.org



Use this form to save on registration fees until September 11, 2019. Beginning September 12, 2019 only online registrations will be accepted. Questions? Call 800-THE-IACP.

WAYS TO REGISTER



Go to theIACPconference.org and click on REGISTER NOW.

Only credit card payments are accepted online. Online registration will be open through the conference.



E-mail completed forms to conf2019@theiacp.org



Fax completed forms with credit card payments or Purchase Orders to: **703-836-4543**. Due to registration volume, we cannot confirm fax receipt.

Mail completed forms with checks to:



IACP Conference Registration
PO Box 62564
Baltimore, MD 21264-2564 USA



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



Walk-in registration opens **October 25, 2019 at 1:00 p.m. at McCormick Place West**
2301 S. Martin Luther King Drive
Chicago, IL 60616

By registering for IACP 2019, your mailing/postal address will be shared with exhibitors and sponsors so that you may receive information on their products, services, and special events as they relate to the event.

Yes, I wish to share my mailing address with exhibitors and/or sponsors.

Yes, I would like to receive emails from exhibitors regarding their conference activities and products.

* Full conference registration fee includes access to all general assemblies, workshops, receptions, Exposition Hall, and Chiefs Night.

+ Family refers to 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 his or her badge. Family members do not receive certificates for workshops. The Family member registration gives access to all General Sessions, Workshops, the Exposition Hall, and IACP's Chiefs Night on Monday evening.

Do NOT mail and fax form – charges may be duplicated. A cancellation fee is in effect through October 23, 2019. No refunds on or after October 24, 2019. Registration and attendance at IACP events constitutes an agreement by the registrant to the IACP's use and distribution (both now and in the future) of the registrant or attendee's image or voice in photos, images, video and/or audio recordings of such events without compensation or approval rights. All photos, images, and recordings are the property of IACP.

Source Code: **JKIT**

Check One:

- I am an IACP Member; Membership Number _____
- I am a Non-Member
- I am applying now for Membership (Use Section "B" below to join and check First Time IACP Member in Section "A".)
- I am the spouse or family member of _____ Their Member # _____

Full Name _____

First Name for Badge _____

Title/Rank _____

Agency/Organization _____

Agency Address _____

City _____ State _____

ZIP/Postal Code _____ Country _____

Phone # _____ Cell # _____

Email Address _____

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

Name _____

Children (5 and Under) Name(s) and Age(s) _____

Children (6-18) Name(s) and Age(s) _____

A. CHECK APPROPRIATE REGISTRATION TYPE

- IACP Member*\$425
- First Time IACP Member* \$370
- Non-member*\$600
- Family Member*+ \$150
- Children 6-18*\$45
- Children 5 and under*FREE

Qualified attendees may register for the Free Exposition Hall Pass online at www.theIACPconference.org. 1-Day Pass and 2-Day Pass Registration will open online September 12, 2019.

B. IACP DUES

- YES! I would like to join the IACP and take advantage of the First Time Member Registration Rate of \$370 (see the website for membership benefits and criteria), plus the dues amount below:
- Active Member \$190
- Associate Member – General \$190
- Associate Member – Sworn Officer \$75
- Associate Member – Academic \$190
- Associate Member – Service Provider \$500

C. ANNUAL BANQUET TICKETS

- YES! I would like to purchase tickets for the Annual Banquet to be held on Tuesday, October 29:
- Tickets \$100 each; # of tickets: _____
- No refunds. Pre-Conference ticket sales end October 23, 2019 and will continue onsite October 25-28, 2019.

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

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

Purchase Order. PO# _____

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, MD USA 21264-2564

Please charge my credit card: Visa MasterCard American Express Discover

Acct. # _____ Exp. Date _____

Cardholder's Name _____

Billing Address _____

Signature _____

REGISTRATION INFORMATION

GENERAL INFORMATION

Full conference registration to IACP 2019 is limited to IACP members, qualified non-member guests, family members, and exhibitors. IACP 2019 is not open to the general public.

To take advantage of discounted registration fees complete this registration form and return to the IACP with payment or register online through September 11, 2019. Beginning September 12, 2019 ONLY online registrations will be accepted, and higher registration fees will apply.

Registration fees must accompany the registration form; payment may be made by check, credit card, or purchase order. Advance and on-site registration fees will be accepted in U.S. funds only and must be drawn on a U.S. bank. All credit card payments will be processed at IACP Headquarters in U.S. funds.

Phone registrations are not accepted. Do not mail and fax your credit card information, as charges may be duplicated. Once your registration is processed, you will receive an e-mail confirmation which also serves as your only receipt.

FREE EXPOSITION PASS FOR PUBLIC SAFETY PERSONNEL

Sworn officers, first responders, and civilian employees of public safety and government agencies, and members of the armed forces can register for complimentary access to the Exposition 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 exhibit 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. (Exposition Pass registrants cannot purchase Chiefs Night tickets). Qualified attendees may register for the Free Exposition Hall Pass online at www.theIACPconference.org.

MEMBERSHIP DISCOUNTS

Join the IACP now to qualify for the First Time IACP Member rate and save 38%

IACP members attending the Annual Conference and Exposition for the first time can take advantage of a special discounted rate; \$370 in advance and \$445 on-site, savings of over 38%! 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.

Non-members may submit their IACP Member dues along with the First Time IACP Member registration fee (\$370) by completing the membership portion of the registration form.

Law enforcement professionals at every level can qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others are eligible for associate membership. Visit www.theIACP.org/Membership for details.

2019 REGISTRATION FEES	<i>Advance Registration</i> On or before September 11, 2019	<i>Online & On-site Registration</i> On and after September 12, 2019
IACP Member*	\$425	\$500
First Time IACP Member*#	\$370	\$445
Non-member*	\$600	\$725
Family Member*+	\$150	\$150
Children 6-18*	\$45	\$45
Children 5 and Under*	FREE	FREE
Exposition Pass	FREE	FREE
1-Day Pass [^]	—	\$160
2-Day Pass [^]	—	\$235

- * Full conference registration fee includes access to all general assemblies, workshops, receptions, Exposition Hall, and Chiefs Night.
- # 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 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 his or her badge. Family members do not receive certificates for workshops.
- [^] 1-Day and 2-Day Pass registration will begin online on September 12, 2019. Each person may register for only ONE 1-Day Pass or 2-Day Pass.
Only IACP members can take advantage of the member registration rate. All IACP memberships are individual and non-transferable for conference registrations member rates.

REFUND POLICY

- All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed (Attendee: conf2019@theiacp.org; Exhibitors: exhibits@theiacp.org) to the 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/e-mail dated on or before October 2, 2019.
- A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated October 3 - 23, 2019.
- No refunds will be issued on or after October 24, 2019. No refunds will be given for no-shows. No refunds will be issued for Annual Banquet or Chiefs Night tickets.
- Registration or Annual Banquet tickets may be transferred to another person in your organization by written request to IACP prior to October 2, 2019. After this date all changes must be made at the conference. Additional charges may apply.



OCTOBER 26-29
McCormick Place Convention Center
Chicago, Illinois
theIACPconference.org

**QUESTIONS?
CALL 800-THE-IACP**

Chicago Hotel Information

Book early for best rates and selection at theiacpconference.org.

Questions? Contact onPeak, the official IACP 2019 housing partner, at iacphotels@onpeak.com or 1.866.524.7456.



OCTOBER 26-29
McCormick Place Convention Center
Chicago, Illinois
theiacpconference.org



	Hotel	Rates Starting At
1	AC Hotel Chicago Downtown	\$219.00
2	ACME Hotel Company Chicago	\$209.00
3	Chicago Marriott Downtown Magnificent Mile	\$269.00
4	Courtyard Chicago Downtown Magnificent Mile	\$219.00
5	Courtyard by Marriott Chicago Downtown River North	\$239.00
6	DoubleTree by Hilton Chicago - Magnificent Mile	\$224.00
7	Embassy Suites Chicago Downtown	\$229.00
8	Fairfield Inn & Suites Chicago Downtown/Magnificent Mile	\$219.00
9	Fairmont Chicago, Millennium Park	\$279.00
10	Hampton Inn Chicago McCormick Place	\$264.00
11	Hilton Chicago	\$269.00
12	Hilton Garden Inn Chicago Downtown/Magnificent Mile	\$239.00
13	Hilton Garden Inn Chicago McCormick Place	\$269.00
14	Home2Suites Chicago McCormick Place	\$259.00
15	Homewood Suites by Hilton - Chicago Downtown	\$224.00
16	Hotel Chicago Downtown	\$239.00
17	Hyatt Centric Chicago Magnificent Mile	\$239.00
18	Hyatt Regency Chicago	\$259.00
19	Hyatt Regency McCormick Place	\$289.00
20	Inn of Chicago Magnificent Mile	\$199.00
21	Intercontinental Chicago Magnificent Mile - Main Tower	\$256.00
22	Kimpton Hotel Palomar Chicago	\$239.00
23	Loews Chicago	\$259.00
24	LondonHouse Chicago	\$249.00
25	Marriott Marquis Chicago	\$299.00
26	Radisson Blu Aqua Hotel	\$255.00
27	Sheraton Grand Chicago	\$259.00
28	Swissotel Chicago	\$259.00
29	The Blackstone Hotel	\$249.00
30	The Palmer House Hilton	\$269.00
31	Westin Michigan Avenue Chicago	\$249.00
32	Wyndham Grand Chicago Riverfront	\$219.00

Rates as of 9/1/18. Rates are subject to change.

The Latest in News, Events, Funding, and Legislation



The IACP Net Current Affairs section provides easy-to-find information about grants and free resources. This section also highlights important events and training opportunities—as well as law enforcement news and legislation.

Funding: Information on grants, no-cost and low-cost educational materials, and other funding opportunities.

- First responder equipment and education grants
- AED grant program
- K9s and K9 vests

Events & Training: On-site and online training opportunities, upcoming conferences, and more.

- Public Information Officer Boot Camp
- Social Media Basics
- First-Line Leadership Training

News: Updates and announcements from the IACP, federal agencies, and other major law enforcement sources.

- Police Policy & Personnel in the News
- Crime & Drugs Update

Federal Legislation: Relevant bills moving through the U.S. Congress with analysis on select bills.

- Supporting and Treating Officers in Crisis Act of 2019 (HR 2368)
- Back the Blue (S. 1480)

Access these and more resources at theIACP.org/IACPnet. For more information, call the IACP Net hotline at 800.227.9640.



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theiacp.org/member-discounts





TOP IACP BLOG POST



Evidence-Based Policing: The Change Is Coming

Guest blog by Sgt. Obed Magny

Making evidence-based policing (EBP) mainstream in the United States is a challenging feat. There are many advantages that formal research in law enforcement can provide, research represents knowledge; brings light to unawareness and uncertainty; and focuses on the truths of reality. But even with a recent push for research to be more prevalent in the policing profession, there is still more work to do in advancing EBP. In the profession today, those moving EBP forward are actively engaged in using research to enhance the profession and to keep communities safe.



Read this blog post and others at theIACP.org/blog

POPULAR IACP RESOURCE



IACP Social Media Model Policy and accompanying Concepts & Issues Paper



Access this resource and more at theIACP.org

TWEET of the month



Follow

At [@theIACP](https://twitter.com/theIACP) representatives from [@CasperPolice](https://twitter.com/CasperPolice), [@ChattanoogaPD](https://twitter.com/ChattanoogaPD), & [@SaginawPD](https://twitter.com/SaginawPD) strategize ways to sustain their victim response efforts and maintain momentum in their implementation of the Enhancing Law Enforcement Response to Victims (ELERV) Strategy.



12:02 PM - 19 Jun 2019

FEATURED ITEM IN IACP MONTHLY JUNE NEWSLETTER



Identifying and Responding to Elder Abuse: An Officer's Role

The IACP, in collaboration with the U.S. Department of Justice, Elder Justice Initiative, created a six-part video series to address elder abuse, titled Identifying and Responding to Elder Abuse: An Officer's Role. These roll call training videos feature real cases that highlight the actions of responding officers that led to a resolution of the case.



Access the videos at theIACP.org/elder-abuse.

THIS MONTH'S QUOTE

“

As neither the press nor the police are going anywhere, and because they must coexist in a symbiotic fashion, it makes sense to create the best working relationship possible for the good of the department and the community.

”

“Effective Police-Media Relations”
Pgs. 22–26.

TOP POLICE CHIEF JUNE ONLINE BONUS ARTICLE



“Cybersecurity Is a One-for-All Undertaking”

By Scott A. Vantrease, HHS, Office of Inspector General, Office of Investigations, and Stacey A. Wright, State Information Sharing and Analysis Center, CIS



Read this article and more bonus content at policechiefmagazine.org/category/bonus-online-article.

IDENTIFY GUNS IN THE FIELD



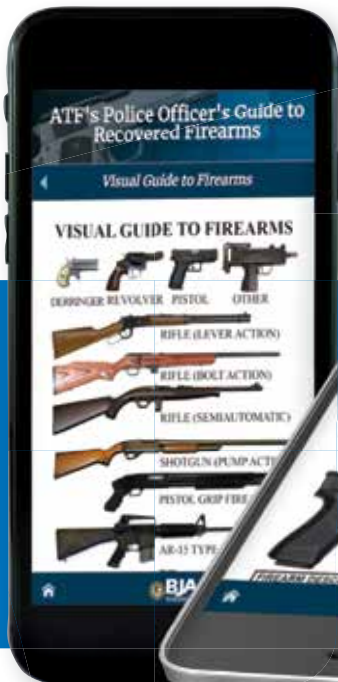
Police Officer's Guide to Recovered Firearms

Available Now for Free in the iOS App Store, Google Play Store or visit the mobile optimized website from your mobile device.

Access the ATF's Police Officer's Guide to Recovered Firearms from your mobile device to:

- Identify recovered firearms
- Learn about tracing firearms
- Access additional resources

FREE



To access the mobile guide to recovered firearms, scan the QR code or search for "ATF Firearms" in iOS App Store or Google Play store.
www.theiacp.org/firearmsapp



The mobile app and mobile web are provided through a partnership between IACP, BJA and ATF and is a product of Project Safe Neighborhoods.

Enhancing the Response to Hate Crimes

ACTION CATEGORY 1

Actions that community leaders, civil rights organizations, and law enforcement can take together to address these critical issues.



ACTION CATEGORY 2

Actions that community and civil rights organizations can take to proactively engage law enforcement and other stakeholders in combating hate and bias.



ACTION CATEGORY 3

Actions that law enforcement can take to effectively engage with vulnerable communities, including actions before, during, and after a crisis event.



IN RESPONSE TO HATE CRIMES AND HATE INCIDENTS, THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP) AND THE LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW (LAWYERS' COMMITTEE) PARTNERED TO RELEASE THE ACTION AGENDA FOR ENHANCING THE RESPONSE TO HATE CRIMES. THE ACTION AGENDA WAS DEVELOPED THROUGH COMPREHENSIVE DISCUSSIONS BETWEEN LEADERS IN LAW ENFORCEMENT, CIVIL RIGHTS, AND ACADEMIA. THE SUBJECT MATTER EXPERTS MET ON THREE SEPARATE OCCASIONS TO EXAMINE PROMISING PRACTICES FOR RESPONSES TO HATE CRIMES, AS WELL AS HOW THESE PRACTICES SHAPE COMMUNITY-POLICE RELATIONS.

The meetings allowed the group to brainstorm collaborative strategies for civil rights organizations, community-based organizations, and law enforcement agencies to enhance the response to hate crimes and hate incidents. The meetings also provided a venue for insightful testimony and candid deliberations about obstacles to effective hate crime response practices. As the discussions progressed, the group identified five critical issues that are imperative to enhancing hate crime response practices, as well as an action agenda for community organizations and law enforcement to address each critical issue.

The five critical issues are as follows:

- Increasing community-law enforcement collaboration to address hate crimes, including partnerships with civil rights and community organizations

- Enhancing training and education about hate crimes for law enforcement, prosecutors, and community members
- Strengthening data collection, reporting, and analysis
- Improving hate crime and incident management policies and responses for law enforcement
- Outlining the role of prosecutors to include early and ongoing communication with law enforcement, proactive engagement with the community, and development of hate crimes understanding

The action agenda has three categories of actions that are based on the recommended actors and intended outcomes.

- **Action Category 1:** Actions that community leaders, civil rights organizations, and law enforcement can take together to address these critical issues.
- **Action Category 2:** Actions that community and civil rights organizations can take to proactively engage law enforcement and other stakeholders in combating hate and bias.
- **Action Category 3:** Actions that law enforcement can take to effectively engage with vulnerable communities, including actions before, during, and after a crisis event.

There are 52 action items in total, and the goal is to help break down barriers and strengthen trust between law enforcement agencies and the communities

they serve to enhance the prevention, reporting, investigation, and successful prosecution of hate crimes. The IACP and Lawyers' Committee encourage all stakeholders to use the action agenda as guidance for responding to and working toward preventing hate crimes and hate incidents. Once implemented, these action items will enhance the ability of law enforcement, civil rights organizations, and community organizations to effectively address hate and bias-motivated crimes in their communities and help ensure the safety of all individuals. In addition to the action agenda, there is also a full report detailing the conversations that fueled this initiative.

The report and action agenda offer concrete strategies to institutionalize an enhanced response to hate crimes and hate incidents. These strategies require the committed efforts of both law enforcement agencies and community members to prevent hate and bias incidents, as well as to reduce the detrimental effects of these incidents by effectively responding when a hate crime or incident occurs. The IACP and Lawyers' Committee are confident that these strategies, if implemented properly, will better serve and improve the well-being of targeted communities, as well as enhance the quality of overall community-police relations. ♥

For more information and to access the action agenda, visit theIACP.org/response-to-hate-crime.

WLI

WOMEN'S LEADERSHIP INSTITUTE

IACP's Women's Leadership Institute (WLI)

addresses the unique challenges and opportunities women face and helps them to succeed as they rise through leadership positions in public safety organizations. The course is open to men and women in sworn and non-sworn positions.



Women's Leadership Institute participants will:

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

CURRENT OPPORTUNITIES

DETROIT, MICHIGAN, 2019

August 4-9

INDIANAPOLIS, INDIANA, 2019

October 6-11

COST

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

Early registration discounts available.

FOR MORE INFORMATION:



LeadershipServices@theIACP.org • theIACP.org/WLI
800.THE.IACP

CALENDAR

2019

**AUG
19
—
22**

SPPPOS Annual Meeting, OKLAHOMA CITY, OK

The 2019 State and Provincial Police Planning Officers Section (SPPPOS) Annual Meeting provides networking opportunities, information, exchange, and access to the latest policies and best practices to facilitate positive change in state and provincial police agencies.

theIACP.org/events/conference/2019-spppos-annual-meeting

**OCT
26
—
29**

IACP Annual Conference & Exposition, CHICAGO, IL

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

theIACPconference.org

2020

**FEB
27
—
29**

IACP Officer Safety and Wellness Symposium, MIAMI, FL

Improving officer safety and wellness enhances the health and effectiveness of officers, as well as the safety of the community. This symposium is a unique occasion for law enforcement professionals to learn from experts in the field about resources, best practices and strategies for comprehensive officer safety and wellness.

theIACP.org/OSWsymposium

**MAY
12
—
14**

IACP Technology Conference, PORTLAND, OR

The IACP Technology Conference is a professional law enforcement event bringing together leading practitioners to explore opportunities to apply the latest technologies to law enforcement to create efficient solutions and keep pace with cyber-enabled crimes.

theIACP.org/tech-conference

Visit theIACP.org/all-events for a complete listing of upcoming IACP events, including conferences and training opportunities.



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<input type="checkbox"/> Federal agency	<input type="checkbox"/> Supervisory personnel	<input type="checkbox"/> 50,000 - 99,999
<input type="checkbox"/> Campus police	<input type="checkbox"/> Line officer	<input type="checkbox"/> 100,000+
<input type="checkbox"/> Military	<input type="checkbox"/> Police civilian	
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