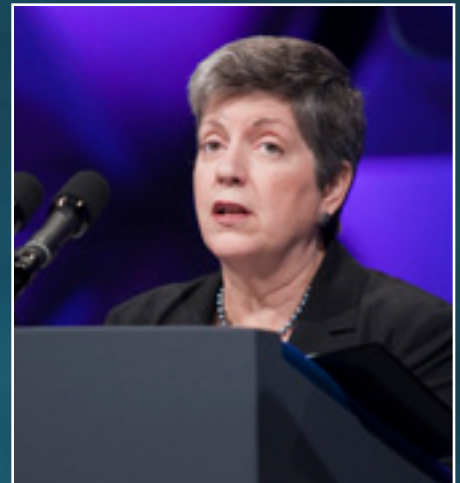


The Police Chief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

DECEMBER 2010



Inside:

**Team Adam Provides
Child Search Support**

Medical Tactics for Law Enforcement

**Survey: Social Media Use in
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The 117th Annual IACP Conference featured education, networking, and an exposition providing the latest in law enforcement technology, equipment, and products. Among the business of the association conducted at the conference, the membership passed 22 resolutions. Chief Mark A. Marshall of Smithfield, Virginia, was sworn in as the IACP President. Chief Richard Beary of Orlando, Florida, was elected fourth vice president, and Chief Patty Jaye Garrett Patterson of Sumter, South Carolina, was elected vice president at large. Cover photographs by Convention Photo by Joe Orlando.

The Police Chief

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Annual IACP Conferences

2011 (118th) • Oct. 22-26 • Chicago, IL
2012 (119th) • Sept. 29-Oct. 3 • San Diego, CA
2013 (120th) • Oct. 19-23 • Philadelphia, PA
2014 (121st) • Oct. 25-29 • Orlando, FL

International IACP Conferences

North American Executive Policing Conference - 2011 (1st)
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IACP Strategic Plan: A Clear Blueprint for the Future

For the past 117 years, the IACP has been a leader in the law enforcement profession. Dedicated to advancing the art and science of policing, the IACP has prided itself on its strong record of success in providing its members and the law enforcement community as a whole with the training, cutting-edge research, policies, and resources that they need to protect the citizens we serve.

Critical programs, such as the FBI's Identification Division and the Uniform Crime Reporting System, can trace their origins back to the IACP. Whether through our efforts in addressing the impact of technology on law enforcement, our robust law enforcement research agenda, our commitment to providing police leadership training, or the essential role that we play in national policy debates, the IACP has consistently realized its responsibility to positively affect the goals of law enforcement.

However, the IACP must not be content to rest on these accomplishments. In order to ensure our future success, it is imperative that the IACP, like all successful organizations, develop and adopt a strategic plan that outlines the mission, values, vision, and objectives for the IACP. In this way, the IACP will provide its members, leaders, and professional staff with a clear blueprint for the future direction of the association.

To that end, the IACP (working closely with experts from Deloitte Consulting, who provided their services on a pro bono basis) has undergone a comprehensive, integrated, and rigorous strategic planning effort led by the IACP Board of Officers, the IACP Executive Committee, and the association's professional staff. Over the past year, these individuals, with input from association-wide membership surveys, have assessed the IACP's current status, defined its future state, and identified and prioritized focus areas. Working from these findings, a five-year strategic plan was developed, reviewed, and approved by the IACP Executive Committee.

A complete copy of the strategic plan is available on the IACP website, but I would like to take this opportunity to highlight several key elements of the plan.

Mission Statement

The IACP shall advance professional police services; promote enhanced administrative, tech-

nical, and operational police practices; and foster cooperation and the exchange of information and experience among police leaders and police organizations of recognized professional and technical standing throughout the world.

We shall champion the recruitment and training of qualified persons in the police profession and encourage all police personnel worldwide to achieve and maintain the highest standards of ethics, integrity, community interaction, and professional conduct.

Vision

The IACP will continue to enhance its stature as the established voice of professional law enforcement; strive to be a progressive, active, and effective force to serve the profession with public safety research, education, training, and administration; and work to ensure professionalism, diversity, tolerance, and sustained high standards in policing.

The IACP will consistently seek out and cultivate appropriate partnerships with other professional organizations to advance research and training programs and to engage in positive, proactive, mutually beneficial initiatives.



*Mark A. Marshall, Chief of Police,
Smithfield Police Department,
Smithfield, Virginia*

Values

- Professional integrity, respect, and tolerance
- Accountability to our members and their communities
- Sustained commitment to quality work and public service
- Advancing the art and science of policing
- Preserving and cultivating mutually beneficial partnerships with individual law enforcement agencies, other associations, government entities, and the private sector

The plan also sets forth six strategic goals for the IACP over the next five years. These are

Membership Services: Provide high-quality and innovative membership services to ensure membership satisfaction

International Presence: Expand and increase international membership to strengthen and broaden the IACP's global presence

Training and Leadership Development: Create and deliver state-of-the-art leadership and police practices training demanded by 21st century law enforcement professionals

Serve as the Voice for Policing Issues: Utilize and leverage position, reputation, and relationships to serve and be an effective advocate for membership needs

Partnerships: Develop and maintain strategic partnerships to expand the IACP's capacity to address and promote IACP membership issues in the law enforcement arena

Organizational Excellence: Strive to maintain a culture of organization excellence

For each of these strategic goals, the plan sets forth corresponding objectives, multiyear initiatives, and performance measures. The plan also includes clear-cut metrics established to gauge the IACP's success in implementing the plan. The baseline metrics and annual targets will be regularly reviewed by the IACP leadership to ensure that the association is on track and moving towards achieving its strategic goals.

The development and implementation of this strategic plan reflects the IACP's continuing commitment to improving the way it serves its membership and our adherence to the vision of the IACP's founders. I am confident that working from this strategic plan will allow our association to build upon our past success and ensure our continuing value to our members and the law enforcement profession as a whole. ♦

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Vice President Biden Speaks at IACP 2010

By Meredith Ward, Legislative Representative, IACP

At the 117th Annual IACP Conference in Orlando, Florida, Vice President Joseph R. Biden addressed the First General Assembly of IACP 2010. While speaking to the crowd, Biden mentioned his long history with the IACP, citing his first meeting with the IACP in 1982 and his continued commitment to supporting state, local, and tribal law enforcement.

In his address, Biden recognized that state and local law enforcement plays a strategic role in counterterrorism efforts.

"Today, it's the local cop who's going to discover the terrorists working out of a vacant house, who's going to find a bomb in a backpack abandoned in a train station . . . It is not going to be some guy wearing fatigues and night-vision goggles who is a Special Forces officer in the U.S. military. It is going to be the local cop doing his rounds," Biden said.

Biden was one of several speakers at the annual conference who addressed issues important to law enforcement executives such as interoperability, terrorism prevention, information sharing, and federal assistance programs.

Proposition 19 Fails in California

On November 2, Proposition 19, which would have legalized the recreational use of marijuana, was rejected by California voters. The IACP has a long history of opposing drug legalization legislation and spoke out against Proposition 19.

The ballot initiative centered on the idea that cannabis legalization would generate revenue for the deficit-burdened state, as well as the idea that legalization would alleviate police drug responsibilities because marijuana enforcement would not be necessary. In late August, the IACP released a statement debunking these claims.

The proposed revenue created would be applied to neutralize health-care costs and would not be available to close budget gaps. For example, proponents in California claimed marijuana would raise \$1.4 billion annually in tax revenue. But the truth is that the economic loss from marijuana-impaired fatal crashes is estimated to be as high as \$4 billion.

While the defeat of Proposition 19 was a victory for law enforcement, the issue is far from over. After the failed passage of Proposition 19, IACP President Mark Marshall released a letter to IACP members. He cautioned, "However, despite the defeat of Proposition 19, the issue of marijuana legalization is not going away. Legalization proponents have vowed to bring the issue forward in California and other states in the weeks, months, and years ahead. That is why we, as law enforcement leaders, cannot sit idly by—we must continue to speak out on the threat that drug legalization poses to our communities."

For more information on this important issue, please visit the Marijuana Legalization Issue area of the IACP Press Center at <http://www.theiacp.org/About/PressCenter/MarijuanaLegalizationIssue/tabid/756/Default.aspx>.

Attorney General Expresses Support for Public Safety Broadband Network

In his remarks at the 117th Annual IACP Conference, Attorney General Eric Holder discussed the need for a nationwide public safety broadband network. Said Holder,

In addition to helping law enforcement collaborate and connect information more easily, we're also working to help you respond to emergencies more effectively. All of us have seen—most clearly on September 11 and in the aftermath of Hurricane Katrina—that, in times of crisis, officers and first responders must be able to communicate quickly and across jurisdictions.

The IACP continues to push for critical legislation to allocate the D-Block spectrum to public

safety for the development of a national, interoperable, public safety broadband network. For the past year, the IACP has been urging Congress to pass legislation to remove the auction requirements for the D-Block and allocate that spectrum to public safety. For many years, the IACP has been a leader in promoting the development of a nationwide wireless broadband data network for law enforcement and public safety.

The attorney general continued to discuss the role the Justice Department has taken in this effort:

Over the last year, the U.S. Department of Justice has taken an active role to help ensure that the communication needs of state, local, and tribal law enforcement are met. We've facilitated a series of discussions concerning the public safety broadband network, including the future of the D-Block. And, in partnership with the White House and the departments of Homeland Security and Commerce, we're continuing to bring together leaders from law enforcement, the broader public safety community, and industry, to determine a path forward.

This is a Cabinet-level priority. It is a Justice Department priority. And I will continue to advocate for meaningful, affordable access to radio spectrum when and where you need it. This continues to be a personal priority for me.

The IACP looks forward to working with Congress and the administration to gain common ground on the creation of a nationwide public safety broadband network. ❖

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Foundation Success and Future Focus

By Michael J. Carroll, Chief of Police, West Goshen Township Police Department, West Goshen, Pennsylvania; Immediate Past President, IACP; and Chair, IACP Foundation

As I depart the office of IACP president and assume the position of IACP Foundation chair, I am afforded the chance to simultaneously appreciate the past and look forward to the future. In the process of working my way through the board seats of the association to become president, I have already sat on the Foundation board for a year as vice chair and have become thoroughly familiar with the positive direction and forward-thinking goals of the organization.

Philanthropy and the Conference

Over the past four years, I have been pleased to see the Foundation's support of our profession through leadership training, professional development, and scholarships for survivors. I am proud to have seen so many IACP members and corporate partners alike come together to create the success story that is the Foundation's Annual Fundraising Gala. This event is not only the largest fundraiser for the Foundation each year, but also one of the most popular, unique, and enjoyable events during the conference week.

In addition, last year's Matching Gift Drive and the year prior's Annual Membership Dues Appeal showed the Foundation board members just how committed the IACP membership is to investing in the programs and initiatives of the Foundation. Together, these drives raised just over \$13,000.

Future Focus

But after the special events are complete, the business of the Foundation still lies before the

board and staff to address throughout the year. We have done a tremendous job over the last several years by making strides in the following areas:

- A five-year, \$500,000 grant from the Motorola Foundation to help advance the efforts of the IACP's Center for Police Leadership
- New and dynamic partnerships with both corporate and academic partners to provide no-cost professional development opportunities to law enforcement command staff
- Continued endowments of scholarships to the dependent family members of officers fallen or permanently disabled in the line of duty

However, there is still work to be done. In the coming year, the Foundation will focus on expanding the concept of the Law Enforcement Business Fellowship (LEBF). Many of you may recall that the LEBF was originally brought to the Foundation through a partnership with Target, in which Target staff and team members reviewed many of the corporation's internal corporate training modules and modified them for a law enforcement-focused group, providing two weeks of no-cost training.

After two successful iterations of the LEBF, the Foundation is exploring the prospect of reaching out to additional external partners to expand the ability of law enforcement command staff to access new and dynamic leadership and management practices.

As we all know, being a leader in today's world of professional policing is a different experience than it was a generation ago. Expectations of a chief have changed, diverse communities expect innovative responses to chronic problems in their neighborhoods, and the ideas of relationship building and community relations have taken on an entirely different hue. Talented colleagues in the private sector are eager to partner



with the Foundation to open a new chapter on the cultivation and mentoring of tomorrow's law enforcement leaders.

Our own Foundation board members have contributed imagination, ideas, and empowerment to this effort. Implementing their plan for the next phase of this program will benefit both the Foundation and the association that we serve. This coming year, we will be moving forward with this project, as well as cultivating new programs to transform ideas into action and results.

With the clearly illustrated promise and progress of the Foundation's work to date, I know that this new thrust in professional development will be a real, meaningful, and effective way to move leaders forward. ♦

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* Zamora, J. (2004, February 2). Oakland cops may go to video. The San Francisco Chronicle.



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What Every Police Chief Should Know About Electronic Control Devices

By Craig E. Ferrell Jr., Deputy Director, Major Cities Chiefs General Counsel, Chiefs Command/ Legal Services, Houston Police Department, Houston, Texas

Despite a significant and growing body of research on electronic control devices (ECDs), controversy persists over the effect on humans and the safety of their extensive and expanding use by law enforcement. In fact, statistics from Taser, the manufacturer of a popular ECD, show that as of June 30, 2010, 15,500 law enforcement and military agencies have purchased ECDs. The statistics state that there have been more than 1,070,785 field deployments.

ECD Use in Arrests Involving Suspects in Crisis

Law enforcement officers are frequently called upon to deal with individuals in crisis, who are physiologically compromised¹ and are at a heightened risk of serious injury or death, regardless of actions taken by law enforcement. In addition, the restraint and arrest process can introduce additional physiological changes that may worsen a person's baseline physiology. These changes may include significant acidosis, cardiac arrest, or other medical conditions.

If these individuals are under the influence of drugs or alcohol or are mentally or emotionally disturbed and off their medications, they are often noncompliant with officer commands, irrational, aggressive, impervious to pain, and, sometimes, they display super strength. They can be a danger to themselves and to others. By the time officers arrive at a scene, many suspects are already significantly acidotic from their own struggles and volitional actions—likely with lower pH levels resulting in an increased chance of injury, worsening condition, or possibly death, independent of any action taken by the officers. Potential danger exists in allowing the suspect to continue with agitated or resistive behavior. In other words, something has to be done by the police.

Recent human medical research² has investigated the physiological health risks associated with physical exertion similar to resisting arrest or fleeing from officers, as well as those risks associated with certain law enforcement control tools. The three law enforcement control tools tested for their effects on causing acidosis were law enforcement canine for capture and restraint, oleoresin capsicum (OC) spray exposure to the face and neck, and ECD exposure for 10 and 15 seconds to the torso. The researchers measured acidosis changes associated with the above physical exertion and police tools and found the following:

- Muscle contractions from ECD exposures for up to 10 and 15 seconds in rested human subjects resulted in minimal increases in acidosis that did not approach a dangerous level and was clinically not noticed by the test subjects.
- Physical activity similar to fighting and resisting or fleeing from law enforcement produced the worst and most clinically significant acidosis. This volitional activity was clearly the most potentially harmful from a physiological standpoint, and the test subjects clinically felt ill following this activity.
- Canine takedown and restraint had the highest increase of acidosis levels of the law enforcement tools tested.
- OC spray had the least increase in acidosis levels of the law enforcement tools tested. This was expected since ECD application stimulates muscles and OC spray does not. The researchers opined that since OC spray does not usually incapacitate a focused person or a person intoxicated on drugs or alcohol, the fight or flight response is likely to continue and may result in worsening acidosis. It is likely that OC spray, while not directly causing acidosis, could indirectly make it worse.
- This recent human medical research also investigated the physiological health risks associated with an ECD discharge on an already acidotic person. This research showed that application of a Taser device for up to 15 seconds to an exerted, already

acidotic person *did not* worsen the acidosis that was already present.

The challenge facing law enforcement is to determine the tactics that are best suited to gain control of resisting suspects as quickly as possible. Pain compliance tools, such as OC spray, are often not effective when dealing with a person who is impervious to pain or focused. Canine or hands-on tactics can lead to struggles, increased resistance, and higher acidosis levels and often result in injury to the officer and the suspect. The research cited above shows that ECD use, as part of an overall capture plan, is a viable option, minimizing the duration of the struggle by incapacitating suspects without relying on pain compliance. The key is using the suspect's incapacitation as a window of opportunity to get the handcuffs on and gain control of the situation.

ECD Safety

If an ECD with a good probe spread is a tool providing quick restraint, then what about the general safety of ECDs? Many headlines condemn deaths after ECD use, but rarely do they announce when an autopsy clears the ECD use. ECD safety is beyond the scope of this article. The following excerpts provide relevant conclusions and suggested courses of action.

- A three-year review of all ECD uses against criminal suspects at six law enforcement agencies found only three significant injuries out of 1,201 criminal suspects subdued by ECDs and reports that 99.75 percent of criminal suspects shocked by one received no injuries or mild injuries only, such as scrapes and bruises.³

"These weapons appear to be very safe, especially when compared to other options police have for subduing violent or combative suspects," said study author William P. Bozeman, MD, of Wake Forest University in Winston Salem, North Carolina. "That is not to say that injuries and deaths are impossible. Police and medical personnel need to be aware of the potential for serious injury and look for evidence that a person subdued by a Taser has been hurt."⁴
- A prospective, population-based, 15-month study of the introduction of ECDs at the

2010

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**For more information about the LPO program, or for more information about any of IACP's leadership programs,
contact Jennifer Porter at porter@theiacp.org or 1-800-THE-IACP ext. 366.**

The training division of the IACP is currently seeking additional co-host agencies with which to partner to offer training in a cost-effective manner throughout the United States. To obtain information on any of the above courses or on the benefits of co-hosting training, please visit our Web site at <http://www.theiacp.org> and click on TRAINING or call 1-800-THE-IACP ext. 265.

Dallas, Texas, Police Department; of policy compliance; and of associated medical events following ECD activations was conducted.⁵

- The University of South Carolina's Department of Criminology and Criminal Justice examined the impact on officer and suspect injuries of 1,645 ECD deployments between January 2002 and July 2006 from two law enforcement agencies: the Richmond County, South Carolina, Sheriff's Department and the Miami-Dade County, Florida, Police Department.⁶
- ECD exposure produced no detectable dysrhythmias and produced a statistically significant increase in heart rate. Overall, ECD exposure appears to be safe and well tolerated from a cardiovascular standpoint in this population (volunteer police officers participating in ECD training and testing). This study increases the cumulative human subject experience of ECD exposure with continuous ECG monitoring and includes 28 full 5-second exposures (24 men and 4 women).⁷

These research data are consistent with statistics from agencies⁸ deploying ECDs that show that, although an ECD is not risk free, there are reduced rates of injuries to officers and suspects when an ECD is used, as well as reduced citizen complaints and use-of-force claims. In other words, the ECD is effective and minimizes suspect injuries.

Guidelines

Following are some guidelines you should consider in deploying ECDs:

1. Ensure that all ECD users are properly trained and certified by instructors using the latest training materials
2. Follow agency standard operating procedures and manufacturer warnings
3. Address areas of increased risk in training program:
 - a. Presence of flammable liquids/fumes or explosive environments
 - b. Elevated positions
 - c. Person operating moving vehicle or machinery
 - d. Person running (fleeing)
 - e. Pregnant female, child, frail, or infirm individual
 - f. Swimming pool or other body of water
 - g. Intentional ECD application to sensitive areas
 - h. Perceived risk of repeated ECD applications
 - i. Physiologically/metabolically compromised persons
4. Create standard operating procedures that at a minimum contain the following information and ensure a review procedure is included:
 - a. Make sure that ECD use is within agency policy and training recommendations
 - b. Use ECD to accomplish only lawful law enforcement objectives
 - c. Do not use an ECD for punishment
 - d. Use the window of opportunity to restrain (key to any good training program)
 - e. Justify/document every trigger pull/5-second discharge—articulate/document threat/behavior
 - f. Avoid multiple, repeated, prolonged, or continuous exposures unless absolutely necessary to counter reasonably perceived threat(s) and use is justifiable—always document your justification in an offense report of the arrest
 - g. Avoid intentionally targeting sensitive areas when possible
 - h. Know your objectives for using force
 - i. Give a warning
 - j. Give adequate time for voluntary compliance (if possible)
 - k. Verify the person is capable of complying
 - l. Prepare clear, complete, and unambiguous reports
 - m. If at all possible, don't use an ECD on a person who is an elevated position where he or she can be injured from a fall
 - n. When possible and if circumstances allow, aim for the preferred target zone of lower center mass and back areas
5. When dealing with exhausted individuals or persons exhibiting symptoms of distress or agitated/excited delirium, do the following:
 - a. Once officers engage in capture procedures, it is important to minimize the duration of the physical struggle.
 - b. When encountering subjects exhibiting symptoms of exhaustion, distress or agitated/excited delirium, refer to agency guidelines for

proper response. These subjects are at significant risk of arrest-related death. Immediate medical attention may reduce this risk and should be obtained at the earliest safe moment.

Notable Cases of Interest Regarding ECDs

Graham v. Connor.⁹ Many cases involving deployment of an ECD use factors discussed in *Graham* in their analyses. Those factors are

- the severity of the crime at issue,
- whether the suspect poses an immediate threat to the safety of the officers or others, and
- whether the suspect is actively resisting arrest or attempting to evade arrest by flight.

These factors are not exclusive, however, and courts also examine the totality of the circumstances in an effort to objectively determine the amount of force that is necessary in a particular situation.

Draper v. Reynolds.¹⁰ Similarly, in this case dealing specifically with deployment of an ECD, the court considered the additional following factors in determining if the force used was reasonable:

- The need for the application of force
- The relationship between the need and the amount of force used
- The extent of the injury inflicted

Recent Cases Concerning ECDs

Bryan v. McPherson.¹¹ In an action asserting excessive force based on an officer's ECD use on the plaintiff during a traffic stop for a seatbelt infraction, a denial of summary judgment based on qualified immunity is affirmed in part where, viewing the circumstances in the light most favorable to the plaintiff, the defendant's use of the ECD was unconstitutionally excessive.

Oliver v. Fiorino.¹² The facts, when viewed in a light most favorable to Oliver, show that Oliver was neither accused nor suspected of a crime at the time of the incident; that Officer Fiorino tasered Oliver at least 8 and as many as 11 or 12 times with each shock lasting at least 5 seconds; that the officers made no attempt to handcuff or arrest Oliver at any time during or after any ECD shock cycle; that the officer continued to administer ECD shocks to Oliver while he was lying on the hot pavement, immobilized and clenched up; and, finally, that these ECD shocks resulted in extreme pain and ultimately caused Oliver's death. The court concluded that the officers were not entitled to qualified immunity on the claim of excessive force.

Brooks v. City of Seattle.¹³ Arresting officers' use of an ECD in drive-stun mode three times to effect arrest was not unreasonable and qualified immunity is granted, despite the fact that the suspect's crimes of refusing to sign notice of infraction regarding traffic offense and obstructing law enforcement officers were not serious offenses. Additionally, the use of the ECD in drive-stun mode inflicted only temporary and localized pain without significant lasting injury, the suspect posed a flight risk and a physical threat to the officers, and she refused to cooperate despite officers' repeated warnings that an ECD would be used.

Mattos v. Agarano.¹⁴ Officers' use of an ECD did not constitute excessive force where, given the dangerous nature of domestic violence situations, the close quarters in which the officers and plaintiffs were contained, and the intoxicated state of the plaintiff's husband, there was the risk of immediate threat to the safety of the officers. ♦

Notes:

¹"Physiologically compromised" include those persons whose lives in rare circumstances may be at risk of arrest-related death due to excited or agitated delirium, acidosis, cardiac arrest, serotonin syndrome, neuroleptic malignant syndrome, sudden unexpected death in epilepsy, catecholamine release or buildup, compromised cardiac or pulmonary conditions, sickle-cell compromise, and drug or alcohol use or withdrawal.

²Jeffery D. Ho et al., "Can Prolonged Taser X26 Exposure or Continued Exertion Contribute to Sudden Cardiac Death through Worsening Acidosis?" (paper presented at CardioRhythm, Hong Kong, February 2009), http://www.taser.com/research/Science/Documents/Ho_J_2009_Feb_Acidosis_Cardiorythm.pdf (accessed November 1, 2010); and Ronald Moscati et al., "Physiologic Effects of Prolonged Conducted Electrical Weapon Discharge on Acidotic Adults," abstract, *Academic*

Emergency Medicine 14, no. 5 S1 (May 2007): S63–S64, <http://onlinelibrary.wiley.com/doi/10.1197/j.aem.2007.03.704/pdf> (accessed November 2, 2010).

³William P. Bozeman et al., "Safety and Injury Profile of Conducted Electrical Weapons Used by Law Enforcement Officer Against Criminal Suspects," *Annals of Emergency Medicine* 53, no. 4 (April 2009): 480–489, <http://download.journals.elsevierhealth.com/pdfs/journals/0196-0644/PIIS0196064408020611.pdf> (accessed November 2, 2010).

⁴Annals of Emergency Medicine, "Serious Injuries from Taser Are Extremely Rare," press release, January 15, 2009, <http://www.acep.org/pressroom.aspx?id=43742> (accessed November 2, 2010).

⁵Alexander L. Eastman et al., "Conductive Electrical Devices: A Prospective, Population-Based Study of the Medical Safety of Law Enforcement Use," *The Journal of TRAUMA Injury, Infection, and Critical Care* 64, no. 6 (June 2008): 1567–1572.

⁶Michael R. Smith et al., "The Impact of Conducted Energy Devices and Other Types of Force and Resistance on Officer and Suspect Injuries," *Policing: An International Journal of Police Strategies and Management* 30, no. 3 (2007): 423–446.

⁷William P. Bozeman et al., "Immediate Cardiovascular Effects of the Taser X26 Conducted Electrical Weapon," *Emergency Medicine Journal* 26, no. 8 (August 2009): 567–570.

⁸Agency statistics received from Taser International, Inc., Cincinnati Police Department Review to Community, Fall 2005, officer injuries reduced 56 percent; suspect injuries reduced 35 percent, use of force reduced 50 percent; citizen complaints reduced 50 percent.

⁹*Graham v. Connor*, 490 U.S. 386 (1989).

¹⁰*Draper v. Reynolds*, 369 F.3d 1270 (11th Cir. 2004).

¹¹*Bryan v. McPherson*, 608 F.3d 614 (9th Cir. 2010).

¹²*Oliver v. Fiorino*, 586 F.3d 898 (11th Cir. 2009).

¹³*Brooks v. City of Seattle*, 599 F.3d 1018 (9th Cir. 2010).

¹⁴*Mattos v. Agarano*, 590 F.3d 1082 (9th Cir. 2010).

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ADVANCES & APPLICATIONS

Where do the good ideas come from?

In this column, we offer our readers the opportunity to learn about—and benefit from—some of the cutting-edge technologies being implemented by law enforcement colleagues around the world.



Los Angeles Police Department Names American Military University a Preferred School

American Military University (AMU) announces that the Los Angeles Police Department (LAPD) has designated it a “preferred school” for department personnel who want to further their educations and advance their careers.

AMU is a member institution of the American Public University System (APUS), an accredited, online university system serving more than 70,000 working adults studying worldwide. APUS offers 76 undergraduate and graduate degree programs in an affordable and flexible format.

The LAPD designation follows a similar agreement between AMU and the Los Angeles County Sheriff’s Department (LASD) last year, which made AMU a member of the LASD University—a consortium of colleges and universities whose mission is to provide LASD employees with a variety of accessible learning programs.

“Ongoing professional development and education is important in any field, but it is essential in law enforcement,” said Rashall Sanchez, Training Officer in the LAPD’s Career Development Unit. “At the LAPD, we know that ensuring access to high-quality and relevant degree programs like AMU’s will help the Department further develop our leadership corps, keep our officers safer, and be highly regarded by the public we serve.”

The LAPD agreement, recently signed by Los Angeles Police Chief Charlie Beck, gives AMU a regular presence at the LAPD Training Academy and allows AMU to be in direct contact with administrators, managers, and officers seeking to learn about or enroll in one of the university’s many undergraduate or graduate

degree programs. The agreement also calls for AMU to evaluate the programs of the LAPD Training Academy to determine if some of its programs would qualify for transfer credit, which would allow Los Angeles cadets and police officers to apply some of their professional development and on-the-job training toward AMU degree programs.

AMU Law Enforcement Education Coordinator Bettina Aschenbrenner, a retired LASD sergeant and detective who, like several of her colleagues, moved from active duty to introduce educational opportunities to LAPD personnel, said, “AMU is proud to be partnering with the two largest law enforcement agencies in Southern California to provide career-advancing, higher education opportunities to those who serve and protect us here every day.”

For more information, visit <http://www.apus.edu>.



Johns Creek Police Earns CALEA Accreditation in Record Time

The Johns Creek, Georgia, Police Department was awarded a Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation this summer, becoming the first law enforcement agency in the United States to receive the important recognition within two years of its founding.

“In my more than 40 years of public service, I have never seen a new agency achieve such an accomplishment,” said Maryland Senator James Robey, a member of CALEA. “It is truly remarkable and outstanding.”

Established in 2008, the Johns Creek Police Department designed its own agency policies and practices based on CALEA’s demanding professional standards.

“Our goal from the beginning was to be a CALEA-accredited agency,” said Johns Creek

Police Department (JCPD) Chief Ed Densmore. “It’s the benchmark in professional law enforcement management and service delivery, and that’s what we wanted to provide the Johns Creek community. I’m more than proud and appreciative of my officers and staff who have worked so hard to make this happen.”

Chief Densmore and Johns Creek City Manager John Kachmar accepted the accreditation at an award ceremony in Las Vegas, Nevada, during CALEA’s summer conference attended by more than 500 representatives from law enforcement and public safety agencies across the United States, Canada, and Mexico.

“Johns Creek has truly set the bar for the industry standard,” said CALEA Commissioner Gary Margolis on presenting the award. “The accomplishment of the JCPD to achieve this level of professionalism in such a short time is truly amazing, and one I’ve never seen before as a commissioner.”

Becoming accredited is an arduous process. A total of 418 standards have to be met in all areas of law enforcement and public safety service, including operations, management, technical services, and homeland security / critical incident.

Over the last year, a team of CALEA assessors conducted on-site reviews of the Johns Creek Police Department’s policies, practices, and procedures; interviewed police staff and city leaders; and conducted open hearings to learn the public’s perception of the department.

For more information, visit <http://www.JohnsCreekGA.gov> or <http://www.calea.org>.

Hufcor FlexTact Reconfigurable Wall Systems Aid Law Enforcement and Military Tactical Training

After five years of product development, testing, and successful beta-site review, Hufcor introduces FlexTact, a new, moveable wall system specifically designed for law enforcement and military tactical training. FlexTact walls hang from overhead track grids and can be reconfigured to create ever-changing scenarios for training SWAT, active shooter, and Military Operations on Urbanized Terrain (MOUT)

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FlexTact was designed for the rigors of law enforcement training with features developed for the specific requirements of certified trainers. Installed and tested by SWAT and high-liability trainers at Public Safety Academy of Northeast Indiana and Indian River State College in Fort Pierce, Florida, prior to the 2009 launch, FlexTact

creates three-dimensional room layouts so multiple training scenarios can be offered in one space. The FlexTact panels can be easily converted to new room layouts—classrooms converted to hotel rooms, then converted to an office space, then converted to a residential layout—complete with pass doors and windows. Officers also can create hallways with multiple entrances, small restrooms, or closets, all to help train proper room clearing and search-and-rescue methods.

"Simulators are good for new recruits, but the FlexTact wall systems allow all facts of a training to be incorporated into our exercises for new and experienced personnel," said Luis Gomez, high-liability director at Indian River

State College in Fort Pierce, Florida. "Two-dimensional training on a video or projection screen tires after a while, but the FlexTact reconfigurability creates a new, three-dimensional environment each and every exercise. Trainees must be aware of all of their surroundings—not just what's on a video screen."

For more information, visit <http://www.hufcortacticaltraining.com>.

L-1 Identity Solutions Selected to Provide Massachusetts Officers' IDs

L-1 Identity Solutions—Secure Credentialing Division, a provider of secure credentialing solutions including driver's licenses for 44 states, has been selected to provide a secure standardized identification (ID) card for all local law enforcement officers in Massachusetts.

Currently, police departments issue a unique ID card with few if any security features. Because of the number of IDs in circulation, the public and other officers have little idea of what a legitimate police ID looks like, causing confusion and increasing the likelihood of counterfeit police IDs. With this solution, each department will utilize a web enrollment process. The cards will be printed in a central facility and shipped to each police chief for internal distribution, ensuring complete control of the issuance process.

ID card benefits include a common look and feel and security features similar to those on the Massachusetts driver's license. The cards will contain barcodes for accessing secure areas and be customized for each department with, for example, the jurisdiction name, the department's patch, the chief's name, and the agency address.

The credentials will be used for identification purposes in law enforcement public outreach, mutual aid exercises, firearm transportation in commercial aviation, carrying firearms into courthouses and other public buildings, and access to secure facilities.

"For the first time, the people of Massachusetts will have the ability to determine when they look at a police officer's identification that they are talking to an authentic law enforcement officer and not an imposter," said Bill Brooks, deputy chief, Wellesley, Massachusetts, Police Department.

The Massachusetts Chiefs of Police Association is planning a public outreach campaign to educate the public on what a legitimate police ID will look like. ♦

For more information, visit <http://www.l1id.com/pages/18-secure-credentialing>.



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▶ IACP Holds

By Paul E. Santiago,
Director, International
Policing Division, IACP

Global Summit on

TERRORISM



Terrorism, a subject that has many facets, was recently the subject of an IACP global policing summit in Paris, France, September 21–22. The IACP held the event, titled *Terrorism and the Prevention of the Radicalization of Youth*, which focused on the youth facet of the terrorism picture. Partnering with the IACP to conduct this event were INTERPOL, FRANCOPOP, and the French National Police. Opening remarks for the summit were offered by the leaders of each organization: Frederic Pechenard, director of the French National Police; Chief of Police Michael Carroll, then-president of the IACP; Ron Noble, secretary general of INTERPOL; and Emile Perez, president of FRANCOPOP. Each provided remarks on the topic to set the tone and frame the summit. Perez, who also served as moderator for the conference said, “We as police have to realize that when the only response is police, it is too late. We need a political and social response.”

The summit attracted attendees from 49 countries and featured a distinguished list of panelists. Panels were organized in a logical order so as to cover all aspects of the radicalization phenomenon: causation of radicalization, recruitment, deradicalization programs, prevention strategies, and a summary regarding the future.

After the organizational leaders set the focus and tone for the summit, each participant was asked to share their thoughts on the subject of radicalization of youth from their own experiences or that of the countries they represent. This created a sense of cohesion in the group and added to the cohort experience. These comments were nonattributive and provided great benefit to those in attendance.

Prior to the beginning of the five panel discussions, Alain Bauer, professor of criminology and president of the French National Crime Commission provided an overview of the issue of youth in terrorist organizations and radical activities. But he began on the macro level by saying that “strategic surprise is an outcome of strategic blindness that we must fight outside of our comfort zone and recognize that intelligence isn’t just for large cities, but that small cities and local towns play an important role, just as the Gendarmerie does in France. Moreover, “we must also understand that the term ‘national security’ is not solely a matter of national defense, but that it goes much deeper than that, and that for the first time since 9/11, on both sides of the Atlantic, the understanding seems to be joined.” Further, that “we cannot put together a strategy simply by electronically collecting and disseminating information; it is important to establish conceptual and operational foundations.” Bauer went on to say that “criminologist[s] try to understand the criminal not judge the criminal,” and as such we must recognize that “terrorist use the tools and mechanisms of criminals. Bauer feels that, “the war on terror has failed, failed in determining who the enemy is.” Finally, Bauer said,



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"we must look at the organized crime terrorism continuum, in that there is a symbiosis between various types of crime, and that to detect is prevention, and therefore part of the process of combating terrorism."

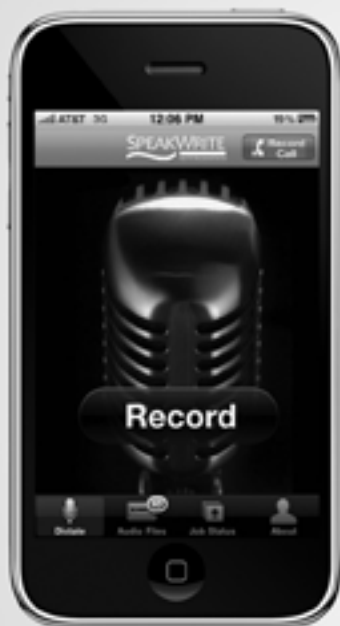
The first panel moderated by Christer Ekberg, formerly of the Swedish Criminal Intelligence Service and presently of the Royal Academy of War Sciences in Sweden, helped to focus on the first step of the process: causation. Javed Ali Mustafa of the FBI talked about the three notions that had heretofore been made about the causation of radicalization in the United States, and that those notions are now being questioned. Antoine Sfeir, journalist, professor, and editor of the magazine *Les Cahiers de l'Orient*, spoke about the mere fact of building a madrassa does not contribute to fundamentalism; it is the person who preaches inside that contributes to the causation. Emiliano Calzada, police attaché to France from Spain, explained that radicalization disconnects the person from assimilation, that the gradual shift can be identified by certain variables, and that identifying these variables is important. Carstan Voss of the German Bundeskriminalamt (Federal Criminal Police Office) spoke on right-wing extremism and the German experience.

The second panel, moderated by David Beer, IACP international vice president, focused on recruitment. This panel com-

prised Dawn Scalici of the United States Department of Homeland Security; Christophe Chaboud of the Central Directorate of Interior Intelligence, France; Nicolas Jauniaux, head of the Penitentiary Intelligence Office, Ministry of Justice, France; and Sean Martell, chief inspector, New Scotland Yard, United Kingdom. This panel discussed the difficulty in identifying at-risk youth for the purposes of focusing governmental preventive measures. The panel also talked about propaganda and the smart use of the media as important tools for those doing the recruiting, perhaps making up 90 percent of the recruitment effort, according to one of the panelists. The Internet is a virtual university for educating and recruiting jihadist, just as are prisons. While in prison, inmates are not hermetically sealed off from the outside world and are susceptible to the contagion effect of fundamentalist recruiters. And, while in prison, it is easy for inmates to move from "I" to "we," sometimes, this shift is a convenient conversion to avoid being ostracized and isolated, which means unprotected.

The third panel, facilitated by Emile Perez, president of FRANCOPOL and director of the French National Police International Cooperation Division, concentrated on deradicalization programs. Panelists presented on regional successes

and programs from Jordan, Singapore, and countries from the Middle East, North Africa, and Central Asia. Major Feras Mahmoud Mohammad Al-Rashid provided the Jordanian experience, highlighting the role that intelligence gathering plays to facilitate prevention, as well as the importance of police dialogue with people holding extremist thoughts. Major Al-Rashid articulated Jordan's active participation in the international network to combat terrorism through police cooperation and information sharing after a terrorist event. Grace Li from the Ministry of Home Affairs, Singapore, provided the Singaporean experience, which detailed two key components of Singapore's counterterrorism approach: the rehabilitation of detained terrorists and a counterideology outreach to the community. Dr. Omar Ashour from Exeter University focused on a few of the near two dozen countries that have deradicalization programs. He stated that they fall into two basic categories: that is, those that are considered process driven such as Egypt and Algeria, and those that are program driven such as Saudi Arabia and Singapore. He went into some detail with respect to the process-driven ones that fall into three categories: comprehensive, pragmatic, and substantive. His research and fieldwork found that leadership, classical security and military tactics, selective inducements,



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“The need for international cooperation, including mutual legal assistance, in dealing with incitement to commit terrorist acts cannot be stressed more.”

and interactions with the subject are primary drivers of deradicalization and ending political violence.

The fourth panel, facilitated by Paul E. Santiago, director of the IACP International Policing Division, focused on prevention strategies. Tony Heal from the Home Office in the United Kingdom presented the United Kingdom counterterrorism strategy known as CONTEST, with focus on one of the four components known as PREVENT, whose aim is to address specific causes of radicalization by meeting five objectives:

1. Challenge the ideology behind violent extremism and support mainstream voice
2. Disrupt those who promote violent extremism and the places where they operate
3. Support individuals who are vulnerable to recruitment or who have already been recruited by violent extremists
4. Increase the resilience of communities to violent extremism
5. Address the grievances which ideologues are exploiting

Gilles Michaud, assistant commissioner for national security criminal investigations, Royal Canadian Mounted Police (RCMP), stated that the police cannot influence ideology. Instead, the emphasis should be on stemming criminal violence by building community resilience to radicalization and

violent messaging. Michaud discussed the RCMP's approach to counterradicalization, with a particular focus on the Clients, Analysis, Partnerships, Response, Assessment (CAPRA) community policing model, which lies at the heart of the RCMP's intelligence-led, community-based policing philosophy. Jennifer Buntman of the New York City Police Department, Intelligence Division, provided a case study on the importance of intelligence in prevention strategies. Finally, José Fernández Duarte from Spain reported on the European Union Working Group on Terrorism, which took place during the Spanish presidency of the European Union in the first semester of 2010.

The summit was closed out by the fifth panel titled Future/Summary, facilitated by Andrew Castor, deputy assistant director, Counterterrorism Division, FBI. Ivan Gelbard from the Europol Counter Terrorism Unit stated, "Prevention is the key which can be applied to all crime, and that radicalization is not just a police problem, it is a societal problem." He was joined in the panel by Laurent Moscatello, assistant director of INTERPOL's Public Safety and Terrorism Sub-Directorate. Haider Shah of the Counter Terrorism Executive Directorate of the United Nations talked about different perceptions of the threat and great challenges to a global response to the problem. He stated,

At the national level, the response needs to be broad, holistic, and integrated. The need for international cooperation, including mutual legal assistance, in dealing with incitement to commit terrorist acts cannot be stressed more. There is also great scope for regional and subregional cooperation, which remains an untapped potential. Regional organizations can play their role more effectively since they are closer to the scene and are better placed to understand the issues of their region.

There is a need to empower and enlist women as a resource and as an active partner in addressing incitement. For example, women can provide a vital perspective on youth rehabilitation programs in different societies.

By all accounts the conference was a success, in no small part thanks to the hard work of the conference host, the French Ministry of Interior, and members of the French National Police. This summit was made possible through generous donations from the Motorola Corporation and the Target Corporation. ♦

Editor's note: Police Chief magazine will feature full-text versions of some of the panelist presentations in upcoming issues.

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Power Law Distribution and Solving the Crime Problem

By Tim Hegarty, Captain and Patrol Division Commander,
Riley County Police Department, Manhattan, Kansas

The recession has forced law enforcement agencies to take a hard look at their operations to determine where they can cut expenses. As part of that examination, agencies are trying to decide how to use their resources more efficiently and effectively. The critical factor in this process should be the agency's mission: what it proclaims to undertake for the community it serves. The author believes that the principal mission of any law enforcement agency is to prevent crime, and this article is directed primarily at those agencies that share this belief. If the mission is to prevent crime, then how can law enforcement agencies accomplish it in today's environment with smaller budgets and fewer officers? Perhaps one way is to regard the problem of crime and examine its characteristics as a problem.

Power Law Distribution

Author Malcolm Gladwell points out that problems are often assumed to have the normal distribution of a bell curve, where the bulk of the problem is confined to the middle of the curve with the extremes on either end. He believes that the "bell-curve assumption has become so much a part of our mental architecture that we tend to use it to organize experience automatically."¹ Gladwell examined several diverse problems—the Los Angeles, California, Police Department Rampart scandal from the late 1980s and early 1990s, homelessness, and vehicle pollution—and found that none exhibited the characteristics of a bell curve. Rather, each was found to have a power law distribution where all the activity creating the problem lies at one extreme, making it look more like a hockey stick with the activity sloping upward steeply to the left. This type of distribution is also referred to as a J-curve.²

A closer examination of power law distribution shows that not only does it apply to a variety of problems, but it also is "practically a universal law" when it comes to phenomena in general.

John E. Eck, Ronald V. Clarke, and Rob T. Guerette explain:

A small portion of the earth's surface holds a majority of life on earth. Only a small proportion of earthquakes cause most of the earthquake damage. A small portion of the population holds most of the wealth. A small proportion of police officers produce most of the arrests resulting in prosecution.³ In more popular terms, this kind of distribution is commonly referred to as the 80-20 rule; 20 percent of some things are responsible for 80 percent of the outcomes.⁴ In practice, it is seldom exactly 80-20, but it is always a small percentage of some group involved in a large percentage of some result.⁵

Crime is also a phenomenon that displays a power law distribution, both in the people who commit it and in the places where it is committed.

Prolific Criminal Offenders

Power law theory, as it applies to offenders, has been well documented for the past several decades. In the Philadelphia Cohort Study, which followed 9,945 subjects from childhood to adulthood, only 6.3 percent of offenders labeled "chronic" were responsible for 52 percent of the crimes committed by all the study's participants.⁶ A United Kingdom Home Office study, which focused on a group of 51,441 children born in Great Britain in 1953, found that 7 percent of the study group accounted for 65 percent of the criminal convictions for the entire study group.⁷ Of the most significance to this discussion of power law and prolific offenders are two separate studies conducted on two different

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continents, 25 years apart: the Cambridge Study in Delinquent Development and the Pittsburgh Youth Study.

The Cambridge Study in Delinquent Development was a prospective longitudinal study of 411 males in a working-class area of North London in the United Kingdom that covered a period of more than 20 years, with solid data available for 395 subjects out of the total original sample.⁸ It is important to note that this study focused on actual conviction data for offenses “synonymous with ‘serious’ or ‘criminal’ offenses . . . no convictions for traffic offenses were included, nor convictions for offenses regarded as

minor.”⁹ The results of the Cambridge study showed that one-third of the subjects in the sample were convicted at least once, with the maximum number of convictions at 14 by two subjects.¹⁰ Just 22 of the subjects were responsible for half of the crimes committed by the entire study group.¹¹ In addition, the study showed that there was only a 10 percent chance that the frequent offenders were likely to end their criminal careers, while there was a 33 percent chance that the occasional offenders would stop committing crimes after a conviction.¹² Will Cook et al. note that a power law relationship describes both the data for the entire sample and the

data that excludes the two-thirds of the subjects with no convictions.¹³ In other words, for the entire sample, a small percentage of the subjects were responsible for most of the convictions, and a small percentage of those subjects that received convictions were responsible for a large percentage of the total number of convictions.

The Pittsburgh Youth Study began in 1986 with a total sample of 1,517 boys from three different grade levels in the Pittsburgh, Pennsylvania, public school system. Unlike the Cambridge study, which relied on actual convictions of its subjects, the Pittsburgh study analyzed “self-reported” acts of delinquency.¹⁴ Two-thirds of the subjects in the study reported no acts of delinquency, just as two-thirds of the subjects in the Cambridge study had no convictions, and of the subjects that did report acts of delinquency, 87 percent reported between one and twenty acts.¹⁵ Again, as with the Cambridge study, a power law relationship describes both the data from all the subjects and the data when the subjects with zero reported acts are removed.¹⁶ Cook et al. summarize the most relevant points of these two studies:

We therefore examine different aspects of criminal activity—convictions and self-reported acts of delinquency—over different timescales. The results are remarkably similar in the two separate studies. A power law relating the frequency to the rank of the number of convictions/reported criminal acts fits the overall samples well and better than the alternative hypothesis of an exponential relationship between the two. However, the exclusion of the frequency with which zero crimes are committed/reported improves the fit with both data sets. In other words, when the sample is restricted to those individuals who have actually committed a crime in the relevant time period, a power law describes the frequency distribution even better than when the whole sample is used.¹⁷

Consider these findings for a moment. Two different studies on two different continents, separated by 25 years, with different methods of recording data, and yet the results are nearly identical. Power law distribution clearly applies to those who commit crime. A vast majority of the population commits little to no crime, with only a small percentage of the population committing any crime. Moreover, an even smaller percentage of the criminal population commits most of the crime. Similar results are found when examining the places in which crime is committed.

Prolific Crime Places

A Seattle, Washington, study that spanned 14 years found that 4 percent to 5 percent of the city’s blocks accounted for 50 percent of the reported crime, while 84 percent of the blocks maintained stable levels of reported crime over the entire length of the



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study.¹⁸ Braga studied shootings in Boston over a 30-year period and found that the 7,359 total incidents occurred in only 11.5 percent of the city; in other words, 88.5 percent of the city experienced no shooting incidents at all.¹⁹ In a Minneapolis, Minnesota, study, a mere 3 percent of the addresses in the city accounted for 50 percent of all calls for service to the police during a one-year period.²⁰ Sherman notes that "this concentration was even greater for the predatory crimes of robbery, criminal sexual conduct, and auto theft: only 5 percent of the 115,000 street addresses and intersections in the city produced 100 percent of the calls for those usually stranger-perpetrated crimes."²¹ Sherman further examines this concentration:

One cause of that concentration, of course, is the small number of those crimes relative to the large number of places. Even without any repeat locations, for example, all of the robberies could only have occurred at 3.6 percent of all places. But the fact is that with repeat occurrences, they occurred at only 2.2 percent of the places—a 40 percent reduction from the hypothetical number of places if there were no repeat locations. Domestic violence is even more concentrated by place of occurrence than robbery. While 21 percent of the places in Minneapolis could have had a domestic disturbance call without repeats, only 8.6 percent actually did—a 59 percent reduction.²²

Sherman concludes by comparing the Minneapolis data with the Philadelphia Cohort Study, showing that the concentration of crime in relation to places is six times greater than in relation to persons.

In one of the most comprehensive examinations, John Eck et al. clearly demonstrate the power law relationship between places and crime in a review of "risky facilities."²³ Thirty-seven studies were identified that included data about variations in the risks of crime, disorder, or misconduct in facilities such as banks, bars, schools, sports facilities, and parking structures. From a review of these studies, "it appears that crime in any population of similar facilities in a geographic area and time period will be highly concentrated in a few facilities, while most of the facilities will have relatively few or even no crimes."²⁴ For example, a study of bars located in Shawnee, Kansas, showed that 20 percent of the bars accounted for 62 percent of reported crime at all bars over a two-year period. In a study of stores in Danvers, Connecticut, 20 percent of the stores accounted for 85 percent of the reported shoplifting cases.²⁵ A Jacksonville, Florida, study examined apartment complexes with at least one reported crime, rather than looking at all apartment complexes, which turned out to be 269 apartment complexes, each with more than 50 units. In this data set, 20 percent of the complexes accounted for approximately 47 percent of the crime—

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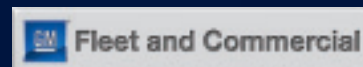
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a number that would be much higher if the apartment complexes with no calls to police were included.²⁶ In Chula Vista, California, 19 percent of the motels in the city accounted for 51 percent of the calls for service to police. Even when motels were separated by those locally owned versus those belonging to a national chain, the data remained virtually unchanged: 20 percent of locally owned motels accounted for 50 percent of the calls from all locally owned motels, and 20 percent of the national chain motels accounted for 54 percent of the calls from all national chain motels.²⁷ The power law relationship exists even when crime is categorized separately into violent and property crimes.²⁸

Eck et al. conclude that the power law relationship between facilities and crime is the rule rather than the exception, regardless of whether the facilities or the crimes are subdivided. The implications are obvious:

Focus on the high crime members of the facility set and, if one is successful at driving down crime at these locations, the overall crime level for all facilities in the set will decline. The flip side of this argument is just as obvious: focusing on all the facilities, and particularly the low crime facilities, will have little impact and will have greater costs per crime prevented than the recommended approach.²⁹

Based on the research, the same argument holds true for offenders as well. Focusing on the most prolific offenders will drive down crime committed by all offenders. Treating all offenders equally will not.

Implications

On the one hand, the power law characteristics of crime represent good news for law enforcement. As Gladwell notes, "When a problem is that concentrated, you can wrap your arms around it and think about solving it."³⁰ On the other hand, there is some bad news as well. Foremost is that repeat offenders and high-crime places are not likely to respond to the standard model of policing, which is characterized by "random patrol, rapid uniformed response, deployment of officers to crime investigation once an offense has been detected, and reliance on law enforcement and the legal system as the primary means of trying to reduce crime."³¹ The bad news, however, is not that bad, as solid research over the last 10–15 years has identified effective policing strategies that address the relationship between power law distribution and crime, particularly repeat offender programs and hot-spot policing for high-crime places.³² These strategies work because they reject the false premise that crime is committed by a large number of individuals over a widespread area; instead, they acknowledge the reality of the problem by attacking those relative few who commit most of the crime, and those small number of

places where high concentrations of crime are committed.

With all this said, it is important to point out that the author is not advocating the sole use of enforcement action in addressing the crime problem. True gains in crime reduction may not be fully realized without at least some form of problem-oriented policing, such as what Anthony A. Braga and David Weisburd call "shallow" problem solving.³³ Like repeat-offender programs and hot-spot policing, problem-oriented policing has been shown over time to work in reducing crime.³⁴ In fact, Jerry Ratcliffe's definition of intelligence-led policing, which

focuses on "prolific and serious" offenders, acknowledges the effectiveness of problem-oriented policing and its role in the strategic management component of intelligence-led policing.³⁵ The first step, however, is still to accept the concentrated nature of crime, and only then can law enforcement begin to change policing to meet this challenge.

In the end, the current economic environment facing law enforcement could be a blessing in disguise. As agencies are forced to examine how they police—particularly those with a crime reduction mission—they may discover that their current strategies are not effective in actually reducing crime.



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Understanding the power law characteristics of the crime problem is one way to begin solving the problem of crime, and through focusing their resources on targeting repeat criminal offenders and prolific crime places, police agencies actually *can* do more with less. Saving money and reducing crime is a proposition that law enforcement agencies can no longer afford to ignore. ♦

Notes:

¹Malcolm Gladwell, *What the Dog Saw: And Other Adventures* (New York: Little, Brown and Company, 2009), 181.

²John E. Eck et al., "Risky Facilities: Crime Concentration in Homogeneous Sets of Establishments and Facilities," *Crime Prevention Studies* 21 (2007): 228, http://www.popcenter.org/tools/risky_facilities/PDFs/Eck_et_al_press.pdf (accessed November 5, 2010).

³Eck et al., "Risky Facilities," citing, Brian Forst et al., *Arrest Convictability as a Measure of Police Performance* (Washington, D.C.: U.S. Department of Justice, National Institute of Justice, 1982); and citing, Brian Forst et al., *What Happens after Arrest?* (Washington, D.C.: Institute for Law and Social Research, 1977).

⁴Eck et al., "Risky Facilities," citing, Richard Koch, *The 80/20 Principle: The Secret to Achieving More with Less* (New York: Doubleday, 1999).

⁵Eck et al., "Risky Facilities."

⁶Jerry Ratcliffe, *Intelligence-Led Policing* (Portland, Ore.: Willan, 2008), 54.

⁷*Ibid.*, 54–55.

⁸Will Cook et al., "Scaling Behaviour in the Number of Criminal Acts Committed by Individuals," *Journal of Statistical Mechanics: Theory and Experiment* (July 2004): 4–5.

⁹*Ibid.*, 5.

¹⁰*Ibid.*, 6.

¹¹Paul Ormrod et al., *Non-linear Modeling of Burglary and Violent Crime in the UK* (London, England: Volterra, 2002), 33.

¹²Ratcliffe, *Intelligence-Led Policing*, 54.

¹³Cook et al., "Scaling Behaviour in the Number of Criminal Acts Committed by Individuals," 9.

¹⁴*Ibid.*, 3.

¹⁵*Ibid.*, 10.

¹⁶*Ibid.*, 11–12.

¹⁷*Ibid.*, 15.

¹⁸Ratcliffe, *Intelligence-Led Policing*, 50.

¹⁹Anthony A. Braga, "Understanding and Preventing Serious Violence in Boston," (presentation, FBI National Academy Associates 2010 Annual Training Conference, Boston, Mass., July 27, 2010).

²⁰Ratcliffe, *Intelligence-Led Policing*, 50.

²¹Lawrence W. Sherman, "Hot Spots of Crime and Criminal Careers of Places," in *Crime Prevention Studies*, ed. John E. Eck and David Weisburd, vol. 4 (1995), 36.

²²*Ibid.*, 36.

²³Eck et al., "Risky Facilities," 225–264.

²⁴*Ibid.*, 229.

²⁵*Ibid.*, 229–230.

²⁶*Ibid.*, 230.

²⁷*Ibid.*, 231.

²⁸*Ibid.*, 230.

²⁹*Ibid.*, 246.

³⁰Gladwell, *What the Dog Saw*, 186.

³¹Ratcliffe, *Intelligence-Led Policing*, 65.

³²Lawrence W. Sherman et al., *Preventing Crime: What Works, What Doesn't, What's Promising* (Washington, D.C.: National Institute of Justice, 1998), <http://www.ncjrs.gov/works> (accessed November 5, 2010); and Brandon C. Walsh, "Evidence-Based Policing and Crime Prevention," in *Police Innovation: Contrasting Perspectives*, ed. David Weisburd and Anthony A. Braga (New York: Cambridge Press, 2006), 305–321.

³³Anthony A. Braga and David Weisburd, "Problem-Oriented Policing: The Disconnect between Principles and Practice," in *Police Innovation: Contrasting Perspectives*, ed. David Weisburd and Anthony A. Braga (New York: Cambridge Press, 2006), 133–152.

³⁴Sherman et al., *Preventing Crime: What Works, What Doesn't, What's Promising*; and Walsh, "Evidence-Based Policing and Crime Prevention," 305–321.

³⁵Jerry Ratcliffe, "Intelligence-Led Policing: Anticipating Risks and Influencing Actions," in *Intelligence 2010: Revising the Basic Elements*, ed. Marilyn B. Peterson, Bob Morehouse, and Richard Wright (IALEIA, in press).



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Perspective on Neurolinguistic Programming (NLP)

By Gary I. Wilson, Colonel (Retired), United States Marine Corps, Carlsbad, California

Neurolinguistic programming (NLP) techniques are popular with law enforcement officials for uncovering deception during interrogations. As a result of this popularity, various communities are witnessing the widespread application of NLP techniques to both interviews and interrogations.¹ The purpose of this article is to explore the validity of detecting deception by using NLP techniques.

Specifically, this article succinctly considers the integration of NLP techniques with implicit behaviors such as eye movements. The premise behind NLP is that a person's eye movements give interrogators a means to uncover truth and reveal deception. NLP advocates contend that they can detect deception by observing eye movements concordant with verbal statements furnished by suspects during interviews and interrogations.²

Par Anders Granhag, in his research, notes that distinguishing among facts, fiction, truth, noise, and deception is one of the central tasks associated with forensics, interviewing, and interrogation.³ Charles Bond and Bella DePaulo review a large number of studies that focus on an individual's ability to ferret out deception.

They also report that people's performance for detecting lies or deception appear just above the level of chance.⁴

This "just-above-the-level-of-chance" criterion is not particularly compelling or reassuring. It is about the same level of chance as flipping a coin. In the wake of Granhag's work, Granhag and others suggest that people might be better at detecting deceptions using indirect ways of validating veracity and truth-telling.⁵

Granhag labels this indirect approach of determining veracity as implicit lie detection. In other words, it is an approach that targets things other than explicit veracity (for example, verbal declarations). The targets are implicit behavioral factors such as eye movements.⁶ Much of the effort surrounding the concept of implicit lie detection finds favor in the areas of paralinguistics and neurolinguistics.⁷

NLP: Integrating Communication and Therapy

NLP was conceptualized in the 1970s by Richard Bandler and John Grinder. Both Bandler and Grinder hypothesized that people tap into their cognitive processes communicating through different



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means: auditory, visual, and kinesthetics. Bandler and Grinder's main thrust in developing NLP was to identify a new system of integrating communication and therapy.

Nevertheless, NLP has found its way into interrogation texts, professional journals, and interview rooms. For example, Vincent Sandoval and Susan Adams write in a FBI publication about how to use NLP in interviews.

Neurolinguistic programming is not a new concept nor used rarely. In fact, most successful interviewers employ some variation of it to gain rapport. However, by being conscious of the process and the benefits associated with NLP, interviewers can use these techniques to their advantage. By matching interviewees' nonverbal behavior, and the manner in which they say something, and even their choice of words, interviewers can increase rapport and enhance communications. As a result, the potential for gaining crucial information needed to help resolve investigations improves significantly.⁸

Nathan Gordon, William Fleisher, David Zulawski, and Douglas Wicklander describe

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in their textbooks *Effective Interviewing and Interrogation* and *Practical Aspects of Interview and Interrogation*, which are widely used by law enforcement and academic institutions, how NLP is applied in law enforcement venues. Briefly, neurolinguistics explores the connection between language and the functioning of the nervous system.

Eye Movements

According to Gordon and Fleisher,⁹ and Zulawski and Wicklander,¹⁰ advocates of neurolinguistics contend that there is a “probable” link between various kinds of eye movements and the cognitive neural processing of language. For example, Gordon and Fleisher write that when “eyes move upward and to the right in one’s gaze, this indicates a suspect may be creating or adding information to something they are attempting to visualize.”¹¹

If a suspect’s eyes move directly to the right, this indicates the suspect is creating or adding information to something they have not heard. When a suspect’s eyes are looking straight up towards the ceiling, this neurolinguistic cue indicates a suspect may be seeking divine intervention or help from above. This eye movement is considered not consistent with the suspect’s memory of what actually transpired.

Joe Navarro and John Schafer, in an FBI Bulletin posit in concert with David Givens,¹² state that

Eyes do not just see, they communicate when the brain conducts internal dialogue, recalls past events, crafts answers, or processes information. Eyes also serve as a blocking mechanism, much the same way as folded hands across the chest or turning away in disagreement. When people hear or see something they disagree with or do not fully support, their eyelids tend to close longer than a normal blink. This automatic response occurs so quickly the most extended eye closures go unnoticed. By cataloging a person’s baseline eye responses during nonstressful conversation, investigators can compare the eye responses with those during critical questions.

*Additionally, individuals who struggle with an idea or concept often blink their eyes rapidly. Rapid blinking or “eyelid flutter” signals a sensitive topic. Officers carefully should observe the speaker’s eyes, which can alert to the possibility of deception.*¹³

What is striking about law enforcement’s unabashed acceptance of NLP for revealing deception, is that neither Bandler nor Grinder ever proposed that assessing nonverbal or implicit behavior cues (that is, eye movements and blink rate) has any relevance or evidence-based connection to detecting deception.¹⁴ Clearly, NLP was not intended by Bandler or Grinder to be used as a forensic, assessment, or analytical instrument for the detection of deception. Nevertheless, NLP applications continue to find their way into interrogation texts and interview rooms while growing in popularity. The question is, does research data support NLP’s use for detecting deception? Stan Walters argues that there is no data support for NLP use as an instrument for detecting deception, noting

One of the most stubborn misconceptions in investigative interviewing concerns the ability to spot truthful and deceptive statements made by an individual by merely watching eye movement. This misrepresentation of neurolinguistic programming proposes that when a person’s eyes move to his left, the individual is most likely recalling information. Should the interviewer ask for information and observe a left eye movement from the subject, then the subject is most likely being truthful in his statements because he is recalling known information. On the other hand, movement of the eyes to a person’s right is supposedly typical of

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a person who is creating information. If any response to an interviewer's inquiry elicits a verbal response along with right eye movement, it is believed the subject is being deceptive. Nothing could be further from the truth, nor could a greater injustice be done to the practice of neuro-linguistic programming, NLP. Despite the fact that scientific evidence reports otherwise, some investigative interviewers have complete faith in their ability to spot deception . . . In many cases, this has become the staple of interview and interrogation training in law enforcement academies and investigative interviewing programs, with instructors' consistently citing Bandler and Grinder's work as the authoritative source of information. The use of eye-accessing cues to assess the truthful or deceptive responses of a subject is unreliable, and the correlation with deception is no better than chance.¹⁵

In other supportive studies, it was found to be common for the subject to have eye movements inconsistent with speech cues. Those same studies also determined that IQs were inconsistent with questions designed to elicit specific mental responses on the visual, auditory, or kinesthetic levels.¹⁶

Ethnicity and Gender

In addition to eye movement being inconsistent with speech cues, ethnicity and gender may also have an impact on assessing credibility and deception.¹⁷ Julie Lavigne, in a presentation to the American Psychological Association 2008 Convention, suggests that interactions between police officers and ethnic minorities are likely to be challenging. Interactions are characterized by mutual distrust and misinterpretation of cues, as well as misunderstandings regarding the actual meaning of the behavior exhibited.¹⁸

Ethnic and culture-related behaviors can be compounded with cues one uses to detect lies and might be misinterpreted by police officers as an attempt at lying even when the person questioned is not engaging in deception. Although research has shown that ethnic groups influence one's own nonverbal behavior during interactions with others, few studies have examined the influence of ethnic groups on behavioral cues to deception. The lack of insights about the effects of ethnic groups on deceptive behavior is particularly striking . . . Behavioral cues to deception are influenced both by individual (that is, ethnic groups) and contextual (that is, phase of investigation) factors. For this reason, detecting a suspect's deception by means of their behavior is likely to be challenging and misleading for police and scholars.¹⁹

Gender and Profanity

While ethnic factors can influence or mislead police and scholars in their interpretation of implicit behavior such as eye movement, it is interesting to consider the effects of gender and profanity during interrogation. Kellie Ann Green and Julia Friedman, in their presentation to the Western Psychological Association 2006 Convention, described an experiment in which both profanity and gender contribute to the perception of credibility in the context of a hypothetical interrogation used in the study.²⁰

Green and Friedman concluded that there is significant interaction between gender and profanity ($p = .007$) The "highest credibility was assigned to male suspects who used profanity and those with the lowest credibility were assigned to female suspects who use profanity."²¹ When males use profanity, they are considered credible; and when females use profanity, they are considered not credible. Another study involving gender and detection of lies by Armino Freitas-Magalhaes notes that Portuguese "women, regardless of age,

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are more assertive in the identification and recognition of lies, particularly in the age bracket of 25 to 45 years."²² This gives credence to the hypothesis that women are better at detecting deception than men.

The preceding research data might give one pause regarding the influence of not only gender on perceived credibility during interviews and detection of lies, but also on the use of profanity in these circumstances. The idea of NLP being able to detect deception solely by eye movements is seriously challenged by such data. Advocates of NLP, nonetheless, hold that there is a direct neurological connection between eye movements and representational systems.²³ Yet the evidence-based data are lacking with respect to NLP use in determining truth or deception. Researchers in the past have pointed out the need for empirical studies to address the utility of police using NLP for detecting deception.²⁴ It is evident that other factors, such as ethnic groups, gender, and use of profanity, can effectively



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influence perceived credibility (that is, truthfulness) while drastically impacting an investigator's ability to detect deception when techniques like NLP are used in the absence of evidence-based data. Another consideration in detecting deception is the role that complex cognitive factors might play in challenging the utility of NLP for ascertaining deception.

Miron Zuckerman, Bella DePaulo, and Robert Rosenthal submit that lying is more cognitively complex than truth-telling. Zuckerman and the coauthors hypothesize that liars need to formulate communications that are internally consistent and consistent with what others already know: "The complex cognitive challenge involved in lying results in longer response latencies, more speech hesitations, greater pupil dilation, and fewer illustrators (e.g., movements) that accompany speech."²⁵ The authors make the case that the varying degrees to which both verbal and nonverbal cues occur differentially during deceptive communications compared with truthful communications are very impor-

tant. Their research produced 159 estimates of 19 behavioral cues to deceptions. This underscores the complexity of detecting deception; the wide range of deceptive cues challenges the concept of relying solely upon NLP eye movement constructs to detect deception.²⁶

Conclusion

NLP has captured the attention of law enforcement and interrogators regarding its application to detecting deception during interview and interrogation processes. Clearly, there is a lack of evidence-based data to support using NLP for ferreting out deception. Yet employing NLP techniques for detecting deception persists throughout law enforcement communities despite the dearth of supportive evidence. NLP utility for deciphering truth from deception is a myth. Nonetheless, it is still touted for investigative interviewing.

Those working in the area of forensics need to be aware of the shortcomings of

methods that are not evidence based. It is essential to strive for the use of techniques and methods that are supported by research data—"The only certain method of discerning truth relies on the corroboration of the known facts independent of the information provided by the person interviewed."²⁷ ❖

Notes:

¹Stan Walters, *Principles of Kinesic Interview and Interrogation*, 2nd ed. (New York: CRC Press, 2003), 138-140.

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³Par Anders Granhag, "Rethinking Implicit Lie Detection," *The Journal of Credibility Assessment and Witness Psychology* 7, no. 3 (2006): 180-190, http://truth.boisestate.edu/jcaawp/2006_180_190/2006_180_190.pdf (accessed November 4, 2010).

⁴Charles Bond and Bella DePaulo, "Accuracy of Deception Judgments," *Personality and Social Psychology Review*, 10, no. 3 (2006): 214-234.

⁵Granhag, "Rethinking Implicit Lie Detection."

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⁷David Zulawski and Douglas Wicklander, *Practical Aspects of Interview and Interrogation*, 2nd ed. (Boca Raton, Fla.: CRC Press, 2002).

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¹⁰David Zulawski and Douglas Wicklander, *Practical Aspects of Interview and Interrogation*.

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¹³Joe Navarro and John Schafer, "Detecting Deception," *FBI Law Enforcement Bulletin* 70, no. 7 (July 2001): 10, <http://www.fbi.gov/stats-services/publications/law-enforcement-bulletin/2001-pdfs/july01leb.pdf> (accessed November 4, 2010).

¹⁴Walters, *Principles of Kinesic Interview and Interrogation*.

¹⁵*Ibid.*, at 138–139.

¹⁶Aldert Vrij and Shara Lochun, "Neuro-Linguistic Programming and the Police: Worthwhile or Not," *Journal of Police and Criminal Psychology* 12, no. 1 (January 1997): 25–31.

¹⁷Walters, *Principles of Kinesic Interview and Interrogation*.

¹⁸Aldert Vrij and Frans Willem Winkel, "Crosscultural Police-Citizen Interactions: The Influence of Race Beliefs and Nonverbal Communication on Impression Formation," *Journal of Applied Social Psychology* 22 (October 1992): 1546–1559; and Aldert Vrij and Frans Willem Winkel, "Perceptual Distortions in Cross-Cultural Interrogations: The Impact of Skin Color, Accent, Speech Style, and Spoken Fluency on Impression Formation," *Journal of Crosscultural Psychology* 25 (June 1994): 284–295.

¹⁹Julie Lavigne, "Indicators of Deception: The Effects of the Ethnicity of the Suspect" (paper presented at the American Psychological Association 2009 Convention, Boston, Massachusetts).

²⁰Kellie Ann Green and Julia Friedman, "Effects of Gender and Profanity during Interrogation on Perceived Credibility" (poster presentation, Western Psychology Association 2006 Convention, Riviera Resort, Palm Springs, California, April 30, 2006).

²¹*Ibid.*

²²Armindo Freitas-Magalhaes, "Effect of Look in Detection of Lies: Empirical Study with Portuguese" (paper presented at the American Psychological Association 2009 Convention, Toronto, Ontario, Canada).

²³Sandoval and Adams, "Subtle Skills for Building Rapport Using Neurolinguistic Programming in the Interview Room," 4.

²⁴Vrij and Lochun, "Neuro-Linguistic Programming and the Police: Worthwhile or Not;" and Sandoval and Adams, "Subtle Skills for Building Rapport using Neurolinguistic Programming in the Interview Room," 4.

²⁵Miron Zuckerman, Bella DePaulo, and Robert Rosenthal, "Verbal and Nonverbal Communication of Deception," *Advances in Experimental Social Psychology* 14, ed.

Leonard Berkowitz (New York: Academic Press, 1981), 1–2.

²⁶Bella DePaulo et al., "Cues to Deception," *APA Psychological Bulletin* 129 (2003): 74–118.

²⁷J. Reid Meloy, "The Psychology of Wickedness: Psychopathy and Sadism," *Psychiatric Annals* 27 (September 1997): 633.



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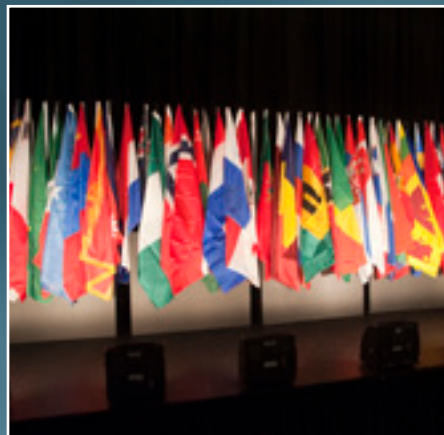
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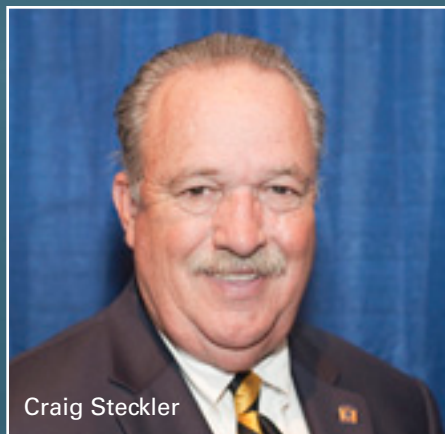
2011 IACP Board of Officers

Participation by the IACP Past Presidents is a significant part of the conference. By lending their years of association leadership experience to the planners and leadership of today's association, they ensure the attendees the best conference possible. From left: John T. Whetsel (1994–1995); Joseph G. Etsey (2004–2005); David G. Walchak (1995–1996); Charles A. Gruber (1989–1990); Charles D. Reynolds (1988–1989); Joseph Samuels Jr. (2002–2003); Harlin R. McEwen (IACP Honorary President 2006); Eugene R. Cromartie (IACP Honorary President 2010); Howard L. Runyon Sr. (1983–1984); and Joseph M. Polisar (2003–2004).





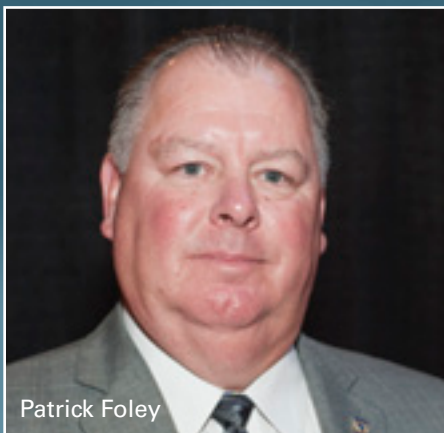
Walter McNeil



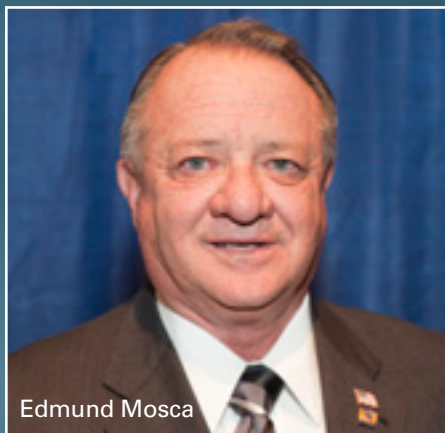
Craig Steckler



Yousry "Yost" Zakhary



Patrick Foley



Edmund Mosca



D.C. (David) Beer



Carl Wolf



Terry Milam



Mark Dunaski



Stephen White

GENERAL ASSEMBLIES



President Michael J. Carroll presided over the general assemblies with keynote speeches delivered by Joseph R. Biden, Vice President of the United States; Eric Holder, U.S. Attorney General; Janet Napolitano, Secretary of the Department of Homeland Security; Robert Mueller, Director of the Federal Bureau of Investigation; and Laurie Robinson, Assistant U.S. Attorney General.



2010 Board of Officers



Michael Carroll





Joseph Biden



Janet Napolitano



Robert Mueller



Laurie Robinson



Eric Holder

IACP BUSINESS



The official business of the association was conducted during the annual conference. Members enjoyed lively debates and shared ideas on crucial issues. From this effort the membership approved 22 resolutions, and the complete text of these resolutions is available at the IACP website at <http://www.theiacp.org>, What's New.

Chief Mark A. Marshall of the Smithfield, Virginia, Police Department was installed as the IACP President. The membership elected Chief Richard Beary of Orlando, Florida, as fourth vice president, and Chief Patty Jaye Garrett Patterson, Sumter, South Carolina, as vice president at large. The following awards were presented at general assemblies: honorary membership to FBI Director Robert Mueller; honorary president to Major General Eugene R. Cromartie (U.S. Army-Retired); honorary membership to Craig Floyd, Chairman and CEO of the National Law Enforcement Officers Memorial Fund; corporate leadership to Motorola and Target.



Mark Marshall is installed as IACP President.



Richard Beary



Patty Jaye Garrett Patterson



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EDUCATION



Among the top reasons to attend the annual conference are the educational sessions. The 2010 conference offered 14 track programs, three plenary sessions, and several learning laboratories. The interactive nature of the workshop provides attendees with practical information that they can use in their work.





EXHIBIT HALL



The annual IACP conference hosts the largest exposition of the world's leading providers of police equipment, services, and technology. With 752 exhibiting companies on hand (200 new to the show), conference attendees examined the latest products and services available to the law enforcement community. Before the end of the conference, the 2011 exhibit space was 75 percent sold.





SPECIAL EVENTS



Cutting the ribbon to officially open the Law Enforcement Education and Technology Exposition, IACP President Michael J. Carroll; Chief Val B. Demings of the Orlando, Florida, Police Department; along with representatives of Alcatel-Lucent, Cisco, and Verizon—all platinum-level corporate sponsors—started the week of education, networking, and examining technology and other products. The fun side of the conference included Host Chief's Night at Universal Studios Orlando, receptions, special dinners and luncheons, hospitality rooms, and the annual banquet.





THANK YOU, ORLANDO



The IACP wishes to thank the city of Orlando, the Orlando Police Department, supporting Florida law enforcement departments, the 2010 Orlando conference planning team, the Orlando/Orange County Convention and Visitors Bureau, the Orange County Convention Center, the Orlando business community, and sponsoring corporations who all contributed to make the 117th annual IACP Conference a great success!



Orlando Chief Val B. Demings



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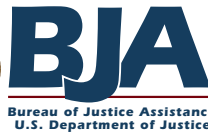
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www.theiacpconference.org

RESOLUTIONS

The following list summarizes the resolutions adopted by the IACP, listed according to division, section, or committee, at the 117th Annual IACP Conference in Orlando, Florida.

CRIME PREVENTION COMMITTEE

IACP and Law Enforcement Support for the McGruff House Program

This resolution supports the National Crime Prevention Council's further development and growth of the McGruff House program as a method for enhancing child safety in the community. The resolution also endorses the concept that the McGruff House Program would be the only bona fide user of the McGruff logo in conjunction with a safe house program.

The IACP Recognizes McGruff the Crime Dog for 30 Years of Service in Crime Prevention as the Icon for the National Crime Prevention Council

This resolution affirms the IACP's commitment to support and promote crime prevention initiatives, and it supports the efforts of the National Crime Prevention Council that focus on the protection of children, youth, and families to improve the quality of life. The resolution also recognizes the National Crime Prevention Council and celebrates the 30th anniversary of McGruff the Crime Dog. In addition, the resolution urges all IACP members to actively participate in crime prevention programs and initiatives. It also encourages law enforcement officers who use McGruff to advance crime prevention in their communities.

FIREARMS COMMITTEE

Tribal Police Departments Should Be Recognized as Governmental Entities for Purposes of the National Firearms Act (NFA) and the Gun Control Act (GCA)

This resolution strongly supports legislation to amend the National Firearms Act (NFA) and the Gun Control Act (GCA) so that tribal police departments are recognized as governmental entities for purposes of the NFA and the GCA and

- are exempt from payment of the transfer tax for NFA firearms;
- are eligible to receive firearms interstate; and
- can possess a machine gun manufactured after May 18, 1986.

HIGHWAY SAFETY COMMITTEE

Quick Clearance of Roadway Incidents

This resolution supports law enforcement agencies' exploring the use of typical traffic incident management applications for unplanned traffic incidents, but opposes their inclusion in the *Manual on Uniform Traffic Control Devices* to prevent their being interpreted as standards rather than as guidelines. This resolution also encourages law enforcement agencies to commit sufficient resources to the planning and coordination process intended to aid in quick clearance strategies and traffic incident management.

Recognition of Law Enforcement Officer Fatigue

This resolution recommends that all law enforcement agencies provide training and adopt policies that shall minimize the effects of fatigue on officers prior to and during their duty assignments.

Seat Belt Use by Police Officers

This resolution calls for law enforcement agencies' pledge, during 2011, to show to all their officers and to discuss with them the IACP Highway Safety Committee roll-call video *Is Today Your Day?* The resolution also encourages police chiefs, sheriffs, or other agency heads to adopt policies requiring all on-duty officers to wear seat belts, respond to incidents at appropriate speeds, and hold officers accountable for adherence.

Support of Data-Driven Approaches to Crime and Traffic Safety

This resolution recommends that all law enforcement agencies adopt and implement the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model. DDACTS is a law enforcement operational model integrating location-based crime and traffic crash data to establish effective and efficient methods of deploying law enforcement and other resources and using geomapping to identify areas that have high incidences of crime and crashes.

NARCOTICS AND DANGEROUS DRUGS COMMITTEE

Address the Growing Electronic Surveillance Capability Gap

This resolution recognizes the effectiveness that electronic surveillance used by

federal, state, local, and tribal law enforcement authorities has had on attacking the command and control structure of narcotics trafficking organizations within the United States. In addition, the resolution calls for an update of the Communications Assistance for Law Enforcement Act to ensure that law enforcement maintains its ability to conduct electronic surveillance by requiring companies that provide individuals with the ability to communicate to also provide law enforcement with the ability to intercept those communications in a timely and cost-effective manner.

Calling for Greater Collection and Dissemination of Information on All Crimes through Fusion Centers

This resolution recommends that, in an attempt to strengthen efforts to combat drug trafficking, gang violence, and other serious crimes, state, local, tribal, and federal law enforcement fusion centers should include greater collection and dissemination of information on all crimes as part of their integrated information- and intelligence-sharing missions.

Calling for Greater Resources and Support to State and Local Law Enforcement for Border Interdiction

This resolution encourages the U.S. Congress to provide greater resources and support to state, local, and tribal law enforcement for drug interdiction and to combat violence at the southwestern border of the United States.

Encouraging Greater Awareness and Education regarding Heroin Use among Adolescents

This resolution calls for strong support of programs that provide greater awareness and education at the middle school and high school levels for both parents and students regarding the growing popularity of heroin use among adolescents.

Endorsing Adoption of Oregon's Model for Scheduling Methamphetamine Precursors

This resolution endorses the adoption of model legislation that is consistent with the provisions of the Oregon legislation requiring a prescription for the purchase of pseudoephedrine, because such legislation is an effective method to eliminate smurfing (the making of a series of small transactions to escape the

regulatory notice a single larger transaction might attract) and will combat methamphetamine production and abuse.

Initiative to Enhance Collection and Dissemination of Street Gang Intelligence

This resolution supports development of new initiatives to increase coordination between federal, state, local, and tribal law enforcement agencies regarding gang enforcement activities and the collection, analysis, and dissemination of gang intelligence.

Noting the Dramatic Rise in Teen Marijuana Use in States Permitting the Sale of Marijuana for Alleged Medical Use (the Community Anti-Drug Coalitions of America Study)

This resolution recognizes the alarming rise in teen marijuana use in those states that have legalized "medical" marijuana and reaffirms the IACP's continuing, strong opposition to legalization by the states where marijuana is cultivated and dispensed for so-called medicinal purposes.

Opposition to Efforts to Legalize the Sale and Possession of Marijuana

This resolution calls for continued opposition to any and all efforts to legalize the cultivation, sale, and possession of marijuana in the United States and in countries throughout the world.

Regulation of Pain Clinics

This resolution strongly encourages states to develop and initiate prescription drug monitoring programs and further encourages the use of these systems by practitioners and pharmacists to detect and prevent the diversion of controlled substances for nonmedical purposes. This resolution and the IACP urge consideration of the passage of statutory restrictions prohibiting convicted felons from owning, operating, or directing facilities that prescribe or dispense controlled substance pharmaceuticals to individuals. In addition, the resolution urges consideration of amendments to statutory and regulatory requirements that currently hinder law enforcement by providing an unnecessary level of protection to practitioners or employees of pain clinics who are directly contributing

to the prescription drug abuse problem in the United States.

Supporting National Prescription Drug Take-Back Days

This resolution supports the establishment of National Prescription Drug Take-Back Days to be conducted twice yearly: in the spring to coincide with high school year-end activities, and in the fall in conjunction with National Law Enforcement Week. The resolution also urges consideration of amendments to statutory and regulatory requirements regarding controlled substances to provide for safe and responsible disposal of prescription controlled substances in a manner consistent with the Controlled Substances Act and implementing regulations in the best interest of public health and safety.

Supporting of Regional Information Sharing Systems (RISS)

This resolution acknowledges the Regional Information Sharing Systems (RISS) program as indispensable to state, local, tribal, and federal law enforcement efforts against crime and terrorism. This resolution also strongly urges the U.S. Congress to fully fund the RISS program.

Supporting the Use and Expansion of the License Plate Reader Program

This resolution strongly encourages the U.S. Congress to provide greater resources to state, local, tribal, and federal law enforcement entities for the significant expansion of License Plate Reader programs to further combat drug trafficking, violence, and other criminal activity.

POLICE INVESTIGATIVE OPERATIONS COMMITTEE

To Enhance Local Law Enforcement's Ability to Conduct Electronic Surveillance and to Secure Evidence, Information, and Intelligence from Communication Devices

This resolution commends the Federal Bureau of Investigation for its continued support and assistance to local law enforcement agencies in this area of concern. The resolution also requests that the U.S. Congress and the White House support the National Domestic Communications Assistance Center Business Plan. In addition, the resolution and the IACP recommend to Congress that funding be made available to

establish the National Domestic Communications Assistance Center.

PROFESSIONAL STANDARDS, IMAGE, AND ETHICS COMMITTEE; POLICE ADMINISTRATION COMMITTEE, DIVERSITY COORDINATING PANEL; AND STATE ASSOCIATIONS OF CHIEFS OF POLICE (SACOP)

Support for the Discover Policing Initiative and the Discover Policing Website

This resolution calls for <http://DiscoverPolicing.org> to serve as the official career center of the association. This resolution and the IACP also encourage all members and agencies to actively support the Discover Policing movement by advertising all current and future vacancies on <http://DiscoverPolicing.org> and by promoting use of the site among those interested in learning more about the law enforcement profession.

RESEARCH ADVISORY COMMITTEE AND FIREARMS COMMITTEE

Support of National Violence Death Reporting System

This resolution calls for increased law enforcement awareness of and agency participation in the National Violence Death Reporting System (NVDRS), as well as expanded federal funding to enable every state, tribe, territory, and the District of Columbia to be included in the NVDRS.

LIFE MEMBERS

Congratulations to IACP Life Members—Class of 2010

The following are to be commended for 20 years of active membership.

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The following Associate Members are to be applauded for their long-term commitment to the IACP.

40 Years

William D. Johnson

St. Paul, Minnesota, USA

Paul K. Wormeli

Ashburn, Virginia, USA

50 Years

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NEW MEMBERS

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

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

*Associate Members

All other listings are active members.

BAHAMAS

Nassau—Gaitor, Hilda B, Chief Inspector, Royal Bahamas Police Force, East St, 242 377-8213, Fax: 242 277-6193, E-mail: hildagaitor@hotmail.com

BRAZIL

Brasilia/DF—Melo, Alice, Commissioner, Dept De Policia Federal, SAIS Quadra 7 Lote 23, Setor Policial Sul, 70610-90, 55 99446008, Fax: 55 32455737, E-mail: licemelo@gmail.com

—Santos, Eduardo R, Commissioner, Dept De Policia Federal, SAIS Quadra 7 Lote 23, Setor Policial Sul, 70610 90, 55 91630610, Fax: 55 32455737, E-mail: eduardo.erss@gmail.com

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Milwaukee—*Wichmann, Cathleen, Sergeant, Milwaukee Police Dept, 749 W State St, 53233, (414) 241-5390, E-mail: cwichm@milwaukeee.gov

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

Edward T. Mungovan, Chief of Police (ret.), Morgan City, Louisiana; Madisonville, Louisiana (life member)

Robert I. Fenkel, Captain (ret.), New Brunswick, New Jersey; Edison, New Jersey (life member)

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EXHIBITOR UPDATE

The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free** in-depth information, visit us online at <http://www.naylornetwork.com/iac-nxt>. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



Weatherproof tactical apparel

Tru-Spec announces the addition of three new waterproof, weatherproof jackets and rain pants to its 24-7 Series of on-duty and off-duty tactical apparel. All four outerwear items feature a waterproof WeatherShield shell made from 100 percent nylon with a clear, breathable coating, plus convenience features designed specifically for law enforcement officers. Tru-Spec's new 24-7 Series rain pants have a waterproof and windproof shell with fully taped and fully lined seams. The shell is breathable so air can circulate and keep the subject sweat free.

For more information, visit
<http://www.atlanco.com>.

Real-time parking enforcement system

Complus Data Innovations Inc. (CDI) recently released its real-time parking enforcement system. Parking enforcement officers can use CDI's wireless handhelds to patrol downtown areas and commuter parking lots, among other areas. In Wi-Fi areas, the Complus handhelds can also download the most up-to-date repeat offender lists for identification of boot- or tow-eligible vehicles in the field. This solution is also available for use with cellular technology. CDI also offers handheld ticket writers for parking enforcement, tracking software, and delinquent collection services; complete

data conversions from current systems; nationwide DMV lookups; and web-based parking ticket payments.

For more information, visit
<http://www.complusdata.com>.

Scholarly journal

The Homeland Security Review is published by the Institute for Law and Public Policy, an unincorporated division of California University of Pennsylvania. This peer-reviewed, scholarly journal is an interdisciplinary publication devoted to the discussion and analysis of issues related to the subject of homeland security. It publishes feature articles, book reviews, commentaries, and articles focusing on homeland security. *The Homeland Security Review* is currently offering subscriptions and is accepting articles. Subscription

Thank You from The IACP Foundation

With the support of dedicated corporate partners and the IACP membership, the IACP's Fourth Annual Fundraising Gala was a great success, raising **\$120,000.00!** The Second Annual Sig Sauer Commemorative Firearm Auction brought in **\$1,937.00** and the silent auction raised almost **\$10,000.00**. Also, our sincere thanks to our special presenter, **Craig W. Floyd**, Chairman and Chief Executive Officer of the National Law Enforcement Officers Memorial Fund.



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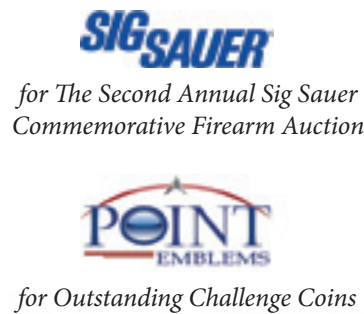
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The IACP Foundation is a not for profit 501 (c) 3 organization established to solicit, receive, administer and expend funds for law enforcement related charitable and educational purposes. Donations may be tax deductible, please check with your personal tax advisor. Federal Tax ID # 54-1576762.

information and submission guidelines can be found online.

For more information, visit
<http://www.calu.edu/business-community/ilpp/publications/the-review/index.htm>.

New police patrol vehicle

General Motors has announced order and delivery dates and package specifications for the 2011 Chevrolet Caprice Police Patrol Vehicle (PPV). The rear-wheel drive Caprice PPV joins the front-wheel drive Chevrolet Impala and the Chevrolet Tahoe PPV. Chevrolet began taking orders for the Caprice PPV detective package in October 2010. Vehicles will hit the streets in April 2011. Ordering for the police package will begin in January 2011, and the vehicles go on duty next June. A full list of vehicle specifications and additional information about the Caprice PPV can be found online.

For more information, visit
<http://www.chevroletcapriceppv.com>.

Computer-aided dispatch solution

Communications center personnel manage a large amount of information: unit locations, unit statuses, pending

incidents, active incidents, and other critical data, which create a dynamic display of activity on their screens. To help staff prioritize and process the information, TriTech's VisiNet Advisor provides visual and audible notifications based on system, incident, and unit events. Simultaneously, VisiNetAdvisor provides recommendations for immediate action, enabling staff to make fast and accurate decisions. Currently in development and scheduled for general release in 2011, VisiNetAdvisor aims to change the way communication centers manage and process information.

For more information, visit
<http://www.tritech.com>.

Criminal justice programs

Individuals are invited to investigate their leadership potential in law enforcement, counterterrorism, and private security with a bachelor's or master's degree or certificate from University of Maryland University College (UMUC). Classes are taught by experienced members of police departments, the judiciary, the military, and security management firms. Program areas include paralegal studies, investigational forensics, leadership, and management. UMUC offers scholarships, loans, an interest-free monthly payment plan, and no SAT, GRE, or GMAT required.

For more information, visit
<http://www.umuc.edu>.

Digital voice and data communications

Harris Corporation announces OpenSky2, the next generation of the company's digital voice and data communications network. A fully interoperable digital radio communication network for public safety, utility, industrial, and transit organizations, OpenSky2 is a comprehensive enhancement of the network platform that includes improved user services, better coverage, and a number of audio improvements and features. OpenSky2 provides a significant improvement in overall voice quality, as well as background noise suppression and enhanced dynamic range. Radio users can choose from 40 different volume settings that can be adjusted to balance ambient noise challenges of the surrounding environment.

For more information, visit
<http://www.harris.com>.

Criminal justice information delivery

InterAct Public Safety Systems, a provider of safety and security software used by government agencies and

private-sector businesses, announces its public safety hosting program, InterAct's Law Enforcement Data Delivery Service (ILEDDS), which delivers federal and state criminal justice information to Georgia's law enforcement and public safety agencies. Secured within the International Justice and Public Safety Information Network (Nlets) and deployed across a variety of mobile devices, this end-to-end solution is designed to maximize officer safety and productivity by supplying officers with critical access to the National Crime Information Center, Nlets, state Criminal Justice Information Services data, and more.

For more information, visit
<http://www.interact911.com>.

Federal grant funding support

StarChase LLC, a company specializing in tagging-and-tracking pursuit-management solutions for law enforcement, offers grant program support for law enforcement agencies. StarChase has engaged the expertise of federal consultant Carl R. Peed and grant-writing specialist Margaret Stark to help law enforcement agencies identify available grant monies and provide assistance to secure the needed funding. Peed will work with StarChase and law enforcement agencies to better navigate federal funding sources. Stark will work closely with agencies to access specific grants and will review and offer direction for their submissions.

For more information, visit
<http://www.starchase.com>.

Online learning for forensics, investigation

The University of Liverpool in the United Kingdom offers master of science degrees in forensic psychology and criminal investigation in 100 percent online formats to fit into law enforcement professionals' work schedules, boost career advancement opportunities, and allow individuals to apply psychological principles to their careers. This new program is offered through one of Europe's leading institutions in forensic psychology. Research and contributions from academics and practitioners in the field combine to create a rich, international, interactive, and stimulating experience for students throughout the program. ♦

For more information, visit
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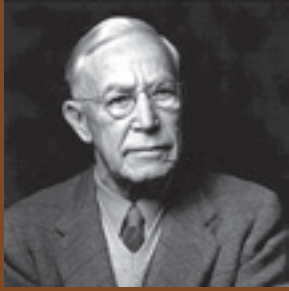
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August Vollmer (1876-1955) "the Father of American Policing," pioneered many of the innovations that continue to define modern police work. While Chief of Police in Berkeley, CA, Vollmer served as president of the IACP from 1921-1922.

Vollmer promoted the use of new forensic technology including fingerprinting, polygraph machines and crime laboratories. He also contributed to the development of radio communication, improvement in crime analysis and the creation of patrol districts based on crime data, and encouraged higher education and professionalism in policing.

AUGUST VOLLMER EXCELLENCE IN FORENSIC SCIENCE AWARD

IACP recognizes the significant impact forensic science has on the criminal justice system.

The August Vollmer Excellence in Forensic Science Award has been created to honor the proactive, innovative use of forensic technologies by law enforcement.

Nominations for selection of the 2011 awards are now being accepted through April 22nd, 2011 in the following six categories:

- Current or Past Contribution to Forensic Science by Police Agency
- Current or Past Contribution to Forensic Science by an Individual
- Current or Past Collaboration Between Police Agency and Forensic Science Provider
- Innovation in Forensic Technology
- Significant Investigative Value in a Major Crime
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Visit <http://www.theiacp.org/tabid/275/Default.aspx> or contact Michael Rizzo at Rizzo@theiacp.org for more information.

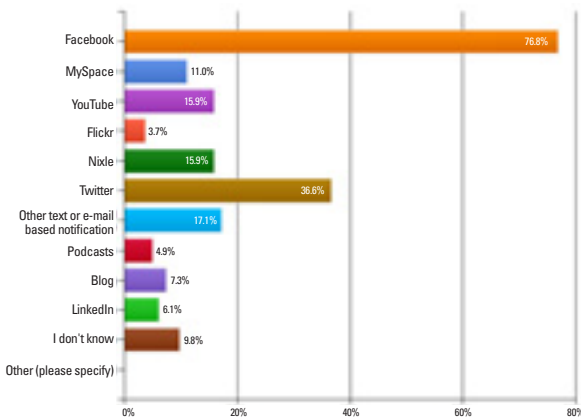
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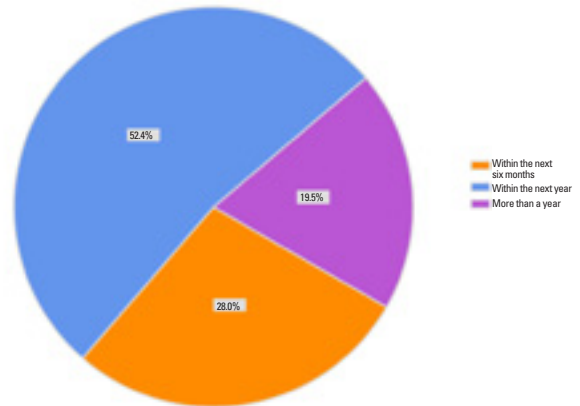
IACP Center for Social Media: Supporting the Needs of Law Enforcement Online

Questions for Agencies Not Using Social Media

Which tools is your agency considering for adoption? (Select all that apply)

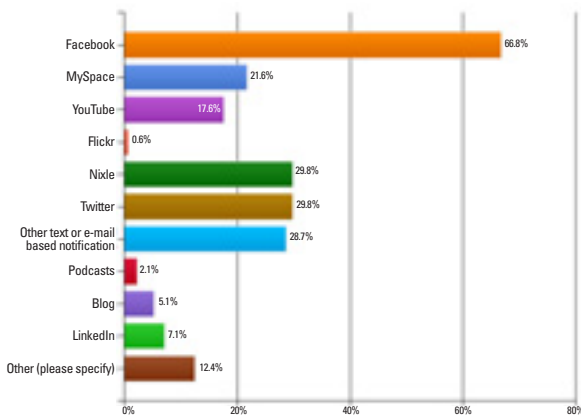


What is your agency's anticipated time frame for establishing a social media presence?

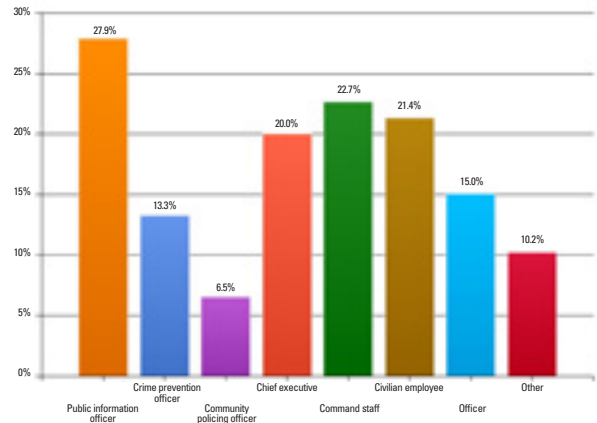


Questions for Agencies Using Social Media

What social media tools does your agency currently maintain? (Select all that apply)



Who manages your agency's social media on a day to day basis?



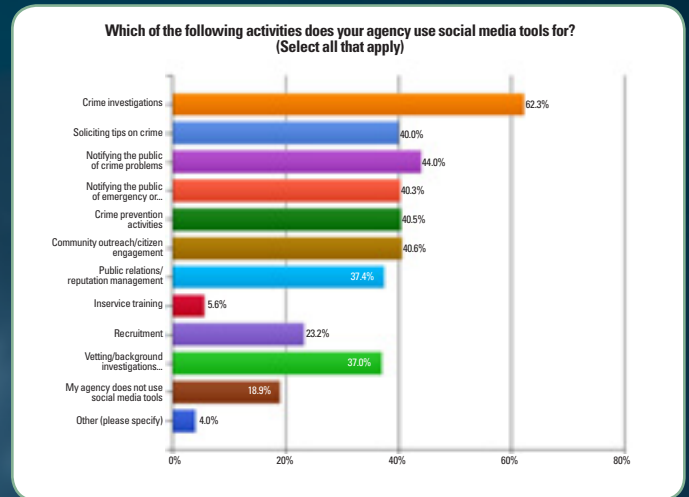
The IACP is working on several initiatives related to Web 2.0 technology and law enforcement's use of social media tools. In September 2010, the IACP conducted a survey on law enforcement's use of social media. The survey addressed the current state of practice and the issues law enforcement agencies are facing in terms of social media. There are 728 law enforcement agencies from 48 states and the District of Columbia represented in the survey results. The survey was sent electronically to law enforcement executives across the United States.

For more information about this survey or the IACP Center for Social Media, visit <http://www.IACPsocialmedia.org> or e-mail socialmedia@theiacp.org.

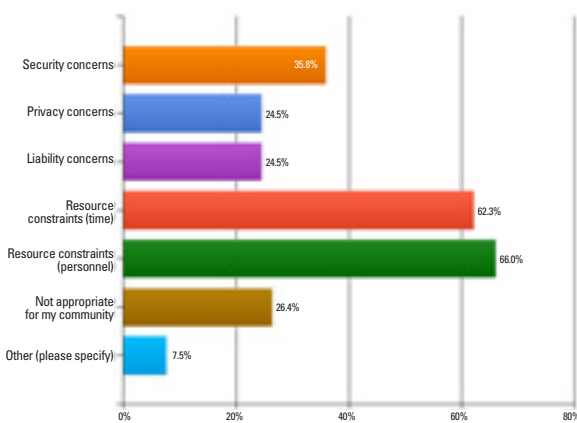
Survey Highlights

- 81.1 percent of agencies surveyed use social media.
- 66.8 percent of agencies surveyed have a Facebook page.
- 35.2 percent of agencies surveyed have a social media policy, and an additional 23.2 percent are in the process of crafting a policy.
- Of the agencies not currently using social media, 61.6 percent are considering its adoption.
- Resource constraints (time and personnel) was the most-cited barrier to social media use by surveyed agencies. ❖

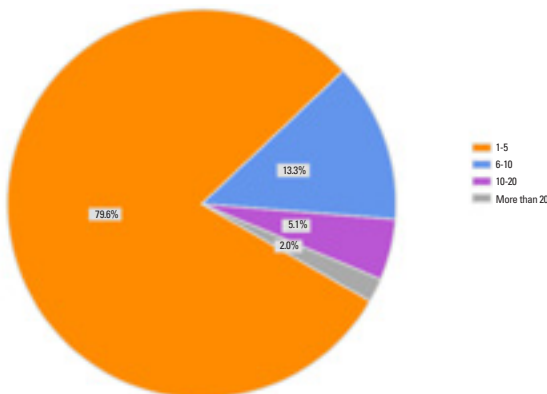
Demographic Information



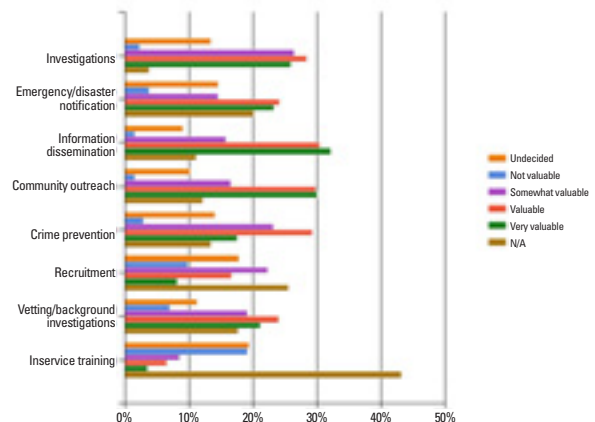
What are the barriers to using social media in your agency? (Select all that apply)



How many hours are spent maintaining (developing and posting content, responding to comments, etc.) your agency's social media presence on a weekly basis?



How valuable a tool is social media for your agency?



Team Adam:



Providing Missing Child Search Support for Police Agencies

By Robert G. Lowery Jr., Executive Director, Missing Children's Division, National Center for Missing and Exploited Children; former Assistant Chief of Police, Florissant, Missouri; and former Commander, Greater Saint Louis Major Case Squad Violent Crime/Homicide Task Force

The search for six-year-old Zachary Bello was growing by the hour, with hundreds and hundreds of volunteers in Saint George, Utah, showing up to help police look for the little boy in the diaper and Sponge Bob Crocs. His medical condition, Fragile X, which causes autistic-like behaviors, was going to make it harder to find him, explained Henry Schmidt, a search and rescue expert, to the search team. Loud noises upset Zachary, and the child might not respond if someone calls out to him.¹

It had been nearly 19 hours—the longest a child had been missing in the city—

since Zachary was last seen by neighbors on the front porch of his apartment building, and Police Chief Marlon Stratton turned to Schmidt for advice on what to do next. Schmidt, a Team Adam consultant deployed to Saint George by the National Center for Missing and Exploited Children (NCMEC), suggested that police return to the location where Zachary was last seen and conduct a methodical search, checking every apartment, every vehicle trunk, any place someone could hide a child.

Zachary was found safe, sleeping in a closet in a nearby vacant apartment.²

"It was nice for me to be able to go to Henry and ask his advice," said Stratton, who had not heard of Team Adam before Zachary went missing on June 12, 2010. "I'm one who has a lot of respect for experience. I'm the kind of guy who is not too proud to ask for help. I learned so much from Henry. What a great resource."³

571 Missing Children, 46 States

In the seven years since it was launched, Team Adam has quietly expanded its reach, with consultants helping search for 571 critically missing children in 46 states. After Hurricane Katrina slammed into the Gulf Coast in 2005, Team Adam helped to reunite 5,192 children who had become separated from their families during the unprecedented evacuation. Team Adam also has assisted with eight child exploitation cases.

Named after the abducted and murdered son of NCMEC cofounders John and Reve Walsh, Team Adam was established as a vehicle to get the best investigative tools and latest technology to the nation's nearly 16,000 local law enforcement agencies, more than half of which have fewer than 15 officers.⁴ Critically missing children cases can be complex and costly and can generate national media attention, putting a strain on already strapped agencies.

Currently, Team Adam has 59 consultants, all retired from local, state, or federal law enforcement agencies and selected in a competitive process for their experience in the fields of child abduction and child sexual exploitation, said Priscilla Stegenga, Team Adam coordinator. They are selected for assignments based on their expertise and proximity to the incident, she said.⁵





(Opposite page) From left, Lee Manning and Ron Olive pause while searching a landfill in Roanoke, Virginia.

(Left) From left, Lee Manning and Tom Lewis II with baby Shannon Dedrick in Chipley, Florida

Their mission is mandated by Congress: Rapidly deploy anywhere in the United States where critical cases are unfolding; provide-on-the-ground technical assistance; and connect local law enforcement and victim families with a national network of resources.

"Time is the enemy in missing child cases," said Ernie Allen, president and CEO of NCMEC. "If the investigating agency hasn't experienced a child abduction, they might not know how to react, and that is why Team Adam is so important. These specialists will be there to provide resources from their own years of experience and extensive knowledge and access to NCMEC's 24-hour search network."⁶

Stratton, who has been in law enforcement 25 years and has spent the last 10 as Saint George's police chief, was most impressed that Schmidt "wasn't forceful at all - he was just there to help us and make recommendations."⁷ That is precisely Team Adam's role, a class of new recruits was told during a one-week intensive training session at NCMEC headquarters in Alexandria, Virginia.

Program Manager Robert Hoever explained that the Missing Children's Assistance Act gives NCMEC the authority to respond to critically missing child and exploitation cases, but the investigating agency decides what kind of help it wants. Consultants are there to enhance, not to interrupt, he said.⁸ Once on the scene, consultants explain the free services available to the agency: search-and-rescue expertise; computer forensics; technical support; emotional support for families; case analysis; equipment; bloodhounds; drones; or something as simple, yet as necessary, as gas for a helicopter or satellite phones for searching remote areas.

'Best-Kept Secret in Law Enforcement'

Team Adam consultants become the eyes and ears in the field for NCMEC's 19 case managers who tap into the center's resources. The consultants are instructed not to talk to the media about their roles unless the agency requests them to do so. Because

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The coin commemorating the search for Aveion Lewis in Roanoke, Virginia

there is little publicity about the program, many law enforcement agencies are not aware of the program or the resources available to them until Team Adam consultants show up at their doorsteps.

"We're the best-kept secret in law enforcement, and yet the resources we supply are for law enforcement," said Hoever, who joined NCMEC after retiring from the New Jersey State Police after 26 years.⁹

Ben Ermini, who oversaw the Missing Children's Division before retiring in 2007, helped conceive of the idea for a rapid-response team, not unlike the National Transportation Safety Board, which responds to serious transportation accidents. With a \$3 million initial grant from the Michael and Susan Dell Foundation, the first team of about 20 consultants was formed in 2003. Team Adam now receives financial support from the U.S. Department of Justice and OnStar.

Team Adam consultants are deployed in cases of nonfamily abductions; critical family abductions; and lost, injured, or otherwise missing children, and this year are expected to have more than 150 deployments—the highest number yet, Ermini said.¹⁰

"One of the crown jewels of NCMEC is Team Adam, bar none," said Citrus County Sheriff Jeff Dawsey, who used Team Adam as a sounding board in the search for nine-year-old Jessica Lunsford, who was buried alive with her purple dolphin doll not far from her home in Florida.¹¹ "The chiefs and sheriffs shouldn't be hesitant to involve them. I speak highly of them just because I experienced their value. They were my lifeline to the center."¹²

Today, Team Adam consultants also participate in Project ALERT (America's Law Enforcement Retiree Team), which began in 1992 and uses 165 retired law enforcement officers who volunteer their time, when requested by agencies, to help with long-term unsolved investigations of missing and exploited children. There are currently 13 retired police chiefs and one retired sheriff enrolled in both Team Adam and Project ALERT.

By participating in both, Team Adam consultants can follow through on cases that are not concluded quickly, said Ray Harp, the program manager.¹³ That way, there is

continuity—they are already familiar with the case and have established relationships with the investigating agency.

Over a three-month period, 23 Project ALERT volunteers, who are reimbursed for their travel expenses, assisted Delaware law enforcement in its investigation into Lewes, Delaware, pediatrician Earl Bradley, who has been accused of sexually abusing more than 100 of his young

patients.¹⁴ They helped develop a central repository of the information in the Bradley case, worked on the process for reviewing medical records, and responded to victim e-mails and concerns.

Team Adam consultants are paid because they must remain on-call and respond at a moment's notice. After retiring in 2008 as a detective with the Washoe County Sheriff's Office in Nevada, Stephanie Moen joined Project ALERT to use her training and experience to help children. A year later, she was chosen for Team Adam, and her first assignment came on May 9, 2010, when the phone rang at 1:45 a.m. in her Nevada home. She was deployed to Chandler, Arizona, where a potentially suicidal father was missing, along with his seven-year-old autistic son.

Moen, whose husband is also a Project ALERT volunteer, jumped on the first flight out of Reno, Nevada. She coordinated her arrival with Danny Defenbaugh, a retired FBI Special Agent and veteran Team Adam consultant, who was flying in from Texas.

Chandler Police Chief Sherry Kiyler welcomed assistance from Moen and Defenbaugh, who had 55 years of law enforcement experience between them. Moen and Defenbaugh helped to interview relatives, including the wife and the mother, and gave advice on the search. The case ended quickly and tragically. The father had driven his red Mazda off a cliff, killing his son and himself.¹⁵ Before leaving, the consultants made sure the distraught widow was aware of counseling resources available to her through the national center.

But of the 571 critically missing children Team Adam has been deployed to look for, 390 have been found safe, including a 16-year-old endangered runaway who was recovered in 2004. Melinda Stevens (formerly Collins), who joined Team Adams after 30 years with the North Carolina State Bureau of Investigation and is now the director of NCMEC's Missing Children Division, got to personally deliver the news to the girl's parents.

"When you assist in the recovery of a child or a child coming home safe, there's nothing like it," Stevens said.¹⁶

Landfill Searches for Missing Children

Ron Olive began his law enforcement career as a police officer in Saint Louis, Missouri. He went on to become a special agent with the Naval Criminal Investigative Service (NCIS), earning the first NCIS Counterintelligence Career Achievement Award. He wrote the book *Capturing Jonathan Pollard: How One of the Most Notorious Spies in American History Was Brought to Justice* after getting the naval intelligence analyst to confess to spying for Israel.

These days, Olive has another first on his résumé: He's a national expert in landfill searches.

Law enforcement is discovering that more and more victims of homicide are being deposited in dumpsters and wind up in landfills, but law enforcement didn't have a clue of what to do, said Olive, a Team Adam consultant who lives near Phoenix, Arizona. "I figured this would be a good way to put a methodology and a protocol together for the national center. There's an investigative process," he added.¹⁷

Olive didn't have a clue either during his first landfill search in 1995 when he worked for NCIS, so he began studying landfills. He learned firsthand that searching them can be a dangerous business, with blood- and airborne pathogens, toxic and human waste, and other hazards such as methane gas and carbon dioxide. Safety is paramount, as is cooperating with landfill management, conducting a landfill assessment, developing an operations plan, and, above all, being flexible.

During his numerous deployments to landfills, Olive has found that the chances of recovering a body "are not in our favor." But, he has shown time and again that it can be done, even years later. The most impressive to date, Olive said, was the search for 16-year-old Joanna Rogers in Lubbock, Texas, which began on August 24, 2006, nearly two years after she was discovered missing from her bedroom.

The Lubbock County Sheriff's Office was determined to bring closure to the family and justice to the perpetrator, despite the projected cost of \$200,000. After heavy equipment operators removed the top layer of the target area, the local police, the FBI, and volunteers in protective clothing helped sheriff's deputies hand-search the 200- by 200-foot grid, one layer at a time. For more than two months, they toiled for long hours in the Texas heat, the driving rain, and the stench of rotting garbage. When they got down to 35 feet, they found Joanna's remains.¹⁸

A shorter and less expensive, but equally emotional, landfill search came in January, when the mother of two-year-old Aveion Lewis told police that her son had been kidnapped from their Roanoke, Virginia, apartment by three men who

demanded \$10,000 in ransom for his safe return. Her husband, Aveion's stepfather, had been knocked unconscious, she said, and her four-year-old daughter had been gagged and bound upstairs.

Days before the stepfather recanted, admitting that Aveion had died in the apartment, Olive advised police by phone to segregate the trash in the dumpsters around the apartment complex, just in case. On January 2, 2010, Olive was deployed to Roanoke to join two other Team Adam consultants, John Nemecek and Lee Manning, in the search of Smith Gap Landfill in Salem, Virginia.

"Who would have thought you would have a landfill expert?" said Roanoke Police Lieutenant Danny Brabham. "We'd never done anything like that. He let us know what we would need and how it would work. What shocked us most was the logistics and basically how the landfill works."¹⁹

The police department purchased Tyvek suits and rakes and borrowed boots from the fire department. Before a team of police recruits could begin their methodical search, checking inside every discarded bag, the four railcars of segregated trash had to be brought down by 6 to 12 inches, Olive said. Complicating the search was 100 feet of fiber optic cables intertwined with the mud and trash, making it difficult to dig.

With a major snow storm approaching, police committed to searching for three days. It was tedious, exhaustive work, and searchers were always on the lookout for a newspaper clipping with the date that Aveion went missing. They hit pay dirt, finding a notebook that the apartment manager had thrown out. They knew they were on the right track.

"I said, 'Keep opening those bags, cause we're going to find that baby,'" Olive told police.

And on the third day, they did.²⁰

"To bring children home safe is our mission," said Olive. "But that isn't always the case. When it isn't, then it switches. Then the mission changes to bring closure to the family. We can bring the resources of NCMEC to these law enforcement agencies to bring these murderers of defenseless children to justice. That's why I do it."²¹

Treat It as a Crime Scene

All investigations of critically missing children start as a search operation, but as many who have experienced them know, they can quickly snowball into a chaotic scene. Parents are panicking. Neighbors show up and call their friends. Media trucks set up camp at the site where the child was last seen.

"The next thing you know, you have 100 people standing out there in the yard, and this thing is getting bigger and harder to control," said Schmidt, who saw more than 800 people show up to search for the

missing six-year-old in Saint George, Utah. "Keep people away. Treat it as a crime scene, the place last seen. That's the progression I always advise. Most of the time we want to go further and lose sight of where we were at."

On October 31, 2009, Manning, a search-and-rescue expert who retired after 32 years with the Massachusetts State Police, was deployed to Chipley, Florida, to help coordinate the search well under way for seven-month-old Shannon Lee Dedrick. Her mother said that when she woke up in her rented trailer, Shannon was missing from her bassinet. Manning recommended the highest probability areas to search and the resources to deploy to those areas and emphasized the importance of documenting search efforts.

Fellow Team Adam consultant Thomas F. Lewis II, who retired after 28 years as chief of the FBI's polygraph program, helped with the investigation. The mother's story was changing. Next she claimed that she had taken Shannon for a walk in an attempt to calm her down, left the child on the side of the road, and then blacked out. The investigation showed that the child's aunt/babysitter had a conviction in the mysterious disappearance of her own three-year-old stepson, who was never found.

Now five days into the search, the homes of both the mother and babysitter were searched again. This time, they found Shannon crying inside a cedar box under the aunt/babysitter's bed, where investigators believe she had been for about 12 hours. Baking soda had been sprinkled inside to mask the smell of her diaper and foil searchers from detecting her there.²²

After she was checked out at a hospital, Sheriff Bobby Haddock called a press conference, saying he had some important information, Manning said.

"If you follow me with your cameras, I'll show you some new developments," Manning said the sheriff told reporters. "He came out with her in his arms. It was unbelievable. There was not a dry eye in that place."²³

Other Free Services

In addition to Team Adam and Project ALERT, NCMEC offers a wide variety of training and other free services to aid law enforcement in missing children and child sexual exploitation cases, including case analysis and technical support; forensic support, including age-progression; missing children photo distribution; unsolved case analysis; a Child Victim Identification Program, which works to identify and rescue child victims of child pornography and help track fugitive sex offenders; and the CyberTipline, which serves as the nation's 9-1-1 for the Internet to report suspected child sexual exploitation. For more information, visit <http://www.missingkids.com>. ♦

Notes:

¹Henry Schmidt, phone interview, June 2010.

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³Marlon Stratton, phone interview, July 2010.

⁴Steve Cywinski, phone interview, November 4, 2010, for 2010 National Public Safety Information Bureau Data, <http://www.safetysource.com>.

⁵Priscilla Stegenga, personal interview, June 2010.

⁶Ernie Allen, personal interview, July 2010.

⁷Marlon Stratton, phone interview, June 2010.

⁸Robert Hoever, personal interview, June 2010.

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¹⁰Ben Ermini, personal interview, May 2010.

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¹⁷Ron Olive, phone interview, June 2010.

¹⁸Beth Aaron, "Recovered Human Remains Positively Identified as Joanna Rogers," *Lubbock Avalanche-Journal* (Tuesday, October 31, 2006), http://lubbockonline.com/stories/103106/loc_103106034.shtml (accessed November 2, 2010).

¹⁹Danny Brabham, phone interview, June 2010.

²⁰Edecio Martinez, "Aveion Lewis Body Found in Landfill; 2-Year-Old's Stepfather Charged, Abduction Story Called Hoax," *Crimesider, CBSNews.com*, February 5, 2010, http://www.cbsnews.com/8301-504083_162-6119448-504083.html (accessed November 3, 2010).

²¹Jay Felsberg, "Shannon Lee Dedrick Found Safe and Sound under a Bed," *Washington County News* (November 5, 2009), <http://www.chipleypaper.com/articles/shannon-4639-bed-sound.html> (accessed November 2, 2010).

²²Melissa Nelson, "Susan Elizabeth Baker Hid Baby: Shannon Dedrick Found under Bed after 5 Days Missing," *HuffingtonPost.com* November 5, 2009, http://www.huffingtonpost.com/2009/11/05/susan-elizabeth-baker-hid_n_346930.html (accessed November 3, 2010).

²³Lee Manning, phone interview, June 2010.

Medical Tactics for

Development of the Rochester, Minnesota, Police Department Basic Tactical Casualty Care (BTCC) Course

By Matthew D. Sztajnkrzyer, MD, PhD, FACEP, Medical Director, Rochester, Minnesota, Police Department; Roger L. Peterson, Chief of Police, Rochester, Minnesota, Police Department; and Sarah L. Clayton, JD, Administrative Services Manager, Rochester, Minnesota, Police Department

“Good medicine can sometimes be bad tactics and bad tactics can get everyone killed.”¹

As a consequence of the 1993 Battle of Mogadishu, dramatized in the movie *Black Hawk Down*, the U.S. military rethought its entire approach to tactical medicine and care under fire (CUF). Since the end of the Vietnam War era, the military has based its medical model of care upon dramatic advances in the civilian emergency medical services (EMS) sector. This system, while robust and capable for conventional prehospital medical and trauma needs, failed when faced with rendering aid while under direct fire. As a consequence of Mogadishu, a new paradigm in medical care was developed, termed Tactical Combat Casualty Care (TCCC).²

This new approach to combat trauma, which emphasizes that medical care is another tactical decision to be evaluated in the context of the threatening situation, continues to save lives in both Iraq and Afghanistan. This new concept of medical care is now taught to *all* combatants and not simply limited to medical personnel. Specific advanced skill sets are provided to non-medical personnel termed combat lifesavers (CLSs). The U.S. military views this skill set as so mission critical that in 2007, the U.S. Army began training all soldiers in the CLS curriculum as part of basic training; only marksmanship and physical training currently receive more training time.³ In addition, the entire Iraqi police force has been trained as CLSs.⁴

In contrast to standard medical assistance calls, medical care rendered by law enforcement during periods of active threat poses substantial risk of injury both to the victim and the responders. Additionally, there may be conflicting priorities confronting officers, including decisions concern-

ing threat mitigation versus rendering aid. These conditions more closely mirror those faced in combat than those typically encountered outside the theater of operations, and therefore trained for, in civilian EMS. At present, no law enforcement-specific medical training exists to address the issue of

Table 1: Initial BTCC Course Curriculum

Module	Title	Time
Lecture 1	Introduction to TCCC	20 min
Lecture 2	Rapid Casualty Assessment	40 min
Practical 1	Rapid Casualty Assessment	45 min
Break		15 min
Lecture 3	Bleeding and Shock	30 min
Practical 2	Tourniquets	30 min
Lecture 4	Management of Chest Trauma	30 min
Practical 3	Chest Trauma	30 min
Lunch		60 min
Lecture 5	Tactical Airway Management	30 min
Practical 4	NPA	30 min
Lecture 6	Officer Survival Mindset	15 min
Break		15 min
Practical 5	Trauma Lanes	60 min
Practical 6	Casualty Care Scenarios	75 min
Closing	Remarks/Questions	15 min

Law Enforcement:

medical care in the setting of active threat. As such, U.S. law enforcement is increasingly turning to the military experience to address this deficiency.

Basic Tactical Casualty Care (BTCC) Course

A previous scenario-based study of medical care decisions by law enforcement officers while under active threat demonstrated the existence of a significant knowledge gap in tactical medical care.⁵ Out of a maximum score of 38 points, the average score was 15.5, with a range of 7 to 25 points. Of the officers polled in the scenario-based study, 92 percent expressed a strong interest in participating in law enforcement-specific medical training.

To address this knowledge gap, a law enforcement-specific curriculum was developed for the Rochester, Minnesota, Police Department, based upon then-current military CLS guidelines. This military model was adapted to civilian needs and restrictions.

The resultant training product was designated the BTCC course. Course components are listed in table 1. This curriculum was developed as an eight-hour course that could be completed in a single training evolution. The final course was submitted to and approved for continuing education credits by the Minnesota Peace Officer Standards and Training (MN POST) Board. Consistent with the department's previous work, this course was designed to be modular and portable, to emphasize hands-on training, and to be integrated into current departmental standard operating procedures. To emphasize hands-on training and rapid participant feedback, the number of participants was deliberately limited to 12, with a minimum of 2 instructors present for the entire course.

Lecture material was limited to essential information and provided at a basic medical level to enable rapid understanding and retention by all officers, regardless of level of medical sophistication. These lectures emphasized the concepts of TCCC, focusing upon the three phases of care: CUF, tactical field care (TFC), and tactical evacuation care (TEC). TCCC is not simply a medical skill set, but rather an approach to prioritizing care and applying medical skills in a high-threat environment. In contrast to conventional civilian care, TCCC reverses the order of the common "ABC" (airway, breathing, circulation) first-aid approach, emphasizing instead the recognition and the management of life-threatening bleeding (circulation) and chest trauma (breathing) over airway management. Given the need of officers to understand the role and timing of medical care when faced with an active threat, emphasis was placed upon the CUF phase (see table 2).

Table 2: U.S. Military TCCC CUF Actions

1. Medical decisions are limited.
2. Move to cover/return fire as required/directed.
 - a. Keep yourself from being shot.
 - b. Casualty should also return fire if able.
 - c. Try to keep casualty from sustaining additional wounds.
3. Casualty should attempt self-care if possible.
4. Stop major life-threatening bleeding.
 - a. Extremity: tourniquet
 - b. Nonextremity: pressure dressing
 - c. Ignore non-life-threatening bleeding
5. Defer airway management until the TFC stage.
6. Reassure the casualty.

BTCC stressed a simplified approach to rapid casualty assessment, emphasizing the concept of "sick" or "not sick." Sick casualties can be defined as requiring medical intervention within 15–20 minutes to prevent death. Rapid, accurate determination of a casualty's condition allows for improved tactical decision making, such as the need for immediate versus delayed extraction and evacuation. Conversely, failure to correctly identify a patient's condition may place both the casualty and the responders at unnecessary risk.

Practical application of the lecture skill set was undertaken using a crawl-walk-run approach. Initially, participants were introduced to methods of patient assessment under hazardous conditions, with an emphasis on remote assessment and directed self-aid. This period also enabled the participants to become comfortable with the close physical contact required for patient assessment in a sensory-deprived or overloaded environment, while attempting to maintain situational awareness. A rapid total-body patient assessment, the blood sweep, was introduced (see "Lessons Learned"). Once participants were comfortable with the fundamentals of patient assessment, they were exposed to practical sessions that focused on the correct and safe application of specific lifesaving interventions, including tourniquet application; management of chest trauma, including needle decompression for tension pneumothorax (TPX); and nasopharyngeal airway (NPA) placement.

The BTCC curriculum culminated in a series of practical, scenario-based exercises. The first was a trauma lane, requiring rapid



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Table 3: BTCC Trauma Lane Scenario

After a violent takeover robbery, two suspects take a hostage and flee the scene. A pursuit is initiated and the suspects' car crashes. The suspects engage the first responding officers. Multiple officers are hit in the exchange, as are civilians. The injured officers call for help and state that the suspects appear to be down and are no longer shooting. You are the first officer to respond to the scene. Ground and helicopter EMS have been activated. You must quickly and safely assess all the injured.

Patient 1: Officer	Patient 2: Officer	Patient 3: Victim	Patient 4: Suspect	Patient 5: Suspect	Patient 6: Officer	Patient 7: Bystander child	Patient 8: Bystander mother
Cannot walk	Cannot walk	Cannot walk	Gunshot wound (GSW) to head not compatible with life, dead on arrival	Cannot walk	Injured leg	Crying for mommy	GSW to right arm, need tourniquet
Has radial pulse	Has radial pulse	Head injury	Cuff	GSW to right arm with heavy active bleeding	Cannot walk	Nothing wrong	Heart rate fast, but has intact radial pulse
Will follow commands	Will not follow commands, appears confused	No radial pulse		GSW to right leg, minimal bleeding	Fast respiratory rate	No obvious injuries	START category green (delayed care/ can delay up to three hours)
Needs weapon secured	Bleeding from head	Is breathing spontaneously but with snoring respirations		Needs to be searched, has a hidden weapon	No radial pulse	START category green (delayed care/can delay up to three hours)	
Needs tourniquet on left leg	Needs weapon secured	Has carotid pulse		Needs a tourniquet on right arm	On blood sweep, if feel under vest, will find blood		
Simple Triage and Rapid Treatment (START) category yellow (urgent care/can delay up to one hour)	START category red (immediate care/life-threatening)	Deformity to both legs		Cuff	Needs weapon secured		
		Will need NPA		Has a hidden weapon	Needle chest decompression		
		START category red (immediate care/life-threatening)		START category yellow (urgent care/can delay up to one hour)	START category red (immediate care/life-threatening)		

assessment and treatment of multiple casualties (see table 3 and figure 1). This concept, pioneered by the military, provides individual students with a series of complex medical and tactical problems that they are forced to solve to the best of their abilities. To reinforce the BTCC didactic and practical training concepts, the trauma lane emphasized rapid patient assessment in a CUF phase and limited patient care to tourniquets, needle decompression, and NPA placement.

The final portion of the course brought groups of students together into ad hoc teams, during which they were forced to manage medical problems within the con-

text of police department standard operating procedures. Three specific scenarios were run (see table 4).

Lessons Learned

Delivery of the practical portions of the course revealed some unexpected insights into law enforcement approaches to medical care and some pitfalls in curriculum development.

The first unexpected finding came during the practical portion of rapid casualty assessment. The blood sweep is a tactical medical technique for rapidly assessing the downed victim while maintaining a rea-

sonable degree of situational awareness. Assessors will feel down a specified area of the casualty's body (the sweep) and then quickly glance at their own gloved hands for blood. Typically, the assessor will rapidly sweep each individual limb, torso (front and back, under vest), and head. The entire procedure can be done in seconds, with only limited loss of situational awareness while glancing at one's gloves. Depending on circumstances, the presence of blood can be felt through gloves, without taking one's eyes off of the surroundings.

In performing blood sweeps during the practical portion of the course, officers

Table 4: BTCC Scenario-Based Training Assessments

Hallway Scenario

The Rochester Police Department is dispatched to an officer down call. Multiple gunshots have been heard, and the officer has been shot through the door. He is shot in the leg and panicking, out of the fight. The suspect is still behind the door. The team has access to a single body bunker. They must rescue the downed officer and apply a tourniquet to the GSW to the right leg.

The team should call to the officer on the radio, see if he will self-extract. The officer won't be able to, but this call should still be made. The team can get intelligence from the officer about the number of, appearance of, and location of the suspect or suspects. In reality, the officer knows very little and cannot really provide useful intelligence secondary to fear and stress.

As the officer cannot self-evacuate, the team will have to go in—that is, per standard operating procedure. The officer is unable to help and will need to be dragged out.

The injured officer has a significant bleed to the right leg; the team can make the decision as to where to apply the tourniquet or pull back to the end of the corridor. Regardless, a tourniquet should be quickly applied.

The team should maintain situational awareness: cover and contact drills. If the team loses situational awareness, fire a cap gun to remind them all it is not over.

The team will need to perform a blood sweep.

The team will need to secure all weapons—if they do not, have the officer panic, struggle, and attempt to draw his weapon.

Hallway Scenario Checklist

Did the team call to the downed patrol officer?	Y	N
Did the team attempt to obtain tactical information?	Y	N
Did the team have a plan prior to approaching the downed officer?	Y	N
Did the team rapidly assess and apply a tourniquet?	Y	N
Did the team perform a blood sweep under the TFC stage?	Y	N
Did the team maintain situational awareness?	Y	N
Did the team secure all weapons?	Y	N

Outside Scenario 1

The Rochester Police Department is dispatched to respond to an officer down call. Patrol responded to a loud party complaint, and, while approaching, multiple gunshots were heard. A patrol officer went down behind his car. The location of the shooter is unknown. The officer is shot in the leg and panicking, out of the fight. The suspect is actually not in the house identified by the complainant, but rather in a house across the street. The team has access to a single body bunker. They must rescue the downed officer and apply a tourniquet to the GSW to the right leg.

The team should call to the officer on the radio, see if the officer will self-extract. The officer will not, but it should be done. The team can get intelligence from the officer about the suspect. In reality, the officer knows very little, and cannot provide useful intelligence secondary to fear and stress.

As the officer cannot self-evacuate, the team will have to go in, per standard operating procedure. The officer is unable to help and will need to be dragged out.

The injured officer has a significant bleed to the right leg; a tourniquet should be quickly applied prior to evacuation from behind the relative cover of the car.

The team should maintain situational awareness and cover and contact drills.

As the team extracts the wounded officer, they must make sure the package stays together and that the team does not separate from their cover.

As the team is extracting the officer from behind the car, the suspect will step out and fire a shot. The team should engage as per standard operating procedure, and the suspect will be dead right there. However, one officer will be shot in the nondominant arm. This will be an arterial bleed and also will need a tourniquet; the officer should apply it and continue in the game.

The team will now have two wounded officers to deal with. They should make for cover and reassess. Both patients will need a blood sweep. The officer with the GSW to the arm will actually be the more significantly injured; ask the team at an appropriate time, who is sicker?

The second officer to be wounded will complain of increasing trouble breathing, and a blood sweep will reveal blood on the affected hemithorax. The officer will have a TPX and need a needle. If they do not readily identify the TPX, say the breathing is getting worse, the officer is looking worse, and have the officer become more confused.

The team will need to secure all weapons; if they do not do so, have the officer panic, struggle, and attempt to draw the officer's own weapon.

Outside 1 Scenario Checklist

Did the team call to the downed patrol officer?	Y	N
Did the team attempt to obtain tactical information?	Y	N
Did the team have a plan prior to approaching the downed officer?	Y	N
Did the team rapidly assess and apply a tourniquet?	Y	N
Did the wounded officer apply a tourniquet or ask that one be applied?	Y	N
Did the team keep the package together?	Y	N
Did the team perform a blood sweep of both patients?	Y	N
Did the team identify which of the two patients is sicker?	Y	N
Did the team identify the TPX?	Y	N
Did the team maintain situational awareness?	Y	N
Did the team secure all weapons?	Y	N

Outside Scenario 2

Patrol officers respond to a report of an assault. They see an individual meeting the description of the suspect. A chase ensues (make people really run), and the suspect eventually gives up. Just as he is about to be searched, an officer grabs his chest, makes a gurgling sound, and collapses.

The team should designate one officer to see to the downed officer, while the others keep an eye on the suspect. If they do not, a gun appears, and an officer is shot in the leg; the suspect then runs off.

Call for help. Call for an automated external defibrillator (AED).

The team should maintain situational awareness and cover and contact drills.

If there is a second patient, ask the team at an appropriate time, who is more in need of immediate medical attention?

If there is a second patient, the team will need to secure all weapons; if the team does not, have the shot officer panic, struggle, and attempt to draw a weapon.

Outside 2 Scenario Checklist

Did the team secure the suspect?	Y	N
Did the team attempt to obtain/maintain situational awareness?	Y	N
Did the team call for help and an AED?	Y	N
Did the team rapidly apply a tourniquet (if second shooting occurs)?	Y	N
Did the wounded officer apply a tourniquet or ask that one be applied?	Y	N
Did the team perform a blood sweep of patients?	Y	N
Did the team identify which of the two patients is sicker?	Y	N
Did the team recognize the cardiac arrest?	Y	N
Did the team secure all weapons?	Y	N

Figure 1: Trauma Lane

This is a simple trauma lane using medical mannequins and CPR torsos. The first wounded officer is in the foreground. Patient 3, the injured civilian, is not included in this photo, but was positioned between Officer 2 and the two suspects. The trauma lane continues around the bank of lockers to the upper left of the photograph. Please note the discarded shotgun lying beside Suspect 1 (CPR torso to right of Suspect 2).



This pat-down approach appears to reflect the scripted training of law enforcement in assessing and securing suspects and appears to be a default comfort state for most officers when confronted with circumstances requiring hands-on contact. Future training will need to address and adapt to such scripting.

Participants felt that the trauma lane provided the most useful practical training in the least amount of time. In this scenario, a single officer was required to progress from patient to patient, assessing and managing as appropriate, and then moving onward (see table 3). Eight patients were encountered, including three officers and two suspects (see figure 1). There were no surprise elements in the scenario to trick the officers, and the suspects were clearly identified as the only threats in the scenario prior to the scenario going live. The exercise forced officers to prioritize medical care and rapidly diagnose and treat life-

tending to approach the exercise as a frisking procedure for contraband. They would perform a rapid pat down while maintaining situational awareness, but would never look at the casualty or at their gloves until after completion of the entire pat down. As such, when a small amount of simulated blood was encountered, such as might occur from a small caliber gunshot wound, officers would not necessarily know where on the casualty's body the blood originated, and, therefore, would not know the location of the injury.

threatening medical conditions, while still assessing the tactical situation of an officer-involved shooting with two suspects present on scene. It also highlighted the knowledge gap between medical and tactical care.

The following noteworthy tactical decisions occurred during the trauma lane:

- Several officers made the decision to bypass the two suspects and proceed to the third injured officer. In so doing, they placed themselves in a position in which their backs were to both suspects, and all situational awareness was lost (see figure 1). Had there not been the high stress of confounding medical issues, it is presumable that all officers would have secured the suspects prior to any further action.
- The surviving suspect had a significant gunshot injury to his right upper extremity, requiring placement of a tourniquet. Despite the fact that this suspect had been involved in the shooting of three officers, the participants were hesitant

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Figure 2: Suspect 2

Photograph of Suspect 2 as encountered by officers. There exists a suggestion of a weapon in the waistband of the suspect on the right side. Weapon is clearly visible by simply lifting shirt and is detectable by performing either a quick frisk or blood sweep.



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to place handcuffs on the affected extremity, out of concern for causing further injury. This hesitancy could have left the officers at significant risk. Optimal scene safety, while not always possible, should nonetheless be a tactical priority, regardless of ongoing casualty care issues.

- Several officers rendered aid to the surviving suspect, but then made no effort to search the suspect, moving on to the next casualty. Although all officers made efforts to secure the obvious weapons, the handgun casually placed in the waistband of the suspect was not discovered (see figure 2).

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These observations and other similar tactical lapses noted during these drills highlight problems with current first-responder training for law enforcement. This training, designed for conventional medical care under safe conditions, does not account for circumstances of active threat that officers may encounter. Under high-stress conditions, individuals revert to the level of training with which they are most familiar and comfortable. As the trauma lane demonstrated, in stressful situations perceived as primarily medical, mental conflict resolution will likely favor medical training over sound tactical doctrine, leading to potentially catastrophic consequences.

These findings highlight the necessity for law enforcement-specific training, integrating medical and tactical decision making, ideally using a reality-based platform integrated into departmental use-of-force and tactical training. Subsequent refresher training does not need to be overly complex or disruptive. In fact, it optimally should allow for a seamless flow between tactical and medical processes. For example, at the range, consider the following exercise: initiate a range drill engaging a threat, and, once the threat is neutralized, move to a mannequin, place a tourniquet, and then move to another target and engage the threat. This simple drill not only reinforces the actions of transitioning from weapon to medical equipment, but, more importantly, it reinforces the tactical decision-making process of transitioning from threat engagement to medical care and then back to threat engagement as a dynamic and fluid process.

From a logistical standpoint, the trauma lane was scheduled for 60 minutes (see table 1). Because individualized directed supervision and feedback were offered, each officer went through the trauma lane and then a real-time walk-through with a critique and a debriefing. As a result, the process actually took approximately 180 minutes, with significant downtime for officers not engaged in the process. In the future, to prevent excessive downtime and limit course length, the department plans to stage three simultaneous trauma lanes, allowing more rapid throughput while still facilitating personalized training. The remaining officer downtime during the trauma lane could provide a period to eat lunch and discuss questions or concerns.

Equipment

To maximally achieve the objectives of improved officer safety and survival, officers will need the appropriate medical equipment in addition to the training. In this time of economic uncertainty, any large capital expenditures will require careful analysis.

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However, the BTCC course was developed with fiscal responsibility in mind. It avoids high-cost flashy items, focusing instead on simple, proven methods that can be administered safely and effectively while under stress.

The most important piece of medical equipment is the tourniquet. Several modern, high-quality, combat-proven one-handed tourniquets are available for relatively nominal costs (approximately \$20 per unit). A more advanced medical kit, capable of taking full advantage of the CLS curriculum and containing gloves, 14-gauge angiocatheter needles and an NPA, can be assembled for approximately \$60, including a carrying pouch. Commercially available medical pouches of different sizes exist, depending on officer needs (for example, tactical versus patrol officer). Alternatively, current flash-bang cases are an ideal size to carry equipment (see figure 3). The most important consideration in selecting a medical pouch is providing the officer with the means of having lifesaving equipment immediately available when needed; a kit left behind in a patrol car because of size or weight concerns does not help anyone.

Care should be taken when evaluating and purchasing off-the-shelf medical kits, which frequently are expensive and contain higher cost but less-proven items (for example, hemostatic products rather than tourniquets).

Areas for Future Development and Investigation

The BTCC course is based upon current military combat lifesaver curriculum. Data from the Global War on Terror demonstrate that this training saves lives. It has proven so successful that it has been adopted as a standard of care by multiple coalition forces, including the Iraqi National Police.⁶ That said, the BTCC course extrapolates military casualty data to the civilian setting. While the concept of tactical medical decision making remains sound, there is insufficient law enforcement data to determine whether this training truly meets all law enforcement needs. The authors believe that, understanding its potential limitations, these data are a reasonable starting point, which hopefully will develop and grow over the next few years. If nothing else, TCCC and BTCC provide an important officer mindset for CUF.

In much the same way that the TCCC continues to evolve, the BTCC course also continues to evolve, driven by law enforcement-specific data.⁷ As the causes of peace officer injury and death are becoming better understood, the course has been modified to further emphasize hemorrhage control (including the use of commercial and field-expedient tourniquets) and has added high-risk casualty extraction and casualty evacuation. The lecture portion of the course has been further decreased, with increasing emphasis based upon scenario-based training.

Conclusions

The most important lesson learned from this experience is that a modular, law enforcement-specific course can be developed and delivered without expending significant resources. The course was adapted from available military information. While much time and effort was required to develop a law enforcement-appropriate curriculum, it was certainly within the means of those involved, and the authors would be happy to make it available to other departments interested in such a curriculum. Other than overtime costs for personnel participating in the training course, the only expenses were the costs for copying the manuals and a nominal expense of approximately \$20 to purchase clothes for the medical mannequins at a thrift store.

The Rochester, Minnesota, Police Department benefitted from the services of a volunteer physician who expressed an interest in developing this course for officer safety and survival and who spent the time to develop the curriculum. Not every department may have immediate access to a physician or physicians willing to commit to such an endeavor and provide ongoing training

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and certification. However, many physicians seek ways of giving back to the communities in which they live and work. The IACP Police Physicians Section, the American College of Emergency Physicians Tactical Emergency Medicine Section, the National Association of EMS Physicians, and local military facilities and hospitals may serve as initial points of contact for locating interested and qualified medical personnel.

Although clichéd, knowledge is power, and empowerment improves self-worth and morale. In a previous study, 92 percent of officers expressed a desire for law enforcement-specific medical training.⁸ Departmental morale can be effectively improved by increasing officer capability to respond to situations they feel are critical to survival. As a result, this training provides police chiefs with the ability to improve not only community preparedness, but also departmental morale, all in a cost-effective package. ♦

Notes:

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³Michael Felberbaum, "Army Adds Combat Lifesaver Course in Boot Camp," *Associated Press*, June 4, 2007.

⁴Andrew Tilghman, "Iraqi Police Study the Basics of Medical Aid," *Stars and Stripes* 10 (April 2006).

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⁶Tilghman, "Iraqi Police Study the Basics of Medical Aid."

⁷Matthew D. Sztajnkrzyer, "Learning from Tragedy: Preventing Officer Deaths with Medical Interventions," *The Tactical Edge* (Winter 2010): 55-58.

⁸Sztajnkrzyer, Callaway, and Baez, "Police Officer Response to the Injured Officer," 336.



Figure 3: Tactical Medical Kit

A medical kit capable of making the most of the BTCC curriculum can be easily and inexpensively assembled. Possible platforms for necessary medical equipment include, from left, a tactical medical pouch, a flashbang/small suppressor pouch, and a commercially produced tourniquet pouch.



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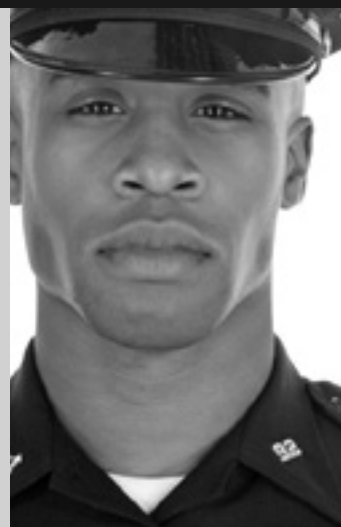
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Chief of Police Surprise, Arizona

The City of Surprise, population 115,000, seeks a dynamic and innovative police chief to lead its department of 132 sworn and 56 civilian employees, with an operating budget of \$19.4 million. Located 45 minutes northwest of downtown Phoenix, Surprise has been one of the fastest growing cities in America during the last decade. Surprise Stadium hosts the spring training camps for the Texas Rangers and the Kansas City Royals. The successful candidate must have a proven record of commitment to community oriented policing strategies, modern policing principles and possess strong leadership and interpersonal skills. Requires a Bachelor's degree in a related field and five years progressively responsible management experience. Masters degree and graduation from FBI NA, Northwestern, SMP or SPI preferred. Must be able to obtain Arizona POST within 3 months of hire. Salary ranges \$96,359 to \$163,810 with an excellent benefit package. For more information regarding the city and the position visit www.surpriseaz.gov. To apply, email cover letter, resume and five professional references to Mr. Greg Morrison, The Morrison Group LLC, morrisongroup@comcast.net, closing date December 31, 2010.

Surprise PD is CALEA accredited

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LEIM Section Plans 35th Annual Training Conference and Exposition

By David J. Roberts, Senior Program Manager, IACP Technology Center

Planning is well under way for the 35th Annual Law Enforcement Information Management (LEIM) Training Conference and Exposition, which will be held June 13–15, 2011, in San Diego, California. Designed by practitioners, for practitioners, the LEIM Section of IACP has hosted law enforcement chief executives, commanders, operational practitioners, technical developers, and industry representatives at this conference since 1977. The conference is designed to share leading practices and lessons learned in the innovative application of technology to improve officer safety and public safety, enhance efficiency and effectiveness of operations, and build enterprise-wide information-sharing capabilities.

Online registration for the 2011 LEIM Training Conference and Exposition is now open. Please visit <http://www.theiacp.org> and select the Technology tab, or use your smartphone to read the quick response (QR) code at the end of this column.

Technology Convergence

The theme of the 2011 LEIM Conference is Technology Convergence. The conference is designed to address how technology is converging across several different dimensions, which follow:

- **Technological convergence**, where different previously independent technological systems evolve to perform similar, interrelated tasks (for example, voice, data, and video technologies converging to interact and create new efficiencies and capabilities)
- **Technology and business practice convergence**, where technologies are converging with operational practices of law enforcement and justice agencies to fundamentally change the way practitioners work

- **Technology and policy convergence**, where technology is driving new and emerging policy initiatives and convergence of policies (for example, policies associated with providing open records in an increasingly digital world while building, enforcing, and maintaining privacy and confidentiality)

Preconference Workshops, Plenary Sessions, Concurrent Workshops, and Technology Exposition

The 2011 LEIM Conference is organized to provide plenary sessions on universal topics, and concurrent workshops address a broad range of technology, policy, planning, operational, and management issues.

Workshop topics will address current and emerging information management and technology issues across four primary tracks:

1. Executive
2. Operational
3. Technical
4. Communications and Interoperability

Three preconference workshops, which will address critical issues, follow:

1. Social Media and Law Enforcement
2. Automated License Plate Recognition
3. Information Sharing 101: Planning/Operations/Technology

In addition to plenary sessions and concurrent panel presentations, the LEIM conference includes a Technology Exposition Hall, which features industry-leading technology solution providers. Lunches and coffee breaks are provided each day in the Exposition Hall, which enables attendees to explore new and emerging

technologies to address their priority business needs.

Call for Presentations

The IACP LEIM Section has opened a Call for Presentations and is now inviting law enforcement professionals to submit proposals for workshop presentations at the 2011 LEIM Conference. Concurrent workshop sessions (one-hour duration) will be held throughout the conference, together with plenary sessions addressing universal topics. Workshops are designed to enhance the skills, expand the knowledge, broaden the perspective, and support the professional development of conference attendees.

The LEIM Section is particularly interested in receiving proposals for presentations on the following key topical categories:

- Automated License Plate Recognition
- Biometrics, Identity Management, and Identification Technologies
- Communications and Interoperability
- Cyber Crime and Digital Evidence
- Information Sharing, Analysis, and Fusion

	Monday June 13	Tuesday June 14	Wednesday June 15
8:00 am	Preconference Workshops	Workshops	Workshops
9:00 am		Workshops	Workshops
10:00 am		Workshops	Workshops
11:00 am		Workshops	Workshops
12:00 pm		LEIM Sponsored Lunch	LEIM Sponsored Lunch
1:00 pm	Opening Ceremony	Workshops	Workshops
2:00 pm	Plenary	Workshops	Workshops
3:00 pm		Workshops	Workshops
4:00 pm		Exhibit Hall Only	Exhibit Hall Only
5:00 pm	Ribbon Cutting Ceremony and Welcome Reception	Plenary	
6:00 pm		Reception	Reception
7:00 pm			

- Information Technology Standards and Architecture
- Mobile and Handheld Technologies for Law Enforcement
- Predictive Policing and Technology
- Privacy: Policy, Practice, and Technology
- Social Media and Law Enforcement
- Strategic Planning and Project Management
- Suspicious Activity Reporting and Situational Awareness
- Traffic Incident Management and Intelligent Transportation

To submit a proposal for a workshop presentation, please complete the 2011 LEIM Call for Presentations form online at <http://www.theiacp.org> under the Technology tab. You will receive an e-mail confirmation of your submission. Workshop proposals will be accepted through January 7, 2011. Selection decisions will be announced and speakers will be notified by January 29, 2011.

IACP/iXP Excellence in Technology Award Program

The IACP-iXP Excellence in Technology Award Program was created to recognize a law enforcement agency's superior achievement and innovation in the field of information technology. The program is an international competition open to local, tribal, state, provincial, federal, and multijurisdictional law enforcement agencies. The awards recognize small (50 or fewer sworn

personnel); medium (51–200 sworn personnel); large (200-plus sworn personnel); and regional/multijurisdictional agencies in three categories:

1. Innovation in Information Technology
2. Response to Computer Related Crime
3. Excellence in Law Enforcement Communications and Interoperability

Applications for the 2011 IACP/iXP Excellence in Technology Award Program may be submitted online through February 1, 2011. For more information, visit <http://www.theiacp.org>, select the Technology tab, and click the LEIM Conference link.

2011 LEIM Conference Scholarships

With budgets shrinking and more competition for local funds, many potential LEIM conference attendees have expressed concern that they may not be able to attend the annual LEIM conference. To address this concern, the LEIM Section Board of Officers has announced that it will offer five full scholarships for qualified agencies that lack adequate funding to attend the 2011 LEIM Training Conference and Exposition. Conference scholarships provide travel, lodging, and full conference registration for one official representative of a qualified agency.

To qualify, applicants must be members of a law enforcement agency (sworn or civilian) and authorized by the chief executive of the agency. Applicants must demonstrate an operational need for the training and establish financial need.

Priority will be given to applicants who are first-time LEIM conference attendees. Scholarship recipients must agree to submit a written report to the LEIM Section Board of Officers within 30 days of the conference's completion to discuss what the recipient gained by attending the conference and how this knowledge will advance the operations of the sponsoring agency. For more information, please visit <http://www.theiacp.org> and select the Technology tab. ❖



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New Dogfighting Enforcement Training Available Online

The U.S. Department of Justice, Community Oriented Policing Services (COPS), in partnership with the American Society for the Prevention of Cruelty to Animals (ASPCA), announced a new online course to help law enforcement and animal welfare professionals better detect, investigate, and take action against dogfighting.

The course, *Combating Dogfighting*, was developed by the ASPCA with COPS funding as a two-hour, two-part curriculum. Part one offers a comprehensive overview of dogfighting issues in the United States, while the second part provides information and resources on effective response, investigation, and enforcement.

"We are pleased to support the development of an easily accessible resource that will help communities throughout the country more effectively crack down on dogfighting," COPS Director Bernard K. Melekian in a recent press release. "Dogfighting on its own or when linked to other illicit activities is a crime that truly harms a community and contributes to a sense of lawlessness that cannot be tolerated."

"Dogfighting is a multimillion dollar criminal enterprise that leads to the inhumane treatment and deaths of thousands of dogs nationwide each year," said Dr. Randall Lockwood, ASPCA Senior Vice President of Forensic Sciences and Anti-Cruelty Projects. "A dogfighting investigation requires many of the same skills and resources as an undercover narcotics investigation, and it can be extremely difficult for law enforcement professionals to investigate this highly secretive enterprise. The ASPCA is hopeful that our partnership with the Justice Department will help combat dogfighting and bring more cases to light."

Combating Dogfighting is a free resource open to all law enforcement and animal welfare professionals. Additional details about the training, including registration information and a short clip of the course, can be found at <http://www.aspcapro.org/cops>. For more information, please contact Gilbert Moore (COPS) at 202-616-1728 or Rebecca McNeill (ASPCA) at 646-291-4582.

International Operation: Stop Illegal Medicines

More than 40 countries took part in an international week of action targeting online sales of counterfeit and illegal medicines, resulting in arrests across the globe and the seizure of thousands of potentially harmful medicines, all in an effort to raise awareness of the associated health risks.

Focusing on websites supplying illegal and dangerous medicines, the operation code-named Operation Pangea III is the largest Internet-based action of its kind in support of the International Medical Products Anti-Counterfeiting Taskforce (IMPACT). It was coordinated by INTERPOL, the World Customs Organization (WCO), the Permanent Forum of International Pharmaceutical crime (PFIPC), the Heads of Medicines Agencies Working Group of Enforcement Officers (HMA WGEO), the pharmaceutical industry, and the electronic payments industry.

The operation was carried out October 5–12, 2010, involving police, customs, and national medicines regulators with support from Internet service providers (ISPs), payment systems providers, and delivery services. The global operation targeted the three main components abused in the illegal website trade: the ISP, the electronic payment system, and the delivery service.

"Through a multisector operation involving law enforcement and health, INTERPOL's key objective in Operation Pangea III was to alert and protect members of the public by assisting our 188 member countries to shut down illegal pharmaceutical websites, chase money flows, and backtrack to the sources behind these illicit pharmaceutical products which represent such a threat to the health of the public," said Secretary General Ronald K. Noble. "While this international operation . . . shows that criminals attempting to use the Internet as an anonymous safe haven are not safe anymore, we hope that by raising public awareness about the dangers of illegal Internet pharmacies, consumers will exercise greater care when purchasing medicines online."

During the operation, Internet monitoring revealed 694 websites engaged in illegal activ-

ity, 290 of which have now been shut down. In addition, some 268,000 packages were inspected by regulators and customs, and almost 11,000 packages were seized. Just over 1 million illicit and counterfeit pills were confiscated. Some 76 individuals are currently under investigation or under arrest for a range of offences, including illegal sale and supply of unlicensed or prescription-only medicines.

In association with Operation Pangea III, and as part of international law enforcement's general public alert service, INTERPOL has posted a series of "Don't Be Your Own Killer" videos on YouTube to highlight the dangers of illegal Internet pharmacies.

Interpol Internet Crime Prevention Tool

INTERPOL has launched an international initiative to stop Internet websites from providing child pornography to online users. The police organization will provide a list of these websites in order to reduce the availability of such material on the web. Internet users attempting to access child pornographic material will be redirected away, either to an INTERPOL stop page or to an error page.

INTERPOL's Trafficking in Human Beings unit, which steers the world police body's combat against child sexual exploitation, will work with the organization's National Central Bureaus and international police forces in updating and enlarging the list of domains with child pornographic material, according to criteria defined in collaboration with the pan-European police project CIRCAMP (the COSPOL [Comprehensive Operational Strategic Planning for the Police] Internet Related Child Abusive Material Project).

"This initiative is a key tool of preventive policing against the online exploitation of child sexual abuse victims and will complement existing policing on the Internet," said Jon Eyers, INTERPOL's Assistant Director of Trafficking in Human Beings unit. "Its prevention capabilities will aid in global law enforcement efforts to detect persons and disrupt and dismantle networks and organizations that produce, distribute, and possess child sexual abuse material—while

at the same time, it will help protect the rights of abused children."

At the 2009 INTERPOL General Assembly in Singapore, member countries voted unanimously to adopt a resolution limiting the online distribution of child pornographic images. The resolution encourages member countries to promote the use of all the technical tools available, including access-blocking of websites containing child pornographic images.

U.S. Treasury's Go Direct Program

As police chiefs and others in law enforcement make speeches and discuss issues with senior citizens who receive federal benefits by paper check, they may wish to encourage them to switch to electronic payments. In fiscal year 2008, nearly 70,000 treasury-issued checks—totaling \$64 million in estimated value—were fraudulently endorsed. Using direct deposit instead of paper checks is an important way that senior citizens can help protect against identity theft and fraud.

The Go Direct campaign, sponsored by the U.S. Department of the Treasury and Federal Reserve Banks, launched in 2005 to encourage senior citizens, people with disabilities, and others who receive federal benefits by paper check to switch to direct deposit. Direct deposit is safer, easier, and gives people more control over their money. The Go Direct campaign works with banks, credit unions, social service agencies,

community-based groups, and other organizations and has helped more than four million Americans switch to direct deposit.

With the four million unbanked Americans who receive federal benefits in mind, the Treasury Department introduced the Direct Express card, an optional prepaid debit card, in 2008. The Direct Express card is a safe, easy alternative to paper checks, and no bank account is required.

To sign up, call the Go Direct help line at 1-800-333-1795, or sign up online at <http://www.GoDirect.org> (Spanish speakers, visit <http://www.DirectoASuCuenta.org>). You can also sign up at a local bank, credit union, or Social Security office; or complete and mail the form available at <http://www.GoDirect.org>. To obtain a special electronic tool kit or free marketing materials, visit http://www.GoDirect.org/partners/materials_main.cfm. For more information about the Direct Express card, call 877-212-9991 or visit <http://www.USDirectExpress.com>. ❖



Line of Duty Deaths

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

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

Patrolman William E. Phillips III
Greenfield, Ind., Police Department
Date of Death: September 30, 2010
Length of Service: 4 years, 5 months

Patrol Officer Merrill Allen Bruguier
Cheyenne River Sioux Tribal, S.D.,
Police Department
Date of Death: October 9, 2010
Length of Service: 14 years

Officer Karl Raymond McDonough
El Paso, Texas, Police Department
Date of Death: October 13, 2010
Length of Service: 4 years

Sergeant Joseph G. Schuengel
Missouri State Highway Patrol
Date of Death: October 15, 2010
Length of Service: 17 years

Sergeant Sean T. Drenth
Phoenix, Ariz., Police Department
Date of Death: October 18, 2010
Length of Service: 12 years


Deputy Sheriff Odell McDuffie Jr.
Liberty County, Texas, Sheriff's Department
Date of Death: October 25, 2010
Length of Service: 16 years, 8 months

Officer John Abraham
Teaneck, N.J., Police Department
Date of Death: October 25, 2010
Length of Service: 17 years

Captain George C. Green Jr.
Oklahoma Highway Patrol
Date of Death: October 26, 2010
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Distracted Driving: Law Enforcement's Achilles' Heel

By Richard J. Ashton, Chief of Police (Retired), Frederick, Maryland; and Grant/Technical Management Manager, IACP

Distracted driving in the United States is a serious and escalating problem that was responsible for 16 percent of the 33,808 motor vehicle fatalities in 2009.¹ It was attributed to 11 percent of the 45,230 drivers involved in fatal collisions.² Cell phones, which were either being used or were in the driver's presence at the time of collision, were the reported distraction by nearly one in every five drivers killed in distracted driving crashes.³

While the mention of distracted driving today conjures up images of a driver talking on a cell phone or texting on a smartphone, distracted driving comprises considerably more than that—it actually is focusing on anything other than driving, while driving. It encompasses such diverse behaviors as adjusting climate controls, changing a radio station or CD, drinking, eating, looking for a specific business, picking up a dropped item, talking to a passenger, and rubbernecking. The duties of a police officer can involve even more types of multitasking that divert an officer's attention away from driving. These activities can include activating emergency equipment; attempting to prevent citations/reports or a briefcase from flying off the passenger seat during a pursuit or an expedited response; entering queries into the mobile data terminal (MDT); recording the location of a call for service or the description of a wanted person or vehicle; and talking on the police radio.

A number of efforts have been initiated to address the myriad varieties of distracted driving. Last year, President Barack Obama issued an executive order that essentially prohibited federal employees from texting when using government-owned electronic equipment while driving any vehicle.⁴ Secretary of Transportation Ray LaHood has held two distracted driving summits and spurred the development of a sample texting while driving law⁵ to provide guidance to states that may be considering enacting or amending

their statutes. Currently, all drivers are banned from texting while driving in 30 states, the District of Columbia (D.C.), and Guam; and from using handheld cell phones in eight states, D.C., and the Virgin Islands.⁶ These mandates vary widely in the acts outlawed, the drivers covered, and whether enforcement is primary or secondary. However, virtually all of those laws that apply to all drivers exempt law enforcement officers from their coverage; this includes the president's executive order and the sample texting while driving law.

As their experience increases, police officers may come to regard themselves as invincible. Well-intended laws that allow officers to engage in hazardous behavior from which others are forbidden to participate may contribute to that feeling, do more harm than good to officer safety, and contribute to the perception that officers engage in hypocritical behavior by enforcing the same prohibitions against driving while texting or making handheld cell phone calls that they appear to flout. Interestingly, the average age of police officers accidentally killed in 2009 was 35 years old with 9 years' service; between 2000 and 2009, it was 38 years old with 10 years' service.⁷ Drivers aged 30 to 39 years accounted for the largest group of reportedly distracted drivers in fatal crashes involving cell phone distraction.⁸

Recognizing the perils of distracted driving, law enforcement leaders are especially concerned about the safety of those whom they lead and have developed effective policies to permit officers to more safely discharge their duties. In that vein, the state of Washington enacted legislation, effective June 10, 2010, to make texting and handheld cell phone use a primary offense. Even though law enforcement is exempt from this legislation, the Washington State Patrol proactively applied it to its troopers by agency order.⁹ Furthermore, the Florida Highway Patrol (FHP) mandated, as of October 4, 2010, hands-free voice communication for its troopers, although the state of Florida has not enacted a statute in this regard.¹⁰ Finally, the city of Cheyenne, Wyoming, enacted last year an ordinance allowing only hands-free cell phone use, from which its police officers were not exempted.¹¹

An examination of the pertinent policies of the FHP, the Illinois State Police (ISP), and the Las Vegas Metropolitan Police Department (LVMPD) yield some guidelines that may assist police chief executives who are considering the development of such policies.

- The FHP's new Wireless Voice/Data Communications policy clearly sets forth the overarching principle surrounding the usage of a cell phone or of another wireless communication device: "Members must be able to maintain both hands on the steering wheel while the vehicle is in motion and using the device."¹²
- FHP and ISP policies cover both agency- and personally owned wireless voice/data communication devices either in agency-owned vehicles or in privately owned vehicles when troopers are on duty or conducting official business.
- Both FHP and ISP policies permit hands-free voice communication on cell phones or on other wireless communication devices, although ISP troopers may not use them during Code 2 or Code 3 (lights and siren) responses¹³ and may use only police radios for communication during Code 2 or Code 3 calls.¹⁴ LVMPD officers may not type messages or use cell phones during Code 3 responses.¹⁵
- The FHP and the LVMPD have separate rules governing the use of MDTs, while the ISP permits its troopers to use, while driving, MDTs to query law enforcement databases, except when they are responding to Code 2 or Code 3 calls.
- FHP troopers can neither dial an outgoing call nor send or read a text message or e-mail while a vehicle is in motion. Similarly, the ISP¹⁶ and the LVMPD prohibit texting or sending and receiving e-mail in moving vehicles.
- FHP allows the use of voice-activated navigation systems that are not incorporated into the MDT while a vehicle is moving, but it requires the vehicle be stopped to enter or modify the system.

Aside from agencies' promulgating and enforcing well-thought-out policies, technology holds promise for improving the safety of police officers performing myriad essential duties



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while driving. For instance, the University of New Hampshire has been developing hands-free technology for police cruisers through the use of voice-activated commands. "I can literally drive down the road, speak without holding the microphone, and turn on the lights and sirens without ever looking at the equipment," said Captain John G. LeLacheur of the New Hampshire State Police.¹⁷

If agencies uniformly connect lights, sirens, and other critical equipment in cruisers to steering wheel switches, officers will be able to operate such equipment with little distraction and will be able to discharge their duties safely. ❖

Notes:

¹National Highway Traffic Safety Administration's (NHTSA), "Distracted Driving," *Traffic Safety Facts: Research Note*, September 2010, DOT HS 811 379, 1, <http://www-nrd.nhtsa.dot.gov/Pubs/811379.pdf> (accessed October 12, 2010).

²Ibid.

³Ibid., 2.

⁴Exec. Order No. 13513, "Federal Leadership on Reducing Text Messaging While Driving," 74 Fed. Reg. 51225 (October 6, 2009), <http://edocket.access.gpo.gov/2009/pdf/E9-24203.pdf> (accessed October 13, 2010).

⁵U.S. Department of Transportation, "Sample Law to Prohibit Texting While Driving," February 2009, <http://www.distraction.gov/files/dot/texting-law-021910.pdf> (accessed October 13, 2010).

⁶NHTSA, "State Laws on Distracted Driving," <http://www.distracteddriving.gov/state-laws> (accessed October 13, 2010).

⁷FBI, *Law Enforcement Officers Killed and Assaulted 2009*, October 2010, table 57, http://www2.fbi.gov/ucr/killed/2009/data/table_57.html (accessed November 2, 2010).

⁸NHTSA, "Distracted Driving 2009," 1 and 3.

⁹IACP Highway Safety Committee, "Midyear Meeting Minutes, June 16–19, 2010," Branson, Missouri, <http://www.theiacp.org/LinkClick.aspx?fileticket=QpuHekwnlq4%3d&tabid=510> (accessed October 15, 2010).

¹⁰Jerome Burdi, "FHP Troopers Barred from Talking on Handheld Cell Phones while Driving," *The Palm Beach Post*, October 5, 2010, <http://www.palmbeachpost.com/news/state/fhp-troopers-barred-from-talking-on-hand-held-954238.html> (accessed October 15, 2010).

¹¹Driving while Using Cellular Telephone Prohibited—Exceptions, Cheyenne, Wyoming, Municipal Code, §10.24.170, http://library4.municode.com:80/default-test/template.htm?view=browse&doc_action=setdoc&doc_keytype=tocid&doc_key=313ee23d1ec5fe3376520daa286c438c&infobase=16266 (accessed November 3, 2010).

¹²Florida Highway Patrol, "Wireless Voice/Data Communications," policy number 7.10, October 4, 2010, <http://www.flhsmv.gov/fhp/Manuals/0710.pdf> (accessed October 27, 2010).

¹³According to "Illinois State Police Directive OPS-081, Emergency Response Driving," a Code 3

response is for an "emergency call," which is defined as "an incident or call in which the possibility of death, great personal injury, or the prevention or apprehension of forcible felons exists and a rapid response by a law enforcement may reduce the seriousness of the incident." A Code 2 response is for an incident not qualifying as an emergency call, but still warranting an expedited response. See <http://www.isp.state.il.us/docs/pressreleases/emergencyresponsedriving.pdf> (accessed October 8, 2010).

¹⁴Illinois State Police Directive OPS-081, Emergency Response Driving," 5.

¹⁵Las Vegas Metropolitan Police Department, "GO—35—09, Safe Driving Policy," December 5, 2009, 3 and 5, <http://www.mynews3.com/files/GO-035-09%20SAFE%20DRIVING%20POLICY.pdf> (accessed November 4, 2010).

¹⁶Illinois State Police Directive ADM-019, Wireless Voice/Data Communications Equipment," November 20, 2008, <http://www.isp.state.il.us/docs/pressreleases/wirelessvoice.pdf> (accessed October 30, 2010).

¹⁷Matt Richtel, "Gadgets in Emergency Vehicles Seen as Peril," *The New York Times*, March 10, 2011, http://www.nytimes.com/2010/03/11/technology/11distracted.html?pagewanted=2&_r=1&ref=matt_richtel (accessed November 8, 2010).

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