

POLICE CHIEF



Violence Against Police

PLUS

Ambushes and Unprovoked Attacks **26**

Violence When Responding to Mass Attacks **30**

A Culture Change **36**

The Human Impact **40**



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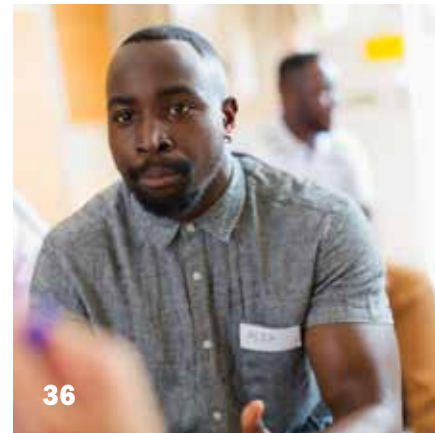


Violence Against Police

Law enforcement officers face risks every day as they strive to enforce laws, prevent crimes, and protect their communities. However, in addition to these daily risks, police officers sometimes experience deliberate assaults and attacks that can lead to serious injury or death.



26



36

26 Ambushes and Unprovoked Attacks

A new FBI study confirms a steady increase in assaults on officers, and interviews with surviving officers and offenders provide insight on the mind-set and perceptions from both angles.

JAMES J. SHEETS, JENNIFER KNICELEY SPROUSE

30 Violence Against Law Enforcement Personnel Responding to Incidents of Mass Violence

Law enforcement officers are increasingly targeted by perpetrators of mass attacks, requiring an evaluation of the threat environment and training for responding officers.

FRANK STRAUB, BEN GORBAN

36 A Culture Change

Seeking emotional assistance is challenging for many officers, but the culture is shifting toward a more positive view of counseling and support, especially with the advent of programs specifically for law enforcement.

DOUGLAS WHITE, JR KIDNEY

40 The Human Impact of Line-of-Duty Deaths

The loss of an officer in the line of duty leaves a lasting mark on the community, particularly the officer's colleagues and family members. As time marches forward, coworkers and families are left to find ways to grieve and to heal.

DIANNE BERNHARD



NOTE

As of February 2019, the IACP New Members list is no longer printed in *Police Chief*; this information can now be found in the members-only section of the IACP website.

LEADERSHIP

6 **President's Message**
Safekeeping Those Who Keep the Peace

PAUL M. CELL

8 **From the Deputy Administrator**

A Call to Action on Drug-Impaired Driving

HEIDI KING

15 **The Advisor**

16 **Chief's Counsel**

K9 Sniffs and the Fourth Amendment

K9s are excellent instruments of detection; however, certain rules must be followed to ensure the evidence they detect can be used in prosecutions and to protect the agency from liability.

ROBERT FAIGIN

IN THE FIELD

18 **Focus on Officer Wellness**
The Opioid Crisis and Staying Safe in the Line of Duty

The increased prevalence of opioids-related cases has also increased the risk of potential exposure and resulting health effects for law enforcement and other first responders.

JOHN HOWARD

22 **Traffic Safety Initiatives**
Patrolling Flood-Prone Areas

Officers need proper training on and awareness of the dangers floodwaters present, as well as how to protect themselves.

MICHAEL TURNER

24 **Spotlight**
Bridging the Language Gap

The Houston Police Department offers Survival Mandarin classes to officers who often encounter Mandarin speakers in their day-to-day work.

TECHNOLOGY

46 **Tech Talk**
Video Evidence in the Courtroom

The use of low-resolution screens or projection systems in courtrooms, as well as inappropriate viewing distances, degrade the value of video evidence in cases.

GRANT FREDERICKS

48 **Product Feature**
GPS Devices Help Officers on Foot as Well as in Vehicles

Recent advances in GPS technology allow both vehicles and officers to be monitored, improving communication, convenience, and officer safety.

SCOTT HARRIS

52 **Exposition**

IACP WORKING FOR YOU

56 **IACP@Work**
Practices in Modern Policing

The COPS Office and IACP have developed a series of publications and videos to highlight contemporary community policing strategies within key topic areas.

JENNIFER STYLES, KATHLEEN KELLEY

58 **IACP Net Bulletin**

59 **The Beat**

60 **The Brief**

IN EVERY ISSUE

10 **Dispatch**

12 **Perspectives**

61 **Calendar**

62 **Ad Index**



ARTICLE NOTES CAN BE FOUND ONLINE.














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Bonus articles are posted weekly at policechiefmagazine.org

CONTRIBUTORS

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

See the authors featured in this issue below.

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<p>26</p>  <p>Jennifer Kniceley Sprouse</p> <p>Jennifer Kniceley Sprouse has worked as a writer-editor for the FBI for more than nine years. She holds a BA in psychology and an MS in industrial relations, both from West Virginia University.</p>	<p>30</p>  <p>Frank G. Straub, PhD</p> <p>Frank Straub, PhD, is the director of Strategic Studies and the Center for Mass Violence Response Studies at the National Police Foundation. He has conducted in-depth studies of mass violence attacks and leads the CMVRS Averted School Violence Project. He is a 30-year veteran of law enforcement, including multiple leadership roles.</p>	<p>30</p>  <p>Ben Gorban</p> <p>Ben Gorban is a senior project associate at the National Police Foundation. His work includes incident reviews of mass violence attacks, and he has over 10 years of experience supporting national-scope projects. Prior to joining the National Police Foundation, he spent more than five years at the IACP.</p>	<p>36</p>  <p>Douglas White</p> <p>Doug White, with Shari White, founded the Emergency Responders Assistance Program. He serves as the CEO and executive director of the National ERAP, Oklahoma ERAP, and Arizona ERAP nonprofits. Prior to ERAP, he spent 34 years in the financial services industry.</p>
<p>36</p>  <p>Chief JR Kidney</p> <p>Chief JR Kidney began his career in law enforcement in 1993. He worked his way up through the ranks, including detective, leading up to May 2018, when he was promoted to chief of the Tecumseh Police Department.</p>	<p>40</p>  <p>Dianne Bernhard</p> <p>Dianne Bernhard is the executive director of Concerns of Police Survivors, a position she has held since 2014. She served in law enforcement for 21 years before retiring from her role as deputy chief of the Columbia, Missouri, Police Department.</p>	<p>46</p>  <p>Grant Fredericks</p> <p>Grant Fredericks is a certified forensic video analyst who has provided training and technical assistance around the globe. Grant is a former police officer and coordinator of the Vancouver, Canada, Police Department Forensic Video Section. He is the owner of Forensic Video Solutions and consults on investigations involving video evidence.</p>	

POLICE CHIEF

A PUBLICATION OF THE IACP

FEBRUARY 2019 | VOLUME 86, NUMBER 2

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www.policechiefmagazine.org

Article notes are available online.

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

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

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

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

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

Printed in the USA.

BPA business publication membership granted September 1991



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Safekeeping Those Who Keep the Peace



Paul M. Cell
Chief of Police

*Montclair State University
Police Department, New Jersey*

LAST YEAR, I STOOD LOOKING OUT AT A SEA OF YELLOW FLAMES ON THE NATIONAL MALL IN WASHINGTON, DC, AS I READ THE NAMES OF FALLEN OFFICERS AT THE 30TH ANNUAL CANDLELIGHT VIGIL DURING THE U.S. NATIONAL POLICE WEEK. THE EMOTIONS AND FEELINGS I FELT WERE OVERWHELMING WHEN THE NAME OF A SERGEANT AND FRIEND FROM MY DEPARTMENT, WHOSE LIFE WAS LOST AS A RESULT OF 9/11, WAS ADDED TO THE WALL. I WAS ALSO HONORED TO BE THERE TO PAY HOMAGE TO THE ALL OF THE OFFICERS WHO MADE THE ULTIMATE SACRIFICE AS KEEPERS OF THE PEACE.

To date, the National Law Enforcement Officers Memorial in Washington, DC, bears the names of 21,541 officers. At the current rate at which names are being added, the memorial's walls are expected to be filled by 2050. This is not the only memorial that honors the brave who have fallen, as we know that violence against the police is not confined to any geographic boundary. There is also the National Police Memorial in the United Kingdom that

bears the names of over 4,000 fallen officers; the Israeli Police Memorial; the National Police Memorial in India that commemorates the over 34,000 from all of the central and state police forces in India who have died in the line of duty; Australia's National Police Memorial; and the Police Heritage Center in Singapore, along with many more throughout the world.

This year many of us here in the United States will gather again for the Annual Candlelight Vigil in May, and more names will be added to that wall. We will stand side-by-side as we honor the lives and legacies of our fallen men and women in uniform. There will be at least 148 names added to that wall, representing the 148 line-of-duty deaths in 2018—with gunfire as the leading cause of death this past year.

When we lose one of our fellow law enforcement brothers or sisters, the sorrow and loss has a sweeping effect. From the officer's family and friends, to every member of that agency, to the community, to surrounding agencies—we all mourn and grieve. As chiefs, supervisors, and law enforcement leaders, our duty is not only to those we swore to protect and to our communities; we also have the enormous responsibility to safeguard our personnel. In order to keep our officers safe, we must use every tool to do so, from technological advancements and equipment, to training, to

implementing and enforcing policies, to mental health and emotional support, to physical fitness and wellness.

To aid law enforcement as they work to keep safe and keep their peers safe, the IACP has published a number of resources over the years on the topic of officer safety and combating violence directed at police.

In response to a particularly deadly 24-hour period in November 2016 where four police officers were ambushed in three different states, the IACP convened a task force to address the issue of violence against the police in the United States. The goal of the task force was to make concrete recommendations to prevent further tragedies, including guidance for law enforcement agencies and suggested changes to U.S. public policy. Materials issued as a result of this task force can be found at www.theIACP.org/resources/violence-against-the-police.

As targeted attacks against police continue to represent a significant threat to law enforcement, it is important to ensure that agencies fully leverage the resources and methods necessary to maximize situational awareness and personnel safety. While no agency can ever fully ensure that a potential threat can be located and halted before an attack is carried out, there are strategies that may help mitigate risk, particularly in the areas of community-police relations.

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As chiefs, supervisors, and law enforcement leaders, our duty is not only to those we swore to protect and to our communities; we also have the enormous responsibility to safeguard our personnel.

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Violence against the police can imply a deliberate attack on law enforcement, yet many line-of-duty deaths occur every year that do not involve criminal perpetrators and involve dangers otherwise associated with the job. An IACP resource titled *Preventing Line-of-Duty Deaths: A Chief's Duty* highlights all of the ways a police officer is at risk while on duty and offers agencies a self-assessment tool designed to help leadership evaluate agency efforts to fully address the needs of officers. Additionally, the IACP Law Enforcement Policy Center offers a Model Policy and Concepts and Issues Paper on the topic of Line-of-Duty Deaths and Serious Injury for your review.

We must always remember those who have gone before us and their families, and do everything we can to safeguard those who stand beside us in keeping our communities safe. The memories of the officers who paid the ultimate sacrifice live on in each and every one of us in the job that we do.

Stay safe. ♡

A Call to Action on Drug-Impaired Driving



Heidi King
Deputy Administrator

National Highway Traffic Safety Administration

IN 2017, IN THE UNITED STATES, 37,133 PEOPLE DIED IN MOTOR VEHICLE CRASHES. A SIGNIFICANT PERCENTAGE OF FATAL CRASHES INVOLVED A DRIVER IMPAIRED BY ALCOHOL OR DRUGS. TOGETHER, WE MUST ACT TO ELIMINATE THE RISKS AND INCREASED DANGER THAT COMES WHEN PEOPLE UNDER THE INFLUENCE OF DRUGS, BOTH LEGAL AND ILLICIT, CHOOSE TO GET BEHIND THE WHEEL OF A CAR.

At the National Highway Traffic Safety Administration (NHTSA), our mission and obligation are to protect all people on U.S. roadways and to save lives. How we take action will have a lasting effect in communities and will impact the quality of life for everyone. If we do nothing—if we don't consider how we think about traffic safety and its impact—we should expect the number of people being killed and injured on our roadways to increase. By working together, we can stem the tide of drug-impaired driving and bring down the number of people lost on our roads and highways.

By focusing on traffic enforcement, law enforcement agencies reduce the needless and preventable loss of life, injuries, property damage, and the broad social harm resulting from associated criminal activity. Traffic enforcement works.

More than 30 years ago, in basic police academy, I learned the risks to officers when they are executing traffic stops. Tragically, traffic-related incidents continue to claim the lives of law enforcement officers. As I wrote this article, I received word that Jason Seals, an officer with the Slidell, Louisiana, Police Department, died on November 17, 2018, from injuries he sustained in a crash while escorting a funeral procession two months earlier. Officer Seals was the 41st law enforcement officer to be killed in a traffic-related incident in 2018.

Across the United States, we face challenges from the opioid crisis, the importation of substances like fentanyl, and a societal shift in which the medical or recreational use of cannabis derivatives and marijuana are becoming increasingly common. At NHTSA, we hear from many of you and from the public that many drug users believe incorrectly that they drive better when they are high or that cannabis is less of a concern than alcohol in relation to impaired driving. We know both of these beliefs to be false, and our research and data reflect a startling increase in fatally injured drivers testing positive for drugs over the past 10 years (a rise from 25 percent to 42 percent).

Like you, I find this unacceptable, but, fortunately, there is something we can do about it.

To help educate the public and change public perceptions of the acceptability of driving high, we have a new campaign message: If You Feel Different, You Drive Different. Drive High, Get a DUI. And we're searching for "Ideas to Impact" by reaching out to communities and law enforcement partners all over the United States to gather the best ideas and approaches to address drug-impaired driving.

The model for accomplishing this mission is well-tested and proven. High-visibility enforcement, effective messaging, meaningful training, and collaborating with law enforcement partners and stakeholders have worked before—and they're working now in many of our communities. NHTSA is fortunate to have a partner in the IACP in managing the Drug Evaluation and Classification Program at the national level and supporting the states' programs. So, the way out of this situation is in our hands—we need only to gather the tools available to us and deploy them.

You've always been there with us. Law enforcement is a valued partner to NHTSA, and you have consistently been the key to bringing the number of traffic-related crashes, injuries, and deaths down over the years.

We are also reaching out to prosecutors, toxicologists, training authorities, and community stakeholders to join us in this effort. Enforcement alone will not solve the problem of drug-impaired driving. To be successful, it's vital that we work together and support each other's efforts to achieve meaningful change that will improve the quality of life in our communities through traffic safety.

We know the fight against drug-impaired driving requires training. Advanced Roadside Impaired Driving Enforcement (ARIDE) training is designed to enhance the ability of law enforcement officers to recognize those drivers who may be under the influence of drugs. This training is critical to bridging the gap between the basic skills learned in detecting impaired drivers with the specialized capabilities of the more than 8,000 Drug Recognition Experts around

continued on page 10

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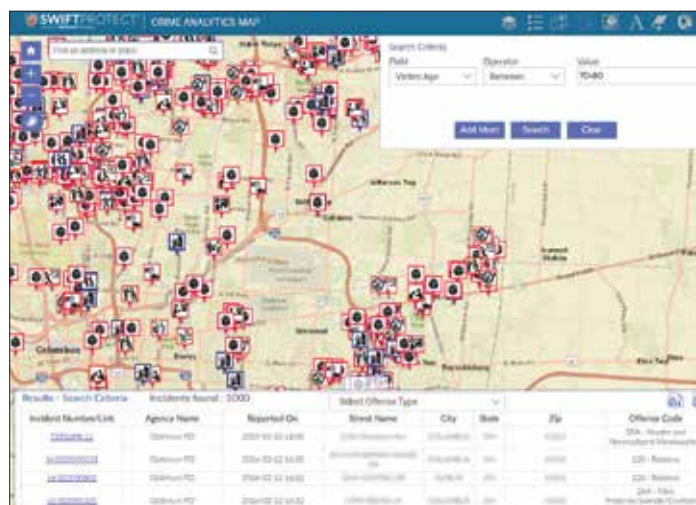
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continued from page 8

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Whether it's the result of alcohol or drugs, impairment is impairment, and impaired drivers are responsible for thousands of deaths, year after year. This must stop.

”

the United States who perform intensive evaluations of suspected drug-impaired drivers to support the enforcement and prosecution of impaired driving cases. Their efforts also include the collection of evaluation data that is so critical to our understanding of drug-impaired driving trends and factors.

Coordination is critical, and the NHTSA is here to assist you in this effort. NHTSA supports state and local governments' efforts to strengthen their impaired driving programs and enhance their capabilities for drug testing. We also support the criminal justice system in addressing impaired driving through coordination with prosecutors, law enforcement liaisons, and the judiciary.

Whether it's the result of alcohol or drugs, impairment is impairment, and impaired drivers are responsible for thousands of deaths, year after year. This must stop. Working together, we can bring an end to these senseless and completely preventable deaths. On behalf of the women and men of NHTSA, thank you to all of our police chiefs, sheriffs, officers, deputies, and troopers for all that you do every day to prevent and remove impaired drivers from our roadways and keep us all safe. We owe you a tremendous debt of gratitude. Your profession is important—and each of you is important. Please be safe. ♥



CORRECTION

Donald De Lucca, 2017–2018 IACP Immediate Past President

IACP 2017–2018 Immediate Past President Donald De Lucca was inadvertently left off the 2017–2018 IACP Executive Board photographs page in the December 2018 issue of *Police Chief*.

We apologize for this oversight.

SCAN OF PRETRIAL PRACTICES SURVEY

IACP has worked on projects highlighting the role of law enforcement in pretrial justice practices since 2010 and continues to support engagement and leadership in improving pretrial justice systems. To understand current pretrial practices throughout the United States, officials in 150 counties have been invited to participate in a survey called the Scan of Pretrial Practices, developed by the Pretrial Justice Institute (PJI). This project focuses on



counties' policies and practices and supports the work of the IACP in this arena.

If your county was selected, you may be asked to represent law enforcement on the survey. Your agency's participation is critical to ensuring law enforcement informs our ongoing efforts to improve pretrial justice systems. The survey deadline is Friday, February 28, 2019. Thank you in advance for your help. We couldn't do this without you! For questions about this project, please contact Toni Shoola at toni@pretrial.org.



40 UNDER 40 OPEN FOR NOMINATIONS

The 2019 IACP 40 Under 40 Award Program is accepting nominations for rising law enforcement leaders under the age of 40 through March 1, 2019. Awardees are selected based on their capacity for leadership, contributions to the profession or their agency, and commitment to law enforcement.

Nominate your sworn or nonsworn leader at theIACP.org/40Under40.

POLICE CHIEF

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

2019 POLICE CHIEF CALENDAR

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

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

Q: What can agencies do to increase the safety of officers responding to calls for service?



A: Law enforcement officers must have the latest equipment, technology, training, and support. Officer safety begins with departmental expectations that seat belts and personal protective vests be worn at all times. For accountability and transparency, body-worn cameras help build trust and diffuse otherwise tense situations. Our dispatchers play a critical role by having specific training that elicits detailed information from callers, including if weapons are involved, when they send officers to a call for service. Once officers arrive, the training in de-escalation and crisis intervention techniques are invaluable for restoring peace and order. Regular training in use of force and other policing procedures not only aids our officers in making sound decisions, but also builds the trust and confidence within the community that we serve.

Wayne M. Jerman

Chief of Police

Cedar Rapids Police Department,
Iowa



A: Effective communication (telecommunications) is a primary consideration when addressing officer safety in response to calls for service. Officers have a limited amount of time to garner a vast amount of critical information. Effective communication is vital in assisting officers in their assessment of a fluid situation. Agencies must foster a telecommunication operator's skills by prioritizing telecommunication training.

Due to an increasing number of ambushes on law enforcement, agencies must be cognizant of recognizing and responding to these events. Agencies must ensure that officers have ongoing training to keep their skills and knowledge current. Officer and telecommunicator training are critical and should never be viewed as optional by an agency.

Jami Cook

Director

Arkansas Commission on Law
Enforcement Standards and
Training



A: Training officers is paramount to officer safety. When officers are trained in the law, local policies and procedures, implicit bias, and defensive tactics, they are more confident in their decisions and know that they are handling calls and citizen interactions properly. The training also ensures they can interact with the public with confidence about what the law or procedure will allow them to do. When officers are confident in their abilities, they interact more effectively with the public. The ability of officers to explain their actions in a clear and concise fashion leads to a trusting relationship with the public. When the community has a trusting relationship with law enforcement, it leads to respect that fosters safety for all.

Michael Snyder

Lieutenant, Commander, Child and
Vulnerable Adult Abuse Unit

Prince George's County Police
Department, Maryland



A: Police officers inherently face danger while working to ensure public safety, and officers understand the risks associated with the job. However, intentional acts of violence against the police creates a different mental response, placing officers in a defensive position. In 2018, 53 officers were killed as a result of firearms, compared to 46 in 2017—an increase of 15 percent. As these trends continue, agencies should focus on policy execution, tactical intelligence, and training. Policies establish expectations and response protocols that guide officers' actions and tactics. For example, ensuring an adequate number of officers respond to an incident increases safety. Providing real-time information prior to on-scene arrival enhances informed decision-making. Reinforcing these approaches through informal discussions and formal training increases officer safety and ultimately saves lives.

Tarrick McGuire

Deputy Police Chief

Arlington Police Department, Texas

LEADERSHIP 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. Attendees will gather with leaders from around the globe and grow their experience and knowledge with:



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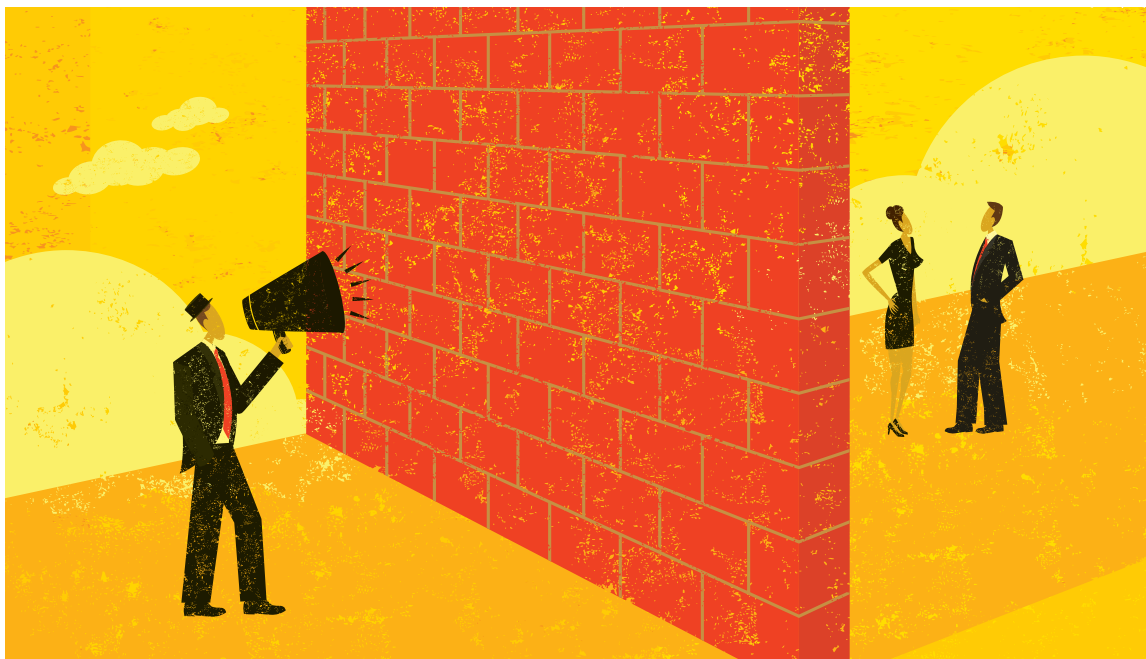
MEN'S WOMEN'S GOLF OFFICE DRINKWARE KIDS ON SALE

IACP 2019 Collection



1Q3A

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



Q: How do you manage internal transparency during difficult or tumultuous times?

A1: *Chief Deanna Cantrell:* Have a vision and a roadmap—then be prepared to *over communicate* what, when, why, where, who, and how. Have real conversations that get beneath the surface with people to reduce anxiety and build trust. Open your door, and allow people to come in. Listen—and let them ask questions with the full expectation of honest, two-way communication. Instead of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) you should practice VUCA 2.0 (Vision, Understanding, Clarity, and Agility). Create opportunities for feedback, and do not react poorly to criticism. Do your best not to make decisions in a vacuum, but instead bring people into the circle. You cannot know and see everything.

A2: *Chief Sean Marschke:* When your department has an officer-involved death, an internal affairs matter such as an officer being arrested, or large-scale investigation or event, the chief needs to know how to communicate with the media; politicians; and, more importantly, the members of his or her department about the incident.

Failure to do so can lead to mistrust and allow the rumor mill within the department to thrive. You

might have an open-door policy for the day-to-day concerns of your officers; during a difficult time, you need to remove the door and come straight out to personally brief your members. If you are unable to tell them details, explain why and tell them when you might be able to share more information.

A3: *Chief Erika Shields:* Effective communication is critical during times of adversity. When confronted with controversial incidents, leaders may be tempted to minimize communication, particularly internal communication, to buy time; yet, this is precisely when the imparting of information must go into overdrive mode.

The failure to aggressively communicate with officers will inevitably exacerbate morale issues caused by the external pressures. This can prompt officers to disengage, affecting the department's ability to fight crime. Reassurance must be communicated via email, in person, and publicly, if possible. Officers must be encouraged to bring their concerns forward, and every effort must be made to personally engage them. Most importantly, communicate regularly. Rarely are things as dire as the cop mind imagines. ☺

MEET THE MENTORS



Deanna Cantrell,
Police Chief

SAN LUIS OBISPO POLICE
DEPARTMENT, CA



Sean Marschke,
Chief of Police

STURTEVANT POLICE
DEPARTMENT, WI



Erika Shields,
Chief of Police

ATLANTA POLICE
DEPARTMENT, GA

“ ”
Do you have a question
for our mentors? Email us at
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and you might see it in a
future issue!

BY

Robert P. Faigin, Esq., Director of Legal Affairs/Chief Attorney,
San Diego County, California, Sheriff's Department

K9 Sniffs and the Fourth Amendment



THE FACT THAT CANINES ARE SMART AND TRAINABLE ANIMALS HAS MADE THEM PERFECT COMPANIONS IN THE LAW ENFORCEMENT WORKPLACE. CANINES (K9s) ARE EXCELLENT INSTRUMENTS OF DETECTION THAT CAN BE DEPLOYED IN A MULTITUDE OF CIRCUMSTANCES. HOWEVER, THERE ARE RULES THAT MUST BE FOLLOWED FOR THE USE OF K9s IN ORDER TO ENSURE SUCCESSFUL CRIMINAL PROSECUTION OF SUSPECTS AND TO AVOID LIABILITY FOR LAW ENFORCEMENT AGENCIES.

The Fourth Amendment to the U.S. Constitution provides, in pertinent part, that “[t]he right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated.”¹ Deployment for searches is governed by the Fourth Amendment’s search clause and is generally appropriate in situations where consent or a warrant to search is obtained or in situations where there is no expectation of privacy, such as public places.

K9s AND THE HOME

The U.S. Supreme Court has had multiple opportunities to address the constitutionality of the use of K9s as it relates to searches. In *Florida v. Jardines*, police, acting on an unverified tip, took a drug-sniffing K9 to Jardines’ front porch, resulting in a positive alert for narcotics. The officers then obtained a search warrant, found marijuana plants, and charged

Jardines with trafficking in cannabis.²

The U.S. Supreme Court held that a drug-sniffing K9 nosing around a suspect’s front porch was a search under the Fourth Amendment, which requires a warrant or lawful exception because police had “gathered... information by physically entering and occupying the [curtilage of the house] to engage in conduct not explicitly or implicitly permitted by the homeowner.” The front porch and area immediately surrounding the home is part of the curtilage, which is considered the house for Fourth Amendment purposes. According to the U.S. Supreme Court, “an officer not armed with a warrant could approach a home and knock, because that is not ‘more than any private citizen might do.’” However, “introducing a trained police dog to explore the area around the home in hopes of discovering incriminating evidence was something else.”

K9s AND THE CAR

Due to their ease of transportation, K9s are often brought out in situations in which vehicles are stopped and officers have little or no suspicion that the vehicle may contain drugs. The U.S. Supreme Court has also had opportunities to weigh in on K9s and drug detection as related to vehicle searches.

In *Illinois v. Caballes*, a trooper stopped Caballes for speeding. While the officer was writing the ticket, a

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The issue here was whether an “alert” of a drug-detection K9 during a traffic stop was sufficient to provide probable cause to search a vehicle.

”

second trooper walked his K9 around Caballes’ vehicle. The K9 alerted on the trunk, thus giving the troopers probable cause to search the trunk, which eventually resulted in the discovery of marijuana.³

The issue here was whether reasonable suspicion was necessary to justify using a drug-detection K9 during a legitimate traffic stop. The U.S. Supreme Court held that reasonable suspicion was not necessary, stating that

the use of a well-trained narcotics-detection dog—one that “did not expose noncontraband items that otherwise would have remained hidden from public view”—during a lawful traffic stop, generally does not implicate legitimate privacy interests.

The court emphasized that the K9 sniff was performed on, and limited to, the exterior of the car while it was lawfully seized for a traffic violation. As a result, any intrusion on the driver’s privacy expectations did not violate a “reasonable expectation of privacy.”

In *Rodriguez v. U.S.*, Rodriguez was stopped while driving by a K9 officer for weaving onto the shoulder. The officer checked Rodriguez’s license and gave him a warning. The officer then asked for consent to walk his K9 around the vehicle. Rodriguez denied consent. The officer then called for a cover officer and after he arrived, the K9 officer walked the K9 around

Rodriguez’s vehicle. The K9 alerted, and methamphetamine was subsequently found. The total traffic stop, from warning to alert, lasted seven to eight minutes.⁴

The issue here was whether prolonging a lawful traffic stop to conduct a K9 search, after the activities for the initial stop were completed, converted the stop into an unlawful seizure. During a traffic stop, police are entitled to conduct traffic-related activities beyond simply attending to the matter for which the stop was made, such as checking the license of the driver, checking for warrants, and inspecting registration and proof of insurance. However, a K9 sniff is not part of an officer’s traffic mission. The U.S. Supreme Court held that exceeding the time needed to handle the matter for which a stop is made violates the Fourth Amendment.

The court’s findings in *Caballes* and *Rodriguez* are not inconsistent. The *Caballes* decision holds that officers can conduct a K9 sniff of a lawfully stopped vehicle even without suspicion of drug activity. The *Rodriguez* decision holds that if an officer is going to conduct a lawful K9 sniff of the kind set forth in *Caballes*, the officer cannot prolong a traffic stop beyond the time reasonably necessary to issue the ticket, in order to conduct the sniff.

TRAINING K9s

Key to the U.S. Supreme Court’s decisions in *Caballes*

and *Rodriguez* was the understanding that “a well-trained narcotics-detection dog” would be used to gain probable cause to conduct a search of a suspect vehicle.

In *Florida v. Harris*, an officer conducted a K9 sniff during a traffic stop with his trained narcotics K9, Aldo. Aldo alerted at the driver’s side door handle, leading the officer to conclude that he had probable cause for a search of the vehicle. The “search turned up nothing Aldo was trained to detect, but did reveal pseudoephedrine and other ingredients for manufacturing methamphetamine.” Harris moved to suppress the evidence on the grounds that Aldo’s certification had expired a year earlier, and that Aldo’s training records did not include field performance records, even though Aldo continued to train for four hours each week.⁵

The issue here was whether an “alert” of a drug-detection K9 during a traffic stop was sufficient to provide probable cause to search a vehicle. An officer has probable cause to conduct a search when the facts available to him or her would cause a reasonable person to believe that contraband or evidence of a crime is present. The question “is whether all the facts surrounding a dog’s alert, viewed through the lens of common sense, would make a reasonably prudent person think that a search would reveal contraband or evidence of a crime.”

According to the U.S. Supreme Court,

If the State has produced proof from controlled settings that a dog performs reliably in detecting drugs, and the defendant has not contested that showing, then the court should find probable cause. If, in contrast, the defendant has challenged the State’s case (by disputing the reliability of the dog overall or of a particular alert), then the court should weigh the competing evidence.

In *Harris*, the “training records established Aldo’s reliability in detecting drugs, and Harris failed to undermine that showing,” despite the fact that Aldo’s certification had expired.

CONCLUSION

Many U.S. law enforcement agencies employ K9s in drug cases, security checks, and investigations, as well as occasional use in traffic stops or other routine activities. It is essential to ensure that K9 officers are up to date on the latest laws affecting the use of K9s so that evidence is not suppressed and prosecutions are successful. ♡

NOTES:

¹ U.S. Const. amend. IV.

² *Florida v. Jardines*, 569 U.S. 1 (2013).

³ *Illinois v. Caballes*, 543 U.S. 405 (2005).

⁴ *Rodriguez v. United States*, 135 S. Ct. 1609 (2015).

⁵ *Florida v. Harris*, 568 U.S. 237 (2013).

BY

John Howard, Director, National Institute for
Occupational Safety and Health

The Opioid Crisis and Staying Safe in the Line of Duty



ONE OF THE MOST PRESSING PUBLIC HEALTH CHALLENGES FACED BY THE UNITED STATES TODAY IS THE EPIDEMIC OF OPIOID OVERDOSES. ACCORDING TO THE CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC), OVERDOSE OF OPIOIDS (INCLUDING PRESCRIPTION OPIOIDS, HEROIN, AND FENTANYL) KILLED MORE THAN 42,000 PEOPLE IN THE UNITED STATES IN 2016, MORE THAN ANY OTHER YEAR ON RECORD. FROM 2015 TO 2016, THE DEATH RATE OF SYNTHETIC OPIOIDS OTHER THAN METHADONE, WHICH INCLUDES DRUGS SUCH AS TRAMADOL AND FENTANYL, INCREASED BY 100 PERCENT. ADDITIONALLY, FROM 2016 TO 2017, THERE WAS A 30 PERCENT INCREASE IN EMERGENCY ROOM VISITS FOR OPIOID OVERDOSES.

To understand how this epidemic came about, it is necessary to understand what opioids are. Opioids are natural or synthetic chemicals that interact with opioid receptors on nerve cells in the body and brain and reduce the intensity of pain signals and stimulate feelings of euphoria. This class of drugs includes the illegal drug heroin; synthetic opioids such as fentanyl; and pain medications available legally by prescription, such as oxycodone, hydrocodone, codeine, morphine, and many others. While prescription opioids can be an important part of pain management, all opioids are associated with serious risks and side effects, including misuse.

“

Law enforcement officers and other responders are increasingly likely to encounter illicit opioids in the course of their duties.

”

One of the factors that is believed to have contributed to the current opioid epidemic is an increase in the acceptance and use of prescription opioids for the treatment of chronic, non-cancer pain. As prescription rates went up, so did the misuse of both prescription and non-prescription opioids, indicating that the medications had the potential to be highly addictive.

The opioid overdose epidemic has worsened with a rise in the use of illicit opioids. The increased prevalence of illicitly manufactured fentanyl and other synthetic opioids has also become an emerging threat to law enforcement officers, firefighters, first responders, ambulance attendants, and others who may be exposed in the course of their work.

In partnership with the law enforcement and first responder communities, the National Institute for Occupational Safety and Health (NIOSH) has identified job categories that involve the potential for contact with illicit opioids and the potential resulting health effects. Specifically, these jobs include the following:

- Emergency medical services (EMS) providers, including first responders and employees of fire departments and private ambulance companies who attend to individuals with suspected fentanyl overdoses. Responders might encounter drugs or drug paraphernalia on or near the victim.
- Law enforcement officers who perform day-to-day law enforcement duties. Law enforcement officers

might come into contact with fentanyl during the course of their daily activities such as traffic stops, apprehending and searching subjects, and responding to fentanyl overdose calls.

- Law enforcement personnel who conduct investigations related to fentanyl, including executing search warrants and collecting, transporting, and storing evidence. Evidence collection activities in the field have the potential to aerosolize powders. In addition, law enforcement personnel who handle evidence in the chain of custody have the potential to be exposed to fentanyl unless controls are in place to prevent exposures.
- Workers who conduct special operations where exposure to large amounts of fentanyl are expected, such as hazardous material incident response teams responding to a release or spill and law enforcement officers executing search warrants on opioid processing or distribution sites or participating in other tactical operations.

Although law enforcement officers and other responders are increasingly likely to encounter illicit opioids in the course of their duties, NIOSH has developed recommendations on how these personnel can stay safe.

SAFETY RECOMMENDATIONS

WHEN ARRIVING ON THE SCENE

When first arriving on a scene where illicit opioids might be present, law enforcement officers can take steps to

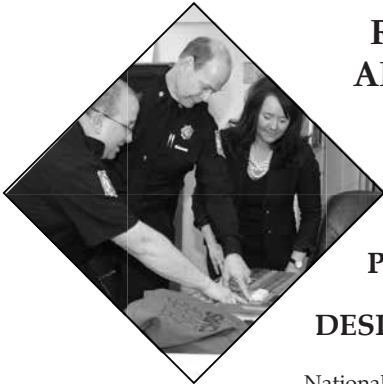
make sure they are protected. These steps include

- Wearing gloves, as well as long-sleeved clothing, when there may be illicit opioids present on the scene to avoid skin contact with the drugs.
- Using a properly fitted, NIOSH-approved respirator (mask) in case of airborne exposures—if small amounts of illicit opioids are visible, responders are recommended to use a disposable or elastomeric N, P, or R-100 filtering facepiece respirator or reusable elastomeric respirator with a HEPA cartridge.
- Wearing eye protection.
- Avoiding any actions that might cause powdered drugs to become airborne.

IF EXPOSURE OCCURS

If law enforcement officers are exposed to illicit opioids, they should take the following steps to prevent or reduce ill effects and to prevent further contamination:

- Notify others, including dispatch, about the exposure and take steps to prevent any further contamination.
- Do not touch eyes, mouth, nose, or other exposed skin.
- Wash hands and any contaminated skin with cool water and soap, if available.
- Do NOT use hand sanitizers as they may enhance absorption of the drugs into a person's skin.
- If the officer's clothing, shoes, and other personal protective equipment was contaminated, follow the department's guidelines for decontamination.



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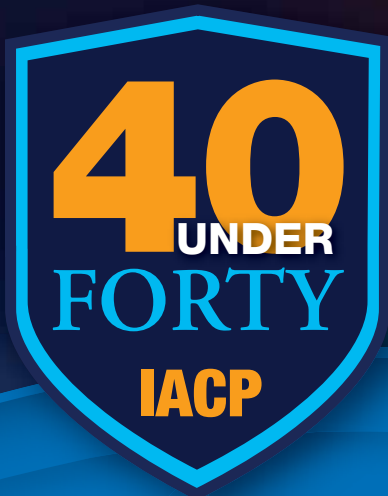
IF EXPERIENCING HEALTH EFFECTS

If exposure occurs, potential reactions to watch for include slow breathing or no breathing, drowsiness or unresponsiveness, and constricted (pinpoint) pupils. If a reaction or health effects are experienced by a first responder, the following steps should be taken:

- Move away from the place where exposure occurred.
- Administer naloxone according to department protocols. If naloxone is not available, rescue breathing and CPR can be used as a lifesaving measure while waiting for emergency response.
- Keep in contact with emergency dispatchers.

CONCLUSION

Everyone has an important role in preventing opioid overdose deaths through education, partnership, and collaboration. Improving communication and collaboration between public health and public safety can help identify changes in illicit drug supply and coordinate a more timely and effective response. ♡



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Area where the officer's vehicle entered the water

Photo property of the Kentucky FACE Program

Patrolling in Flood-Prone Areas

Staying Safe While Performing Your Duties

BY

Michael Turner, Project Manager, Fatality Assessment and Control Evaluation, Kentucky Injury Prevention and Research Center, University of Kentucky

AT 9:15 P.M., ON MARCH 2, 2018, IN WESTERN KENTUCKY, ON THE MISSISSIPPI RIVER, A CITY POLICE OFFICER—ONE OF FIVE OFFICERS EMPLOYED BY HIS SMALL DEPARTMENT—WAS PATROLLING IN HIS DEPARTMENT-ISSUED 2015 FORD EXPLORER. THE OFFICER TURNED ONTO A RURAL ROAD THAT RAN THROUGH A LARGE FIELD BEFORE COMING TO A BRIDGE THAT TOPPED A SMALL CREEK. IT WAS A FRIDAY NIGHT, AND THE OFFICER NEEDED TO PROJECT POLICE PRESENCE NEAR THE BRIDGE; THIS AREA WAS A FREQUENT HANGOUT FOR TEENAGERS TO GATHER, PLAY MUSIC, AND DRINK ALCOHOL.

As the officer crested a small hill and drove down the other side, his SUV unexpectedly entered floodwaters that had overtaken the road and turned the field into a large lake. This was the rainy season, and the Mississippi River had swelled, inundating the small creek with a massive amount of water and causing it to flood several acres. The officer radioed dispatch, described the situation, and requested a wrecker to pull the vehicle out of the water. Within two minutes, the officer radioed back, this time in a panic, and said the vehicle was quickly taking on water, and he needed help.

At this point, the officer rolled down the window, pulled himself out, and stood on the roof while the vehicle quickly sank. A nearby teenage witness told authorities that he saw the officer on the roof of his SUV and attempted to approach in order to help, but the officer told him to stay back and not endanger himself. As water was about to completely submerge the vehicle, the officer jumped off the roof and into the water. The witness stated he never saw the officer resurface. The officer's coworkers, as well as fish and wildlife officers, arrived on the scene at 9:24 p.m., only nine minutes after the initial call. After several hours of searching and dragging, the rescue dive team recovered the officer at 5:10 a.m. The county coroner pronounced the officer dead at the scene. Strong underwater currents had carried the victim more than 150 yards away from where he had entered the water.

For individuals who live near large rivers or lakes, incidents such as this one are all too real. Similar locations experience heavy spring showers that can make roads impassable in a matter of hours. So what went wrong here? This particular city sees extensive flooding almost yearly, so the officer should have known what roads were likely to flood, right? What prevented the officer from swimming to safety once he entered the water? What strategies can be implemented to prevent something like this from happening again?

During a flash flood, many people may take refuge in their vehicle, believing it will provide protection from the elements; however, that same vehicle can be a serious threat to their survival. According to the National Weather Service, an average of 75 people died in the United States from flash floods each year from 2004 to 2013, with almost two of every three U.S. flash flood deaths from 1995 to 2010 (excluding fatalities from Hurricane Katrina) occurring in vehicles. When people drive vehicles into waters of unknown depths, they might be risking their lives. Consider this: a fully loaded Gerald R. Ford Class aircraft carrier commissioned by the U.S. Navy that weighs 200 million pounds will float. The 5,000-pound SUV that an individual (or police officer) attempts to drive into flooded areas in will float for the same reason as the aircraft carrier: buoyancy. The difference between an aircraft carrier and a vehicle is that, when a vehicle enters the water, it will begin by floating due to the air that fills the cab; however, a vehicle's doors are not airtight, and as water replaces the air, the vehicle will become heavier, lose its buoyancy, and sink. As the vehicle sinks, it becomes particularly dangerous because of the pressure difference between the outside of the cab and the interior, which makes it impossible to open the vehicle doors. According to FEMA, 6 inches of water can cause most passenger cars to stall and lose control, 12 inches of water will float most vehicles, and 24 inches of water will carry away most SUVs and pickup trucks.

Even when floodwaters are not moving swiftly, they might contain dangerous agents that many people might not consider. Infectious organisms such as hepatitis A, E. coli, salmonella, tetanus, and typhoid might be present. Flooded work sites that deal in agricultural or industrial chemicals can leak hazardous agents that those who enter the water could be exposed to. Pools of standing, stagnant water can become breeding

grounds for mosquitos, increasing the risk of encephalitis and West Nile Virus. Whether floodwaters are moving swiftly or standing stagnant, both must be respected as potentially dangerous, and, if possible, avoided.

If law enforcement officers enter floodwater, whether it be intentional or accidental, many extenuating factors may put their lives in danger. Swift moving water, as well as waterborne microorganisms, pose significant hazards, but it goes beyond that to include factors such as

- **An officer's ability or inability to swim.** According to a 2014 study conducted by the American Red Cross, 54 percent of people in the United States cannot swim, or cannot perform the five basic swimming skills, which include (1) step or jump into the water over your head; (2) return to the surface and float or tread water for one minute; (3) turn around in a full circle and find an exit; (4) swim 25 yards to the exit; and (5) exit from the water. If an officer enters water that is above his or her head, there may only be a 50 percent chance that officer is able to self-rescue.
- **Extra weight carried by officers.** On a normal day, a police officer's duty belt equipment might include a handgun, ammunition, handcuffs, flashlight, latex gloves, baton, radio, and a pepper spray canister that can weigh up to 20 pounds when fully loaded. If the weather is cold, more clothing would likely be worn, which would add to this extra weight. In addition, a regular duty officer might be wearing Level II or IIIa ballistic body armor that weighs an additional 5–7 pounds. If an officer enters water, particularly water that is deeper than the officer's height, carrying an additional 20–25 pounds would become physically taxing for even the most expert swimmer, and this effort could exhaust the officer before he or she is able to swim to safety or be rescued.
- **Water temperature.** In the previously recounted incident, when the officer entered the water after leaping from the roof of his sinking vehicle, the air temperature was 42° F, and the water temperature was measured at 37° F. The witness who saw the officer enter the water stated he never saw the officer resurface, which might mean the officer drowned due to the body's cold shock response. This is characterized by an uncontrollable gasp for air, followed by a prolonged period of hyperventilation. If the officer took an involuntary breath while under the water, fear and panic likely set in, resulting in additional breaths that quickly drowned him. If the officer had surfaced, breathing rates would have quickly spiked. Studies have shown that in 50° F water (13 degrees warmer than what the officer was exposed to), breathing increases from a normal 16 breaths per minute out of water to 75 breaths per minute after only 20 seconds of submersion. This would have undoubtedly affected the officer's ability to stay calm and swim to shore.

SAFETY RECOMMENDATIONS

Floodwaters are a frightening force of nature that affect millions of people in the United States each year, as well as affecting people worldwide. While many of those who need rescue or perish

during a flood do so because they entered the water voluntarily, there are victims affected by floodwaters due to the water's rapid appearance (flash flood). Law enforcement officers are especially vulnerable to flooding concerns due to the amount of time they spend patrolling the streets of their towns. Roads that were traveled on just hours before can quickly disappear under several feet of water, and, if proper attention isn't paid, officers can find themselves in a life-threatening situation. While it is not possible to control where flooding happens, there are ways agencies can protect officers and ways that officers can protect themselves.

Officers should never drive or walk into floodwaters of unknown depths. As mentioned previously, it only takes 24 inches of water to carry away SUVs and pickup trucks. For officers who walk into moving water, it takes as little as 6 inches to knock a grown man off his feet. The U.S. Geological Service states that 12 inches of moving water flowing over a road can exert more than 500 pounds of lateral force.

Officers operating a motor vehicle should never overdrive the vehicle's headlights. This is defined as "where a driver is moving at a rate of speed that their stopping distance is farther than their headlights," which creates a dangerous driving environment. Officers should consider the distance they are able to see in front of their vehicle when using both high and low beams, as well as their thinking distance—the distance the vehicle travels in the time it takes the driver to see the hazard, decide to brake, and actually apply the brakes—and braking distance—the distance the vehicle travels while the brakes are applied.

Departments should ensure that all officers are aware of areas within their patrol that are prone to flooding. The Kentucky officer in the previously described scenario was new to the area and a recent hire of the department. This was the first rainy season he had experienced in this area, and he was unaware of which roads were prone to flooding. Larger departments are more likely to have pre-shift meetings where hazards are communicated between officers, but because of the small size of this department, pre-shift meetings were not common. One way to improve communication, particularly on the subject of flooded roads, is to have a bulletin with maps of flooded and flood-prone areas. The bulletin would be placed in a common area where all officers could easily look over the information prior to each shift.

City and county officials might consider adding additional resources to areas that predictably flood. To prevent all vehicles from entering the flooded area, the county road department should consider installing roadway signs that warn of quick flooding during heavy rains and close the road as quickly as possible with temporary barricades when the road becomes impassable. In addition, consideration should be given to the installation of streetlights in areas that have little illumination and that flood quickly, particularly around bridges.

With proper training and awareness, police officers can become cognizant of the dangers that floodwaters present, as well as how to protect themselves. Stay safe. ☺

Bridging the Language Gap



**Commander
Kristine Anthony**

HOUSTON, TEXAS, POLICE DEPARTMENT

 COMMANDER IN HPD TRAINING DIVISION

 ACHIEVED RANK OF COMMANDER IN 2017

 HAS SERVED WITH HPD FOR 18+ YEARS

AS LAW ENFORCEMENT AGENCIES WORLDWIDE STRIVE TO BUILD STRONGER RELATIONSHIPS WITH THE COMMUNITIES THEY SERVE, THEY OFTEN FIND THAT A COMMUNICATION GAP IS NOT JUST ABOUT SHARING THE RIGHT INFORMATION, BUT SHARING THAT INFORMATION IN THE RIGHT LANGUAGE.

Houston Police Department (HPD), a large law enforcement agency in Texas, serves a diverse community whose residents speak a wide variety of languages; among those languages is Mandarin, a dialect spoken by Chinese and Taiwanese communities. Originally proposed by the Taipei Economic and Cultural Office (TECO) of Houston, the idea to teach Houston officers Mandarin was approved by the department leadership shortly thereafter.

To implement Mandarin classes, HPD's Training Division partnered with the Education Division of TECO and the Office of Multicultural Studies at the University of St. Thomas (UST) to plan and coordinate the class. HPD Training Division Commander Kristine Anthony emphasizes that the intent of the 20-week Mandarin program is to teach basic, "survival" Mandarin Chinese to officers that patrol in areas with high concentrations of Mandarin-speaking

individuals. By training these officers to communicate key information in the language best understood by these community members, HPD believes that more than one benefit can be realized. As Commander Anthony explains, "We believe this program will not only benefit the officers and give them additional tools for working the streets, but will also positively impact the community relations that exist between the Chinese-speaking

population and the Houston Police Department."

The first Mandarin course ran from March 2018 through November 2018, with a summer break. The course was designed as a progressive course, so Mandarin 101 ran during the first 10 weeks; after the summer break, Mandarin 102 commenced. During the summer, HPD Chief Art Avecedo also flew to Taiwan to sign a memorandum of understanding (MOU) with Director General Andy Bi of the Department of International and Cross-Strait Education at the Taiwan Ministry of Education. This MOU offers the opportunity for up to three students in the course to receive a scholarship trip to Taiwan to further their language studies and learn about the country and culture firsthand.

Of the 16 officers who participated in the inaugural course, 10 completed 101 and 6 completed both 101 and 102. While formal feedback is currently being collected, anecdotal response from these officers indicate that the class was an overall positive and useful experience. The program has also received a great deal of positive publicity from both local and national media, and TECO has communicated that Houston's Chinese-speaking community has praised this effort, as well.

The largest challenge for this initiative is the time and effort commitment required of officers—it can

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[The] intent of the 20-week Mandarin program is to teach basic, “survival” Mandarin Chinese to officers that patrol in areas with high concentrations of Mandarin-speaking individuals.

”

be difficult for officers to be away from their patrol duties to attend class and to set aside time to study on top of their current professional and personal responsibilities. However, TECO and HPD are optimistic that officers within HPD and, potentially, officers from other law enforcement agencies, will be interested in this opportunity.

According to Commander Anthony, the partnership with TECO also led to a partnership with a local Buddhist organization and temple to offer an in-service elective meditation workshop, further increasing the collaboration between HPD and the Taiwanese and Chinese population in Houston.

Moving forward, Commander Anthony would like to reach out to other universities and police departments to see if they would like to be involved in the program, and the Mandarin class is expected to take place again in 2019. Updates are being made based on officer feedback, and the program continues to evolve as HPD and its partners work to craft it to its maximum effectiveness for the officers and the community. ♡



RECOMMENDATIONS FOR ESTABLISHING LANGUAGE INSTRUCTION OPPORTUNITIES

- Collaborate with international partners; a cultural office; an embassy; or another diplomatic, cultural partner.
- Partner with an academic institution to find qualified, enthusiastic instructors.
- Schedule the language instructor for one or two ride-alongs with officers to gain a perspective on what officers encounter and what type of instruction would be most useful.
- Assign one officer as the main point of contact between all partners to ensure coordination and clear communication.
- Consider whether you want to establish a progressive learning course (e.g., Language 101 and Language 102) or a non-progressive learning course (Language 101).
- Determine if you will open the class to other law enforcement or public safety agencies in your region. If this capacity exists, it could serve to improve collaboration and interagency relations.

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BY

James J. Sheets, PhD, Liaison Specialist, and Jennifer Kniceley Sprouse,
Writer-Editor, FBI Criminal Justice Information Services Division

AMBUSHES AND UNPROVOKED ATTACKS

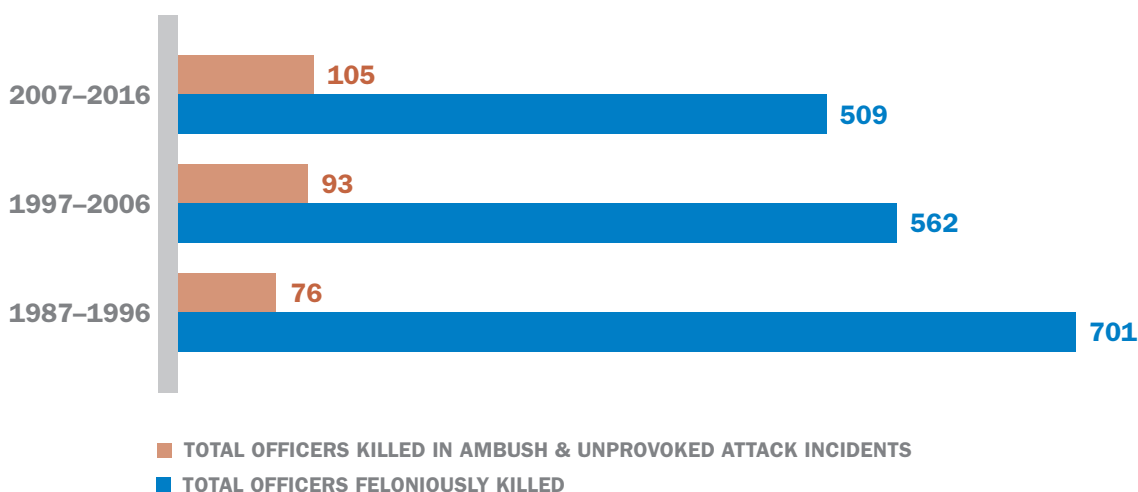
New FBI Study Examines Assaults on Law Enforcement

In July 2017, an assailant approached an officer sitting in her patrol vehicle with her partner. The assailant fired one round into the side of the officer's head, killing her.

In October 2017, an officer responded to a "shots-fired" call at a convenience store. A man approached the officer and guided him into the store. Once inside, the "concerned citizen" turned upon the officer, shooting and killing him.

In December 2017, an officer approached a residence to serve a warrant. The officer was within 10 feet of the house when a man inside fired upon the officer, striking him four times and killing him.

FIGURE 1: LAW ENFORCEMENT OFFICERS FELONIOUSLY KILLED/PERCENT KILLED IN AMBUSH/UNPROVOKED ATTACK CIRCUMSTANCES.



Source: LEOKA Database, 1987-2016

OFFICERS BEING ATTACKED WITHOUT WARNING HAS BECOME MORE FREQUENT, AND DATA FROM THE FBI'S LAW ENFORCEMENT OFFICERS KILLED AND ASSAULTED (LEOKA) PROGRAM CONFIRM A STEADY INCREASE IN THESE ASSAULTS FOR THE PAST SEVERAL YEARS.

The most recent 30 years of data show the total number of officers feloniously killed declined consecutively for each 10-year time period between 1987 and 2016. However, the percentage of officers whose deaths involved ambushes or unprovoked attacks steadily increased during the same 30 years (see Figure 1).

The LEOKA Program launched a thorough examination of ambushes and unprovoked attacks in an effort to gain insight into the phenomena and to provide information to enhance training programs for law enforcement officers. After several years of extensive research, the LEOKA Program will release a special study titled *Ambushes and Unprovoked Attacks: Assaults on Our Nation's Law Enforcement Officers*. The study,

which will be available to all law enforcement agencies and organizations, will give readers a rare view of the circumstances surrounding ambushes and unprovoked attacks from the perspectives of both the officers and the offenders.

For the study, the LEOKA Program partnered with Department of Counseling, Rehabilitation Counseling, and Counseling Psychology at the West Virginia University's College of Education and Human Services. The study team included Department Chair Dr. Jeffrey Daniels, a team of counseling psychology doctoral candidates, and LEOKA Program staff.

In order to paint a complete picture of ambushes and unprovoked attacks, the team interviewed offenders to present their firsthand perspectives of the attacks. The research focused on the mind-set and perceptions of both the officers attacked and the offenders who carried out the attacks. Researchers wanted to identify why the incidents might have occurred and how the participants reacted to the situation.

In total, 40 cases of ambushes and unprovoked attacks were studied. After reviewing records and accounts of the incidents, the team conducted standardized, in-depth interviews of 33 law enforcement officers and 30 offenders. In cases where the victim officer did not survive, the team interviewed one or more witness officers. The offenders selected for the study were serving their sentences in prisons throughout the United States with no ongoing appeals or other legal challenges. Using techniques to mitigate individual bias or expectation, the team analyzed transcripts of the interviews to identify notable concepts and recurring themes.

It is important to note the officers and offenders in this study were not a random sample of participants. Rather, the sample was drawn from cases in which a victim, witness officer, or an offender survived and agreed to be interviewed. (Also, the offender had to have been convicted of the ambush or unprovoked attack.) Although there were some common characteristics among the offenders discussed in the study, researchers were unable to develop a profile of the “typical” person who is likely to assault an officer.

The study is broken into chapters that address major subjects such as officers, offenders, areas of concern for law enforcement, case studies, and narratives of the cases.

The following sections demonstrate just a few types of the data, anecdotal information, or insights reported in the document.

OFFICERS

Officer Demographics

An analysis of the officers who were victims of ambushes or unprovoked attacks provided the following average demographics:

- The average age of victim officers was just over 36 years old.
- Sixty-three percent (63.3%) of officers had education beyond high school, including two officers with master’s degrees.
- At the time of the ambushes and unprovoked attacks, the officers’ years of experience ranged from just under 4 months to 32 years, with an average of 11.5 years of service.

Topic of Interest

One of the common themes expressed by officers during their interviews was the need for mental preparation in order to navigate ambush and unprovoked attack situations. The study includes examples from these incidents, as well as officers’ thoughts on the topics.

Mental Preparation Example 1: Two officers pursued a suspect on foot into his house. While the witness officer was attempting to contain the offender’s relative, the offender shot and killed the other officer in an adjacent room. During the interview, the witness officer provided his perspective on how the ambush has altered his approach to law enforcement. He stated, “In your ordinary and everyday training, every once in a while, you have to think of what could go bad, what could be the worst, and train like that as well.”

Mental Preparation Example 2: The victim and witness officers came as backup to a shots-fired call at an apartment complex. The officers intended to move the crowd back, but they came under fire as they were getting out of their cruiser. Reflecting on mental preparation, the witness officer stated,

Stay in the game, you know. A lot of people get complacent after a while. In this line, you just never know when it’s going to hit the fan. Just stay on your toes, and, if you do encounter some situation like that, just stay in the game.

The notions these witness officers provide of being mentally prepared, avoiding complacency, and staying engaged were reflected by other officers in the study, as well.

OFFENDERS

Offender Demographic Sample

The 30 offenders interviewed provided the following demographic sample:

- The average age of the offender when the assault occurred was 28 years old, with ages ranging from 16 to 55 years.
- Fifty percent (50%) reported growing up with a father present, and just under half (46.6 percent) stated their fathers were either mostly absent or had never lived with them.
- One-third of the offenders interviewed (33.3%) reported being involved in

“

In this line, you just never know when it’s going to hit the fan. Just stay on your toes, and, if you do encounter some situation like that, just stay in the game.

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confrontations with law enforcement officers before being involved in the incidents in this study.

Topic of Interest

The offender chapter of the study includes data on motives and micro-motives, which are defined as contributing factors that played a role in the offenders’ decisions to attack the officers. One of the micro-motives often discussed by offenders was having a negative background (as a minor). The transcripts of the interviews with offenders demonstrate that many of them lived lives of stress and strain, often coming from unstable homes, engaging in criminal activities early in life, and using and abusing alcohol or drugs.

Negative Background Example: The offender grew up in an impoverished environment. His father had previously been arrested for a DUI and deported to his home country. Before the unprovoked attack, his father, who was back in the United States [illegally], was again pulled over for drunk driving. He was stopped by police in front of the offender’s home. After his father’s arrest, the offender went into their house and came out the back door with a rifle. The offender opened fire [on the backup officer in her patrol vehicle], emptying his 30-round magazine. Despite taking six hits, the officer survived. When describing his childhood and the difficulties of his youth, this offender stated:

[I tried] to look for something, happiness, you know? Trying to help someone out, you know, when they’re down. Things like that. That’s what I was looking for; you know, a hand-out. I never got one. And the people that would give them to me, they were in the same situation I was.



Another micro-motive discussed by the same offender was his mental state and affective reactions. The offender described how he was feeling at the time he initiated the attack on the officer. During his interview for the study, he described “snapping” because of a mixture of several intense emotions:

I snapped. I couldn't take it anymore. It was just too much stress, too much depression, anger, all that, you know. Every single downfall in my life came at that moment, you know? The whole weight of it came down on me.

LAW ENFORCEMENT CONCERNS

During the interviews, officers identified specific concerns they faced during ambushes and unprovoked attacks, along with anything that may have helped them during the incident.

One of the major concerns was obvious: not being able to see the offender or not knowing the direction from which the attack was coming. One offender attacked an officer from behind and attempted to get the officer's weapon. When the officer was asked what he would have done differently, he replied,

I may have picked a little different spot. Where I was standing kind of left a part of my back and, you know, and part of my right-hand side, my gun side, open. If I'd been able to do it again, or I would have thought a little differently, I may have picked the other end because there [are] nice big walls that you can stand against and no one can get behind you or alongside of you—you would see them coming.

HELPFUL TRAINING

Several officers in the study discussed prior training that proved advantageous during the ambushes or unprovoked attacks they experienced. One such topic was training on communication, as described by the same officer.

Training Example: [The] officer was working a security post at a local grocery store when a larger, stronger offender snuck up behind the officer and snatched his service weapon from his holster. While struggling with the subject for control of his weapon, the officer remembered the orange emergency button on his police radio and activated it. Assistance arrived quickly, and the officer was able to survive and recover his service weapon. The officer recalled that, although his agency only briefly covered the use of the emergency call button, it was this resource that quickly brought the backup officers who saved his life.

CASE STUDIES AND NARRATIVES

The study provides in-depth analysis of two cases with perspectives of both the victim officer and the offender, as well brief narratives of most of the cases studied, such as the following example.

Narrative Example: Around noon on a warm winter day in the western portion of the United States, a uniformed officer, who had 31 years of law enforcement experience, was sitting in a booth at a restaurant, eating lunch with two plainclothes officers. Without warning, a 30-year-old man entered the restaurant and made his way over to the officers. As he approached, the man withdrew a machete from behind his back and, directing his attention toward the uniformed officer, raised it to strike the officer in the head. One of the plainclothes officers alerted the uniformed officer of the man's actions just in time for the uniformed officer to raise his hand to defend himself. The machete struck the officer's hand, causing a serious injury. The offender was raising the machete to strike the officer again when one of the plainclothes officers pulled out his 9mm semiautomatic firearm and shot the offender once in the shoulder, causing him to go down to the ground. The offender was taken into custody without further incident.

He was convicted of the offense and sentenced to several years in prison. The officer suffered a career-ending impairment to his hand.

MORE INFORMATION AVAILABLE

The officers, LEOKA staff, West Virginia University researchers, and others involved spent hundreds of hours compiling the information contained in the study. The officers who participated hope their experiences will help their fellow officers by generating discussion and improving training techniques concerning surprise assaults. While ambushes and unprovoked attacks cannot be prevented entirely, the results of this study may help officers in the field by providing a greater understanding of why these attacks occur, listing specific circumstances in which they have occurred, and relating what some officers have done to survive the attacks and handle the aftermath.

In addition to the information sampled herein, the full study includes an academic discussion of human reactions to crisis events, a detailed methodology, and the various resources consulted during the study. The study will be accessible via LEOKA's Community of Interest within Justice Connect on the FBI's Law Enforcement Enterprise Portal at www.cjis.gov. For questions and additional information, contact the LEOKA Program at leoka.training@fbi.gov.

IACP RESOURCES

- Ambush Fact Sheet
- Training Key: Officer Safety and Violence Against Police

theIACP.org

- “Protecting Officers from Ambush Attacks: Key Insights from Law Enforcement Executives” (article)

policechiefmagazine.org

Violence Against Law Enforcement Personnel Responding to Incidents of Mass Violence

*Rethinking Foundational Principles,
Training, and Equipment to Save Officers*

BY

Frank Straub, PhD, Director, Center for Mass Violence
Response Studies, and Ben Gorban, Senior Project
Associate, National Police Foundation



PERSONS MOTIVATED BY A RANGE OF IDEOLOGICAL BELIEFS AND OTHER INDIVIDUAL FACTORS HAVE ENGAGED IN ACTS OF MASS VIOLENCE WITH INCREASING FREQUENCY AND LETHALITY.

As perpetrators of these attacks arm themselves with high-caliber weapons and high-capacity magazines and use or threaten to use improvised explosive devices (IEDs), it is important to acknowledge that civilians are not the only intended targets of these violent attacks. Perpetrators of recent attacks have also been determined to engage, injure, or kill law enforcement officers and other first responders.

According to the FBI, 13 law enforcement officers were killed and 20 were wounded while responding to active shooter incidents in the United States in 2016 and 2017. In July 2016, a gunman killed five law enforcement officers and injured nine others in Dallas, Texas. Less than three weeks later, three law enforcement officers were killed and three others were injured in Baton Rouge, Louisiana, when the perpetrator began shooting at officers responding to reports of a man carrying a weapon.

In 2018, this troubling trend continued in Florence, South Carolina; Pittsburgh, Pennsylvania; Thousand Oaks, California; and Chicago, Illinois. The evolution of mass violence attacks—including violence against law enforcement officers and first responders—challenges law enforcement agencies to adapt their operational procedures and tactics, training, and equipment to effectively meet the threat and increase officer safety and survivability.

IMMEDIATE RESPONSE TO SCENES OF MASS VIOLENCE

According to an FBI study of active shooter incidents in the United States between 2000 and 2013,

In 63 incidents where the duration of the incident could be ascertained, 44 (69.8%) of 63 incidents ended in 5 minutes or less, with 23 ending in 2 minutes or less.

Therefore, the expectation that the first officers on scene should identify the source of the gunfire and immediately attempt to engage the perpetrator to keep them from continuing to injure or kill innocent persons is both appropriate and necessary. Research has also demonstrated that immediate trauma care and rapid transport to an emergency department provide victims with the greatest chance of surviving the injury and minimizing subsequent complications that could result in death.

TRAINING & EQUIPMENT

Situational Awareness

The capacity to treat a wide range of emergencies, including quite severe ones, as routine events constitutes an enormous strength for law enforcement personnel. Officers have thought through how to act. They are equipped. They have trained and practiced. Their judgement has been honed by experience. In moments when any delay may make a difference of life or death, police officers don't need to size up the situation for an extended period or plan their response from scratch—they respond, and they respond well.

“

In a crisis, officers must quickly recognize the elements that make the event different from routine emergencies.

”

In the response to a mass violence event, predetermined responses to more common incidents may be quickly invalidated. In fact, routine response protocols may be grossly inadequate or even counterproductive, increasing the risk for officers and adversely affecting the success of the response. In a crisis, officers must quickly recognize the elements that make the event different from routine emergencies. They must quickly gather and assimilate key facts under conditions of great stress and high uncertainty to determine what is happening, generate alternative or improvised courses of action, and assess which actions hold the most promise for dealing with the situation.

Patrol officers have typically been the first law enforcement personnel to arrive on scene. While significant emphasis has been placed on training SWAT and other tactical units to respond to terrorist and other mass violence events, recent incidents have demonstrated that the actions taken by patrol and other non-tactical unit officers greatly impact the outcome of the event. In San Bernardino, California, and Orlando, Florida, for example, the first officers to arrive on scenes of mass violence immediately formed contact teams and entered the Inland Regional Center and the Pulse Nightclub, respectively, to “stop the killing and stop the dying.”

In addition to tactical training, a greater emphasis must be placed on training officers to recognize novelty—those elements of an incident that indicate that what may appear to be a more common emergency call is in fact a crisis event. Well-defined, well-developed, and practiced response protocols have equipped law enforcement officers to perform at high levels in response to active shooter events. However, the increasing number of events in which responding officers are the targets suggests the need for an increased emphasis on critical

thinking; decision-making; and the ability to depart from routine response protocols and effectively function in high-stress, counterintuitive, and rapidly evolving scenarios.

Active Shooter Training

A recent survey of U.S. law enforcement agencies confirms that most organizations provide active shooter training for sworn personnel, and executives consider this training to be a high priority in officer safety training in the next few years. However, if mass violence response practices are going to emphasize and expect the first officers to arrive on scene to engage the shooter, some emerging trends and possibilities must be considered:

- The increasing trend that the perpetrators intentionally engage or target first responders.
- The reality that a terrorist or “extremist” may be the perpetrator of the attack.
- The presence of multiple perpetrators.
- The presence of well-armed and “tactically” trained perpetrators.
- The increasing presence of armed teachers, staff, and security personnel in schools, houses of worship, and other venues.
- The presence of armed civilians more generally in public places.
- The potential presence of IEDs.

These possibilities challenge the field to re-think single officer response to active shooter events by increasing the emphasis on situational awareness; implementing reality-based training that focuses on one- or two-officer response; and providing the necessary personal protective equipment such as ballistic helmets, ballistic vests with ceramic plates, personal tactical medical equipment, ballistic barriers, and patrol rifles.

As was the case in the response to the attack at Pulse Nightclub in Orlando, while a detective was working an

extra-duty detail outside of the club when the incident began, he, “immediately recognized that his Sig Sauer P226 9mm handgun...was no match for the .223 caliber rifle being fired inside the club.” Likewise, one of the first contact team members in the response to the terrorist attack in San Bernardino indicated,

I felt so naked because we didn't have cover and concealment approaching the building. You know you are outgunned. It is going to be hard to beat an AR [AR-15 semi-automatic rifle] with a handgun, so I knew we needed good shot placement.

Tactical Emergency Medical Training and Equipment

Law enforcement organizations continue to recommend that police departments provide basic tactical medical training and equipment to their officers; however, many departments have not made the recommended training and the equipment available. In fact, more than half of officers surveyed for the National Law Enforcement Applied Research and Data Platform Law Enforcement Officer Safety and Wellness study indicated that they have received insufficient or no training in first aid or officer rescue tactics.

During the Aurora, Colorado, theater shooting, a police paramedic was able to get inside the theater quickly, triage victims, and help extract those who were critically injured to a “warm zone” where fire department emergency medical technicians were able to treat them. In Orlando, officers operating under the threat of IEDs and gunfire removed severely injured victims and transported them to the Orlando Regional Medical Center, which was within blocks of the nightclub, saving numerous lives.

In 2013, a group of public safety personnel from fire, law enforcement,

pre-hospital care, trauma care, and the military convened in Hartford, Connecticut, to develop consensus regarding strategies to increase survivability in mass public shootings. Applying lessons learned from the military, the group of experts developed the acronym THREAT to address casualty management during high-threat tactical and rescue operations:

Threat suppression

Hemorrhage control

Rapid **E**xtraction to safety

Assessment by medical providers

Transport to definitive care

Recognizing that IED and active shooter incidents represent an

increasing threat of devastating injuries to civilians and public safety personnel, all first responders should be trained and equipped to provide basic lifesaving measures in response to explosive injuries and gunshot wounds. Emergency medical kits are designed for injured officers to save their own lives; however, they can also be used on injured individuals encountered during these events.

OFFICER RECOVERY AND RESILIENCE

Mass violence incidents take an emotional toll on all involved, including first responders—especially when law enforcement officers are included among the casualties and injured. However, law enforcement

officers and other first responders are expected to be “tough” and “resilient” and able to bounce back from trauma without much, if any, mental health treatment or professional attention. The law enforcement profession has begun to recognize that

most police officers may be able to tolerate a more vivid exposure to death or violence than the general public, but there are situations, such as mass casualty events, where the traumatic stress simply exceeds an officer's ability to cope without support.

In addition, law enforcement personnel, including call-takers and dispatchers, investigators, and other support staff who are not at the scene of an incident, but respond in other ways, may also be affected and need support.

Threat suppression
Hemorrhage control
Rapid
Extraction to safety
Assessment by medical providers
Transport to definitive care



In recognition of the fact that there is no one-size-fits-all strategy to accommodate people who experience trauma, as soon as possible and practical after a terrorist attack or other mass casualty event, public safety agencies should consider designating an incident commander specifically tasked with assessing and meeting the mental health needs of the first responders. Often, in the immediate aftermath of the attack, the level of trauma experienced by first responders on scene is not fully recognized. Therefore, the primary responsibilities of the mental health incident commander should be to monitor agency personnel in the aftermath of the mass casualty event, to coordinate debriefings, to connect individuals to peer support or mental health professionals, to connect families of those involved in the incident response to support services if needed, and to ensure a continuum of care. This position is also necessary to advise agency leadership regarding operational decisions that impact personnel's mental health, including work and shift assignments. Additionally, jurisdictions and individual agencies should consider whether their traditional employee assistance programs (EAPs) and mental health structure will suffice in the aftermath of a critical incident or if adjustments should be made for employees in need of other outside services.

CONCLUSION

The local law enforcement responses to recent mass violence incidents have demonstrated that well-defined, well-developed, and practiced protocols equip law enforcement officers to perform at high levels during these tragic events. Their bravery, professionalism, and dedication have saved countless lives. However, it must be recognized that the threat continues to evolve and become deadlier and that law enforcement are increasingly being targeted by the perpetrators of these acts.



Faced with this reality, it is necessary to continuously evaluate the threat environment and ensure that law enforcement officers—particularly those in non-tactical roles who are likely to be the first on scene—have the appropriate mind-set, training, and equipment to respond. The Center for Mass Violence Response Studies (CMVRS) draws on the National Police Foundation's knowledge and position as a national, nonprofit, nonpartisan, independent organization to advise federal, state, and local public safety officials and to build bridges between stakeholders to identify opportunities for collaboration in response to mass violence events. The Center provides objective, rigorous, and actionable research, training and technical assistance to public safety, policy, school, business, faith, and community leaders regarding the prevention of, response to, and recovery from mass violence attacks.

CMVRS's ongoing analysis of the public safety response to mass violence events indicates that law enforcement leaders must carefully consider the emerging pattern of attacks against law

enforcement personnel in the context of mass casualty events. Collaborative discussions must be undertaken to develop and implement operational protocols and to identify appropriate training and equipment to increase the survivability and effectiveness of the initial response by officers to mass violence events. ☞

IACP RESOURCES

- IACP 2018 Recorded Sessions: Mass Casualty and Violent Attacks
- Active Shooter Model Policy

theIACP.org

- "Safeguarding Mental Health Before and After Mass Casualty Incidents" (article)

policechiefmagazine.org

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BY

Douglas White, Executive Director,
Emergency Responders Assistant
Program and JR Kidney, Chief,
Tecumseh, Oklahoma, Police
Department

A CULTURE CHANGE

Emergency Responder Assistance Programs

JUSTIN TERNEY, A 22-YEAR-OLD POLICE OFFICER WHO HAD SERVED AT THE TECUMSEH, OKLAHOMA, POLICE DEPARTMENT FOR MERELY SIX MONTHS, DIED ON MARCH 27, 2017, AFTER A SHOOTOUT WITH A MAN TRYING TO FLEE A TRAFFIC STOP. Officer Terney pulled over a vehicle around 11:30 p.m. The suspect, a passenger, was outside the car and fled after Officer Terney confronted him about false information that the suspect provided. He then shot at Officer Terney, who returned fire. Both men were wounded, and paramedics rushed them to surgery; Officer Terney did not survive.

Hundreds of people from across the state came together to honor the life of the fallen Tecumseh officer at a memorial service. Then-Assistant Chief JR Kidney said,

This has probably been one of the toughest weeks of our lives here at Tecumseh Police Department. Been an officer here for about 21 years and this is the first time in my history to ever have to bury one of my brothers.

JR Kidney, now chief of Tecumseh Police Department, had experienced a horrific critical incident himself 13 years earlier while on duty in his hometown. A young woman driving over a hill collided with a parked utility truck, and her small sedan became engulfed in flames. Officer Kidney tried to extinguish the fire in the cabin and under the hood. Despite a valiant effort to pull the driver out of the burning car, Officer Kidney could not disengage her legs from the pedals, and she perished in the fire. Deeply affected by his inability to save the young woman, Officer Kidney sought counseling from a chaplain who previously assisted victims of the 1995 Oklahoma City bombing, as well as from other law enforcement support programs. Based on his own traumatic experience, Chief Kidney actively encouraged several officers from the Tecumseh Police Department who worked with Officer Terney to attend counseling sessions. Then, at an annual statewide meeting, Chief Kidney learned of the Emergency Responders Assistance Program (ERAP), a nonprofit dedicated to supporting first responders



who experience trauma following critical incidents.

ERAP OVERVIEW

ERAP was established in 2015. It is a voluntary citizens' organization committed to supporting first responders and their families after work-related critical incidents. While ERAP is an Oklahoma-based organization, similar organizations exist in other areas, some of which are supported by state funds, with the same vision of assisting first responders. A critical incident is any incident likely to have debilitating emotional consequences for anyone involved in it and is likely to create adverse consequences for these individuals' engagement in future stress-inducing circumstances. Some people exposed to trauma may display signs and symptoms of acute traumatic stress such as flashbacks, outbursts of anger, aggression, problems with authority, belligerence, substance abuse, forgetfulness, hypervigilance, and increased risk-taking behaviors. After 30 days, if these symptoms

persist, the person may be considered to be experiencing Posttraumatic Stress Disorder (PTSD).

First responder support organizations recognize that critical incidents can lead to significant stress for those involved, resulting in domestic violence, family breakdown, deterioration in job performance, detachment, and even suicide. Statistics show that suicides are more common than work-related homicides in first responders, demonstrating a dire need for assistance and support.

Such organizations provide training, education, and psychological assistance in a structured, strictly confidential, three-day seminar known as the Post Critical Incident Seminar (PCIS). The goal of the seminar is to increase family and peer-to-peer communications to restore first responders' self-image, extend careers, and reestablish healthy family relationships. The ERAP model utilizes private donations with an executive board composed of doctors, lawyers, businesspersons, and law enforcement professionals. Another model of law enforcement support that also uses PCIS, is the South Carolina Law Enforcement Assistance Program (SCLEAP). South Carolina has offered law enforcement personnel PCIS sessions since 2000 through SCLEAP. According to Dr. Eric Skidmore, SCLEAP's Program Director, four South Carolina state agencies, along with the state's adjutant general's office, participate in this state-sponsored program.

PCIS

PCIS was originally created by the FBI in 1983 after the agency recognized that 50 percent of law enforcement personnel involved in a shooting or a similar traumatic event leave the force within five years after the event. The creators of PCIS recognized that traumatized first responders are more likely to speak to peers rather than to mental health professionals (MHPs) or to non-first responders about their issues. First responders, especially law enforcement personnel, often come

from a subculture that encourages the suppression of emotions and independent, isolated methods of coping with problems.

Peer support personnel are not clinicians and are neither trained nor licensed to make diagnoses. They are employed to assist traumatized colleagues by facilitating verbal communication in an attempt to promote an open atmosphere. This atmosphere should provide personal interactions and assist sufferers in developing coping skills. Properly trained peer support members are equipped not only to deal with affected personnel but also to sense when more professional care is needed. PCIS offers first responders a confidential and safe method for dealing with post-incident stress. It is currently offered in South Carolina, North Carolina, Georgia, Virginia, Ohio, Arkansas, Texas, Oklahoma, and Kentucky.

Peer support is essential in the acute and delayed phases of assistance, but it must be provided by well-trained individuals, most of whom may have experienced critical incidents themselves and are able to relay their recovery story to their traumatized peers. Such peers should be able to identify those who may need professional psychological assistance from MHPs. MHPs must be familiar with first responders' culture and sensitive to their unique needs. Immediate assistance following a critical incident must not be an unstructured, single-session debriefing, but rather a well-structured, peer-supported process such as the Critical Incident Stress Debriefing (CISD) process. Later, usually after 12 months or more of structured peer support, attendance in PCIS might be recommended to those still in need of assistance. Peer support sessions must be strictly confidential and may include family members when appropriate.

The format of PCIS is similar regardless of where it is offered. Each PCIS averages 25–35 participants (first responders and significant others); 3–7 MHPs; and several peer support personnel

*The culture among first responders is **changing positively** toward accepting counseling.*



trained in individual and group crisis intervention to facilitate discussions in small group sessions. During the three-day seminar, participants and staff stay at the same hotel and share common meals. This allows staff to be available throughout the evenings to provide services for participants as needed.

The intensive seminar, entirely underwritten by the sponsoring organization or by the entity that sends a first responder, starts with the participants sharing their own critical incident experiences. Seminar participants typically experience high anxiety and apprehension at the onset, given their background. As the first day unfolds and common experiences are shared, however, anxiety gives way to a sense of relief and reassurance. On the second day, the group is divided into smaller groups based on common themes associated with their

critical incidents (e.g., shooting incidents, military combat) and discussions are facilitated by trained peers. MHPs who are first responder-friendly and familiar with the culture are integral to the seminar. These clinicians are available for one-on-one sessions throughout the seminar. On the third day, participants are encouraged to explore and describe the positive aspects of their traumatic experiences and lessons learned. Throughout the three days, lectures are given about topics such as overcoming adversity, communication with family and coworkers, suicide, resiliency, and stress management. Small groups may convene to discuss healing strategies.

PCIS is not a debriefing nor a process to be used immediately following a critical incident. Three to six months after an incident is the earliest that first responders should consider

attending the seminar, with most participants typically attending it 9–12 months or more after the incident. It is vital to distinguish between the PCIS process and the CISD, which is a specific, seven-phase, small group, supportive crisis intervention process. It is just one of the many crisis intervention techniques that are included under the umbrella of critical incident stress management (CISM). The CISD process does not constitute any form of psychotherapy, and it should never be utilized as a substitute for psychotherapy. It is simply a supportive, crisis-focused discussion of a traumatic incident using peer support teams.

Most forms of debriefing do not equate to CISD, which typically takes place 24 to 72 hours after the conclusion of an incident. Those who practice the CISD model of psychological debriefing consider it an effective crisis intervention method that mitigates distress, especially when practiced by appropriately trained personnel. With the exception of four randomized field trials supportive of CISM and small group CISD, however, its effectiveness is still widely debated and strong evidence supporting its efficacy is often anecdotal. Less-structured, immediate post-incident debriefing is even more controversial in its utility, with some studies actually showing an increased incidence of PTSD following debriefings that occur within one month of the incident; consist of a single session only; and involve some form of emotional processing by encouraging the individual's recollection or reworking of the traumatic event.

A study by a South Carolina research team, assessed PTSD, depression, and anxiety in more than 468 PCIS participants at three

The Post Critical Incident Seminar (PCIS®) is registered with the United States Patent and Trademark Office (Post Critical Incident Seminar®). The Federal Trademark Registration is maintained by The South Carolina Law Enforcement Assistance Program. If you would like more information, please contact J. Eric Skidmore.

points: during the seminar, two months after the seminar, and six months after the seminar. The study period was between 2012 and 2017. According to the study, PCIS participants experienced marked improvements in trauma and stressor-related depression and anxiety symptoms when comparing pre- and post-PCIS scores. In addition to objective improvement in depression and anxiety scores, most participants found the PCIS experience meaningful; were able to establish distance from their critical incidents; found opportunities in adversity; and learned to balance their emotions. According to the participants, several features of PCIS such as the large group and didactic presentations and the peer-led small groups, were helpful. This is essentially the first study strictly addressing the effectiveness of PCIS and providing support to the premises that the seminar addresses. The scarcity of solid scientific evidence regarding the benefit of PCIS or CISD should not deter professionals from offering assistance as long as the seminars are structured and the peers and MHPs are appropriately trained.

CONCLUSION

According to Dr. Kathy Thomas, ERAP's clinical director, the culture among first responders, especially law enforcement, is changing positively toward accepting counseling, sharing traumatic experiences with peers and MHPs, and being actively involved in the healing process to mitigate the negative consequences of traumatic experiences. There is an increasing recognition that "bottling in" stress and anguish in keeping with a "tough guy" mentality may lead to grave consequences for first responders and their families. The realization that they

are as human and vulnerable as anybody to the impact of trauma leads increasing numbers of first responders to seek help and guidance by peers and MHPs, including through intensive seminars such as PCIS. This culture change has resulted in the proliferation of support organizations like ERAP and SCLEAP who utilize PCIS as their primary counseling tool. Moreover, there is a remarkable collaboration between some of these support organizations. Often, first responders from one state will participate in a PCIS in another state if there is an immediate need for assistance or if such a program is not offered at their own state. Mental health workers might also conduct seminars in several states.

Police chiefs and other supervisory first responders should consider the following action items when their personnel are involved in critical incidents.

- Ensure that support services to traumatized first responders are conducted by appropriately trained personnel using an appropriately administered format.
- Identify employees with alarming symptoms suggestive of adverse response to critical incident exposure (flashbacks, anger outbursts, aggression, problems with authority, belligerence, substance abuse, forgetfulness, hypervigilance, increased risk-taking behavior, and depression).
- Become familiar with support services locally, regionally, and nationally.
- Refer personnel to either individual counseling by a mental health specialist or a peer support program such as a CISD immediately following a critical incident or within 12 months.

- Refer personnel to a peer support program such as a PCIS 12 months or later following a critical incident.
- If located in a state that does not offer PCIS, first responder executives can contact ERAP or SCLEAP to accommodate officers in need of assistance. While it is preferred that the organization sending an officer for PCIS underwrite the cost of attendance, both ERAP and SCLEAP will endeavor to enable those in need to attend a seminar in any location regardless of financial resources.

In October 2018, ERAP Arizona was formed and plans are in place to initiate PCIS there in 2019. ERAP has an interest in developing a PCIS programs for first responders in adjoining states such as Utah, Nevada, Washington, and Idaho, as well.

In Chief Kidney's words, seeking emotional assistance was the "best decision I've ever made in my life," allowing him not only to return to duty and be productive, but also to identify officers in his charge who are in need of these services. ☺

IACP RESOURCES

- Vicarious Trauma Toolkit
- Employee Mental Health Model Policy
- Peer Support Guidelines

theIACP.org

BY

Dianne Bernhard, Executive Director,
Concerns of Police Survivors

THE HUMAN IMPACT OF LINE-OF-DUTY DEATHS

TAKING CARE OF COWORKERS

The Effect of Line-of-Duty Deaths on Officers

IN 2007, TRAGEDY STRUCK THE GLENDALE, ARIZONA, POLICE DEPARTMENT WHEN OFFICER ANTHONY “TONY” HOLLY WAS SHOT AND KILLED ON FEBRUARY 19. HE WAS JUST 24 YEARS OLD AND HAD SERVED WITH THE DEPARTMENT FOR TWO YEARS. OFFICER HOLLY RECEIVED HIS TRAINING AT THE DEPARTMENT, IN PART, BY SERGEANT RICH STRINGER, THEN AN 11-YEAR VETERAN OF THE GLENDALE POLICE DEPARTMENT.

Sergeant Stringer admits he didn't cope well with the first line-of-duty death of a colleague that he had experienced. When he first heard the news, he was understandably devastated. After calling his own family members, Sergeant Stringer went straight to the hospital where his fallen friend had been taken, despite knowing that Officer Holly had died. Afterward, he went to a bar, where Officer Holly's classmate from the academy asked why he (the classmate) got to live when Officer Holly had to die. Sergeant Stringer didn't have a good answer for the young officer, but he still felt responsible for trying to lead others even while he struggled deeply with the loss himself.

In the days and weeks following, Sergeant Stringer says he cried every day in his office when no one was looking and took to drinking alcohol every night.

It went on for a year before I reached out and got help. I finally met with a counselor who helped me get back on track, but I learned later I never really let go.

Like many police officers, the sergeant had very little trust in confiding in anyone to help him through his grief.

In 2011, tragedy struck again when the Glendale Police Department lost Officer Bradley Jones in the line of duty. Rich did not know Officer

Jones as well as he had known Officer Holly, which made it a bit easier to cope.

This slight separation from knowing Brad and his family at the level I had known Tony allowed me to step in and be a resource to others. I went in and worked patrol that night and was able to be there for the officers that were hurting. I was able to provide guidance, comfort, and resources to his sergeant and squad.

However, although Sergeant Stringer was able to help his colleagues through this second tragedy—and even played a role in persuading Officer Jones' sergeant to attend a

retreat for officers who had lost a coworker in the line of duty—he did not take advantage of the same resources for his own grief.

In 2016, the line-of-duty death of Phoenix, Arizona, Police Officer David Glasser hit Sergeant Stringer the hardest, as he had also trained Officer Glasser in the academy. Soon after, Sergeant Stringer lost yet another colleague who was experiencing post-traumatic stress and died in an unexplained single-car crash. In that case, Sergeant Stringer was tasked with telling his friend's wife and daughter, whom he knew from his work as a high school coach, that the officer had died.

His emotions after the fourth loss finally convinced Sergeant Stringer to attend the Co-Workers Retreat hosted by Concerns of Police Survivors (C.O.P.S.).

While I never turned back to alcohol after all that 2016 brought, I could not overcome the feeling of anxiety every time I put on the uniform to go to work.



Sergeant Rich Stringer

Sergeant Stringer was pleasantly surprised to discover the peaceful setting of the retreat (a YMCA lodge) and the various experiences, from the challenge of successfully climbing the Alpine Tower to the therapeutic relaxation of arts and crafts to the many laughs he shared with new friends from around the United States.

C.O.P.S. HANDS-ON PROGRAMS

C.O.P.S. knows that in the wake of a line-of-duty death, many lives are affected. Whether you are the spouse or child of an officer, a parent or sibling, an aunt, uncle, or significant other, even a co-worker or close friend, there is an inherent need for a safe space to grieve and to process the feelings and memories surrounding that loved one. C.O.P.S. programs are designed to allow participants to do just that. With 11 Hands-On Programs designated for each group, C.O.P.S. provides retreats specifically formatted to support the survivors as they learn to cope. **The programs are free to survivors to attend.** The only cost to the survivors is their travel to and from the program. The C.O.P.S. Hands-On Programs include

- Co-Workers for Couples Retreat
- Adult Children's Retreat
- Young Adults Camp
- C.O.P.S. Kids Camp
- Outward Bound Adventure
- Fiances & Significant Others Retreat
- Siblings Retreat
- Spouses Retreat
- Co-Workers Retreat
- Extended Family Retreat
- Parents Retreat

To learn more about these programs, including the dates and locations of upcoming retreats and camps, please visit concernsofpolicesurvivors.org/handsonprograms.

While at the retreat, one of the counselors, Dr. Kathy Thomas, introduced Sergeant Stringer to EMDR (Eye Movement Desensitization and Reprocessing) Therapy, which immediately removed all feelings of anxiety. He learned that the grief he suffered in 2007 and again in 2016, coupled with the additional deaths and normal stresses and trauma he experienced throughout his career, had led to his anxiety. Following EMDR, he felt immediately better. Since that one-hour session with Dr. Thomas, Sergeant Stringer has not experienced anxiety.

As Sergeant Stringer points out,

We as officers are bombarded with a lot of pain, trauma, heartbreak, and negativity in society that certainly impacts our outlook. It is usually not just one trauma, but the culmination of all of the trauma in our careers that changes us. However, through the resources available, we can learn to process our feelings and emotions in a healthy manner in order to do our jobs. More importantly, we can process our feelings in order to be good spouses and parents.

Sergeant Stringer is the first to say that it took too long for him to take advantage of the help he should have been using all along. As a well-educated sergeant whose assignment had included training more than 250 sworn officers from across the state of Arizona, he still fought the same fight that most officers fight. They will do anything to provide a service to others, but they struggle when it comes to getting help for themselves.

MAKE GETTING HELP A CULTURAL NORM

What can law enforcement leaders do to make sure their officers get the help they need, even when they might not want it? Make it the cultural norm of your agency through these four steps.

1. Create a trained peer support team. There is no need to reinvent the wheel. Peer support works, and free resources are available for agencies to help them train and set up a team.
2. Provide access to a mental health provider who is specifically trained to work with law enforcement. Don't make the mistake of failing to screen potential providers to ensure they

understand the law enforcement culture. Ensure the confidentiality of the officers or they will not use this resource.

3. Mandate annual, confidential mental health "check-ins" with a mental health provider for every sworn officer in the agency, with follow-up as necessary. If everyone has to do it, there is no stigma. Treat it like a physical with a doctor. Leaders should go, too. It is often surprising how the officers who say they will "never talk" in one of these meetings end up talking the most.
4. Don't be afraid to use outside resources, such as C.O.P.S. or other qualified organizations. Many programs are offered free of charge, and these organizations' counselors and instructors have usually been fully vetted by law enforcement officers.

CONCLUSION

Losing a coworker in the line of duty is a life-changing experience. Because law enforcement officers work in a culture where having each other's backs can be viewed as the most important thing, the grief and trauma associated with the loss of a coworker can be personally and professionally harmful if not addressed. The relationships between officers often mirror family relationships, and the dynamics of losing a law enforcement coworker can be similar to the stress and trauma of losing a family member. However, as demonstrated by Sergeant Stringer's experience, if actively managed, grief and trauma can be worked through to allow for positive results. ♡

For more information about C.O.P.S. go to concernsofpolicesurvivors.org.



NEVER FORGOTTEN

One Family's Experience with a Line-of-Duty Death

ON JULY 7, 2007, PLANO, TEXAS, POLICE OFFICER WES HARDY WAS TRAVELING ON HIS MOTORCYCLE THROUGH AN INTERSECTION, AND A MOTORIST PULLED DIRECTLY OUT IN FRONT OF HIS BIKE, RESULTING IN A COLLISION LEADING TO OFFICER HARDY'S DEATH. WHEN WES HARDY DIED, HE LEFT BEHIND HIS WIFE, ASHLEE, AND THEIR THREE-YEAR-OLD TWIN DAUGHTERS, CAITLYN AND CORA. ASHLEE REMEMBERS THE DAY VERY CLEARLY:

It was a "normal" Saturday morning. Wes was getting ready for work, and the girls and I were headed out the door to spend the day with my best friend who was in town from Colorado. We would spend the day swimming and enjoying each other's company, not knowing that life as we knew it was about to change forever.

Officer Hardy was working traffic enforcement on Independence Parkway, which was just a few miles down the road from the apartment complex where his family lived. That fateful morning, he was chasing a speeding driver; his lights and sirens were on, but a woman didn't yield. She pulled out into the intersection, and Officer Hardy's motorcycle hit the driver side of her car.

When Officer Hardy was killed, Ashlee and their daughters were at a friend's house, not knowing that the Plano Police Department was searching for them to tell them about the fatal crash. Finally, one of Ashlee's friends was able to reach her and

told her that Officer Hardy had been in accident and the police department was looking for her. Ashlee recalls her reaction to this news:

I sat down on the floor, paralyzed. I couldn't move. No one had told me Wes was gone, but I knew. I just had that feeling. That was the longest 30 minutes of my life, waiting for my dad to come get me and the girls. When my dad got there, him and Wes's dear friend, who was a state trooper, got out of the truck. As they got out, I came down the walkway, and they both took off their cowboy hats, a symbol of respect, of honor. I collapsed to the ground, and still, while no one told me Wes was gone, I knew. We arrived about 30 minutes later to the hospital to be escorted to the "little tiny room," where a sea of blue had invaded the waiting room and lined the hallways. Life was forever changed that day.

Ashlee describes becoming a single parent of twin three-year-old girls as overwhelming and scary to say the least. The Hardy family had a plan,



and Officer Hardy's death was certainly not a part of it. She was a stay-at-home mom, and Officer Hardy had planned to retire in five years and start a business with his best friend. Ashlee's back-up, best friend, husband, the one whom she relied on for everything, was gone. Ashlee recalls,

I struggled every day to be a mom. I didn't want to be, because if I was Cora and Caitlyn's mom, to me that meant accepting being a widow, a single parent of twins. That was too scary to think about. I didn't know who I was without Wes. For 10 years, my life, our life, revolved around "our plan." I learned that I loved hunting because of Wes, he spoiled me with new cars way too often, and he took care of everything financially. When Wes was killed, I shut down. I didn't want to live life. I felt guilty for moving forward and trying to find our new "normal."

The Plano Police Department assigned an officer to help Ashlee manage and understand all the line-of-duty death benefits and finances that needed to be filed on her family's behalf. Ashlee was grateful for the help with this challenging aspect of losing a family member:

What a blessing this was to me and the girls. I cannot even imagine having to do that on my own, especially considering my state of mind. Looking back now, knowing where I was at that time, I am so very grateful for Lieutenant Wise who took on this job and not only did it, he did it well.

When an officer is killed in the line of duty, the department swoops in and shields the family from anything and anyone. They are there for the family day in and day out until their fellow officer is laid to rest. However, despite that support, when the funeral is over, memorials are done, and almost all have resumed their normal lives, the family still lives with the empty chair at the dinner table, the empty seat in the stands at the basketball game, the lonely nights lying awake staring at the ceiling praying for the dawn to escape lying there alone with one's thoughts.

Ashlee describes the experience:

For three years, I lived in a fog, denial. I was FINE. I didn't need anyone or anything. I self-soothed with alcohol, and, unfortunately, it became habit. Looking back now, I don't know how my children survived those first few years, but by the grace of God.... In those first three years, another widow continued to reach out to me. Checking on me and always asking me to go to a retreat for spouses of deceased officers.

Ashlee eventually, reluctantly, did attend a retreat hosted by Concerns of Police Survivors, which gave her not only the opportunity to share her story, but also the chance to build friendships and a support network of others who knew what it was like to lose a spouse to a line-of-duty death.

Getting off that bus [at the retreat] for the first time was scary, yet I felt an immediate sense of belonging. It was that weekend I met other widows just like me, and it was only then I realized I wasn't the only one and I wasn't doing this alone. I had this big family I never wanted but was sure glad I had found them... With the friendships made over that weekend, we got through each day together. Whether it was a phone call, text, or email, I had sisters and brothers who were walking this path with me and that is something on which you cannot put a price.

Ashlee also found that her children benefited from meeting other children in their shoes at C.O.P.S. Kids Camp, as well as the safe environment to talk about their father. As Ashlee worked to rebuild her family's life, she found "healing in helping" and healing through giving back and honoring the lives of her husband and other fallen officers. She has taken the opportunity to help new survivors take advantage of the programs that helped her by joining the National Board of C.O.P.S.

Ashlee's story highlights the journey of grief and the healthy, and sometimes unhealthy, responses to grief. It also illustrates how the true feeling of loss often sets in well after the funeral and official memorial events have taken place. Living with a police officer in one's family is a life-changing experience. It doesn't take much time after officers are sworn in and complete the academy to see the change in the officers' outlook on life—and that change in their outlook inevitably also changes their families. However, in addition to those changed outlooks, law enforcement families also gain an extended family through the agency, which will be there to support them.

Upon the line-of-duty death of their officer, these families are now suddenly missing the law enforcement piece of the family puzzle. The feeling of grief over the loss of their loved one combined with the loss of connection to their agency family, which had been held in place by their fallen officer, can cause additional trauma. Ashlee will always remember the care that was taken to protect her

and her girls after their loss, and she is grateful to know that the Plano Police Department has always remembered how important it is to her family to know that Officer Hardy has never been forgotten. Often, survivors' greatest fear is that their officer's loss will be forgotten. Knowing that the agency still remembers the surviving family as part of their family does so much to alleviate this fear.

Many times, people hesitate to talk about the fallen officer, but talking about that officer and keeping that memory alive help the most.

Ashlee gives the following advice to leaders in police agencies:

Never forget. Say their name, tell their stories, call and check on their family, include them in activities that they would be a part of if their officer were still alive today. They were and always will be a part of your family for they did not choose to not have their officer anymore. Losing their "Blue Family" in addition to their officer, would be just one more loss.

Also remember that, with help, there is a lot of hope that families can work through their grief to find happiness again. The loss never goes away, but the joy can return. With the right support from law enforcement agencies and organizations for survivors, families can rebuild their lives, which were shattered by a line-of-duty death, while never forgetting their sacrifice or the officer who has forever connected them to their police family. ♡

IACP RESOURCES

- Line-of-Duty Deaths and Serious Injury Model Policy
- theIACP.org**
- "Leadership in Mourning: Leading Personnel Through a Line-of-Duty Death, Suicide, or Other Tragedy" (article)
- policechiefmagazine.org**

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BY

Grant Fredericks, Owner, Forensic Video Solutions

Video Evidence in the Courtroom

Technology Challenges and Standards

MOST COURTS THROUGHOUT NORTH AMERICA HAVE FAILED TO KEEP UP WITH VISUAL EVIDENCE PRESENTATION TECHNOLOGIES, EVEN THOUGH THE SOURCE IMAGE QUALITY CONTINUES TO MARCH FORWARD.

In today's surveillance environment, it is common for investigators to recover large format video with pixel matrices above 1920 x 1080 pixels, some exceeding 5000 pixels in both height and width. Yet, most courtrooms are still limited to presenting their digital video files on low-resolution flat-screen monitors, or worse, on projection systems that significantly alter the visual evidence. Litigators who rely on projection systems to display their video images are very likely depriving the court's trier of fact of the full value and meaning of their evidence. Likewise, deploying undersized flat-screen monitors removes image detail and can often obfuscate the most critical aspects of evidence in a case.

PROJECTION PROBLEMS

Projectors pre-process visual evidence. Many higher-end projection systems (in the \$20,000+ range) do a reasonably good job of reproducing a picture, but most systems do not. The most common result of projection is that the original pixel data is lost and cannot be reproduced for the court. The reasons for loss are numerous. Projection systems turn images into projected light that must pass through a lit courtroom. The type and color of the courtroom's light will impact the integrity of the projection and will always change the color of the images that strike the screen. The screen itself discolors over time, and within a few years, it will inevitably take on the appearance of a patchwork of grey, yellow, or off-white. In addition,

the fabric will begin to fold, warp, or roll, causing objects projected onto the screen to take on irregular and inaccurate shapes. These issues are amplified by the throw-distance (how far the light must travel before it hits the screen). One can list a multitude of compromising problems for every kind of projector on the market, but the results are the same: the original evidence cannot be accurately and fully reproduced.

FLAT-SCREEN DISPLAY PROBLEMS

As with projectors, flat-screen monitors also introduce challenges for a prosecutor or other litigator to accurately display video evidence in a manner that allows the trier of fact to appreciate the full value of the video evidence. In the early 2000s, U.S. federal courts integrated personal flat-screen monitors for each juror. In the planning stage, the most common personal monitor was a 15-inch 800 x 600 pixel display. However, by the time the monitors were installed, they were already out of date. In less than a decade, video and imaging evidence was not limited to 800 x 600 pixels in a 4:3 aspect ratio. Today, those same monitors are still deployed in many courts, even though digital video evidence is more likely encoded at 1920 x 1080 pixels (wide screen) or greater. When large format video or still images are reproduced on an undersized monitor, pixel resolution is decreased, shapes of objects and edge patterns are altered, color is changed, and evidence is always lost.

The problems described above are real and cannot be corrected without employing adequate display technology required to reproduce the original evidence. In all cases, it is the responsibility of the advocate of the visual evidence to ensure that the court has the appropriate

display tools. But it is the ultimate responsibility of the judge to ensure that the jury can see the evidence. However, no matter how good the monitor is, the science is clear: if a human viewer is too far from a display, they will not experience all of the visual information.

STANDARDS FOR DISPLAYS AND VIEWING CONDITIONS

The International Telecommunications Union (ITU) is a standards organization that establishes minimum standards and recommendations for broadcast television, video and audio compression, cameras, display monitors, and related technologies. ITU has also weighed in on the topic of display-distance and human perception.

In the relevant standards publications, "3H" refers to Three Times Picture Height and describes parameters for 1080 displays (1920 x 1080), which are the monitors commonly used in courts today. The standard recommends that a person viewing the monitor should be no more than three times the picture height away from the screen. As an example, the commonly used Sharp Aquos LC-80LE632U is a purported 80-inch diagonal monitor, but it has a 43.8-inch picture height (PH). Therefore, according to the ITU standard, evidence presented on this size of monitor is best viewed at no more than 10.95 feet away (3 x 43.8 inches). Anyone seated further than 10.95 feet from the monitor will begin to lose visualization of the evidence.

8.3: Viewing distance

It is important here to differentiate between fixed displays (e.g., TV, monitor, video projector) and mobile displays (e.g., smartphone or tablet).

ITU TABLE: DESIGN VIEWING DISTANCE IN METERS FOR VARIOUS TV SET DIAGONAL SIZES

DIAGONAL SIZE (INCHES)	1920 X 1080 IMAGE SYSTEM	1280 X 720 IMAGE SYSTEM
	DESIGN VIEWING DISTANCE (METERS)	DESIGN VIEWING DISTANCE (METERS)
32	1.24	1.88
42	1.62	2.47
52	2.01	3.06
62	2.39	3.64
72	2.78	4.23
82	3.17	4.82
92	3.55	5.41
102	3.94	5.99

Indeed, for fixed displays, the visualization distance will not change during the test and is determined by the visual angle perceived, which is described as a minute of an arc (e.g., 3H for HD1080 display). On the other hand, for mobile displays, the subject will adjust the visualization distance according to the subject's preference, the screen size and the content quality. Thus, for practical purposes in everyday life, the subjects are not constrained while watching content on their mobile device, whereas they are when watching TV or other fixed displays.

The minimum viewing distance should be in accordance with the least distance of distinct vision (LDDV) or the reference seeing distance (RSD).

ITU Recommendation Part 915 discusses the viewing distance when using a 3D display (not a very common application in court, yet). The standard of Three Times Picture Height is also referenced in that publication.

8.3: Viewing distance and angle

In general, the viewing distance is about 3H (three times picture height, H) for TV environments. For PC monitors, 1H to 3H is recommended. For multimedia applications (e.g., mobile devices), 6H to 10H is recommended.

Another ITU publication provides a wider study of multiple displays. BT stands for Britain and it expressed the results of different studies from the United Kingdom. The result of the studies is a recommended standard for the display distance of numerous display monitors. This study found that the viewing distance is 3.1 Times Picture

Height for 1920 x 1080 display monitors. This study converts the picture height to diagonal size, which provides a more familiar reference for most people.

The ITU Table shows an 82-inch diagonal 1920 x 1080 display monitor and sets a viewing distance of 3.1 meters (125 inches or 10.4 feet). The British standard is slightly different due to image resolution differences between the PAL (Phase Alternating Line) and the US NTSC (National Television Standards Committee) standards.

3: General viewing conditions

When expressed in multiples of the picture's height, the DVD for the 1280 x 720 (Recs ITU-R BT.1543 and ITU-R BT.1847) image resolution system is 4.8H; and that is for the 1920 x 1080 family (Rec. ITU-R BT.709) HDTV image resolution system is 3.1H (static images).

A number of other publications reference viewing distances for display monitors, but the ITU standards are the most frequently referenced by the scientific community.

The Institute for Telecommunication Sciences (ITS) is the research and engineering branch of the National Telecommunications and Information Administration (NTIA), part of the U.S. Department of Commerce (DOC). The

ITS Video Quality Experts Group has conducted a number of studies on the topic of perception of video quality and distance. The group conducts studies on human perception of video and still images and provides a unique perspective on considerations regarding witnesses' or analysts' ability to recognize detail, including shapes and colors.

The American Bar Association also considers the advantages of specially designed technology-enhanced courtrooms. Senior Judge Hebert B. Dixon Jr. of the Superior Court of the District of Columbia, articulates concerns about projection systems in courts and advocates for a well-considered and visually centric modern courtroom. "The minimum requirements of the courtroom should be the video display," maintains Dixon.

The most dangerous concept often argued in court is that video is the "silent witness that speaks for itself." However, in many courts today, the display technologies are either located too far from the target audience or are grossly inadequate for accurate image reproduction. In these cases, the full value of the evidence usually goes unheard. ☹

BY

Scott Harris, Freelance Writer

GPS Devices Help Officers on Foot as Well as in Vehicles

Photos courtesy of Visual Labs, inc.



IN ONE SCENARIO, AN OFFICER PURSUES AND OVERTAKES TWO SUSPECTS IN AN ALLEY, BUT AS SHE APPROACHES THEM, THE OFFICER REALIZES HER PORTABLE RADIO BECAME DETACHED DURING THE CHASE.

In another, officers fan out around an active crime scene. They can't see one another, but their need to swiftly and effectively position themselves around the area is paramount to containing potential casualties and apprehending suspects.

In a third situation, an officer finds himself lost in an unfamiliar setting, unable to accurately identify his own location or convey it to the command center.

All of these circumstances are realistic—and not entirely uncommon—examples of the challenges law enforcement professionals can face in the field.

Fortunately, there is a solution to all three scenarios and others like them: the global positioning system (GPS).

The satellite navigation system is well known to police and civilians alike for pinpointing locations and determining travel directions. GPS has gained traction in the public safety sector primarily as a tool for tracking and monitoring vehicles.

That remains a central function, with a number of vendors offering GPS-based vehicle and fleet management solutions. However, a new capability is emerging, in which GPS monitors not just vehicles but also individual officers.

“Our agencies love how we track officers in and out of their vehicles,” said Alex Lobodiak, director of business development for GeoSafe, a company based in Norman, Oklahoma. “Most agencies are just tracking inside the vehicles. GPS

allows agencies to track their most valuable asset: the officer.”

ON FOOT

Most agencies are familiar with body-worn cameras (BWCs), but one company is taking the concept into new territory: body-worn computers.

Visual Labs, Inc., headquartered in Menlo Park, California, has developed the Smartphone Body Camera, a device that affixes to the uniform and performs a variety of functions along with the familiar video and photography capabilities. One of those functions is GPS-based location services.

“The main difference is we're using a smartphone as a body-worn computer,” said Alexander Popof, Visual Labs' chief operating officer. “You get the functionality of a body-worn camera, but because it's a computer, you get phone calls and other things. It's a fully functioning smartphone.”

The Visual Labs version of the BWC can also take audio recordings and bookmark important moments. Any Android smartphone can be converted into a Smartphone Body Camera without affecting any existing smartphone functions such as email.

“There's a natural preconception that if I have a smartphone, I need to have it in my hand, but that's not the case,” Popof said. “The officer only has to tap a button to start and stop a video recording.”

According to Popof, recently, an active shooter situation unfolded inside a building, and multiple officers responded. As they attempted to triangulate the shooter's location inside that building, officers were directed into specific positions from the command center. The department was a Visual Labs client, and each officer

“

The key thing is letting the dispatch or command staff know where an officer or multiple officers are during a crisis.

”

entered the situation equipped with the Smartphone Body Camera. Ultimately, the high-level strategic direction that the devices helped make possible allowed officers to apprehend the suspect with no casualties.

“Active shooter in a building, sent multiple officers, someone is coordinating positions through a map,” Popof said. “You could see outdoors to a 3–5 meter accuracy where they were in relation to other officers. Looking down from a bird’s eye view in real time—it’s potentially life-saving. . . The key thing is letting the dispatch or command staff know where an officer or multiple officers are during a crisis.”

Popof also gives the account of another officer who was not equipped with a GPS-enabled device, but whose radio became detached during foot pursuit. “The officer cornered them and had them at gunpoint and no way to communicate,” Popof said. “The command staff didn’t know where he was. He needed a helicopter to find him.”

The Smartphone Body Camera can result in up to 50 percent reductions in software and storage cost savings, according to Popof.

Like the Smartphone Body Camera, the GeoSafe Mobile tool performs several functions in addition to GPS. The tool, which is compatible with iPhone, iPad, and personal computers, integrates GPS tracking with computer-aided dispatch (CAD) data and can help police better collaborate with fire and EMS colleagues.

“It works well with law, fire, and EMS agencies,” Lobodiak said. “Users can filter out sensitive information, so they can roll GeoSafe out with other agencies. If they’re doing mutual aid and a police officer is the first person on the scene, EMS can see where to meet them.”

Lobodiak relays a story when GeoSafe Mobile helped an officer’s colleagues extricate him from a difficult situation. “An officer was engaged in a foot pursuit, pursued a suspect into the middle of a large field in the middle of nowhere,” Lobodiak said. “The closest landmark was a barn and that was a long way away. Because he was using GeoSafe, the dispatcher could see exactly where he was. There’s better situational awareness during foot pursuit.”

One GeoSafe client, Lobodiak said, reported that GeoSafe Mobile helped reduce crime in the client’s jurisdiction by 20 percent.

IN THE VEHICLE

The reach of GPS is spreading beyond the vehicle, but the fleet remains an important and natural home for GPS, particularly



in law enforcement. However, fleet management is changing as well. Constant technological advancements mean GPS can perform a number of functions beyond those with which it is typically associated.

“Where’s my vehicle at?’ has gone by the wayside,” explained Michael Hughes, president and CEO of Track Star International, a company based in Charlotte, North Carolina, that provides GPS-based solutions for several sectors, including law enforcement. “Now people need and expect to know a lot more. . . In today’s world, more information is needed. They want to know more about their vehicles.”

Track Star AVLS is a prime example of a GPS system that meets the need for more information. Along with location information, the tool provides a steady stream of data and notifications on vehicle operating status and other information.

As a result, Track Star can help agencies on various fronts, including fuel economy, thanks to maintenance indicators, fuel usage, and idling characteristics that the tool can report. The product also provides a “panic button” for officers, which triggers immediate location identification when activated.

A true differentiator for Track Star AVLS, Hughes said, is that the solution and its tools are housed in internal department computers, which helps resolve potential chain of custody issues and allows the data to be admissible in court if needed. This can be valuable, for example, at times when data on vehicle speed are part of a case, Hughes said.

Hughes points to research concluding that comprehensive GPS-based fleet management can save agencies approximately \$1,300 per year in operating costs. At the same time, Hughes said that Track Star clients value other aspects of the solution as well.

“They see improvement in two areas,” Hughes said. “There is officer safety, which is the most important thing, but there’s also a community benefit. There is better documentation of patrol patterns and things like that.”

Different services address different challenges, and the solutions provided by GoFleet, based in Ontario, Canada, are no

exception. The company's GO7 model tracks vehicles with GPS, but also can easily integrate with other services, such as Garmin, which allows for two-way communication between drivers and dispatchers.

"Police officers model behavior behind the wheel on the road," said Matthew De Faria, GoFleet's director of sales. "This tracks the behavior when the sirens aren't on, things like harsh braking, cornering, and aggressive driving."

GPS can also be a game changer when it comes to vehicle pursuits. StarChase, based in Virginia Beach, Virginia, produces solutions that can be utilized for managing various high-risk traffic scenarios such as DUIs, vehicle thefts, human trafficking, and fleeing suspects.

A simple hardware array allows officers to arm the system when a suspicious vehicle has been identified, use a laser sighting mechanism to target the vehicle, and then create a GPS "tag" for that vehicle that allows the officer to track the vehicle to the conclusion of the incident.

To date, law enforcement has created more than 10,000 tags using StarChase.

"You can bring vehicles in, in a much calmer way," said StarChase president Trevor Fischbach. "It avoids all the risks that you could think of during a pursuit."

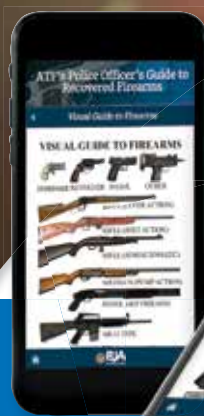
As GPS tools continue to improve and new capabilities are added, law enforcement users can expect to reap the benefits in areas such as convenience, situational awareness, communication, officer safety, traffic safety, and incident management—in addition to knowing where they are. ▽

SOURCE LIST

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

- 3SI Security Systems
- Equature
- GeoSafe
- GoFleet
- HOLMANS USA
- MobileTec International
- Pro-Vision Video Systems
- Spillman Technologies
- StarChase
- Track Star International
- Visual Labs, Inc.

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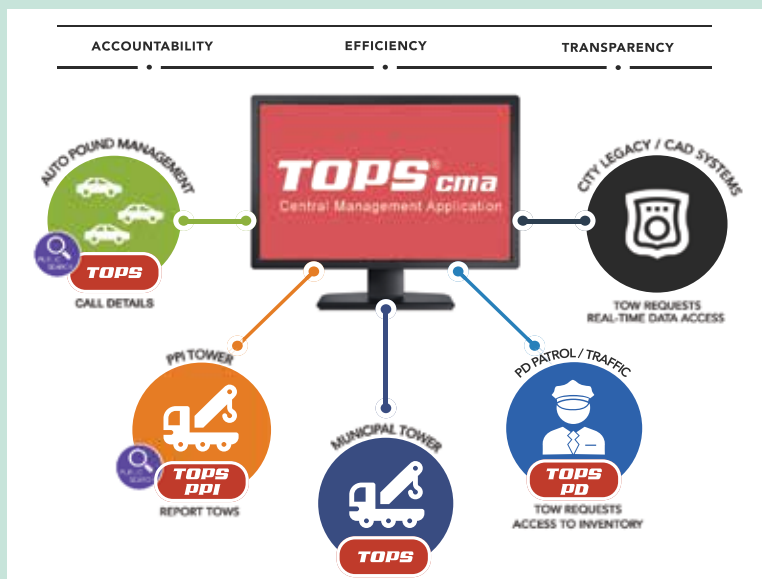


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www.durabookamericas.com

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www.ammunitiondepot.com



Biometric Authentication Unit

Princeton Identity, Inc., announces the deployment of its Biometric Conex, designed to assist customers with quick and accurate personnel authentication for campuses and facilities. The Biometric Conex is a 20-foot-long standard shipping container outfitted with on-the-move facial, iris, and fingerprint biometric capture technology, which can be operational in less than 24 hours. It can be used at government and commercial locations. The Biometric Conex's combination of patented authentication technology and portable configuration give organizations the flexibility to deploy these high-throughput (more than 15 people per minute), accurate authentication units anytime, anywhere.

www.princetonidentity.com



Fentanyl Protection Kit

The Fentanyl Protection Kit is designed for the safe investigation, gathering, and control of hazardous drugs. Because any suspected drug may contain powerful opioids such as fentanyl, handling of these illicit substances in any way is very dangerous. The Fentanyl Protection Kit allows personnel to properly handle suspected drug samples and remain safe from any toxic exposure. The kit includes a footed and hooded disposable suit, a pair of extended cuff examination gloves, an N95 respirator, and a pair of clear safety glasses. This protection gear also assists personnel in avoiding drug residue that could expose their families, co-workers or the general public to risk.

www.propacusa.com

Online Investigation Management Solution

CrimeCenter Software, a modern investigation management software solution developed by law enforcement experts for law enforcement officers, announced it has launched a new CrimeCenter Online Edition, providing law enforcement with unprecedented levels of flexibility and functionality within one single, affordable application, leading to insights that would otherwise not have been available. Hosted in a highly secure and CJIS-compliant government cloud environment, CrimeCenter provides a free flow of information between authorized users so they can collaboratively—and intuitively—solve even the toughest cases.

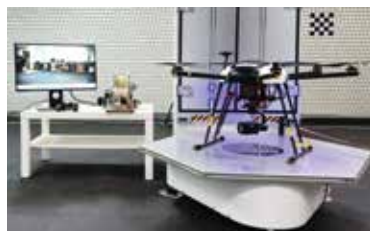
<https://crimecenter.com>



Six-Channel Head Capper/Decapper

Hamilton Storage announced the availability of a six-channel head to cap and decap large format tubes such as the Nunc Low Profile 5.0 mL Externally-Threaded Universal Tubes. Many researchers prefer the large format tube geometry as it enables the storage of solid and liquid samples up to several milliliters, with easy access using forceps or standard-length pipette tips. On top of the tube geometry benefits, the automated processing step allows researchers to increase sample throughput, refocus attention on higher value activities, and reduce or eliminate the risks of sample mishandling or contamination compared to manual methods.

www.hamiltoncompany.com/samplestorage



Automatic Police UAV Patrol System

The Industrial Technology Research Institute (ITRI), one of the world's leading high-tech applied research institutions and the largest one in Taiwan, introduces the Automatic Police UAV Patrol System (APUPs), which provides fully automated unmanned aerial vehicle (UAV) police patrols and wildfire monitoring. APUPs significantly boosts efficiency, deployment flexibility, and surveillance quality for police and firefighters, minimizing human involvement and risks during regular patrols and rescue missions. It helps police and firefighters rapidly assess the appropriate level of response when receiving a report. In addition to performing police patrols in urban and suburban areas, APUPs also aids patrols in remote or distributed communities with mountainous landscapes and poor road conditions.

www.itri.org.tw/eng

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www.skyhopper.biz





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

Membership Categories

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

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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

By

Jennifer Styles, Project Manager, and Kathleen Kelley,
Project Coordinator, IACP

Practices in Modern Policing

Highlighting Contemporary Community Policing Innovation

THE ADVANCING 21ST CENTURY POLICING INITIATIVE, LAUNCHED BY THE OFFICE OF COMMUNITY ORIENTED POLICING SERVICES AND THE IACP IN 2016, WORKED WITH 15 LAW ENFORCEMENT AGENCIES DIVERSE IN SIZE, LOCATION, AND POPULATION SERVED TO SHOWCASE PROMISING PRACTICES IN CONTEMPORARY COMMUNITY POLICING.

The practices and programs of these agencies led to the development of key considerations and case study examples for implementing contemporary community policing strategies within the topics of community participation and leadership; police-youth engagement; vulnerable populations; policing in small, rural, and tribal communities; and officer safety and wellness. The following are highlights from the Practices in Modern Policing series, which includes five publications and three videos.

COMMUNITY PARTICIPATION AND LEADERSHIP

Community policing programs that facilitate community participation and leadership are a means through which law enforcement agencies can demonstrate the transparency and fairness on which procedural justice relies and engage the community as partners in public safety.

BEST PRACTICES AND RECOMMENDATIONS

Collaborate from the very beginning.

To create community policing programs that stimulate community participation and leadership, involve community members from the start. Consult community members to determine their needs before establishing programs, and invite them to co-create proposed programs. The

result will be a program that involves the community as much as the police.

Embrace diversity. Community policing structures should be as diverse as the communities whose interests they represent. All committees, councils, and boards should have a demographic makeup that reflects the larger community's diversity of race and ethnicity, age, gender, sexual orientation, faith, physical ability, income, and other characteristics.

POLICE-YOUTH ENGAGEMENT

Interactions with youth present a distinct set of challenges and opportunities for law enforcement. By implementing or building on existing community policing programs, law enforcement can have a positive influence on youths' perception of police and on police interaction with juveniles.

BEST PRACTICES AND RECOMMENDATIONS

Identify youths and other leaders in the community who can help bridge the gap between youth and law enforcement. When discussing ways to best engage with youths, include persons who local youths can relate to and look up to. Involve youths who can serve as positive role models or community leaders who had trouble with the law or gangs when they were younger. If their role models have

15 U.S. LAW ENFORCEMENT AGENCIES THAT PARTICIPATED IN THE ADVANCING 21ST CENTURY POLICING INITIATIVE

- Albany, New York, Police Department
- Arlington, Texas, Police Department
- Atlanta, Georgia, Police Department
- Camden County, New Jersey, Police Department
- Columbia, South Carolina, Police Department
- Doral, Florida, Police Department
- Gun Lake Tribal Public Safety Department, Michigan
- Hennepin County, Minnesota, Sheriff's Office
- Indio, California, Police Department
- Kewaunee County, Wisconsin, Sheriff's Department
- Louisville, Kentucky, Metro Police Department
- Lowell, Massachusetts, Police Department
- San Antonio, Texas, Police Department
- South Dakota Highway Patrol
- Tucson, Arizona, Police Department

positive relationships with law enforcement, youth might begin to see law enforcement in a more positive light.

Take advantage of various types of social media platforms that youth use.

By engaging with youth using the social media and apps that they use among themselves, law enforcement can gain credibility and a new forum through which to communicate. The use of apps such as Kik, WhatsApp, or Whisper can make law enforcement seem more informal and relatable. Focus on highlighting positive police-youth interactions.



📺 SERVING VULNERABLE POPULATIONS: VIDEO AND PUBLICATION

The communities where police officers work encompass a multitude of individuals with different ages, genders, incomes, races, ethnicities, religions, sexual orientations, abilities, health statuses, and occupations. As such, policing is not a one-size-fits-all endeavor. Adaptive approaches are especially important for policing vulnerable populations, including people who are elderly; undocumented; or experiencing homelessness, disability, substance abuse, or physical or mental illness.

BEST PRACTICES AND RECOMMENDATIONS

Build a multidisciplinary coalition of community partners.

Whole-community problems demand whole-community solutions. Law enforcement agencies should therefore take a collaborative approach to addressing challenges such as homelessness, mental health issues, and substance use disorders that permeate the criminal justice system but also reach well beyond it. Specifically, law enforcement agencies should build a multidisciplinary network of close-knit partners who can take coordinated action in support of individuals and against the systemic challenges those individuals face.

Embrace alternatives to arrest. Criminal arrest and prosecution are appropriate remedies for criminal acts. For minor offenses and noncriminal behavior, however, book-and-release tactics can be expensive, ineffective, and unjust, perpetuating and exacerbating challenges in vulnerable populations instead of resolving them. Law enforcement agencies should empower police officers and deputies to use alternative remedies in those circumstances, such as drug and alcohol treatment, hospitalization, and other diversionary programs, when appropriate, as these outlets can simultaneously help community members, save money, and reduce recidivism.



📺 POLICING IN SMALL, RURAL, AND TRIBAL COMMUNITIES: VIDEO AND PUBLICATION

Despite often having lower crime rates, small, rural, and tribal communities have their own public safety needs, the responsibility for which belongs to law enforcement agencies whose location, size, and composition create challenges and opportunities that differ from those in large metropolitan areas. Community-oriented policing can help small, rural, and tribal law enforcement agencies overcome those challenges through partnerships, problem-solving, and creative organizational design.

BEST PRACTICES AND RECOMMENDATIONS

Foster collaborative partnerships. Although they typically serve fewer people than urban police departments, small, rural, and tribal law enforcement agencies perform the same core functions. But because smaller size often means not only fewer resources, but also fewer officers per capita, small, rural, and tribal agencies commonly have to do more with less. Smaller departments depend on their relationships with community organizations, other government agencies, and state and local law enforcement partners. Mapping out community resources and making personal connections can help smaller agencies creatively address public safety issues, share resources, and enhance officer safety.

Empower officers as community ambassadors. Beyond calls for service, smaller agency officers can take more time to assess and respond to the needs of the community. Officers who work for small, rural, and tribal police departments often have the opportunity to take on duties and responsibilities they otherwise wouldn't—including work that would be done by special units in larger agencies; activities that complement officers' personal interests, like sports-related community events; and other duties that have a direct and immediate impact on their agencies or communities.



OFFICER SAFETY AND WELLNESS: VIDEO AND PUBLICATION

In order to secure and protect the communities they serve, police officers must have access to the tools and resources they need to secure and protect their own health and safety. In order to be effective, those tools and resources must address all facets of officer safety and wellness—including occupational, physical, and mental health.

BEST PRACTICES AND RECOMMENDATIONS

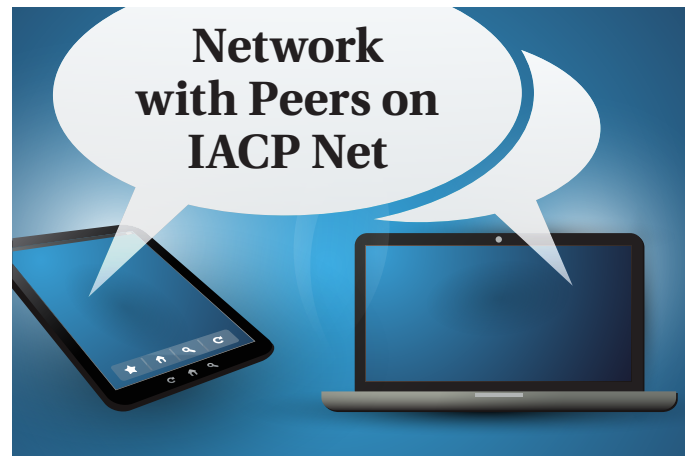
Take a holistic approach to health, wellness, and safety.

To serve communities effectively, officers must be healthy in mind, body, and spirit. Successful wellness and safety programs are therefore multifaceted, taking a 360-degree approach that encompasses physical health, mental health, family wellness, and spiritual wellness.

Build top-down support to promote and model healthy behaviors. It's not enough for officer wellness and safety to be programmatic; in order to be successful, it must be pervasive. Law enforcement agencies must therefore create a wellness culture that permeates every level of their organization—starting at the top. A wellness culture is one in which senior leaders initiate, support, promote, and actively participate in efforts to fund and facilitate officer health, safety, and wellness. When senior leaders outwardly embrace wellness and safety, it sends a message that officer health is a fundamental and strategic priority for the agency.

CONCLUSION

Law enforcement agencies are fixtures in their communities. Modern-day policing should facilitate partnerships and accountability in order to be most effective, both of which law enforcement agencies can nurture with community policing strategies as outlined in the Practices in Modern Policing resource series. For the full list of considerations and more information, download each of the five publications and view the three videos on the IACP website (theIACP.org). ♡



IACP Net's Quest-Response service allows users to build on the experience of others. This secure networking tool broadcasts user questions to more than 6,000 law enforcement leaders. Participants share knowledge, showcase innovations, and help others in this collaborative peer-to-peer exchange.

The Quest-Response Coordinator helps identify relevant IACP Net resources.

Topics discussed via Quest-Response have included

- 10-hour schedule models
- Civilian review boards
- Minimum experience for sergeant testing
- Compensation for canine handler time
- Reporting methods for use of force
- Community involvement requirement for promotion



WIN A TRIP TO IACP 2019

Quest-Response users could win a trip to the 2019 IACP Annual Conference and Exposition in Chicago, Illinois, by sharing experiences and insight with other law enforcement professionals. By entering one or more responses in the Quest-Response service each month from February to July, they will be automatically entered into the drawing.

Congratulations to the 2018 winner, Lieutenant Andy Satterfield of the Troy, Michigan, Police Department.

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





TOP IACP BLOG POST

Statement of IACP President Paul M. Cell in Support of International Law Enforcement Exchange Training Programs

Police agencies around the world share common concerns.... One of the most effective means of addressing these concerns is provided through organizations that provide professional peer-to-peer executive law enforcement exchanges with police agencies globally. The IACP recognizes and supports such organizations and programs.



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

TOP IACP RESOURCES

1. Officer Safety and Wellness Symposium (February 18–19, San Antonio, TX)
2. IACP Technology Conference (May 20–22, Jacksonville, FL)



Access these and more at theIACP.org

TWEET of the month



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The bipartisan revised #FirstStepAct was introduced in the US Senate. @TheIACP thanks the bills sponsors & @senjudiciary for working with us & @GLFOP throughout this process. This legislation will making meaningful and lasting changes to our CJ system.

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Grassley Thanks Law Enforcement Groups for Continued Work on Revised Fi...
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judiciary.senate.gov

TOP READ ITEM IN IACP MONTHLY DECEMBER NEWSLETTER

IACP 2018 Workshop Recordings Now Available

Select workshop recordings from IACP 2018 are available online for members to view. Log in and visit theIACP.org/IACP2018sessions to access the recordings.

Interested in attending IACP 2019 in Chicago, Illinois? Visit theIACPconference.org to learn more or to register.

TOP POLICE CHIEF NOVEMBER ONLINE BONUS ARTICLE

The Emerging Cyberthreat: Cybersecurity for Law Enforcement

By Christian Quinn, Major, Fairfax County, Virginia, Police Department

THIS MONTH'S QUOTE

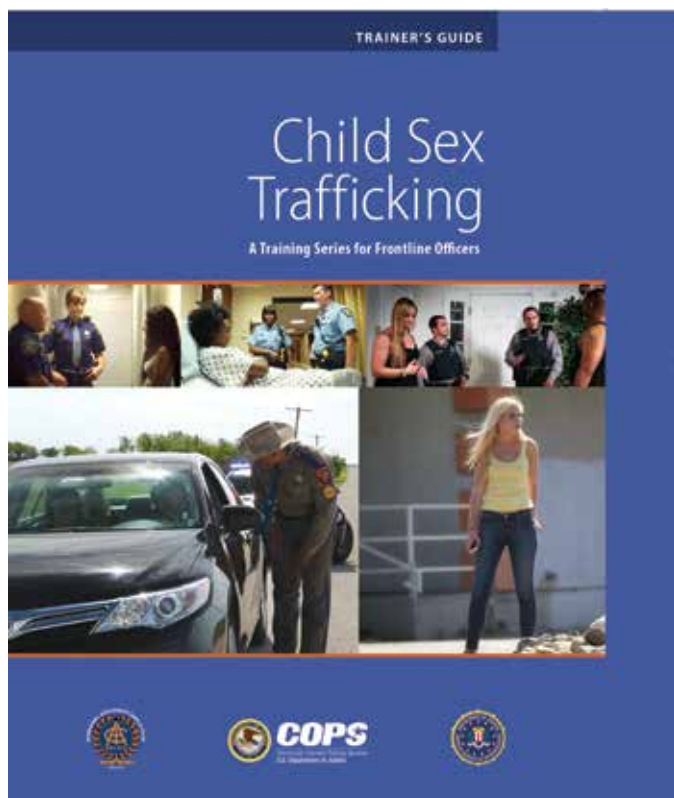
“

Officers have thought through how to act. They are equipped. They have trained and practiced. Their judgement has been honed by experience. In moments when any delay may make a difference of life or death, police officers don't need to size up the situation for an extended period or plan their response from scratch—they respond, and they respond well.

”

*“Violence Against Law Enforcement Personnel Responding to Incidents of Mass Violence”
Pgs. 30–34*

IACP Child Sex Trafficking: A Training Series for Frontline Officers Toolkit



CHILD SEX TRAFFICKING VICTIMS CAN BE EXTREMELY CHALLENGING TO IDENTIFY, GIVEN THE HIDDEN NATURE OF THE CRIME AND THE LOW LIKELIHOOD THAT VICTIMS WILL REPORT VICTIMIZATION. WHEN FRONTLINE OFFICERS ARE EQUIPPED WITH THE KNOWLEDGE TO RECOGNIZE THE INDICATORS VICTIMS MIGHT PORTRAY AND KNOW WHO TO CONTACT WHEN THEY ENCOUNTER A VICTIM, THEY ARE BETTER ABLE TO IDENTIFY THE CRIME AND CAN RESPOND MORE EFFECTIVELY AND APPROPRIATELY.

RETHINK

Rethink the situation

RECOGNIZE

Recognize the indicators

RESPOND

Respond appropriately and refer for investigation

To support law enforcement in their efforts to combat child sex trafficking, the IACP, in partnership with the FBI and the Office of Community Oriented Policing, created a first-of-its-kind training series to educate frontline officers on how to recognize and respond to victims of child sex trafficking.

The training videos center around the premise of Recognize, Rethink, and Respond.

TRAINING VIDEOS AND DISCUSSION GUIDE

The toolkit includes a series of training videos to be utilized for training within law enforcement agencies in the United States. The training videos depict sworn law enforcement officers demonstrating alternative responses to different types of scenarios involving child sex trafficking identification during a traffic stop; on street patrol; at a school, hotel, and hospital; and on a domestic violence call. Law enforcement, subject matter experts, and social service providers developed the teaching points throughout the toolkit to provide frontline officers with the most relevant information. At the end of each scenario, there are interviews with subject matter experts, survivors, and law enforcement from the field who encounter this crime daily.

The discussion guide is designed to reinforce key information contained in the roll call training videos and

ADDITIONAL RESOURCES

Additional materials that comprise the toolkit include a fact sheet, a glossary of terms related to child sex trafficking, and a poster where an agency can list its jurisdiction's point of contact to display at the agency.

To request a copy of *Child Sex Trafficking: A Training Series for Frontline Officers*, please complete the request form at <https://leim.wufoo.com/forms/mdhw8y41iwn2h>.

For more information and resources on combatting child sex trafficking and other human trafficking crimes, visit theIACP.org/humantrafficking.

assist officers in applying this knowledge to their role as first responders in their community.

RECOGNIZING THE INDICATORS

The toolkit includes a complete list of physical and behavioral signs (indicators) that victims of child sex trafficking might display. The indicators are meant to help frontline officers in determining if they have come upon a possible child sex trafficking victim. While no one single indicator confirms the existence of child sex trafficking, the presence of several indicators increases the likelihood that this crime is occurring.

TIP CARD FOR FRONTLINE OFFICERS

The child sex trafficking tip card provides a select list of indicators to help frontline officers determine if they have come across a possible child sex trafficking victim. The tip card includes a matrix for your agency's local points of contact for child sex trafficking, as well as a national point of contact, the National Center for Missing & Exploited Children. This tip card is perforated so that officers can have copies to keep on hand with them or in their patrol car. ♡

CALENDAR

MAR
20
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22

Division Midyear Meeting, AUSTIN, TX

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's joint midyear meeting provides the opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

theIACP.org/division-midyear

APR
24
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26

Policy Council Midyear Meeting, ORLANDO, FL

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

theIACP.org/policy-council-midyear

MAY
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22

Technology Conference, JACKSONVILLE, FL

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

theIACP.org/tech-conference

AUG
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9

CARE Conference, ANAHEIM, CA

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

theIACP.org/care-conference

AUG
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12

DAID Conference, ANAHEIM, CA

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

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

OCT
26
—
29

IACP Annual Conference & Exposition, CHICAGO, IL

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

theIACPconference.org

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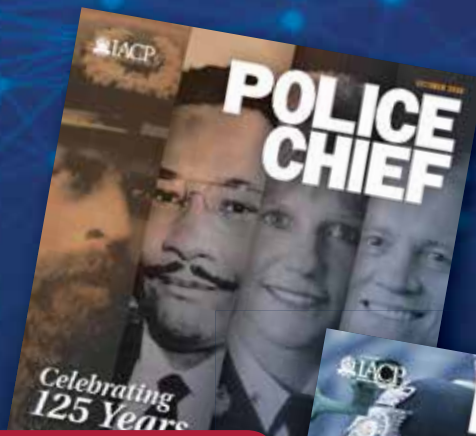
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