

The PoliceChief

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APRIL 2014



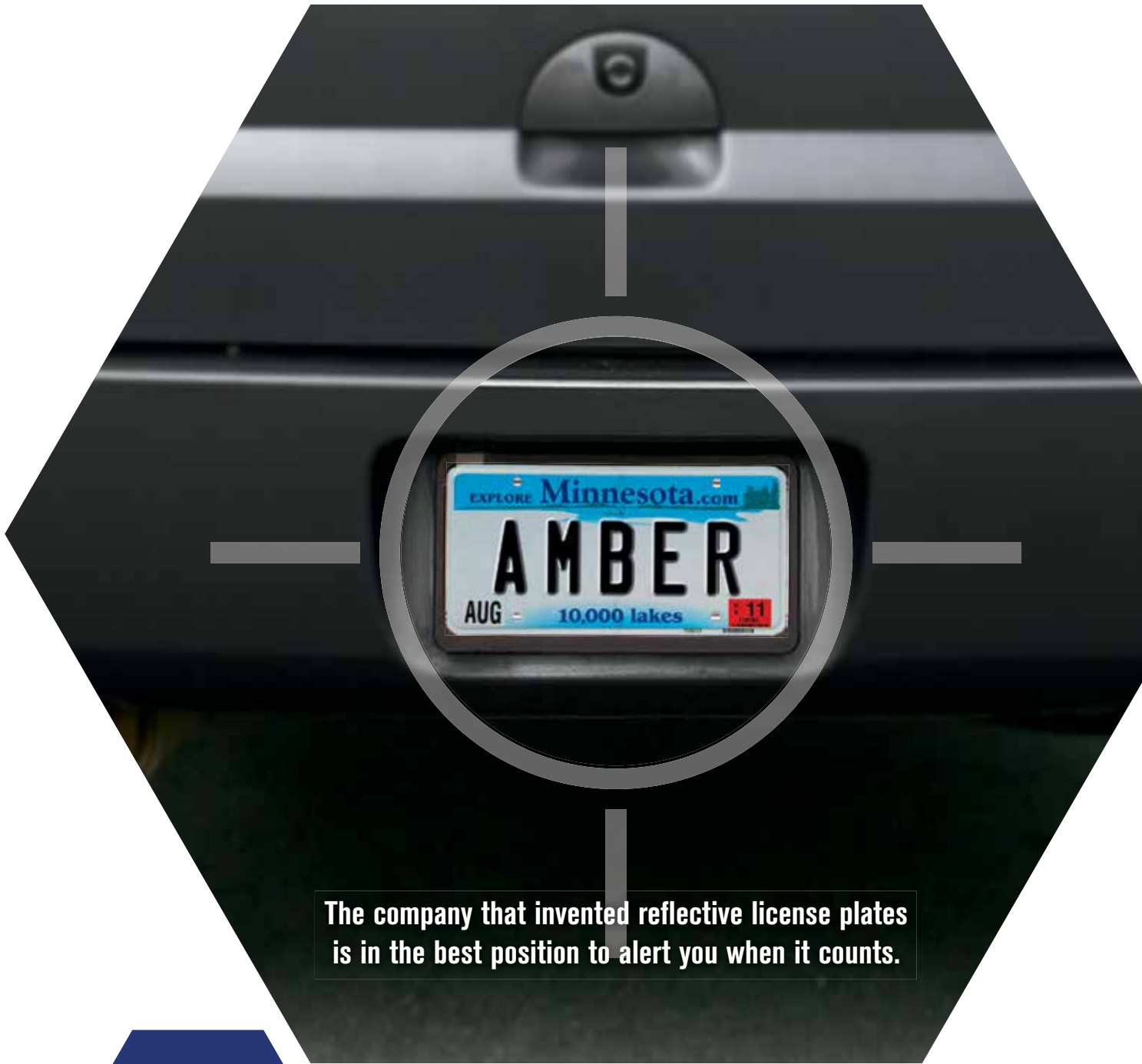
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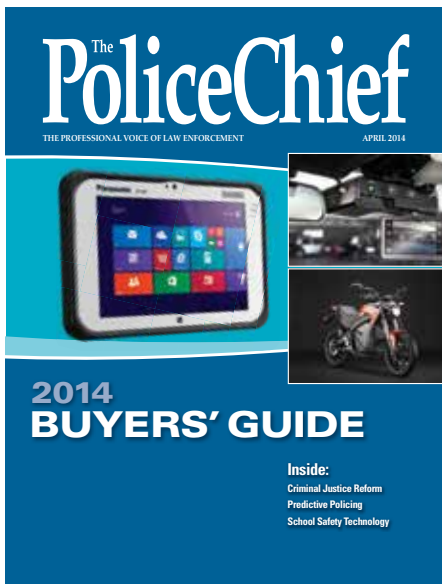
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The Police Chief

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Start by Believing: Changing Attitudes Toward Sexual Assault

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We've Heard from You: 2013 Customer Satisfaction Survey

The membership of the IACP is the lifeblood of the association. Your voice and input matter to us, which is why we conducted a customer satisfaction survey to review the work of the association in 2013. We wanted to hear what you thought we did well and what you thought we should focus on for improvement in 2014.

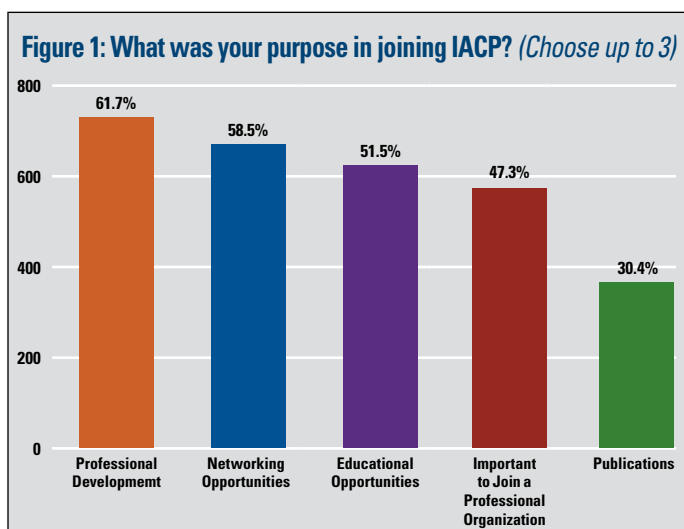
First of all, I would like to thank all of you who took the time to complete the survey. Your thoughts on the effectiveness of the association are important to us.

Our survey was sent to the entire membership. Of the respondents, 61 percent were active members and 51 percent were from local law enforcement agencies, 5.4 percent were from state agencies, 5.7 percent were from county agencies or special districts, 0.4 percent were from tribal agencies, 5.8 percent were from college or university agencies, 1.2 percent were from transportation agencies, 5.4 percent were from federal agencies, 1 percent were from the military, and 2.3 percent were from security. IACP members who had been members of the association for two to five years made up 24 percent of the respondents, 13 percent were members of the IACP for one year or less, and 19 percent had been members for six to ten years.

We asked a total of 19 questions on the survey covering demographics, goals when joining the IACP, and feedback on your satisfaction with IACP programs and services.

Why You Joined the IACP

The majority of respondents (61.7 percent) joined the association for professional development, while 58.5 percent joined for networking opportunities, 51.5 percent joined for educational opportunities, 47.3 percent of the respondents felt it was important to join a professional association, and 30.4 percent joined because of the publications and materials we produce.



How We Performed

Overall, 86.7 percent of the respondents rated themselves satisfied or higher with the association's overall performance. A breakdown of overall satisfaction shows that 34.3 percent of respondents are satisfied with the association's performance, 33.9 percent are very satisfied, 18.5 percent are extremely satisfied, 12 percent are somewhat satisfied, and only 1.4 percent were not at all satisfied.

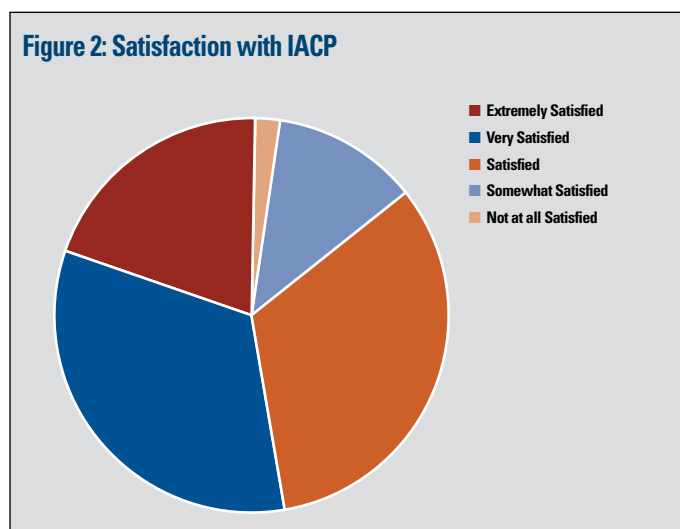
Has the IACP Helped You or Your Organization?

We wanted to know if what we are doing is helping you personally in your career. Are we standing true to our mission of *Serving the Leaders of Today and Developing the Leaders of Tomorrow*? According to the results, IACP has assisted 62 percent of the respondents in their career or in meeting goals.

Not only is it important to us that we develop strong leaders; we also want your organizations to be strong. The survey revealed that 63 percent of respondents feel that your membership with the IACP helped to benefit and strengthen your organization team.

What Are We Doing?

We are working hard to improve our services to our members and to keep you happy and well-informed. As you know, we rolled out the new IACP website in December 2013 to provide you with a more helpful and user-friendly site. We are constantly adding information to our website. It became clear to us from the survey results that many of you are unaware of the information we are providing on a daily basis through our social media outlets. Make sure you subscribe to our blog at <http://theiacpblog.org>, and you can also follow us on Twitter (@TheIACP) and like us on Facebook at <https://www.facebook.com/TheIACP>. Don't forget to check out our YouTube channel at <https://www.youtube.com/theiacp>.



We will continue to seek information from you on our services through additional surveys. Your insight is extremely important to us in evaluating our strengths and weakness. I encourage you all to take our surveys when they are sent to you. The 15 minutes it takes to fill one out are well worth the potential future results. In addition, feel free to reach out to me personally with any suggestions or concerns you may have. I can be reached at yzakhary@woodway-texas.com.

IACP Names New Executive Director, Vincent Talucci

I am pleased to announce the appointment of Mr. Vincent (Vince) Talucci as the next executive director of the IACP, effective April 7, 2014. Mr. Talucci will succeed Bart R. Johnson.

Following the process established during the previous executive director search in 2011, the IACP Board and Executive Committee conducted a thorough qualifications review and candidate interview process. As a result of this process, it was decided that Mr. Vincent Talucci was the most qualified candidate for the position.

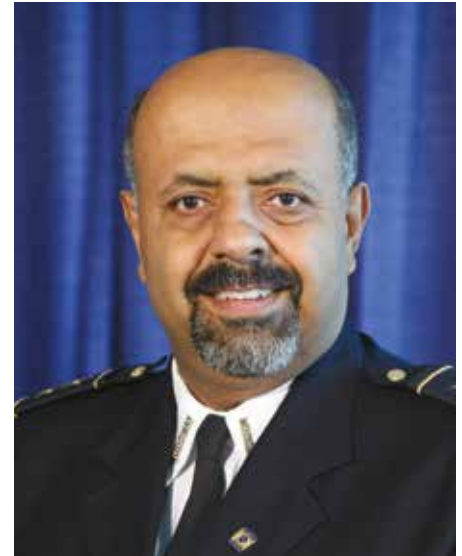
Mr. Talucci joined the IACP staff in 2002 and has held several senior positions within the association, most recently serving as

Deputy Executive Director. From 2010 to 2012, Vincent left the IACP to gain private sector experience, working at SAS. The knowledge he gained through his private sector experience has significantly contributed to modernizing and advancing IACP operations, policies, and outreach efforts.

Prior to joining the IACP, Mr. Talucci worked at the U.S. Department of Justice (DOJ) in various capacities from 1997 to 2002. He served as a Program Manager for the National Institute of Justice (NIJ), where he was responsible for the management of federally sponsored research and development efforts. Vince joined the DOJ as a Presidential Management Fellow after earning a master's degree in Public Administration from the University of Washington.

I am thrilled with the selection of Mr. Talucci to lead the association as the next executive director. Vince has a good understanding of the rich history, culture, and traditions of the IACP. He is fully aware of the challenges ahead of him and is ready to hit the ground running. He is a dedicated employee, and will work hard to grow the association.

Please join me in congratulating our new executive director, Vincent Talucci. ❖



**Yousry "Yost" Zakhary, Director,
Woodway, Texas,
Public Safety Department**

IACP Icon and Long-Time Police Chief Editor Retires



**Charlie Higginbotham,
Long-Time Police Chief Editor**

After 45 years, Charles Higginbotham is stepping down from his post as Police Chief editor and IACP Conference director. As the longest-serving IACP employee in the organization's history, Charlie leaves a valuable legacy in these two programs and in the innumerable staff and members he has mentored and befriended over the years. His contribution to the IACP

is not something that can be measured easily, and we look forward to paying tribute through the success of the projects he has put his heart and soul into. As always, though, Charlie says it best, and so we celebrate his retirement with the wisdom he shared with us at the IACP:

There is an old adage that you never work a day in your life when you like what you do. I cherished and enjoyed every day at IACP, and the days never felt like work; rather the days were living out a dream. I had a high school guidance counselor who told me I had to find a job where I could write while helping others. I feel this prophecy came true at IACP.

During my tenure at IACP, there were several challenges. Each time a challenge was presented, the association's staff, leadership, and membership met the challenge and moved the association forward. As I am leaving, it is rewarding to know that the association is on solid ground.

I also feel fortunate that I had the opportunity to meet and listen to the innovators, pioneers, and legends of today's policing. It was a privilege to observe their work and engage in discussions. It is with a sense of pride that the current IACP staff is capable to continue enabling the work of today's innovators and that these innovators look to IACP as their resource. I know the future is bright for the IACP.

In my 45 years at IACP, I have had the opportunity to work on many different projects and activities. My two highest profile responsibilities have been the

Police Chief magazine where I served as editor for 30 years and the annual conference where I served as director for 19 years. The success of these two activities is credited to the IACP staff stepping up and serving as guest editors, writing columns, finding authors, reviewing manuscripts and proofreading, making workshop presentations, and staffing the many jobs to hold the annual conference.

Not to be overlooked is the IACP membership. I had the opportunity to work with many professional survey/opinion poll companies. When we discussed the projected response to the polls, I always said – don't worry, IACP members will tell us what they think. The survey professionals were always surprised at the outstanding number of responses and the quality of comments received.

The IACP leadership trusts the staff to develop new ideas and to establish the means to translate these concepts to practice in the field. The leadership also knows that the staff are good stewards of the association's resources. By carefully managing these resources the association will continue to strive.

In closing, I wanted you to know how much I appreciated our time together. This is not the end, only a new chapter.

We hope that all of our readers and members will join us in wishing Charlie the best in his retirement! ❖

President Obama Releases Fiscal Year 2015 Budget Proposal



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

On March 4, 2014, President Obama released his proposed budget for the federal Fiscal Year (FY) 2015, which begins on October 1, 2014. The president's \$3.901 trillion budget request proposes \$1.065 trillion in discretionary funds. Of that amount, \$1.014 trillion is consistent with the caps in the December budget deal (P.L. 113-67) negotiated by Representative Paul Ryan (R-WI) and Senator Patty Murray (D-WA).

The annual release of the president's budget begins the nearly year-long U.S. federal budget process. The Senate has already stated they will not be releasing their own budgetary proposal, and the House has not made a final decision on whether they will advance their own budget proposal this year. Both the House and Senate will need to develop FY 2015 appropriations bills. Once both the House and Senate have approved their appropriations bills, they will work together to resolve any differences in a conference committee before sending final FY 2015 spending proposals to the president for his signature.

The president's budget is never adopted without alterations from Congress, and the FY 2015 budget has already faced stiff opposition from congressional Republicans.

It is imperative that you tell your congressional members how important DOJ and DHS funding is for state and local law enforcement.

The president's budget provides \$27.4 billion for the Department of Justice (DOJ) in FY 2015, \$122 million above the FY 2014 enacted level. Highlights of importance for state and local law enforcement include the following:

- \$376 million for the Edward Byrne Memorial Justice Assistance Grant (Byrne-JAG) program, level funding with FY 2014.
- \$274 million for Community Oriented Policing Services (COPS), which supports an increase of \$71 million for COPS hiring and Tribal Law Enforcement programs, for a total of \$247 million to hire and retain approximately 1,300 law enforcement officers.
- \$423 million for the Office on Violence Against Women.
- \$147 million for state and local governments to help keep communities safe from mass casualty violence, including \$75 million for the Comprehensive School Safety Program, which received funding initially in FY 2014; \$55 million in grants to improve the submission of state criminal and mental health records to the National Instant Criminal Background Check System; \$15 million to improve police officer safety; and \$2 million to develop better gun safety mechanisms to prevent the use of firearms by unauthorized users.

The president's budget includes \$38.2 billion for the Department of Homeland Security (DHS) in FY 2015 to protect the United States from terrorist attacks; address critical capital needs; and carry out core homeland security functions such as transportation security, cybersecurity, disaster preparedness, and border security. This represents a 2 percent decrease from the FY 2014 enacted level. Similar to the president's FY 2013 and FY 2014 budget requests, the FY 2015 budget proposal consolidates over a dozen of the Federal Emergency Management Agency's state and local preparedness grant programs, like the Urban Area Security Initiative (UASI), into one grant program called the National Preparedness Grant Program (NPGP). The president proposes funding the National Preparedness Grant Program at \$1.04 billion, a significant reduction from the FY 2014 allocation to the Federal Emergency Management Agency's homeland security preparedness grants for state and local programs. NPGP would also move management of the consolidated grant program to the states. This proposal has been blocked by Congress in previous years.

We will continue to monitor funding for FY 2015 throughout the year and provide you with updates. If you have the opportunity to meet with your congressional members, it is imperative that you tell them how important DOJ and DHS funding is for state and local law enforcement. Explain to your member of Congress how you have used important grant programs like Byrne-JAG, UASI, State Homeland Security Grant Program, and COPS hiring to fund important programs and to hire and retain officers. Congress needs to hear from its constituents the value of these programs for your agencies and for your communities. Provide details on how funding reductions will have a negative impact on the ability of your law enforcement agency to operate and on public safety within your community.

To view the entire proposed FY 2015 budget, visit <http://www.whitehouse.gov/omb/budget>. ♦



IACP LEGAL OFFICERS' SECTION SPRING TRAINING CONFERENCE AND MID-YEAR MEETING

Join us for a one-week training program specifically designed for police attorneys. The program will include tracks for new police attorneys, as well as seasoned legal advisors looking for in-depth training on leading edge topics. The program also includes ample opportunities to network with other legal advisors from around the country. Highlights of the program include:

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Lodging Information will be forthcoming.

The Role of Mindfulness Training in Policing a Democratic Society



By Richard Goerling, Police Lieutenant; Commander, U.S. Coast Guard Reserve; and Adjunct Faculty, Portland, Oregon, Community College

U.S. police professionals work in an increasingly demanding and complex operational, administrative and legal landscape. Many hazards exist in this environment, and navigating these hazards as a police officer is no longer achievable without significant change. It is time for police leaders to collaborate with community stakeholders and find ways to enhance the wellness of their police officers and communities.

Police work is stressful. Traditional views on police occupational stress have often been viewed in a negative light. Much of this perspective is due, in large part, to the police institution's reactive approach to stress management—police agencies typically wait until significant, negative effects of stress manifest in individuals, teams,

or the whole organization before actions are taken to mitigate and manage. Police officer wellness requires a shift in organizational approach among police leadership and an ensuing cultural evolution toward resilience and holistic wellness. This article will discuss what this shift might look like and how police and community leaders might consider leading forward to build a police organizational and cultural construct that has resilience (prevention) at its core.

Historically, the American Police Institution (API) has delegated officer wellness to the individual police officer.¹ Combine this with little or no wellness intervention programs until officers experience trauma, and you are left with the API's current, *reactive* model that has, time and again, demonstrated little ability to prevent the complex, long-term consequences of trauma. Police organizations and their communities must create a culture of resilience and an organizational model that supports resilience in all wellness dimensions: mind, body, and spirit. Training police officers in resiliency skills, providing stronger preventative mental health care,

and cultivating a leadership culture of wellness will shift the API toward a *preventative* model—one of resilience. This new approach will allow police officers to move beyond survival and into a realm where they can thrive.

The positive outcome of a preventative model of resilience will have noticeable effects at the individual police officer level, the organizational level, and throughout the community. Resilient police officers will have a greater capacity for compassion and performance on the job, healthy organizations will nurture leadership capacity from the briefing room to the boardroom, and these positive social forces will strengthen the relationship between the community and its police department, perhaps just one police-citizen encounter at a time.

Resilience is defined nicely by the late Dr. Al Siebert as the “ability to cope well with high levels of ongoing disruptive change; to sustain good health and energy when under constant pressure; to bounce back easily from setbacks; to overcome adversities; to change to a new way of working and living when an old way is no longer possible; and to do all this without acting in dysfunctional or harmful ways.”²

Holistic wellness simply refers to the mind, body, and spirit connectivity. It requires both training and a leadership culture to support wellness of the whole person—physical, mental, emotional, social, and spiritual.

At the foundation of this culture and organizational model is a holistic approach that includes mindfulness training. Jon Kabat-Zinn defines mindfulness as “the awareness that emerges through paying attention on purpose, in the present moment, and nonjudgmentally to the unfolding of experience moment by moment.”³

The practice of paying attention, of cultivating awareness, is one that strongly resonates with the ethos of the guardian and the life path of the warrior. Guardian ethos encompasses our collective warrior culture in policing and the values and beliefs necessary to nurture and sustain the courage and grace it takes to stand the watch. The life path of the “guardian” (the watchstander of democracy) has an arch from accession to retirement. Thriving across this arch is perhaps too rare as most of police culture frames success in terms of survival. Richard

Strozzi-Heckler writes of his work training what he calls the awareness disciplines to U.S. Army Special Forces.⁴ Police leaders have an opportunity here. Teaching meditation to police officers makes sense, culturally and scientifically. Meditation speaks to the warrior soul and teaches critical skills in self-awareness. From this place, one can expect physical, spiritual, and social fitness to grow.

Mindfulness-Based Stress Reduction (MBSR) is a training program that Kabat-Zinn developed three decades ago at the University of Massachusetts Medical School.⁵ This training program has been adapted to train resilience at the Hillsboro Police Department in Oregon.

Beginning in the summer of 2013, a pilot Mindfulness-Based Resilience Training (MBRT) program was implemented. Through a collaborative research and training partnership with the Hillsboro Stress Reduction Clinic and Pacific University, three separate cohorts of police employees from three different police agencies in the region have been trained in the nine-week MBRT. Research results, which include salivary cortisol testing, are being analyzed. Preliminary research data demonstrate promising outcomes through self-reported improvements in sleep, pain management, emotion regulation, and emotional intelligence.

The collaborative research and training team in Hillsboro has evolved into the Pacific Center for Wellness at Pacific University. This team will continue to research, develop, and deliver mind-body resilience training and mindful leadership training for police professionals. The center invites collaboration with police agencies.

The hope is that this research demonstrates how mindfulness training can develop and nurture resiliency skills, enhance officer performance under acute stress, and improve the outcome of the police-citizen encounter. Mindfulness has been shown to improve the neuroplasticity of the brain and the unconscious resilience that results creates pathways for conscious resilience of hand, heart, and mind.⁶

This training provides capacity for police officers to respond through trauma and, after a period of adjustment, land stronger than when they started, an ability also known as post-traumatic growth. Mindfulness also builds improved cognitive performance and greater emotion regulation, which are key to the peak performance of a police officer under stress. Finally, the improvements in self-awareness, empathy, and emotion regulation that can be achieved with mindfulness training lend toward more grounded outcomes in police-citizen encounters. While the research strives to test these desired outcomes, much work remains to be done as mindfulness training in policing evolves to meet the unique culture and operational environment of policing.

Mindfulness training promises to nurture the body, mind, and spirit of our police warriors. Research has shown that mindfulness enhances emotion regulation, empathy, cognitive performance, and working memory.⁷ These are the ingredients for an effective police encounter and a battle-ready, empathic police officer.

The good news is that police occupational stress can have constructive outcomes when responded to positively by the organization. Cultivating resilient police officers and a culture of resilience is possible using mindfulness as a foundation. Shifting from a reactive model to a preventative one is not simple, yet it is an integral part of leadership evolution. The opportunity before us is to lead our culture forward, toward a proactive and preventative paradigm of occupational stress. In this model, we create an environment that allows our employees and communities to not just survive, but to thrive.

Police training, generally, devotes much energy in training concepts of situational awareness. The U.S. legal framework looks at the concept of the totality of the circumstances. Awareness of the landscape (physical, environmental, human, industrial, etc.) is the first factor in staying safe in all emergency response professions. Assessing the behavior of persons confronted by police officers is an equally

critical ingredient to officer safety. Mindfulness training is situational awareness “graduate school.” Through greater self-awareness, police officers can learn greater situational awareness and develop the ability to be present, focused, and grounded in the naturally occurring fog where heroes meet crises. ❖

“Instead of panicking or returning to business as usual, commit to grounded compassion, pragmatic wisdom, and skillful action. Let awareness be your weapon... Be there for those who have suffered more than we have. Step beyond yourself and be of use to someone. Be courage in uncertainty. Be love in chaos.”⁸

Notes:

¹“American Police Institution” (API) is a term used by the author to describe the uniformed public safety industry at all levels of U.S. government. It primarily refers to the broad organizational and management culture of this mission-diverse group of police agencies.

²Al Siebert, *The Resiliency Advantage: Master Change, Thrive under Pressure, and Bounce Back from Setbacks* (San Francisco, CA: Berrett-Koehler Publishers, Inc., 2005).

³Jon Kabat-Zinn, “Mindfulness-based Interventions in Context: Past, Present and Future,” *Clinical Psychology: Science and Practice* 10, no. 2 (2003): 145.

⁴Richard Strozzi-Heckler, *In Search of the Warrior Spirit: Teaching Awareness Disciplines to the Green Berets* (Berkeley, CA: North Atlantic Books, 2003).

⁵Jon Kabat-Zinn, *Full Catastrophe Living: Using the Wisdom of Your Body and Mind to Face Stress, Pain, and Illness* (New York, NY: Delta Publishing, 1990).

⁶Elizabeth A. Stanley, “Neuroplasticity, Mind Fitness, and Military Effectiveness,” in *Bio-Inspired Innovation and National Security*, ed. Robert Armstrong, Mark D. Drapeau, Cheryl A. Loeb, and James J. Valdes (Washington, DC: National Defense University Press, 2010), 257–279.

⁷Amishi P. Jha, Elizabeth A. Stanley, Anastasia Kiyonaga, Ling Wong, and Lois Gelfand, “Examining the Protective Effects of Mindfulness Training on Working Memory Capacity and Affective Experience,” *Emotion* 10, no. 1 (2010): 54–64.

⁸Strozzi-Heckler, *In Search of the Warrior Spirit*, 372.



The IACP Center for Officer Safety and Wellness (COSW)

The COSW strives to establish a culture of safety, health, and wellness by emphasizing these values as they impact officer performance from recruitment to retirement. Visit:

<http://www.theiacp.org/CenterforOfficerSafetyandWellness>.

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

Predictive Policing: Understanding and Applying Analytical Techniques to Prevent and Combat Crime

By William Ford, Division Director, Office of Science and Technology, National Institute of Justice

While predictive policing has seen widespread use in recent years, the field has lacked a comprehensive resource that assesses the most commonly used tools and helps departments determine which are most appropriate for their jurisdiction. In 2013, Rand Corporation published such a resource: *Predictive Policing: The Role of Crime Forecasting in Law Enforcement Operations*. This National Institute of Justice (NIJ)-funded research assesses various models of predictive policing, examines promising approaches for acting on predictions, and dispels common myths associated with predictive policing.

The researchers conducted a literature review including academic papers, vendor presentations, and lessons learned from similar predictive techniques in use at the U.S. Department of Defense. They also reviewed a variety of departments using promising predictive techniques. Researchers then synthesized this information into a taxonomy of the various operational applications that predictive policing can support.

The Results

Researchers found that predictive methods generally fall into one of four categories:

1. *Crime predictors*. These methods rely on mapping crime locations and identifying hot spots. Analytics then range from regression analysis to cutting-edge mathematical models.
2. *Offender predictors*. These methods, aimed at identifying individuals at high risk to commit a crime, generally rely on clinical techniques to determine risk. The corresponding analytics then use regression and classification models to associate risk factors with the percent chance the person will offend.
3. *Perpetrator identity predictors*. These methods help solve crimes that have occurred. Investigators link suspects to crimes using available crime scene information and a process of elimination. Analytics automate the process, allowing for the linkages to happen across large data sets.
4. *Crime victim predictors*. These methods often blend those used to predict crime location and offender risk.¹

Researchers also found that predictive policing is "best thought of as part of a comprehensive business process." In other words, while predictive policing is informative, interventions actually lead to crime reduction. Researchers identified a four-step cycle for conducting this process.²

1. *Data collection*. Crime, incident, and offender data are collected and will be used to inform predictions. Data from different community resources may require some synthesis prior to analysis.
2. *Data analysis*. Analysis of this data using an appropriate predictive method and tool.
3. *Police operations*. Operations will vary depending on the intervention necessary as informed by predictive analytics. They range from generic (an increase of resources in a high risk area), crime-specific (a targeted intervention), or problem-specific (addressing both locations and factors driving risk).
4. *Criminal response*. Ideally, crimes are reduced or solved. Here, agency assessments are key to ensure interventions are implemented properly.

Predictive Policing Myths³

1. *The computer knows the future*. It is important to remember that the algorithms used in predictive policing predict the risk of future events, not the occurrence of the events themselves. It is also important to remember that these predictions are based on data from past events; the better the data, the better the predictions.
2. *The computer will do everything for you*. The human element in predictive policing is in fact the most essential. Even with the most advanced, comprehensive predictive policing software, people must collect and process the data for analysis, design the analysis so that it is responsive to evolving conditions in their jurisdictions, and be cognizant of erroneous findings, among others.
3. *Each department needs a high-powered, costly model*. The functionalities of most standard workplace software like Microsoft Office and the capabilities of such standard geographic information systems like ArcGIS are suitable for use with many predictive policing models. And while a more complex model generally does yield greater predictive power, the benefits diminish as the model complexity increases.
4. *Accurate predictions equal major decreases in crime*. It is important to remember that predictions are nothing without subsequent action. Using predictions to inform patrols and assignment of officers is essential for a jurisdiction to experience a crime decrease.

Recommendations

Predictive policing methods and tools can be beneficial to agencies of all sizes in all regions regardless of proximity to urban areas. The question that remains for a law enforcement agency is determining the complexity (and related expense) of the model necessary to achieve the desired impact.

IACP WORKING FOR YOU

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

Big Ideas for Smaller Law Enforcement

The *Big Ideas for Smaller Law Enforcement Agencies* newsletter is a free electronic publication specifically designed to address topics relevant to law enforcement agencies with 25 or fewer officers. Each issue highlights engaging law enforcement topics and resources pertinent to smaller agencies; for example, the Winter 2014 edition focused on officer-involved shootings.

Newsletter subscribers receive an email notification with a link to the new issue. The newsletter can be printed if a hard copy is desired or shared electronically with colleagues and friends. To receive the e-newsletter, you must register.

Subscribe or learn more at www.theiacp.org/BigIdeas.

IACP Center for Social Media

The IACP, with assistance from BJA, launched its Center for Social Media in October 2010. The goal of the initiative is to build the law enforcement capacity to use social media to prevent and solve crimes, strengthen police-community relations, and enhance services. IACP's Center for Social Media serves as a clearinghouse of information and no-cost resources to help law enforcement personnel develop or enhance their agencies' use of social media and integrate Web 2.0 tools into agency operations.

Resources on the center's site include *The Social Media Beat*, a blog about social media applications to policing and related issues; news items about social media and policing; the *Chiefs' Corner* for police leadership; and links to studies, publications, tools, facts, and more.

Visit IACP's Center for Social Media at www.iacpsocialmedia.org.

Commercial Sexual Exploitation of Children Toolkit

Over just three days in July 2013, local, state, and federal law enforcement officers conducted simultaneous operations in 76 cities and towns across the United States which resulted in the rescue of 105 child victims of domestic sex trafficking and the arrests of 150 of their traffickers.

The IACP, in collaboration with the U.S. Department of Justice, Office of Community Oriented Policing Services, and in partnership with the Federal Bureau of Investigation, is working to improve the ability of law enforcement officers in the field to recognize and respond to domestic child sex trafficking. IACP is creating resources to enable officers to recognize and apply indicators of child sex trafficking in the field. The IACP Toolkit, expected to be launched in October 2014, will include a series of standalone, scenario-based roll call training videos targeted to frontline officers that will come with a tip card and discussion guide; a law enforcement training manual; a community awareness video; a new online training course; a wallet/pocket card; a fact sheet; and promising practices briefs. ❖

For more information, visit www.theiacp.org/childtrafficking.

Small agencies with low crime rates and routine crime distribution will likely need only basic statistical and display capabilities; these are often available for free and interface with existing software such as Microsoft Office, basic geographic information tools, and statistics packages. Some also interface with advanced visualization tools such as CrimeStat, an NIJ-sponsored spatial statistics program for the analysis of crime incident locations available to law enforcement agencies for free.⁴

Large agencies that have considerable incident and intelligence data for analysis would benefit from more complex and sophisticated predictive policing tools. Not only will these systems assist agencies in determining the when, where, and who of criminal incidents, they will also help agencies understand the underlying factors that drive crime in their jurisdictions. There are many things to consider before investing in what will likely be a costly system, some of which include interoperability, ability to incorporate information officers learn in the field, and the conditions under which the system can support analysis, among others. ❖

Notes:

¹Walter L. Perry et al., *Predictive Policing: The Role of Crime Forecasting in Law Enforcement Operations* (Santa Monica, CA: RAND Corporation, 2013), xiv.

²Ibid., xvii–xviii.

³Ibid., xix–xx.

⁴For more information about CrimeStat, please visit <http://www.nij.gov/topics/technology/maps/Pages/crimestat.aspx>.

Action Items

1. Ensure you have the correct data and that it is complete and of the highest quality.
2. Choose the best predictive model and intervention techniques to fit your needs and circumstances.
3. Reference the full report for a complete list of considerations at http://www.rand.org/pubs/research_reports/RR233.html.

IACP's Email Newsletter

The IACP Newsletter arrives every other week on Tuesday afternoon via email. Be sure to add us to your safe sender list!

IACP News

- covers significant national and international news
- presents additional resources, documents, and studies
- provides talking points for you to develop presentations and discuss within your community
- keeps you up-to-date on major releases, new techniques, and technology before your boss or subordinates bring them up

Stay at the cutting edge by reading IACP NEWS!

Liability for Special or Private Police Officers

By John M. (Jack) Collins, Attorney,
General Counsel, Massachusetts
Chiefs of Police Association, Inc.

Municipalities or state governments may mistakenly believe that they can avoid all liability claims when they privatize some law enforcement or corrections functions. Even by simply granting police powers to private citizens or by allowing regular officers to work for third parties, it is possible that traditional §1983 (the Federal Civil Rights Act) or similar claims may be brought against both the individuals and the governmental appointing authority. Unfortunately, there is no “one-size-fits-all” bright line rule that determines when civil rights or other liability claims may succeed, nor when such private or off-duty officers may assert a qualified immunity defense. Courts have made it clear that determinations will be made on a case-by-case basis, with facts controlling the outcome.

In 1976, a federal study concluded that more than one million people are employed in private security work in the United States.¹ Also, only about one-half of all crime-related security personnel work in the public sector; the other half are included in the group of so-called private police.²

The auditor appointed to oversee the Seattle, Washington, Police Department recommended earlier this year that they discontinue the practice of allowing retired officers to perform police duties such as traffic direction or security at sporting events, in part out of a concern for potential liability, even though not a

single claim had been reported. This recommendation is likely to bring this issue to the forefront across the United States.

If this is the case, then a thorough review of all potential sources of liability is in order. Similar to the types of threat analyses public safety executives have come to apply to a variety of situations following 9/11, chiefs and their legal advisors can assess the risks and take steps to minimize or eliminate the exposure to liability. In some cases, this may result in actions such as curtailing the use of special officers, restricting when and where off-duty officers work, and mandating enhanced training. In other circumstances, it may involve simply accepting the risk, but insisting on increased insurance coverage or indemnification agreements.

Section 1983 Claims

In the 1800s, before many communities had regular police departments, it was not uncommon to appoint private parties as “special” police officers for establishments such as pool halls, bowling alleys, theaters, and parks. Presently, granting police powers to security guards or allowing regular officers to provide police services to private employers is a widespread practice. When off-duty police officers or private citizens with special police power supply police services to private employers, traditional civil rights or other claims can be expected. Since tort claims are often dependent on a state’s Tort Claims Act or similar statute, chiefs should consult counsel for rulings in this area. This article will focus exclusively on §1983 cases.

In order to prevail on a claim under §1983, the plaintiff must establish “(1) that the conduct complained of has been committed under color

of state law, and (2) that this conduct worked a denial of rights secured by the Constitution or laws of the United States.”³ Plaintiffs will often seek to establish that the private officer’s conduct was performed under color of state law based on two separate tests—the “public function” test and the “nexus” test. “Under the public function test, a private party is deemed a state actor if he or she exercised powers traditionally reserved exclusively to the state.”⁴ Public function is not always easy to justify, however. “In order to prevail on [a public function] theory, a plaintiff must show more than the mere performance of a public function by a private entity; he or she must show that the function is one *exclusively* reserved to the State.”⁵ Courts will look at the history of policing in United States, dating to the 19th century, to determine whether private parties have supplied police services. To prevail under the nexus test, “a plaintiff must show ‘a close nexus between the State and the challenged action of the [private] entity so that the action of the latter may be fairly treated as that of the State itself.’”⁶

Although many courts have yet to address the precise issue, some have found that under certain circumstances the actions of a private security officer may be sufficient to satisfy one or both of these tests. The U.S. Court of Appeals for the Sixth Circuit found that a private security officer was a state actor under the public function test where the undisputed facts showed that such officer was licensed as a private security police officer under state law, was subject to certain statutes administered by the department of state police, and had “the authority to make arrests at [his] discretion and for any offenses” at all times relevant to the case.⁷ In another Sixth Circuit case, the court concluded that a reasonable jury could find that a store security officer’s conduct in stopping and initiating a strip search of the plaintiff could fairly be attributable to the state under the nexus test where the officer was an “off-duty sheriff’s deputy, wearing his official sheriff’s uniform, badge, and sidearm” during the incident in question, and the officer was mandated by the store’s policies and regulations to seek “police intervention in strip search situations.”⁸ The Seventh Circuit found that private

Unfortunately, there is no “one-size-fits-all” bright line rule that determines when civil rights or other liability claims may succeed, nor when such private or off-duty officers may assert a qualified immunity defense.

security personnel who were licensed by the city as special police officers could be deemed state actors based on allegations that “no legal difference exists between the privately employed special officer with full police powers and a regular Chicago police officer.”⁹

When a plaintiff sued the City of Boston (Massachusetts), claiming that his civil rights were violated during his arrest by special police officers licensed by the city, the judge held that the complaint must be dismissed because the plaintiff had not proved that an official government policy or custom directly caused the alleged violation of his rights.¹⁰ The court noted, however, that the city could be held liable under §1983 for misconduct of licensed special officers to the same extent that it could be liable for the misdeeds of other city employees. Although a statute made the special officers’ employer liable for their misconduct, the statute also gave the special officers the power of police officers to preserve order and enforce the laws and ordinances of the city. In this case, the arrestee’s allegations that licensed special officers violated his civil rights by using excessive force in an apparently isolated incident failed to identify an official city policy that immediately caused the alleged constitutional violation and failed to allege that the city had reason to know that the special officers posed a risk, as required to state a claim for municipal liability under §1983.

In a case decided in late 2013, a judge deferred answering the question of whether a private security guard was acting under the color of state law. Since this requires a fact-intensive analysis, he determined that this question should be submitted to the jury. If they found he did act under color of law, the court would then look at the facts of this particular case and decide whether such individual was entitled to qualified immunity.¹¹

The question whether a private security officer was acting under color of state law must be evaluated in light of the specific facts of the case.¹² Courts are unlikely to dismiss cases until all the facts are known, since resolving whether a special or off-duty police officer was acting under color of state law during a given incident “requires an assessment of the totality of the circumstances” (quotations and citations omitted).¹³ Moreover, while the general scope of the security guard or off-duty officer’s authority is relevant to the analysis, the critical issue for purposes of determining whether a defendant was acting under color of state law “is whether the actor, at the time in question, purposes to act in an official capacity or to exercise official responsibilities pursuant to state law.”¹⁴

Qualified Immunity

Depending on the facts of a given case, it is possible for a court to conclude that a private police officer is entitled to qualified immunity. Some plaintiffs find this hard to believe, primarily because of the U.S. Supreme Court’s 1997 decision in *Richardson v. McKnight*.¹⁵ In *Richard-*

son, the court held that private prison guards employed by a private firm engaged by Tennessee to manage its prisons were not entitled to claim qualified immunity from a suit by prisoners seeking to hold them liable under §1983.¹⁶ However, the court issued a caveat in connection with its opinion, in which it observed that it had answered the immunity question “narrowly, in the context in which it arose.”¹⁷

That context was “one in which a private firm, systematically organized to assume a major lengthy administrative task (managing an institution) with limited direct supervision by the government, undertakes that task for profit and potentially in competition with other firms.”¹⁸ Thus, the court did not preclude the possibility that qualified immunity might apply to private individuals acting under a different set of circumstances. The court noted that the case did not involve a private individual briefly associated with a government body, serving as an adjunct to government in an essential government activity, or acting under close official supervision.

In *Downs v. Sawtelle*, the First Circuit determined that “a private individual shown to have acted in concert with state officials” could not rely on a defense of qualified immunity.¹⁹ However, as the First Circuit subsequently explained, “*Downs* pre-dated *Lugar [v. Edmondson Oil Co., Inc.]*, 457 U.S. 922, 102 S. Ct. 2744, 73 L.Ed.2d 482 (1982)] in which the U.S. Supreme Court at least suggested that qualified immunity is available to private individuals in certain situations.”²⁰

The First Circuit has held that in certain cases private individuals faced with claims under §1983 may assert a defense of qualified immunity. For example, a private physician was entitled to the defense of qualified immunity where “he was pressed into service by the State.”²¹ Similarly, a court found that such defense was possible where private individuals, through their employers, “were under contract to perform the duties statutorily required of the state.”²²

The question whether private defendants are entitled to rely on a qualified immunity defense is complex and should be evaluated in light of the particular relationship between those defendants and the state. In many cases,

chiefs and their legal advisors can conduct an analysis of most potential sources of liability and take steps to minimize or eliminate their agencies’ exposure. ♦

Notes:

¹National Advisory Committee on Criminal Justice Standards and Goals, *Private Security: Report of the Task Force on Private Security* (Washington, DC: 1976).

²James S. Kakalik and Sorrel Wildhorn, *The Private Police: Security and Danger* (Rand Corporation, 1977), 5.

³*Grant v. John Hancock Life Ins. Co.*, 183 F. Supp. 2d 344, 355 (D. Mass. 2002) (quoting *Martinez v. Colon*, 54 F.3d 980, 984 (1st Cir. 1995) and *Chongris v. Board of Appeals*, 811 F.2d 36, 40 (1st Cir.), cert. denied, 483 U.S. 1021, 107 S.Ct. 3266, 97 L.Ed.2d 765 (1987)).

⁴*Chapman v. Higbee Co.*, 319 F.3d 825, 833 (6th Cir. 2005).

⁵*Perkins v. Londonderry Basketball Club*, 196 F.3d 13, 19 (1st Cir. 1999).

⁶*Id.* at 19 (quoting *Jackson v. Metro. Edison Co.*, 419 U.S. 345, 351, 95 S. Ct. 449, 42 L.Ed.2d 477 (1974)).

⁷*Romanski v. Detroit Entm’t, LLC*, 428 F.3d 629, 638 (6th Cir. 2005).

⁸*Chapman*, 319 F.3d at 834–35.

⁹*Payton v. Rush-Presbyterian—St. Luke’s Med. Ctr.*, 184 F.3d 623, 630 (7th Cir. 1999).

¹⁰*Miller v. City of Boston et al.*, 586 F. Supp. 2d 5 (D. Mass. 2008).

¹¹*Chavez v. Zachowski*, Slip Copy, 2013 WL 6072874 (Civil Action No. 12-10251-JGD (D. Mass. 2013).

¹²*Chapman*, 319 F.3d at 834 (“[t]he inquiry is fact-specific, and the presence of state action is determined on a case-by-case basis”).

¹³*Grant*, 183 F. Supp. 2d at 335.

¹⁴*Id.* at 356 (quoting *Parrilla-Burgos v. Hernandez-Rivera*, 108 F.3d 445, 449 (1st Cir.1997)).

¹⁵*Richardson v. McKnight*, 521 U.S. 399, 117 S.Ct. 2100, 138 L.Ed.2d 540 (1997); see also, *Downs v. Sawtelle*, 574 F.2d 1 (1978).

¹⁶*Richardson*, 521 U.S. at 401.

¹⁷*Id.* at 413.

¹⁸*Id.*

¹⁹*Downs*, 574 F.2d at 15–16.

²⁰*Rodrigues v. Furtado*, 950 F.2d 805, 814 n. 11 (1st Cir. 1991).

²¹*Id.* at 815.

²²*Frazier v. Bailey*, 957 F.2d 920, 928 (1st Cir. 1992).

Bonus Articles

Police Chief offers bonus articles for our readers online at www.policechiefmagazine.org.

Check the out this month’s special features:

“Returning Home for Good: Is It Reentry or Really Post-Release Aftercare?”

“Start by Believing: Changing Attitudes Toward Sexual Assault”

See the Table of Contents in each issue to discover each month’s newest online articles.

Enforcement Essential to Combat Distracted Driving

It's been said that getting 90 percent of Americans to do anything is nearly impossible. Officers managing traffic stops might have good cause to disagree because last year, when Americans got into their cars, nearly nine out of ten—86 percent—wore their seat belts. Today, buckling up is such an accepted norm that it's hard to believe that, as recently as the 1970s, roughly 90 percent of Americans did *not* use seat belts.

Driver behavior has, without exaggeration, flipped 180 degrees over the past four decades. That reversal can be attributed to a number of things, from legislation at the state level to the National Highway Traffic Safety Administration's (NHTSA's) Click It or Ticket campaign.

Of course, there's another part of the effort that's made a huge difference—enforcement.

My thanks go out to every law enforcement officer who reports for duty each day to serve and protect the people of the United States. Credit is due to the vigilant officers who, over the past 40 years, have started writing tickets and, in the process, dissuaded drivers and passengers from driving without seat belts. It's the same kind of difference they've made in reducing alcohol-related fatalities, decreasing these deaths by 60 percent over the last 20 years.

As Secretary of Transportation, statistics like these give me hope. Good laws, tough enforcement, increased public awareness—it's a winning combination that is proven to reduce dangerous driver behaviors in the United States, and I know we can use these same tactics to tackle emerging road safety threats like distracted driving.

Before the U.S. Department of Transportation (DOT) took up distracted driving under my predecessor, Ray LaHood, the issue was like smoking in the 1940s or asbestos in the 1950s: the harm was there, but few knew about it, and even fewer were trying to prevent it.

As recently as 2009, a person could drive all the way from the Canadian border to Mexico, texting the entire way, and not have broken a single law. At that time, only 18 states had anti-texting laws.

Fortunately, state governments have stepped up to ensure drivers will start putting that cell phone down. Today, 42 states have legislation

that bans texting, and 12 states ban all handheld phone use. These new laws are a win for safety. But as we saw in the efforts to encourage seat belt use and stop drunk driving, laws are only as good as the enforcement behind them.

With that in mind, the U.S. Department of Transportation (DOT) set out to study the effects of enforcement on distracted driving.

Under NHTSA's leadership, we created a pilot program in 2010 called Phone in One Hand, Ticket in the Other. Launched in Syracuse, New York, and Hartford, Connecticut, with four enforcement waves over the span of a year, it was the first campaign of its kind to specifically focus on the effects of increased law enforcement efforts and public service announcements on distracted driving.

In Syracuse, the data show that high-visibility enforcement decreased both handheld cell phone use and texting behind the wheel by one-third. In Hartford, where there was more room for improvement because researchers initially identified drivers talking on their cell phones with twice the frequency of Syracuse, handheld use dropped by 57 percent and texting behind the wheel dropped by nearly three-quarters.



Anthony Foxx,
U.S. Secretary of Transportation

While the numbers themselves were impressive, we were also struck by the remarkable enthusiasm within both communities. The people of Syracuse and Hartford warmly embraced the pilot project and its objective. They changed their habits, and reminded their families and neighbors to do the same.

To build on this success, we've expanded the Phone in One Hand, Ticket in the Other pilot to support enforcement efforts in Delaware and the Sacramento Valley region of California. We've also awarded grants to Massachusetts and Connecticut to help them plan and execute high-visibility anti-texting enforcement programs.

We hope these programs will help us identify real-world protocols and best practices that will make it easier for law enforcement officers across the United States to crack down on distracted drivers.

But there's still more work to do, and all of us at DOT are committed to putting our shoulders into it. The NHTSA is in constant contact with all law enforcement stakeholders, eager to lend a hand. And the Federal Motor Carrier Safety Administration serves as a resource for those facing challenges with regulated carriers, namely interstate operators of trucks and buses.

We want to build on this partnership. This April, as part of National Distracted Driving Awareness Month, we're asking all law enforcement officials to join DOT and NHSTA in stepping up our efforts to crack down on mobile phone use behind the wheel.

For the first time ever, we're launching a nationwide, highly-visible enforcement effort against distracted driving that's modeled after our successful Drive Sober or Get Pulled Over and Click It or Ticket campaigns. It includes a new public service announcement that encourages young adults to stop sending or reading text messages while driving. I'm excited about this new campaign, and I hope you will be too.

From supporting new laws, educating drivers, and increasing enforcement, our efforts have taken us far. We've made so much progress reducing distracted driving in such a short time. But this effort was never supposed to be—and cannot be—a sprint. It's a marathon. And like a marathon, the last mile is always the hardest—but it's also the most rewarding. ❖



Photo courtesy of the National Law Enforcement Officers Memorial Fund

Police Week 2014

Each year during Police Week, communities across the United States hold memorial services in remembrance of police officers who have made the supreme sacrifice for their communities. Also during this week, police departments hold open houses, conduct tours of their facilities, and hold community activities to celebrate police officers and their duties. May 15 has been designated National Peace Officers Memorial Day.

Police Week: On October 1, 1962, U.S. President John F. Kennedy signed Public Law 87-726, a joint resolution of the 87th Congress:

Pursuant to 36 U.S.C. 136-137, the President designates May 15 of each year as "Peace Officers Memorial Day" and the week in which it falls as "Police Week."

Flags at Half-Staff: In 1994, U.S. President William J. Clinton signed Public Law 1030322, a joint resolution of the 103rd Congress directing that the flag of the United States be flown at half-staff on all government buildings on May 15.

Most local communities incorporate a resolution into their municipal code designating days for Police Week and indicating that flags will be flown at half-staff on May 15. Once local governments have identified the appropriate days, businesses and others tend to follow suit. Police executives are encouraged to ensure that May 15 is observed in the local jurisdiction's ordinances. Law enforcement

might consider conducting a local campaign to inform businesses of this observance.

To access the Police Week Model Proclamation, visit <http://www.policemagazine.org>, and click on the April 2014 issue.

National Services

Tuesday, May 13	26th Annual Candlelight Vigil
Wednesday, May 14	National Police Survivors Conference and Concerns of Police Survivors (C.O.P.S.) Kids/Teens
Thursday, May 15	33rd Annual National Peace Officers' Memorial Service
Friday, May 16	National Police Survivors Conference and C.O.P.S. Kids/Teens
More Information	www.policeweek.org/schedule.html

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.



Accessing a Suspect's Computer in Its Natural State without Compromising Evidence

Shadow 3 from Voom Technologies allows forensics investigators to quickly view and navigate a suspect's computer using its operating system, applications, and files to speed investigations and improve evidentiary presentations.

Traditional procedure to access a suspect's computer involves removing the hard drive, creating a forensic image (a duplicate copy), and then analyzing that copy using sophisticated industry-specific software. Although effective, this process takes many hours and allows investigators to view and present information only in a raw state—one that non-computer experts such as attorneys and juries can find difficult to understand.

Shadow 3 allows computer forensic investigators to turn on and operate the suspect's computer without altering its contents in any way. Investigators are able to review and navigate the computer as if the suspect turned it on and then stepped aside. This includes utilizing whatever operating system is installed; launching programs; opening files; viewing recent emails, images, or web history; and so forth. Literally anything the computer's owner can see or do can be accessed without risk of altering the evidence.

This ability to view the computer in its natural state is speeding investigations and increasing the likelihood that the case will be resolved prior to trial. Because it can be installed within minutes, rather than the half-day or more it takes to copy a hard drive and run forensic software, critical evidence can be accessed more quickly for time-sensitive cases such as abductions, child abuse, and homicides.

In addition, any evidence discovered can be copied to an external storage device such as a thumb drive, printed, or captured as a screenshot or screen video. Because this evidence is presented in a more relatable way, it is often more easily understood by attorneys, investigators, judges, and juries.

The Shadow 3 is a small, portable hardware device that is inserted between the hard drive and the motherboard. Originally introduced in 2004, the Shadow product is currently deployed worldwide, in over 100 local, state, and federal law enforcement and justice agencies.

"Prior to using the Shadow 3, I didn't have a reliable method of looking at a suspect's computer the same way the suspect would be using it," says Craig Cilley, a computer forensics expert for the Washington County, Minnesota, Sheriff's Office who is responsible for cybercrime and Internet Crimes Against Children cases. The agency also assists the probation department, the county attorney's office, internal affairs, and social services with computer-related issues on occasion.

After a trial of the product, he recommended purchasing it to his superior officer. "I showed him the capabilities of the Shadow 3 and how we could use it and the time savings it would bring to me," says Cilley. "In my business, time is money."

For Cilley, the Shadow 3 represents a "scalpel forensics" mode that saves time because he can access data without having to review every bit of information on the computer: "With the Shadow 3, you can quickly go in and get the data you need to prove your case."

For more information, visit <http://www.voomtech.com/content/shadow-3>.

Lancaster, South Carolina, Police Department Will Implement New World Systems' Modern Public Safety Software

The Lancaster, S.C. Police Department has selected New World Systems' integrated suite of Aegis Public Safety software applications to modernize emergency response. The new software will help reduce emergency response times and allow the city to easily share critical public safety information with the Lancaster County Sheriff's Office.

After a thorough review of vendors and solutions, the police department determined that New World's software is the most user friendly, while providing all of the functionality they need. New World's solutions will replace manual 9-1-1 dispatching processes and improve communication and access to safety information for dispatchers, first responders, and command staff.

"The Lancaster Police Department and the city as a whole are excited about the purchase and implementation of New World's software," said Lancaster Police Chief Harlean Howard. "It will help us provide more efficient, enhanced, and safer service to citizens and officers. We know that the benefits we will get from using the software will be extraordinary."

New World is providing Lancaster Police Department with Aegis computer-aided dispatch (CAD), records management, mobile computing, and field-based reporting software. The completely integrated applications and built-in workflow will save significant time for dispatchers and officers in the field by providing instant access to information, including maps and historical activity. For the first time, 9-1-1 dispatchers and officers will be able to communicate and send information quickly without using their radios.

"We are looking forward to the integration of New World's CAD and mobile," said Captain Paul Smith. "The ability to see dispatch information from our mobile units and transmit field reports directly from our patrol cars will allow officers to stay in the field safely and keep them visible in the community."

New World's software will help the Lancaster Police Department streamline operations and meet future public safety information sharing and reporting requirements.

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

Cassidian Communications and Fleetcom Inc. Complete Implementation of P25 Land Mobile Radio System for Canada's Busiest Airport

Cassidian Communications, an EADS North America company, is now helping the Greater Toronto Airports Authority (GTAA) improve

communications and critical response times following the installation and activation of its digital, trunked P25 Land Mobile Radio (LMR) system. Working with prime contractor, Fleetcom Inc., Cassidian Communications deployed a three-site, 12-channel simulcast CORP25 radio system, including hardware and software, as well as annual maintenance through 2023.

The GTAA is responsible for the management, operation, and maintenance of Canada's busiest airport, Toronto Pearson International Airport. Toronto Pearson International Airport is the largest airport in Canada and one of the largest in North America in terms of passenger and air cargo traffic. In 2012, Toronto Pearson handled 35 million passengers.

The open, standards-compliant CORP25 network allows the airport's Fire, Safety and Security, Aviation Services, Guest Terminal Services, Buildings and Maintenance, and Airside Maintenance personnel to communicate with each other, as well as with emergency responders on other networks in nearby municipalities.

Cassidian Communications' commitment to standards-based solutions, such as CORP25, enables "true choice"—allowing agencies to select complementary, best-in-class network components through competitive procurements, lowering the total cost of network ownership.

"We are pleased that we were able to provide the Cassidian Communications CORP25 network to the GTAA," said Steve Winch, president of Fleetcom. "CORP25 is an innovative solution built for the future, with an open design that leverages the P25 standard to deliver increased interoperability and performance."

"Virtually every aspect of our operations revolves around the use of a two-way radio by airport staff, public safety agencies, and supporting organizations," said Howard Bohan, vice president of aviation services for the Greater Toronto Airports Authority. "The Cassidian Communications CORP25 system was the right choice for us—providing a state-of-the-art solution and superior economic value, which allowed us to build the network we need, with the equipment we want, at a price we can afford."

Flexible and scalable, the IP-based CORP25 radio solution, which replaced the capacity previously leased by the GTAA from the Peel Region VCOM network, enables simple and efficient network management as well as cost-effective migration to future applications and services.

The focus of the GTAA continues to be on competitiveness, growing the airport's status as an international gateway; meeting the needs of its travellers; and ensuring the long-term success of the organization, airline customers, and the regional economy. ❖

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The Critical Role of Local Law Enforcement

By Stan Hilkey, Sheriff, Mesa County, Colorado; Steven Riffel, Chief of Police, Sheboygan Falls, Wisconsin; and J. Michael Ward, Chief of Police, Alexandria, Kentucky

The system is broken, but it's not my job to fix it. How could I? The problem is too big.

Law enforcement leaders can sometimes be guilty of pointing the finger at someone else in the criminal justice system, laying the blame for breakdowns and responsibility for fixes on them. However, implementing effective change across the justice system cannot be solely one stakeholder's or group's responsibility. Systemic change requires collaboration from all stakeholders in the system—judges, prosecutors, defenders, policy and law makers, and law enforcement leaders, among others.

Chiefs of police and sheriffs are the most publicly visible and accessible figures in their local criminal justice system. As such, law enforcement leaders are in a unique

position of responsibility and influence in their communities and in the wider society. They have an opportunity to not only influence the system, but to lead changes in the criminal justice system that will have a direct impact on local public safety. Involvement of local law enforcement leaders in criminal justice system reform is critical for reform to be informed, effective, and focused on public safety and justice. The voice of law enforcement needs to be driving any conversation about justice system reform that will impact public safety.

Many local law enforcement leaders have recognized the influence of their positions and have used that as an opportunity to lead in areas beyond the management of their own agencies. Law enforcement leaders have the opportunity to lead change locally, regionally, and nationally in both practice and policy; they just need to identify a current area that needs change and start taking steps to make change. This could be as simple as having a conversation with other key stakeholders to brainstorm ideas, as proactive as testifying for or against legislation, or as in-depth as

implementing programmatic and systemic change in a jurisdiction.

Making the Call

Alexandria, Kentucky, is a small community of 9,000 people, and the police department has 14 sworn officers. Facing the same challenges as larger agencies, only with fewer resources, the police department has to judiciously deploy resources to most effectively meet the public safety needs of the community.

In recent years, the community has seen an increase in contacts with returning combat veterans. Calls for service involving veterans and theft, domestic violence, intoxication, possession, and overdoses on heroin were emerging as a negative trend. When this information was presented to Alexandria's chief of police, Mike Ward, he immediately recognized that there was a systemic problem that was impacting the public safety of his community.

A veteran himself, Chief Ward was concerned about how best to support the veterans in his community who were interacting with law enforcement, while also

improving the safety of his community. The chief was familiar with the idea of a veterans' court, having read about another community receiving a grant to establish one. The chief determined that it was unlikely that grant funding would be available for his community, but that having a veterans' court would make a positive impact for the community.

While establishing a veterans' court is an issue that would logically be championed and led by the courts, Chief Ward saw an opportunity to leverage his position of authority as a law enforcement leader to spearhead a change that would make a positive difference in his community.

Chief Ward began his campaign to establish a veterans' court with a simple phone call. Chief Ward placed a call to District Court Judge Karen Thomas, described the public safety problem, and proposed the veterans' court as a possible solution. Then he did what a strong leader always does—he asked for her help to fix the problem. Judge Thomas was surprised to receive the call from the chief, but she quickly learned that the chief was dedicated to working toward a collaborative solution and had the ability to make things happen. According to Judge Thomas, "Chief Ward will do the things that need to be done, for the right reasons, regardless of who says it can't be done."

From that original phone call came a series of conversations and meetings about how to develop a veteran's court at no additional cost to the current system.

The chief and the judge developed a successful collaboration, but were met with more challenges than they had anticipated. In particular, working with their local U.S. Department of Veteran's Affairs (VA) office proved particularly challenging. The primary concerns revolved around how to share appropriate data about veterans with the courts while working within the constraints of HIPAA and respecting the privacy of veterans. Chief Ward explained, "The VA was resistant to our proposal at first, but I refused to take 'no' for an answer. I went to their office and met with their senior leadership. I shared a vision with them of helping veterans overcome mistakes and be successful in reintegrating with the community post-deployment. Then I asked them for guidance on how to make that vision work."

Ultimately, the police, court, and the VA agreed to use a data interoperability system and a three-step information-sharing process that included VA patients giving permission to (1) share information with the court, (2) share the information digitally, and (3) have the information removed from the system as soon as the case is adjudicated.

The veterans' court that Chief Ward helped to establish is having a positive impact for veterans in the community and for the community overall. Since the

veterans' court was initiated, the Alexandria Police Department has seen a marked decrease in incidents involving veterans; perhaps most impressively, they are seeing fewer veterans as repeat offenders. While Chief Ward cites the strong partnership with Judge Thomas as the key to achieving this local success, Judge Thomas is adamant that the veterans' court would not exist if it had not been for the initiative and determination of the chief.

According to the chief, lack of adequate criminal justice services and resources for veterans "was a void in our system that I felt needed to be filled. Saying this is someone

else's responsibility or that the problem is too big wasn't an option. I believe it is my responsibility as the chief of police to work on keeping people who are low risk, especially veterans who we know may need additional support, out of jail and trying to provide help for people who don't even realize they need it. I see my role as less of a law enforcer and more of a problem solver."

Partnering to Put Public Safety First in Legislation

In June of 2013, the Wisconsin State Legislature's Joint Finance Committee worked on the 2013–2015 budget. On the last day

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of the Joint Finance budget debates, the majority party introduced a bill to establish private bail bond agents in Wisconsin. It is important to understand the historical context in which Wisconsin eliminated the use of private bail bonds in 1979—the inherent corruptive nature of the practice.

The bill, as introduced, would have included five large Wisconsin counties in a five-year pilot program. After the pilot period, the program would be expanded to include all Wisconsin counties. Supporters of the bill, led by a private organization dedicated to influencing state governments to adopt laws regarding expanded release of suspects on bail through bail bond agents, claimed the addition of those agents in Wisconsin would make government more efficient.

During this budget process, Sheboygan Falls Police Chief Steve Riffel was president of the Wisconsin Chiefs of Police Association (WCPA). The WCPA, through Chief Riffel's leadership, immediately began educating its members on the proposed bill and began researching the public safety implications of its passage into legislation. Part of this research included reaching out to other organizations and criminal justice stakeholders to seek insight on the complex issue. The WCPA quickly identified a concern for police leaders that the commercial bail bond system, used in many other states, raised concerns regarding public safety, financial implications, corruption, and fairness.

On the state level, Chief Riffel rapidly reached out to partner with the Badger State Sheriff's Association, the Wisconsin County Police Association, and the Wisconsin Sheriff's and Deputy Sheriff's Association to jointly urge the state assembly and senate to omit the provision from the budget and allow it to be addressed and debated as separate legislation. Other chiefs who were members of WCPA also individually contacted many elected state officials to present their concerns that the policy was being pushed by the private bond industry and would have potentially significant negative impacts on public safety. These chiefs recognized their responsibility to use their voice of authority to promote public safety as the number one priority in this proposed legislation. Chief Riffel also spoke with Wisconsin Attorney General, JB Van Hollen, who also opposed the bill on the basis that current law requires suspects to post full bail to get out of jail, and if convicted, the money collected pays court costs and restitution. Despite an almost universal opposition by law enforcement, the judges, clerks of court, and others, the budget passed with the bill intact.

The coalition of the above-named associations and law enforcement leaders then turned their attention to Governor Scott Walker's office, asking him to veto the provision in the budget, as there was no

verification that Wisconsin had any significant issues with the operation or outcome of the existing system (which does not rely on private bail bond agents). The governor listened to the concerns, agreed with the law enforcement community, and did veto the provision, thereby not allowing the use of commercial bail bond agents in the state.

Without the direct effort of the WCPA, led by Chief Riffel, and partner organizations, the end result could have drastically impacted the public safety landscape in Wisconsin. It was imperative to address the issue in a rapid and unified manner to ensure the citizens of Wisconsin understood the bill's implications. As a result of his involvement with organizing support against this legislation, Chief Riffel has embraced the issue of pretrial justice reform as being paramount to the criminal justice field and has committed to continuing to speak up for legislation that prioritizes public safety.

Criminal Justice Leadership Team

In Mesa County, Colorado, Sheriff Stan Hilkey has been faced with a crowded jail and a shrinking budget, which was starting to lead to a public safety crisis. Sheriff Hilkey saw, for the first time, a path to reducing recidivism when he became familiar with pretrial research and understood the risk principle (low-risk people can often be harmed by over-intervention, and mid- to high-risk people can benefit most by proper criminal justice system intervention). The idea of using research to work towards preventing future crime and lowering the number of future victims resonated with the sheriff. Understanding that the system, including decisions the sheriff had made himself, could actually be creating people more likely to commit crime in the future was an epiphany. These decisions, some made during pretrial and others post-conviction, fall within the risk principle.

With this understanding, Sheriff Hilkey helped to establish Mesa County's Evidence-Based Decision Making (EBDM) initiative with support from the National Institute of Corrections, which is managed by a local Criminal Justice Leadership Team. This team is multi-jurisdictional with representation from all local and state criminal justice agencies in Mesa County. The effort is led by co-chairs Sheriff Stan Hilkey and Bert Nieslanik, a defense attorney representing the state's Alternative Defense Counsel Agency. The work of the group is augmented by subcommittees specific to each change point in the local system. Those areas are arrest decisions, pretrial reform, pre-sentencing investigation reports, sentencing alternatives guidelines, and a pilot evidence-based courtroom. All this work is supported by two additional subcommittees in charge of data gathering and communication.

The circumstances of having a sheriff and a defense attorney as co-chairs has



proven successful at bringing a purposefully adversarial system together to reach goals within each decision area. The biggest accomplishment early on was actually having all parties return to the table. Hilkey and Nieslanik had to occasionally act as referees, but, eventually, all parties developed plans and are implementing them system-wide with tracking processes in place.

Through the work of the Criminal Justice Leadership Team, Sheriff Hilkey has been leading the promotion of understanding of reform possibilities in pretrial justice and implementing risk assessment tools into pretrial release decisions. This has included doing away with arbitrary bond schedules and creating a fair, consistent decision-making tool.

Sheriff Hilkey's work has included actively supporting, through testimony, a robust state legislative effort to have risk assessment processes used by all judicial districts in Colorado, and he is also participating in efforts to defeat legislation that would limit this important reform.

As a result of Sheriff Hilkey's leadership efforts, Mesa County has eliminated the bond schedule, implemented a risk assessment tool that informs decision makers on pretrial release decisions, and created a bonding matrix that results in consistent and fair bonding decisions based on risk levels and offense classes. Consistent with the average jails in the United States, about 66 percent of those in the Mesa County Jail is pretrial population. Prior to this work, the

county did not have any empirical data on the risk level of that population. Now, with data at hand, local leaders are much more confident that the most risky defendants are in jail and those with lower risk can be safely managed in the community and are not using limited jail space.

Sheriff Hilkey's successful reform in Mesa County has also influenced statewide policy. A new law requires that all judicial districts in Colorado begin to identify and implement risk assessment in their pre-trial release decisions. Many other local jurisdictions are collaborating and using a standardized Colorado Pretrial Assessment Tool (CPAT) in those decisions.

Nationally, Sheriff Hilkey is also involved in supporting reform through activities with associations, including the IACP, along with the National Sheriff's Association, and judicial, prosecutor, county, defense counsel, and civil liberty associations, which have all endorsed this kind of reform.

Additionally, this reform is coming at all levels, from local systems to statewide programs to national initiatives. Sheriff Hilkey has demonstrated the critical role law enforcement leaders have in being involved with their criminal justice partners to assure that risk assessment becomes a part of the fabric of decision making in their local systems.

Call to Action

Chief Ward, Chief Riffel, and Sheriff Hilkey represent just a few of the many local law enforcement leaders transcending their roles as agency managers and embracing their part in improving the criminal justice system. Frank Straub, chief of police in Spokane, Washington, who is striving to lead change in several criminal justice areas through a Smart Justice Initiative, has publicly issued the following call to action to his peers: "Police need to be the catalyst for social change, rather than sitting back and watching it happen."

Every law enforcement leader has an opportunity to be a part of the solution; even seemingly small steps can lead to significant change in public safety and the carriage of justice. Leaders should examine their communities and the local criminal justice systems, determine where there may be opportunities to be more efficient or effective, and start (or join) the conversation on how to work with community and criminal justice partners to improve the system.

Leaders can effectively address issues by being involved in local criminal justice decision making. Traditionally, police and the enforcement division of sheriff's offices walk offenders to the front door of the criminal justice system, drop them off, and stand back to watch (and often lament) the out-

comes. It is time for law enforcement leaders to go past the front door, entering the system as critical stakeholders with statutory public safety responsibilities to participate in and help shape those decisions. It is also time to support legislation that works toward reform and to participate in defending against legislation that limits it. ❖

FOR MORE INFORMATION

For law enforcement leaders who want to become more involved in leading criminal justice system reform with the goal of improving public safety, the IACP has several initiatives with opportunities and resources for engagement. Topics include

- Diversion
- Juvenile Justice
- Mental Health
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A Collaborative Approach to Plea Offers

By William T. Stetzer, JD, Assistant District Attorney and Homicide Prosecution Team Supervisor, Mecklenburg County, North Carolina



Members of the Mecklenburg County District Attorney's Homicide Prosecution Team and representatives from the Charlotte-Mecklenburg Police Department Command Staff discuss homicide cases.

Successfully managing the relationship between prosecutors and law enforcement agencies requires trust and an understanding of the sometimes conflicting missions of each group. While police agencies are tasked with determining whether probable cause exists to make an arrest, prosecutors can prevail on a case only when the evidence proves a defendant's guilt beyond a reasonable doubt. This difference in burdens often causes conflicts between police and prosecutors. This article is intended to present one successful approach to building trust and cooperation between police and prosecutors that has been implemented by the Mecklenburg County District Attorney's Office in Charlotte, North Carolina. The success of this approach is summarized by Major Johnny Jennings of the Charlotte-Mecklenburg Police Department: "The synergy created by the roundtable process between the police and the District Attorney's Office is unprecedented in my 21 years of law enforcement. It speaks truly to the fact that we are a team with a common interest in mind, which is to bring criminals to justice and provide closure to the victims and their families."¹

Background

The criminal court systems throughout the United States are organized and intended to resolve upwards of 95 percent of cases through guilty pleas, rather than trials. The process of offering a negotiated plea to a criminal defendant is often seen as a mysterious ordeal that prosecutors decide in secret. The fact that the police are typically not privy to the deliberations involved in crafting plea offers can cause police to distrust prosecutors, and the police may assume that prosecutors offer plea arrangements because they are uninterested in justice, do not understand the strength of the case, or are just plain lazy. When confronted with complaints about plea offers, prosecutors often think the police are ill-informed and unwilling to acknowledge any weakness related to the quality of investigation or strength of evidence in a case.

For years, the Charlotte-Mecklenburg Police Department (CMPD) and the Mecklenburg County District Attorney's Office had a difficult relationship. In 2009, CMPD Police Chief Rodney Monroe publicly criticized the former district attorney (DA) for lenient plea offers and the lack of community engagement in the plea offer process. The former DA, in turn, complained about the quality of cases brought to his office. As a result, Chief Monroe worked internally on a number of changes to improve the quality of cases by implementing case reviews by supervisors prior to presenting felony cases to the DA's office, streamlining the case report writing process, and holding officers accountable for their work.

For many years, the poor relationship had a negative impact on both the police department and the DA's office and affected the public's perception of both. Despite this history, these two agencies now enjoy a relationship of trust and collaboration. Chief Monroe says, "Under the current administration, we now have a true ally that shares the same priorities not only as it relates to crime but to the community as well."² A large part of that improved relationship can be traced to a new approach to plea offers. Describing the benefits of the new approach, Deputy Police Chief Vicki Foster says, "The roundtable collaboration has totally changed how we do business. All parties involved... come together for one common goal and that is to bring justice to the family of each victim and to ensure the perpetrator is prosecuted to the fullest extent of the law."³

The New Approach

In 2010, voters elected Andrew Murray to replace the retiring DA. Soon thereafter, Chief Monroe and District Attorney Murray agreed to have a prosecutor present at all homicide scenes to capture a true picture of the crime, the details, and the effect on the families. Chief Monroe says, "This first-hand knowledge cannot be replicated by words alone. The actual presence of a district attorney on scene adds a sense of urgency and sensitivity to the understanding of the crime."⁴

One of Murray's first initiatives was to institute a process known as "roundtabling" cases. This approach gives the police a seat at the table during discussions of plea offers in homicide cases. Prior to this process, the police might submit a case only to learn, after the fact, that charges had been reduced or even dismissed. There may have been discussions about some resolutions, but the discussions were often hostile and did not take place during the decision-making process.

The Homicide Team Roundtable is a group consisting of every member of the DA's Homicide Prosecution Team, the DA, and the CMPD Homicide Command Staff. This group meets on the first and third Wednesday of every month. Every murder and vehicular homicide case is debated at these meetings, and, together, these groups determine what plea offers, if any, should be made. The assigned prosecutor for a case presents the facts of his or her case to the entire group. These meetings include discussions about witness issues, sentencing laws, admissibility of certain types of evidence, and any other facts relevant to a particular case. Then, together, the group deliberates on the desired outcome based on the facts of each case and the applicable laws. What makes this process unique is that police officials now have an opportunity for their voices to be heard regarding what should happen to the cases



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Mecklenburg County District Attorney Andrew Murray, members of his Homicide Prosecution Team, and representatives from the Charlotte-Mecklenburg Police Department Command Staff discuss homicide cases in a roundtable.

they have invested a significant amount of time investigating.

The results have been positive and sometimes surprising. In this group of 15–20 people, there have naturally been disagreements about what should be done with a particular case. However, to date, those disagreements have never fallen along agency lines. Police and prosecutors have been on both sides of any disagreement. Also, these disagreements have become less frequent as prosecutors learn more about police views of cases and police learn more about the evidentiary issues and sentencing laws that affect cases. As police have been part of conversations about legal issues—including the exclusionary rule, hearsay, and jury verdicts in similar cases—they have been able to use that knowledge as they investigate new homicides.

Reaching these decisions together has provided other tangible benefits for both sides. When meeting with the families of victims to tell them the terms of a plea offer in their loved one's case, police and prosecutors do so with one voice. Both police and prosecutors meet with those families together, and the families can see that the offer was discussed by a large, diverse group of subject-matter experts. This allows victims' families to have more confidence that making a particular plea offer is the right decision. As stated by CMPD Captain Roderick Golding, "The roundtable process eliminates all possibilities of finger pointing regarding how homicides are investigated and adjudicated. Instead, detectives and investigators create a united front to address concerns by the victims' families, the media, and the community."⁵ Judges also have more confidence in tendered plea agreements because they know that

plea offers are the result of a deliberative process, rather than just a single prosecutor's assessment of a case.

Discussing the cases as a group also allows both police and prosecutors to avoid repeating mistakes from case to case. Captain Golding believes this practice benefits his department by "sharpening the skills of the detectives' supervisors through discussions of strengths and weaknesses of cases as applied to legal strategies from both prosecutorial and defensive perspectives."⁶ The police officials involved in this process participate by applying legal principles to real cases. Discussions about whether a statement will be suppressed or whether evidence will be admissible in real, current cases are far more instructive than classroom exercises with hypothetical situations. Deputy Chief Foster says, "Detectives continuously learn through roundtable conversations. Prosecutors provide invaluable information on what is needed to strengthen cases and research every angle of the law to ensure no options are overlooked."⁷

Determining plea offers as a group also ensures consistency and fairness. Allowing individual prosecutors to construct plea offers could result in similarly situated cases receiving dissimilar treatment. When the entire roundtable team discusses an offer, this ensures consistency with other similar cases. This is certainly important to maintain the public's trust that every case is prosecuted according to the facts and the law—rather than based upon irrelevant factors such as the social or economic status of the defendant or the victim.

The Process

Every two weeks, cases are scheduled for roundtable discussion. This structure

provides a deadline for both police and prosecutors to keep cases moving within the system. The police are required to provide files within a certain period of time, and prosecutors have a deadline to review the file prior to the roundtable. This provides built-in case management of pending cases. If a case is not presented to the roundtable within a certain period of time, both agencies can identify and address any issues causing the delay.

The roundtable consists of the aforementioned prosecutors and police officials holding the rank of sergeant or higher. The assigned prosecutor presents the case to the group and then invites questions regarding the facts, which allows police to correct any factual issues. Having both agencies present ensures that the facts are fully discussed. The roundtable participants then discuss issues such as the strength of the case, the legal issues involved, the defendant's prior criminal record, the possible punishments, and the role of each participant in a particular case. Roundtable members conduct these discussions understanding that this jurisdiction, along with all others, have constraints on the number of cases that can be tried each year. However, the primary consideration is what offer best balances the need for punishment with the strengths or weaknesses of any particular case. Following the discussion, the assigned prosecutor will make a plea recommendation within the North Carolina sentencing guidelines.⁸ The entire group then discusses whether a plea offer should be made, and if so, what offer is appropriate.

Every homicide case is subjected to roundtable scrutiny. This allows police to have confidence that the prosecutors will not selectively present cases. It also allows police to see a broad cross-section of their investigative work to determine when particular issues arise. Since its inception in 2011, the homicide roundtable has reviewed more than 200 cases. The DA's office keeps records of each plea made and whether or not the plea was accepted. These records allow prosecutors to determine whether plea offers need to be adjusted based on the number of cases in which an offer is accepted. When a defense lawyer presents a counter-offer, this too is reviewed by the roundtable.

Another advantage to the roundtable approach to plea offers is that all parties are exposed to innovative investigative tools and approaches. Oftentimes, a prosecutor or police official may have an idea to strengthen a case that the others in the room have not considered. That idea then becomes part of the collective knowledge of the team. Newer prosecutors see how more seasoned prosecutors evaluate cases and can learn to spot similar issues in their own cases. Police supervisors from one

homicide squad can see how other homicide squads have approached difficult issues and benefit from each other's experience. The increased level of dialogue created by the roundtable approach results in better decisions on individual cases and better relationships between participating agencies.

Conclusion

Cooperation between police and prosecutors occurs every day in every jurisdiction. The benefits of working together through cooperation and collaboration are well known and hardly revolutionary. However, the approach described here has proven successful and may provide a framework for prosecutors and police agencies to discuss expanding their partnerships to include collaboration in determining the final outcomes of their cases. Deputy Chief Foster states, "This collaborative effort goes a long way in police-[prosecutor] relationships. In order to be successful, police and prosecutors must work as a cohesive unit; citizens rely on us to put forth our best during a time that is their worst."⁹ ♦

The author wishes to thank Gaston County Clerk of Court Larry Brown for helping develop this idea; DA Community Liaison Coordinator Meghan Cooke for helping to put this idea on paper; and Deputy Chief Vicki Foster for encouraging him to share this process.

Notes:

¹Johnny L. Jennings (major, Charlotte-Mecklenburg Police Department), email, June 3, 2013.

²Rodney Monroe (police chief, Charlotte-Mecklenburg Police Department), email, September 11, 2013.

³Vicki Foster (deputy chief, Charlotte-Mecklenburg Police Department), email, September 3, 2013.

⁴Monroe, email.

⁵Roderick Golding (captain, Charlotte-Mecklenburg Police Department), email, June 13, 2013.

⁶Ibid.

⁷Foster, email.

⁸Sentencing in North Carolina is determined based on a combination of the severity of the crime along with a defendant's prior criminal history. N.C.G.S. §15A-1340.17, <http://www.ncleg.net/gascripts/statutes/statutelookup.pl?statute=15a-1340.17> (accessed February 28, 2014).

⁹Foster, email.

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Predictive Policing:

What It Is, What It Isn't and How It Can Be Useful



By Walter Perry, Senior Information Scientist, RAND Corporation and Professor, Pardee RAND Graduate School; John S. Hollywood, Senior Operations Researcher, RAND Corporation and Professor, Policy Analysis, Pardee RAND Graduate School; Brian McInnis, Project Associate, RAND Corporation; Carter Price, Associate Mathematician, RAND; and Susan Smith, Crime Analyst (Ret.), Overland Park and Shawnee, Kansas, Police Departments and Policy Analyst, RAND Corporation

Policing that is smarter, more effective, and more proactive is clearly preferable to simply reacting to criminal acts. Predictive policing uses statistical techniques to identify promising targets for police intervention with the goals of preventing crime, solving past crimes, and identifying potential offenders and victims. Predictive policing methods can allow police to work more proactively—with limited resources—to develop effective strategies that will prevent crime or make investigation efforts more effective. However, applying predictive methods is not the equivalent to finding a crystal ball. For departments interested in predictive policing, there are promising technical tools for

making predictions about future crime risks. As with other proactive policing concepts, these predictions must be coupled with effective interventions in order to reduce the risk of crime.

What Is Predictive Policing?

Predictive policing uses computer models, supported by prior crime and environmental data, to anticipate risks of crime and inform actions to prevent crime. It does **not** pinpoint the time and place of certain crimes before they happen. The “predictions” are typically similar to long-range weather forecasts: “a 10-percent chance of robberies next week in a given precinct.” Law enforcement

agencies can use predictive policing techniques to determine better ways to deploy limited resources and to deal with problem issues that may lead to crime.

Predictive Methods

There is a near one-to-one correspondence between conventional crime analysis and investigative methods and the recent predictive analytics methods that mathematically extend or automate the earlier methods. The conventional methods tend to be manual, heuristic, or mathematically simple. They are low cost and can work quite well, especially for analysts facing low to moderate data volumes

and complexities. In contrast, full-scale predictive analytics requires sophisticated analysis systems working off of large data sets. The analytics and supporting database systems tend to be high cost, and thus, tend to be well-matched to large agencies with large volumes of data.

Predictive methods can be divided into four broad categories of use cases:

1. **Predicting crimes:** *identifying places and future times at increased risk of crime.* Predicting crimes focuses on identifying risky places using input data ranging from where crimes have been to every other type of data potentially related to crimes that one might think of. Conventional approaches start with mapping crime locations and eyeballing where and when the crimes have concentrated (hot spots). The corresponding predictive analytics methods start with regression analyses and, from there, move to cutting-edge mathematical models that are the subjects of active research.
2. **Predicting offenders:** *identifying persons at risk of offending in the future.* The bulk of methods aimed at identifying persons at high risk of offending (or being a victim) in the future relate to assessing individuals' risk. Here, conventional policing relies on clinical methods that add up the number of risk factors present to create an overall risk score. The corresponding predictive analytics methods use statistical models to associate the presence of risk factors with a percent chance that a person will offend.
3. **Predicting perpetrators' identities:** *identifying persons who most likely committed specified crimes in the past.* Methods to identify the most likely perpetrators of crimes involve using available pieces of information from crime scenes to link suspects to crimes, both directly and by process of elimination. In conventional approaches, investigators and analysts do this linking largely by hand, with assistance from simple queries to databases. Predictive analytics approaches automate the linking, matching available "clues" to potential suspects across very large data sets.
4. **Predicting victims of crime:** *identifying groups—and in some cases, individuals—who are likely to become victims of crime.* Methods to identify the most likely victims of crimes mirror the methods used to predict where and when crimes will occur, as well as some methods to predict who is most likely to commit crimes. Types of victims predicted can include vulnerable populations in high-crime areas or locations, individuals

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Myths about Predictive Policing

Predictive policing has received substantial attention. Therefore, it is important to dispel some myths that are propagated about these techniques. In part, this is a problem of unrealistic expectations; predictive policing has been hyped to the point that the reality cannot live up to the hyperbole.

Myth one: the computer actually knows the future.

Some descriptions of predictive policing make it sound as if the computer can foretell the future. Although much of the news coverage promotes the meme that predictive policing is a crystal ball, these algorithms predict risk of future events, not the events themselves.

Myth two: the computer will do everything for you.

While it is common to promote software packages as end-to-end solutions for predictive policing, humans remain by far the most important elements in the predictive policing process. John Douglass, chief of the Overland Kansas Police Department, noted: “[I]t is important to remember that [predictive policing] is only to be used as a tool and should not replace the intuitive nature of the hard-working police professional in solving crimes.” This was echoed by Chief Tony Jones of the Gainesville, Florida, Police Department:

The concept of reviewing crime data to identify the best time and place for future hits (forecasting) has been around for some time now and has been successful in many areas. This can be attributed to the hard work of dedicated line officers who are supported by experienced analysts... The software alone can never replace the experienced analytical personnel. [emphasis added]

Myth three: predictive policing requires a high-powered (and expensive) model.

Most departments do not need the most expensive software packages or computers to begin a predictive policing program. Functionalities built into standard workplace software are available to support many predictive methods. While there tends to be a correlation between the complexity of a model and its predictive power, simple heuristics were found to be nearly as good as the analytic software in performing some tasks.

Myth four: predictions automatically lead to major crime reductions.

Marketing and media coverage that focus on software can obscure that predictions on their own are just that—predictions. Reduc-

ing crime requires taking actions based on those predictions. Predictive policing is not about making predictions, but rather about an end-to-end process.

Avoiding Predictive Policing Pitfalls

To ensure predictive methods make a significant contribution, certain pitfalls need to be avoided.

Pitfall one: focusing on prediction accuracy instead of tactical utility.

An analysis that results in designating half the city as a giant “hot spot” has almost no tactical utility. Since it would successfully capture a large percentage of future criminal activity, it may be accurate—but it does not provide any information the police officers do not already have. To get predicted hot spots that are small enough to be actionable, agencies must accept some limits on “accuracy.”

Pitfall two: neglecting data quality.

There are three typical deficiencies that can affect data quality: (1) data censoring; (2) systematic bias; and (3) relevance. Data censoring consists of omitting data for incidents of interest in particular places and at particular times—for example, at jurisdictional boundaries. Systematic bias can occur from how the data are collected. For example, burglary concentrations reported between 7:00 and 8:00 a.m. may be higher because that was when property owners discovered and reported the burglaries. Finally, relevance refers to usefulness of the data. For some crime clusters, it can be useful to have data going back many months or years. However, if there is a spree of very similar robberies that are likely committed by the same criminal, using several months of data will not be of much use.

Pitfall three: not understanding the factors behind the prediction.

Practitioners tasked with making hot spots go away may reasonably ask what factors are driving the risk in the predicted hot spot area. The answer that “the computer said so” is far from adequate. In general, the design of many predictive tools has made it difficult to highlight the risk factors present for specific areas. When applying techniques like regression or any of the data mining variants, common sense should be applied to the factors used in the model to avoid spurious relationships.

Pitfall four: neglecting assessment and evaluation.

Very few practitioners evaluate the effectiveness of the predictions they produce or of the interventions made following their predictions. As part of updating the data to keep it current, the effectiveness of the analyses and interventions should be assessed.

Measurements are key to identifying areas for improvement, the effectiveness of interventions, and for distributing resources.

Pitfall five: not addressing civil and privacy rights concerns.

The very acts of labeling areas and people as worthy of further law enforcement action inherently raises civil rights and privacy rights issues. Labeling areas as at-risk appears to pose fewer issues, since individuals are not being directly targeted. The U.S. Supreme Court has ruled that standards for what constitutes reasonable suspicion are relaxed in “high crime areas.”¹ However, what formally constitutes a “high crime area,” and what measures may be taken in such areas under “relaxed” reasonable suspicion rules is an open question.

Conclusions

All departments can benefit from predictive policing methods and tools; the distinction is on how sophisticated (and expensive) the tools need be. The key value in predictive policing tools is in their ability to provide situational awareness on crime risks and the related information needed to act on those risks. As noted by Lieutenant Art Adkins of the Gainesville, Florida, Police Department: “Predictive policing has become a valuable tool for shift commanders deploying limited resources in tight economic times. The probability of successfully reducing crime has been greatly increased by relying on this technology. Where I have seen it employed, the positive results have been instantaneous.”

The authors’ conclusions center on advice to three communities: (1) the “buyers” of predictive policing tools, (2) vendors or developers, and (3) the “crime fighters” responsible for taking action on the predictions.

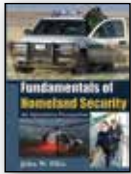
For the Buyer

Small agencies with relatively few crimes per year and with reasonably understandable distributions of crime probably just need core statistical and display capabilities. These are available for free or at low cost, and include built-in capabilities in Microsoft Office, basic GIS tools, base statistics packages, and some advanced tools such as the National Institute of Justice-sponsored CrimeStat series.

Larger agencies with large volumes of incident and intelligence data to be analyzed will want to consider more sophisticated, and therefore more costly, systems. The key is to think of these as enterprise IT systems making sense of large data sets to provide situational awareness, rather than as crystal balls. The systems should help agencies understand the where, when, and who of crime and identify specific problems driving crime, in order to take action against



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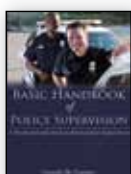
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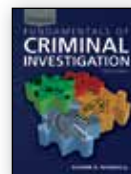
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crime. Key questions to ask when shopping for predictive tools include

- Is the system easily and effectively able to integrate the department's data from RMS/CAD systems?
- Can the system incorporate not just incident data, but "intelligence" data coming from the officers (and the community) and provide that information back to officers?
- What is the range of views the system can display, and how can they be tailored for people in different roles?
- Does the system display the key data leading to the predictions and not just the predictions?
- Does the system offer links to data or analysis modules that can help assess personal risk?
- Does the system support queries across offender data and related data such as vehicle registries or license plate reads?

For the Developer

The list of questions for purchasers also provides a list of desired capabilities for developers. Looking ahead, moving beyond predictions to explicit decision support for resource allocation and other decisions could be useful.

Predictive policing tools and methods are very useful, but they are not crystal balls. Vendors need to be accurate in describing

their systems as identifying crime risks, not foretelling the future.

Finally, developers must be aware of the major financial limitations that law enforcement agencies have to procure and maintain new systems. Licensing fees into the millions are not affordable for most departments. Vendors should consider business models, such as regional cost sharing and subscription services, which can make predictive policing systems more affordable for smaller agencies.

For the Crime Fighter

Generating the predictions is just part of the predictive policing business process—taking actions to interdict crimes is the other half. Predictive policing is best thought of as a comprehensive business process, summarized in Figure 1.

At the core of the process is a four-step cycle. The first two steps involve collecting and analyzing crime, incident, and offender data, which produce the predictions. Data from disparate sources in the community require combining or fusing data. Usually, this is far from an easy endeavor.

The third step is conducting police operations that intervene against the predicted crime (or help solve past crimes). Interventions are likely to be one of three broad types: (1) generic intervention (increasing resources in affected areas); (2) crime-specific intervention (interventions considered

to be generally effective against specific types of crime, such as those listed in the Problem Oriented Policing guides at www.popcenter.org or at crimesolutions.gov); and (3) problem-specific intervention (identifying and mitigating specific problems causing the crimes).

As an example of a generic intervention, the Sacramento Police Department recently tested the Koper Curve by assigning units to randomly spend 12–16 minutes in dedicated hot spots; they reported crime decreased by 25 percent in hot spots that had random patrols versus increases of 27 percent in hot spots that did not receive random patrols.²

As an example of a problem-specific intervention, the Chula Vista Police Department examined an almost city-wide surge in convenience store robberies; they found that the bulk of the robberies were actually from a single chain. The department then worked with the regional coordinator and managers of that chain to improve security.³

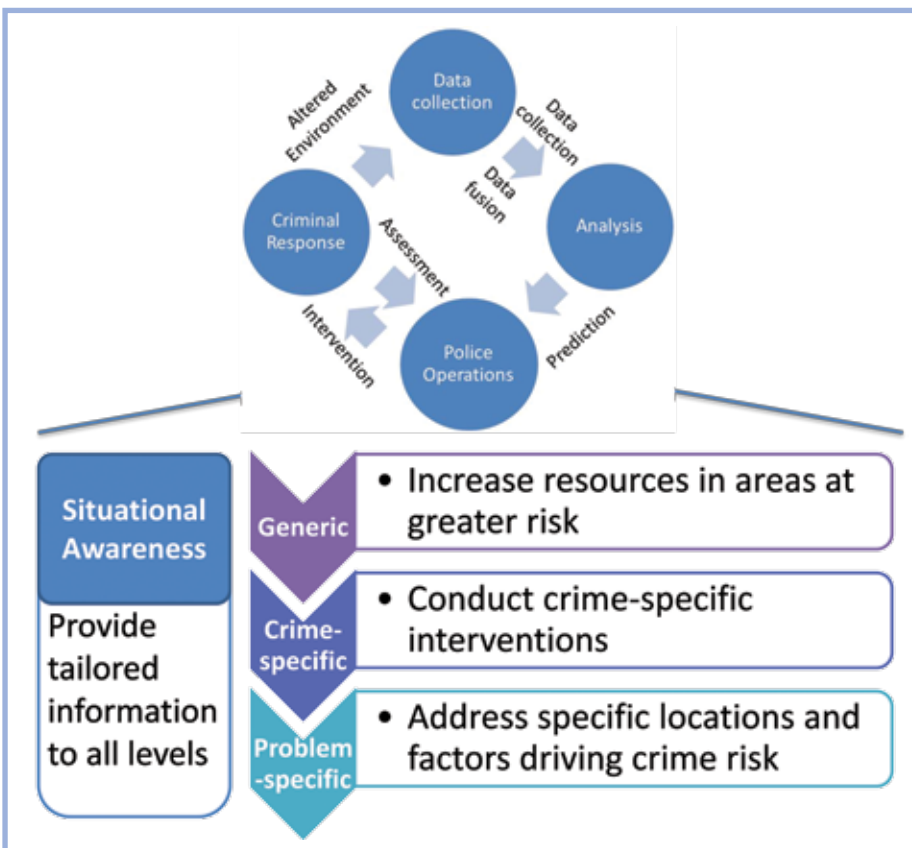
Regardless of the type of intervention, those carrying it out need information to execute the intervention successfully. Thus, the predictive policing systems (and other departmental IT) must provide the displays and supporting information required to generate the needed situational awareness among officers and staff.

In addition, departments carrying out predictive policing projects repeatedly stated the following were features of successful interventions:

- Substantial top-level support for the effort
- Adequate resources dedicated to the task
- Interested and enthusiastic personnel
- Efforts to ensure good working relationships between analysts creating the predictions (and supporting information) and officers conducting the interventions
- Synchronized support from commanders, detectives, and other units when needed
- Freedom for responsible officers to carry out interventions, combined with accountability to solve crime problems
- Interventions based on building good relationships with the community and generating good information ("intelligence") from them

The interventions then lead to a response that ideally reduces or solves crime (the fourth step). In the short term, the agency needs to do rapid assessments to ensure that the interventions are being implemented properly and that no immediate visible problems have resulted. The long-term success of responses to crime is measured through changes in the collected data, which in turn lead to additional analyses and modified operations, and the cycle repeats itself.

Figure 1: Predictive Policing Process



Summing Up

Successful predictive policing systems use technology as a means to improve a department's business model for continuous evaluation of the criminal response to tactical and community initiatives. When asked about the effectiveness of predictive policing, two chiefs offered their views. Both focused on the value of predictive policing when used in conjunction with other policing methods, again underscoring the business model.

- Chief John Welter of the Anaheim, California, Police Department offered the following: "Predictive policing has a promising future for community-initiated crime prevention activities. Police can now alert community members of their immediate risk of victimization through predictive policing information. Community members can then act on what they've learned through problem-oriented policing crime prevention partnerships. Problem-oriented policing, much like predictive policing, considers victim, location, and offender [crime triangle] data when working with the community on preventing crime."⁴
- Chief Brett Railey of the Winter Park, Florida, Police Department focused on

the support predictive policing offers to proactive policing: "The addition of accurate crime and crash data analysis has allowed our agency to be proactive in our approach to social harms and has helped us utilize precision policing to address crime and disorder in our community. Analysis has enabled us to be a more focused, efficient, and effective provider of law enforcement services to our community."⁵ ❖

Notes:

¹*Illinois v. Wardlow*, 528 U.S. 119 (2000).

²Danielle Ouellette, "A Hot Spots Experiment: Sacramento Police Department," *Community Policing Dispatch* 5, no. 6 (June 2012), <http://cops.usdoj.gov/html/dispatch/06-2012/hot-spots-and-sacramento-pd.asp> (accessed March 4, 2014).

³Julie Wartell, "GIS for Proactive Policing and Crime Analysis," presentation (Technologies for Critical Infrastructure Protection Conference, National Harbor, MD, August 31, 2011).

⁴John Welter (chief, Anaheim, California, Police Department), personal interview by Susan Smith, March 7, 2013.

⁵Brett Railey (chief, Winter Park, Florida, Police Department), personal interview by Susan Smith, March 7, 2013.

This article presents top findings from *Predictive Policing: The Role of Crime Forecasting in Law Enforcement Operations*, a detailed guide to predictive policing tools and methods. The guide can be downloaded for free from

http://www.rand.org/pubs/research_reports/RR233.html.

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USING COMPSTAT to MANAGE A POLICE BUDGET

By Ed Ryan, Assistant Chief of Police; and Susan Evans, Fiscal Manager,
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It is hard to believe that CompStat has been in existence for 20 years, but it is now a large part of the landscape for today's police agencies. CompStat holds those in command positions accountable for crimes that occur within their assigned geographical location and for devising a plan in which to reduce those levels.¹ CompStat uses four key components in order to accomplish the task of crime reduction:

1. Timely and accurate information or intelligence
2. Rapid deployment of resources
3. Effective tactics
4. Relentless follow-up²

If CompStat is an effective and efficient tool to combat crime, can it also be a mechanism by which a police organization can manage a budget?

Many police agencies have seen substantial reductions in their fiscal resources and are having to determine ways to stretch those shrinking dollars. In June 2012, the Norfolk, Virginia, Police Department (NPD) appointed then-Police Captain Mike Goldsmith to chief of police. Very early on in his administration, Chief Goldsmith began to focus not only on the crime issue at hand, but also how the department managed its fiscal responsibilities. Thus, the stage was set to begin a new chapter in the administration of the Norfolk Police Department, one of timely and accurate information.

In many police agencies, very little, if any, training has been devoted to teaching the leaders in the organization how to manage a budget properly. On-the-job training is the most common means by which administrators learn this task.

In September 2012, the NPD changed its culture of budget management by devising and implementing a quadrant chart reporting system (see Figure 1). The chart-based report provides a glimpse into the first key component of the CompStat model by providing timely and accurate information regarding year-to-date spending

for every command within the NPD. This change not only focused the commanders' attention on spending, but also supported the City of Norfolk's objective to maintain a well-managed government.

The first quadrant of the report illustrates each command's current year budget, obligated, expended, and unobligated funds. A projected funding level ratio is integrated with the budget snapshot as a target to reveal a comparison of spending, planning, and performance measurements to determine each division's budgeting performance. The budget areas showing significant variance to target are highlighted to indicate that a commanding officer or designee needs to provide an explanation of the performance variables.

The second quadrant focuses on managing overtime, which is a key objective to sustaining the goal of managing the budget with the allocated funding. Overtime funding has seen a major decrease in the last several years due to dwindling available funds, which makes it all the more important to closely manage how these funds are utilized.

The third quadrant reports the staffing levels for individual commands. Staffing is critical to the organization's ability for achieving the police mission to provide protection and police services that are responsive to the needs of the citizens of Norfolk. Severe shortages in manpower can and do have a tremendous impact on the department's overtime budget. Vigilant monitoring and corrective actions can significantly reduce costs in this category.

The final quadrant contains other issues and updates for discussion. The NPD primarily uses this area to manage pending grant deadlines. The grant funding performance measurement illustrates the current year budget and expended funds. Grant funding compliance is a critical area to manage, as funding can be forfeited if deadlines are not met. This section of the report provides the mechanism to ensure that grant performance requirements and deadlines are met.

Figure 1: Comprehensive Spending Plan, Homeland

Budget

	Homeland	Traffic	K9	Honor Guard	Total
Fy13 Budget	\$89,640	\$28,791	\$55,375	\$2,030	\$175,836
Pre-Encumbered	\$-	\$-	\$-	\$-	\$-
Encumbered	\$22,141	\$7,502	\$20,190	\$-	\$49,834
Actual Expenses	\$21,291	\$15,093	\$25,194	\$146	\$61,724
Unobligated	\$46,208	\$5,858	\$9,735	\$1,884	\$63,685
Total %	48%	78%	82%	7%	63%
Anticipated level (4/12):	33%	as of 10/31/12			

Overtime

	Homeland	Traffic	K9	NPD Total
YTD OT Expense	\$58,448	\$4,840	\$7,242	\$ 1,191,620
% to Total	4.9%	0.4%	0.6%	

Staffing

	Homeland		Traffic		K9	
	Auth	Act	Auth	Act	Auth	Act
Chief/ACOP	-	-	-	-	-	-
Captain	1	1	-	-	-	-
Lieutenant	2	2	1	1	1	1
Sergeant/Corporal	5	4	4	4	3	3
Officer	34	30	18	17	16	15
Total Sworn	42	37	23	22	20	19
Ops Officer	-	-	1	1	-	-
Civilian	-	-	1	1	1	1
% Staffed:	92%					

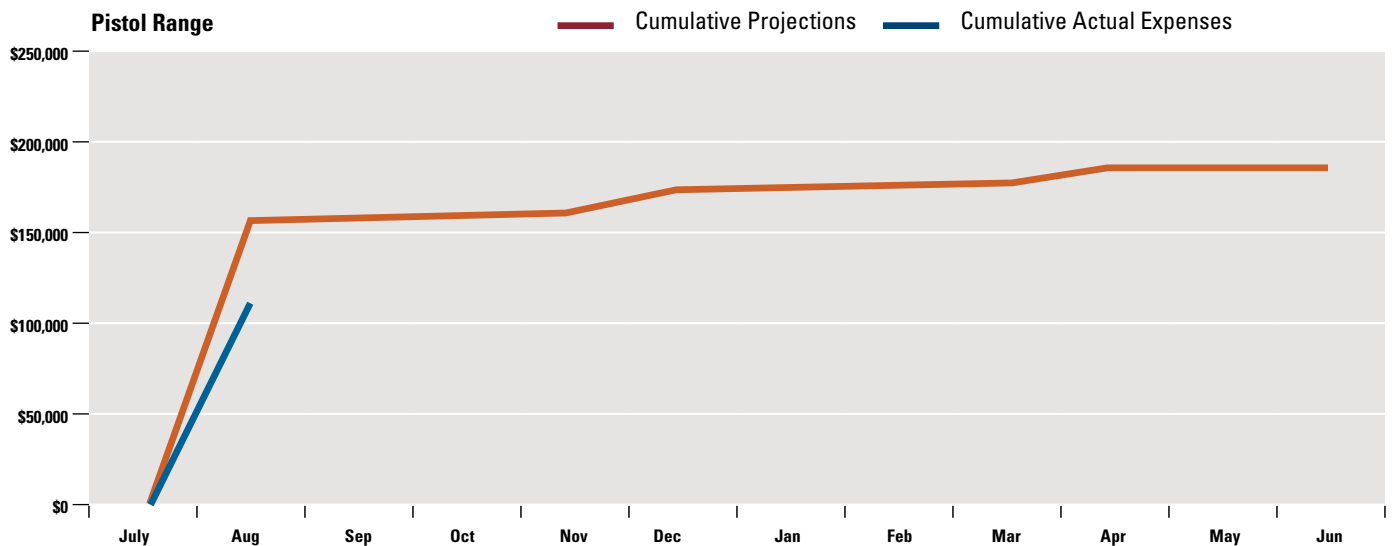
Other issues

Grant	End Date	Budget	Encumbered	Expended	Complete
DCIS Lin-Close Out	10/31/12	\$110,684	\$0	\$110,694	100%
FY10 UASI LPRs Exit	12/31/12	\$357,140	\$330,655	\$0	0%
FY09 UASI LPRs	1/31/13	\$868,417	\$80,380	\$789,037	91%
FY10 Port Security	1/31/13	\$566,220	\$41,345	\$504,481	89%
FY10 SHSP LPRs	2/28/13	\$16,040	\$16,040	\$0	0%
FY11 UASI LPRs	2/28/14	\$142,500	\$0	\$0	0%
FY11 Port Security	5/31/13	\$324,800	\$89,182	\$45,079	14%
DMV Alcohol	9/30/13	\$17,551	\$0	\$0	0%
DMV Speed	9/30/13	\$37,200	\$0	\$0	0%

Figure 2: Pistol Range FY 2014 Expenditure Plan

Object	Group Description	Approved Budget	Data	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	13th Period	Total FY 2014	
5248	Supplies—Police	\$109,532	Projection	0	100,000	0	0	0	4,766	0	0	0	4,766	0	0	0	109,532	
			Actual Encumbrance/Expense	0	64,923	0	0	0	0	0	0	0	0	0	0	0	0	64,923
			Variance	0	35,077	0	0	0	0	4,766	0	0	0	4,766	0	0	0	44,609
5287	Gas—Natural & Propane	\$2,700	Projection	20	21	21	56	116	258	338	497	607	415	148	203	0	2,700	
			Actual Encumbrance/Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			Variance	20	21	21	56	116	258	338	497	607	415	148	203	0	2,700	
5290	Electricity	\$11,210	Projection	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	500	500	1,000	1,210	0	11,210	
			Actual Encumbrance/Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			Variance	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	500	500	1,000	1,210	0	11,210	
5307	Other Contractual Services	\$900	Projection	15	15	87	87	87	87	87	87	87	87	87	87	87	0	900
			Actual Encumbrance/Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			Variance	15	15	87	87	87	87	87	87	87	87	87	87	87	87	0
5335	Memberships & Subscriptions	\$100	Projection	0	0	0	0	0	0	100	0	0	0	0	0	0	100	
			Actual Encumbrance/Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			Variance	0	0	0	0	0	0	0	100	0	0	0	0	0	0	100
5374	Equip/Bldg/ Mech & Portable	\$2,000	Projection	150	210	180	200	300	130	156	220	110	300	44	0	0	2,000	
			Actual Encumbrance/Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			Variance	150	210	180	200	300	130	156	220	110	300	44	0	0	0	2,000
5377	Rent Of Equipment	\$1,543	Projection	1,543	0	0	0	0	0	0	0	0	0	0	0	0	1,543	
			Actual Encumbrance/Expense	1,461	0	0	0	0	0	0	0	0	0	0	0	0	0	1,461
			Variance	82	0	0	0	0	0	0	0	0	0	0	0	0	0	82
5411	Equip/Bldg/ Mech & Portable	\$56,810	Projection	0	56,810	0	0	0	0	0	0	0	0	0	0	0	56,810	
			Actual Encumbrance/Expense	0	46,900	0	0	0	0	0	0	0	0	0	0	0	0	46,900
			Variance	0	9,910	0	0	0	0	0	0	0	0	0	0	0	0	9,910
Cumulative Projections				2,728	160,784	162,072	163,415	164,918	171,159	172,840	174,644	175,948	182,016	183,295	184,795	0	184,795	
Cumulative Actual Encumbrances/Expense				1,461	113,284	113,284	113,284	113,284	113,284	113,284	113,284	113,284	113,284	113,284	113,284	113,284	0	113,284

Chart 1: Monthly Expense Comparison Graph



Managing the Resources

CompStat already increases accountability of leaders in handling crime, a function that is easily transferrable to holding them accountable for the allocation of the tax dollars entrusted to them. After a few months of reviewing the quadrant reports, the NPD tasked each commanding officer with creating a comprehensive spending plan for their respective commands (see Figure 2 for an example).

Each line item was reviewed, analyzed, and evaluated to determine if it contained adequate funding for the current fiscal year as budgeted. If a particular line item was underfunded, based on performance data, the commanding officer was required to resolve the shortfall by identifying funds within his or her command to meet budget expectations. It is important to recognize that commanders were limited only to the funds provided in their existing budget. As an example, if the office supply account was over budget, money would

have to be moved from another account, such as uniforms, to make up the shortfall.

Effective Tactics

The goal of using CompStat to monitor individual command budgets is to create fiscally responsible leaders that look for new and innovative ways to accomplish the department's mission by using effective and efficient tactics in budgeting. As with any new project, there have been growing pains and lessons learned.

The first lesson surrounds the department's use of leased copy machines. It was anticipated that the July and August payments would be able to be paid at the beginning of each month. However, because of an unexpected glitch with getting the contract off the ground, the payments were not deducted. This is an example of a situation that turned out to be unique, and the first lesson learned is that those in charge of such accounts need to understand how and when the account will be debited and make the adjustment prior to submitting the plan.

The second lesson learned was connected to ordering office supplies. It was quickly realized that billing for such supplies would occur in the following month that the supplies were delivered. A simple concept at first glance, but it skewed the monthly plans put forth by the commanders and required some explanation. As with any new project, flexibility has to be a key component, especially in the early stages, and corrections must be made when identified. The NPD did not allow a revision to the spending plan after this situation was discovered, but instead decided to use this experience as a teachable moment to show how important it is to really analyze each account. An analysis should have revealed that in previous years, the supply account had always been credited in the month after the ordering process took place. Departments are advised to review the spending plans with the person(s) that provide fiscal oversight for the department before the implementation of the process to make sure that those responsible for the spending plans have really analyzed the budget. The Norfolk Police Department has assigned that particular task to the fiscal manager.

Follow-up

NPD commanders quickly learned that the spending plan process was not a "one-shot deal," but a continual process of monitoring and adjustment. A line graph was created for each monthly report to display monthly and cumulative expenses by command (see Chart 1). A comparison of the two graphs determines the variance. If the two lines are in close proximity or parallel, then fiscal projecting and spending are deemed to be appropriate. If there is a wide

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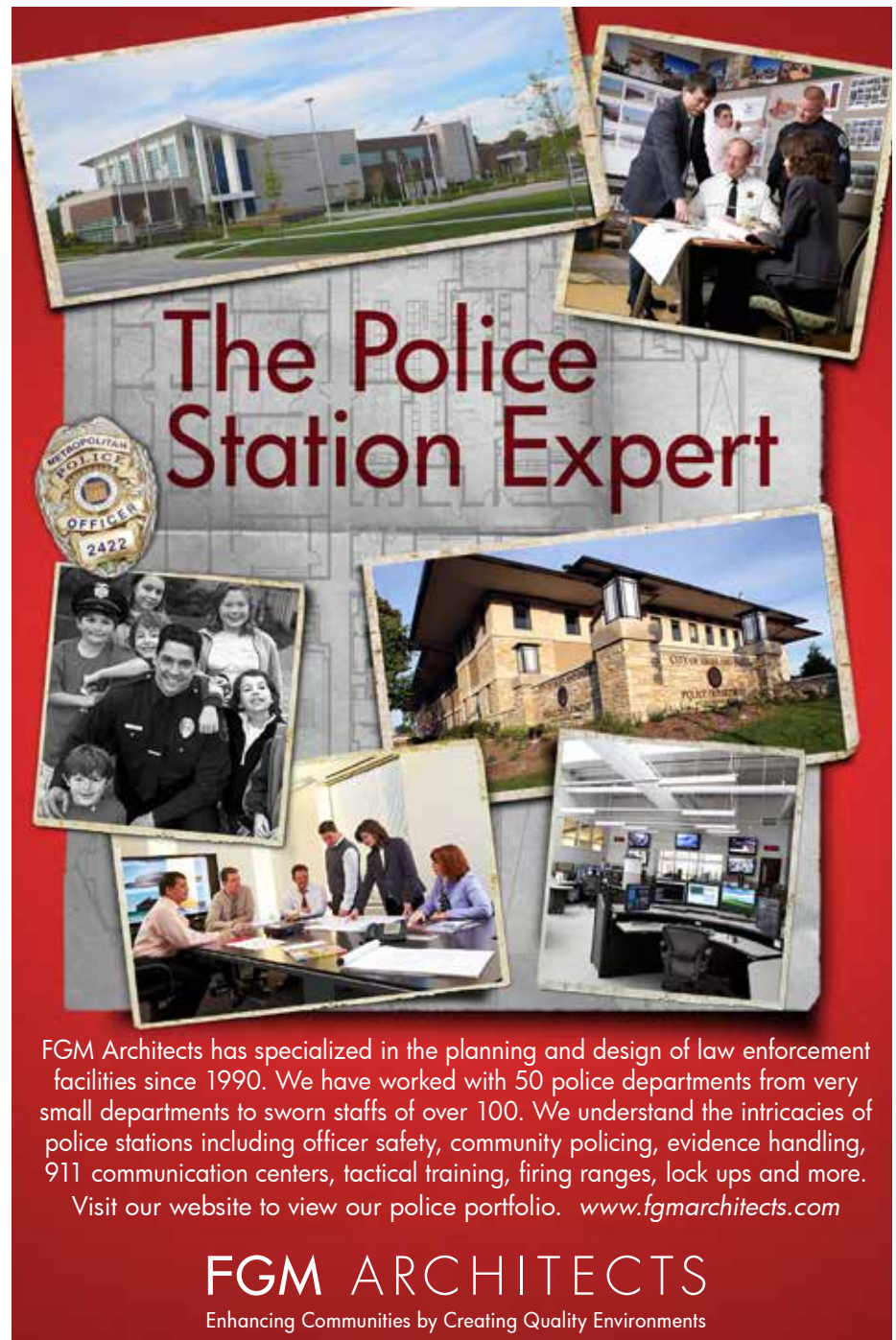
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variance between the two, then justification by the commander is required.

In some situations, spending may be attributable to unforeseen administrative costs, such as cost increases for uniforms, office supplies, photocopying, and so forth. However, other situations may occur due to inadequate planning, staffing, or spending. All of these situations must be closely monitored and evaluated by commanders. The CompStat budget process provides a checks and balances system to ensure that this process occurs on a regular basis, rather than only once a year. In the current plan used by the NPD, there is no contingency for unplanned budget expenses for emergencies, such as weather-related events, mutual aid situations, public demonstrations, and the like. Should such an event take place, agencies would need to decide if costs could be recouped from the Federal Emergency Management Agency (FEMA) or if there are other agreements in place to address this budget impact. It would be a good idea to talk with the city manager or the person in charge of the locality while these spending plans are being implemented.

Conclusion

Early indication shows that the spending plans are, for the most part, right on track as projected. One example of a cost-savings

measure that was identified was in the purchasing of two new K-9 dogs. Research was conducted, and it was discovered that a service animal provider, not previously known, was able to sell these animals at a better price and with an enhanced warranty, resulting in an approximate savings of \$6,000. The strong point to this plan is that it puts effective and efficient spending back on the commanding officer who then has the freedom to make decisions that can impact the budget in a positive way.

This concept has also attracted the attention of other agencies and organizations. In April 2013, NPD leadership introduced the concept at the International Association of Chiefs of Police (IACP) Mid-size Cities Mid-year Forum in Alexandria, Virginia. Then, in August 2013, the NPD also presented the program to the Senior Executive Team for the City of Norfolk. The program is currently pending implementation by other city departments. The NPD is currently working with a local university to devise a senior-level program that will concentrate on budgeting as one of the core courses. The idea is to bring in subject matter experts that can look at the current budget system used and present it in a way that today's and tomorrow's leaders will be able to easily understand and carry on the new direction and major culture change of the NPD.

As this project continues to evolve, the NPD anticipates strong evidence to support the use of the same four core components used to fight crime in managing and controlling police departments' budgets, resulting in fiscal year accountability, and ethical spending.

For more information or a copy of the Norfolk Police Department's project, contact Assistant Chief Ed Ryan by email at Edward.ryan@norfolk.gov or Susan Evans at Susan.evans@norfolk.gov. ❖

Notes:

¹*CompStat: Its Origins, Evolution, and Future in Law Enforcement Agencies* (Washington, DC: Police Executive Research Forum, 2013), vii.

²*Ibid.*, 2

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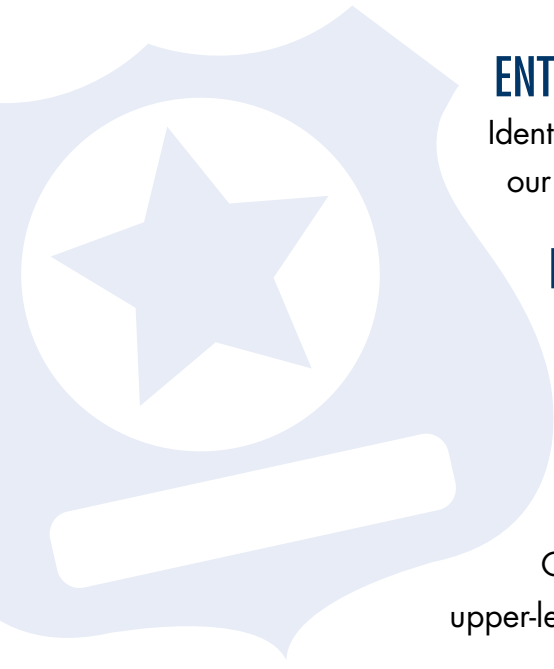
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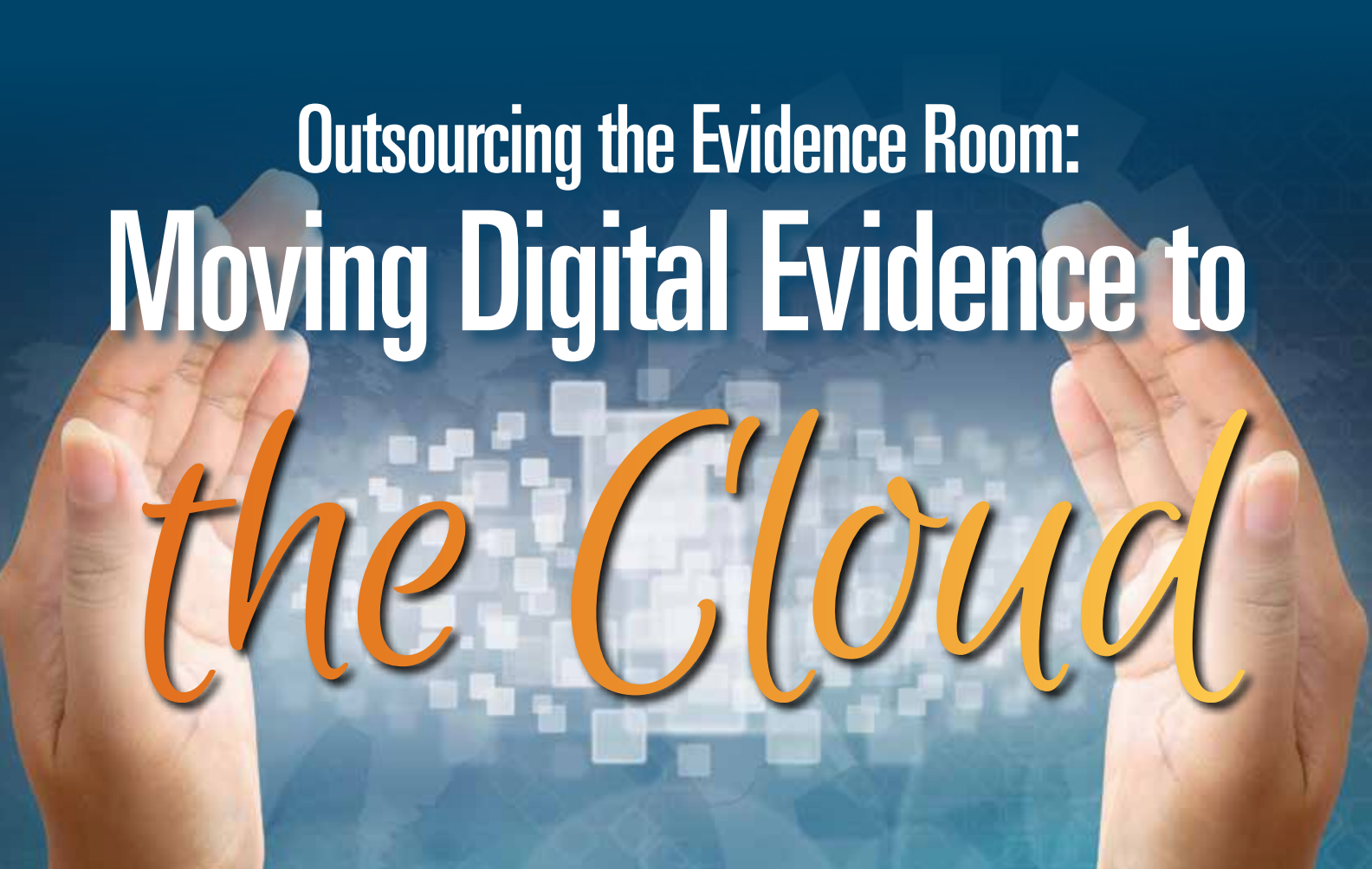
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Outsourcing the Evidence Room: Moving Digital Evidence to *the Cloud*

By Vern Sallee, Lieutenant, Chula Vista, California, Police Department

On the surface, the idea that a state or municipal law enforcement agency would consider outsourcing digital evidence storage to private companies seems far-fetched. As the custodians of evidence, and the chain of custody rules that go with that responsibility, law enforcement would not appear to be a likely candidate to embrace the virtual outsourcing of a portion of the evidence room. After all, police agencies have spent more than a century building bunkers to store and protect evidence and have adopted strict controls centered on the physical possession of evidence. This status quo, however, has been fundamentally changed by the proliferation of connected mobile devices, including smartphones, and the manner in which digital files are stored.

A June 2013 poll by the Pew Internet and American Life Project estimates that about 56 percent of American adults own a smartphone, a trend that necessarily affects how police agencies approach their daily interactions with the public.¹ This article explores how the growth of smartphones and other mobile devices fundamentally changes the way police agencies operate, and, consequently, how they store and manage digital evidence.

The Effects of Mobile Technology on Policing

Perhaps the most high-profile police incident impacted by the smartphone trend remains the 2009 New Year's Day shooting of Oscar Grant by a Bay Area Rapid Transit (BART) police officer. The shooting on a train platform at the Fruitvale BART station was captured from several angles by multiple bystanders using mobile phones. In the days afterward, videos of the shooting were posted

on social media sites and Internet video sites and given to local news media. The videos caused widespread community protests, both peaceful and violent, and negatively impacted the BART Police Department's public image. They also played a significant role in the criminal trial of the police officer and the resulting civil suit.²

As a result of this incident, the BART Police Department deployed over 150 new Taser Axon body cameras to its officers in an effort to capture incidents from an officer's perspective and stored the video on cloud servers.³ Several other agencies, including the Oakland, California, Police Department; Rialto, California, Police Department; the Lake Havasu, Arizona, Police Department; and the Chula Vista, California, Police Department, have started using body cameras for similar reasons. Police agencies using video cameras to mitigate liability and citizen's complaints is not new; however, the manner in which agencies choose to store the data is poised to fundamentally change.

When police agencies converted from film to digital cameras at the turn of the century, it changed the way these images were captured and stored. While digital photography was an important new technology, it did not require police property rooms to fundamentally change how they stored this type of evidence. Digital photos are easily and inexpensively stored on discs or hard drives, and property rooms easily adapted to the change. In contrast, high-definition video files take up a huge amount of virtual storage space, especially since videos vary in length and can range from minutes to hours long. For example, a photo in the JPEG format, the most common photo compression format, typically takes up 1.5–2.0 megabytes

(MB) of storage space on a server. In contrast, a 30-minute MP4 video, the most common digital video format, may take more than 800 MB of storage.

In the bygone era of VHS in-car videos, many vendors estimated that the average officer would record about two hours of video on a given ten-hour shift. With in-car video, a VHS tape could hold the video from three or four shifts before it had to be physically logged into evidence. In the emerging era of on-officer video cameras and small mobile devices, there are no longer tapes, and there is no longer removable media. Instead, data is stored on solid-state storage devices built into the cameras that can hold many gigabytes (GB) of data. Contemporary police video recording devices are typically downloaded via a USB cable, a docking station, or a wireless network to minimize the chances that officers can be accused of tampering with the evidence.

For example, the Chula Vista Police Department (CVPD), which has about 200 sworn officers, is currently deploying six body-worn cameras with select officers. An analysis of evidence collected to date indicates that a typical 30-minute video from a single officer takes up about 800 MB of digital storage space. Using that data, along with a conservative estimate of one hour of recording per officer, per day, if the agency's entire patrol force was equipped in this manner, they would produce more than 35,000,000 MB of data, or 33 terabytes (TB) per year. This is the storage equivalent of approximately 17 million 2 MB JPEG photos. Such a huge amount of digital storage requires numerous specialized multiple hard drive storage servers designed to manage video and corresponding information technology (IT) support. When one considers that the data must be stored, backed up, managed, and duplicated for discovery purposes, one can see how quickly a small IT department would be overwhelmed, especially as years of data must be stored as evidence until cases are resolved. Given this scenario, large agencies like the Los Angeles Police Department (LAPD) could spend millions of dollars per year on data storage and require a small army of IT support personnel should they choose to fully deploy on-officer video cameras to mitigate liability and create an accurate record of their officers' conduct.

While agencies may deploy video cameras with the intent to mitigate liability and reduce citizen complaints, the fact remains that every frame of video captured by every officer is potentially evidence. At the typical video frame rate of 30 frames per second, high-definition video takes up an enormous amount of virtual storage space—so much that it will quickly overwhelm the traditional evidence storage servers of even the largest agencies. Combine this with the cumber-

some task of managing massive amounts of data and ensuring its availability for discovery means that police agencies will face a huge investment in traditional in-house IT just to manage the flood of potential evidence.

To store vast amounts of digital evidence, departments will need to invest resources in areas such as storage servers, backup systems, physical plants, electricity, and IT personnel to store the evidence captured by their on-officer video cameras. In times of fiscal constraint, it is important to understand the dollars funding these areas would likely be taken from resources needed to fulfill the obligations of the core mission of public safety.

Cloud-Based Solutions for Digital Evidence Storage

The conundrum facing agencies is how to balance capturing the video evidence they need without breaking the budget. The answer to the vexing issue of storing massive amounts of digital evidence is to turn to a solution that has been around for quite some time: cloud computing. There are several definitions of cloud computing; for this article, cloud computing is defined as a remotely distributed computer storage service that is hosted by a third party. The service provider is typically a private company that specializes in remote computing or storage services, such as Microsoft, Amazon, Google, or similar IT providers. The cloud services are accessed using existing broadband infrastructure with Software as a Service (SaaS) or Storage as a Service (StaaS) contracts with the third-party vendors.

Cloud computing has evolved over the last half dozen years from a technical niche for big businesses to a mainstream consumer and private sector IT solution. While cloud computing has some drawbacks, it is useful to explore the benefits of cloud computing versus traditional storage methods. It is widely recognized that cloud computing offers efficiency, agility, and innovation on a scale that most private and public entities cannot hope to achieve with traditional in-house servers. In fact, the 2011 Federal Cloud Computing Strategy, authored by the White House Office of Management and Budget (OMB), promulgates the idea that cloud computing is such a fundamental shift in IT that they strongly advocate a "Cloud First" policy for federal agencies of all stripes.⁴

While there are many benefits to cloud computing, among those that are most germane to police agencies are the cloud's cost effectiveness, scalability, and access to innovation. The total cost of ownership for in-house servers and accompanying support is more expensive than outsourcing to private cloud providers. Estimated savings by utilizing cloud services versus in-house equip-

ment, labor, and infrastructure range from 30 to 50 percent. Almost as important as the cost savings is the scalability of outsourcing to cloud service providers. In the legacy server model, if an agency fills up its in-house servers and needs to expand storage, it needs to budget more time, space, money, and personnel. In contrast, if an agency needs to expand or reduce storage with a cloud service provider, it can be done almost instantaneously. Finally, the best cloud service providers offer access to cutting-edge technology, redundancy, and world-class security that most public agencies could never hope to achieve on their own.

The largest cloud service providers, such as Amazon, Google, and Microsoft, have been aggressively marketing their services to government agencies. As of March 2013, Microsoft estimates that more than one million government workers have migrated to Microsoft 365 cloud applications, including major public entities such as the State of Minnesota, the City of Chicago, and the City of Seattle. Microsoft's competitors are making similar business inroads into the public sector market.⁵

FedRAMP—U.S. Federal Government Standardizes Cloud Security

While cloud computing offers clear benefits, it also has some drawbacks, especially considering the repercussions of lost or corrupted digital evidence. Security, privacy, and discovery top the list of areas that must be well defined before transitioning to cloud-based storage of digital evidence. In an effort to establish standardized cloud security measures, the U.S. General Services Administration (GSA) administers the Federal Risk and Authorization Program (FedRAMP), which is based upon standards set by the Federal Information Security Management Act of 2002 (FISMA).⁶ According to the GSA, the goals of the FedRAMP program include

- accelerating the adoption of secure cloud solutions through reuse of assessments and authorizations;
- increasing confidence in the security of cloud solutions;
- achieving consistent security authorizations using a baseline set of agreed-upon standards and accredited independent third-party assessment organizations;
- ensuring consistent application of existing security practices;
- increasing confidence in security assessments; and
- increasing automation and near real-time data for continuous monitoring.

Under FedRAMP, once a cloud service provider (CSP) is certified, federal, state, and local government agencies can contract with the CSP knowing they have the absolute highest IT and security standards.

Common CSP cloud security measures include protection of data in transit via 256-bit Advanced Encryption Standards (AES) and by using Secure Hash Algorithm-1 (SHA-1) to verify the data blocks integrity. CSPs ensure robust physical security at their data centers and provide for logical security to prevent unauthorized internal and external access to data, and they ensure that customers' data is appropriately segregated from other customers. As a benefit of their size and state-of-the-art network infrastructure, CSPs also have the most sophisticated network security coverage available, and they are better protected against the most

common hacking attacks than most local IT departments. Other security features, such as dual-factor authentication and security challenge questions, add a layer of protection to users' log-on access. Finally, agencies can "lock down" their systems so that data can be accessed only via the agency's Internet Protocol (IP) addresses.

The OMB is so confident of the future of outsourcing to CSP's, they estimate that up to \$20 billion of the \$80 billion federal IT budget has the potential to be outsourced to cloud providers. The OMB estimates the U.S. Department of Homeland Security, U.S. Department

of the Treasury, and U.S. Department of Defense have the potential to outsource more than \$6 billion in cloud computing.⁷ One can imagine the security standards that must be met to satisfy the needs of the most secretive and secure departments of the federal government. OMB's promotion of cloud solutions and setting of high security standards via the FedRAMP program bolsters the case for cloud computing as a viable solution for digital evidence storage for municipal police agencies.

Privacy is one of the other top concerns that must be taken into account when an agency is considering outsourcing digital

THE COMMAND COLLEGE FUTURES STUDY PROJECT

is a FUTURES study of a particular emerging issue of relevance to law enforcement. Its purpose is NOT to predict the future; rather, to project a variety of possible scenarios useful for strategic planning in anticipation of the emerging landscape facing policing organizations.

This journal article was created using the futures forecasting process of Command College and its outcomes. Defining the future differs from analyzing the past, because it has not yet happened. In this article, methodologies have been used to discern useful alternatives to enhance the success of planners and leaders in their response to a range of possible future environments.

Managing the future means influencing it—creating, constraining and adapting to emerging trends and events in a way that optimizes the opportunities and minimizes the threats of relevance to the profession.

The views and conclusions expressed in the Command College Futures Project and journal article are those of the author, and are not necessarily those of the CA Commission on Peace Officer Standards and Training (POST).

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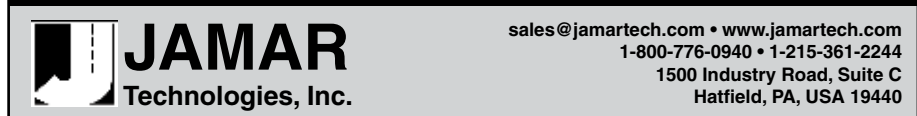
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evidence to a private cloud provider. With the recent National Security Agency (NSA) scandal involving government surveillance, the public may not be particularly keen to have potentially embarrassing evidence amassed on private cloud services at the behest of any branch of the government. Such concerns can largely be addressed by setting policies that clearly outline the access rights and security protocols to protect the evidence and citizen's privacy.

Finally, issues surrounding chain of custody and discovery must also be addressed in any policy consideration. Under FedRAMP, there are stringent standards to ensure data integrity and agencies can be confident that their data will be secure. With regard to discovery, agencies may face a huge influx of requests from prosecutors or defense attorneys requesting digital evidence. Fortunately, cloud-based storage of digital evidence is ideal for information sharing. With cloud-based services, it is much easier to securely send a copy of digital evidence than it would be to make a physical copy and hand deliver it to the appropriate stakeholder.

Agencies can document proper chain of custody and protect their digital evidence in the cloud ecosystem by the same stringent standards that have applied to law enforcement databases for decades. The same security standards that give police officers access to local, state, and federal law enforcement databases largely apply to accessing digital evidence. Controls and user access levels can be (and must be) put in place so that most users have "view only" rights and only a very few high-level agency administrators of the program have access and authorization to delete evidence upon case resolution.

Any digital evidence management system, including those that are cloud-based, must include an audit trail, a standardized retention schedule, and policies and procedures outlining management of the evidence. Agencies will need to be vigilant to ensure that all evidence generated is easily produced for discovery and unassailable as "best evidence." To this end, agencies will need to ensure officers are properly trained and directed to annotate any evidence they generate so it can be attributed to the proper case.

Next Steps

What will it take to make this transition a reality? First, law enforcement agencies must reach out to potential stakeholders and begin discussing the issue *now*. District attorneys, defense attorneys, judges, court administrators, lab managers, and police administrators all have a stake in the technology's success. Interested agencies may start with a county-wide task force to explore a collaborative effort and negotiate favorable contracts with CSPs. Police agencies may even find their legal departments open to a cost-sharing agreement in the interest of mitigating liability, perhaps from funds traditionally set aside for settlements.

Fortunately, CSPs are available to all agencies in the United States, regardless of whether or not they serve a rural or urban area. The ability to utilize CSPs is limited only by broadband access, which should not be a barrier to most agencies. In fact, a small rural agency will likely find that utilizing a CSP will result in better service and technical support than its current setup. Additionally, agencies with multiple far-flung substations or rural deputies will have a centralized, web-based resource to store digital evidence rather than waste resources supporting multiple data centers.

Agencies should properly research and vet reliable CSPs that have tailored their service around protecting digital evidence and are

FedRAMP certified. Finally, agencies will need to develop policies to ensure discovery issues are properly taken into account along with robust standards for access to ensure privacy rights are protected.

Conclusion

While police agencies struggle during lean budget times to limit liability and increase productivity, the outsourcing of digital evidence storage is clearly one way they can contain costs while enhancing the quality of their work. Over time, those leaders who are "digital immigrants," defined as growing up in the analog age, will adapt to the "new normal" where using private CSPs is considered to be a safe and secure method of storing digital evidence. The next generation of law enforcement professionals, who will all be "digital natives," will wonder why so much time and energy was invested in storing discs and tapes and maintaining servers before the move to the cloud.

Agencies will move toward collecting more digital evidence for a number of reasons. The unbridled fear of a domestic violence victim, the unsteady gait and slurred speech of the DUI suspect, and the physical and verbal cues of a violent suspect cannot ever be fully captured in words. Giving officers the tools to video record and document the good work they are doing will give the public more confidence in law enforcement and limit the amount of time defense attorneys quibble over "he said-she said" arguments.

In the end, judges and juries will expect to see more digital evidence, both from a citizen's perspective and that of the officer, and cloud storage is the only cost-effective and practical way for agencies to record, store, and furnish this evidence. While the transition toward private cloud storage of digital evidence may take some time to implement, the potential to limit liability and resolve cases faster will ultimately prove the move to the cloud to be an efficient and cost-effective decision for most agencies. ❖

Notes:

¹Aaron Smith, "Smartphone Ownership 2013," Pew Internet and American Life Project, June 5, 2013, <http://pewinternet.org/Reports/2013/Smartphone-Ownership-2013.aspx> (accessed February 28, 2014).

²Demian Bulwa, "Mehserle Convicted of Involuntary Manslaughter," *SFGate*, July 9, 2010, <http://www.sfgate.com/bayarea/article/Mehserle-convicted-of-involuntary-manslaughter-3181861.php> (accessed February 28, 2014).

³Neal Ungerleider, "Taser's New Police Glasses-Cam Lets Citizens See What Cops See," *Fast Company*, February 21, 2012, <http://www.fastcompany.com/1817960/tasers-new-police-glasses-cam-lets-citizens-see-what-cops-see> (accessed February 28, 2014).

⁴Vivek Kundra, *Federal Cloud Computing Strategy* (Washington, DC: Office of Management and Budget, February 8, 2011), <https://www.dhs.gov/sites/default/files/publications/digital-strategy/federal-cloud-computing-strategy.pdf> (accessed February 28, 2014).

⁵"New Group of Government and Education Organizations Move to the Cloud with Microsoft Office 365," Microsoft Corporation, http://www.microsoft.com/en-us/news/press/2013/mar13/03-27_pubsecloudpr.aspx (accessed March 4, 2014).

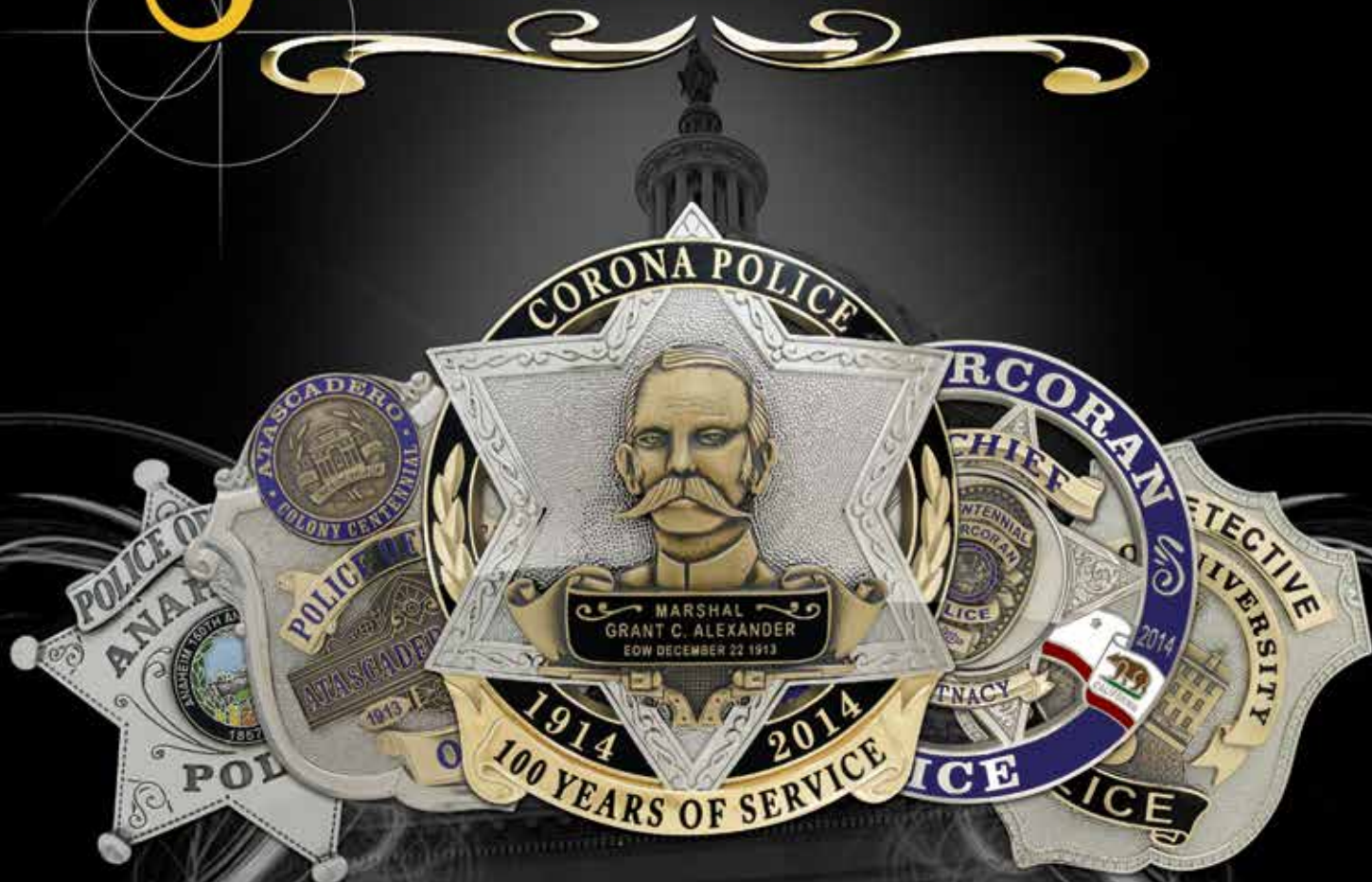
⁶FedRAMP: Ensuring Secure Cloud Computing for the Federal Government," United States General Services Administration, <http://www.gsa.gov/portal/category/102371> (accessed July 7, 2013).

⁷Kundra, *Federal Cloud Computing Strategy*.

FOR MORE INFO

Visit www.theiacp.org/computer-crime-and-digital-evidence to find links to NIST's cloud computing reference architecture and framework drafts, developed in 2013.

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Product Feature:

New Twists on Familiar Safeguards for Schools

By Scott Harris,
Freelance Writer

Note: *Police Chief* magazine, from time-to-time, offers feature-length articles on products and services that are useful to law enforcement administrators. This article features training and testing.

Since 1980, 137 school shootings have accounted for 297 fatalities in the United States, the majority of them children. During that time the number of school shooting incidents increased each decade.¹

As debates over how to address this trend continue on Capitol Hill, there are a number of technologies that local law enforcement agencies and jurisdictions can use to better protect and monitor school students, employees, and visitors.

New technologies and innovative applications of technology are progressing school protection beyond the normal conventions. Options that should be very familiar to law enforcement—heavy-duty locks, metal detectors, video cameras—are still very much in play, but their new iterations are so advanced that they can assist and enhance public safety efforts in ways not imaginable outside of Hollywood just a decade ago.

Under Lock and Key

The humble lock, for example, appears to be a fairly standard and immutable tool for protecting property.

But now there is a new generation of lock. Card access has provided an advance in recent years, for example. Firms like Illinois-based Card Imaging or Minnesota's Datacard Group offer various solutions for schools and districts looking to implement an ID badge system or a similar security approach.

There are other lock approaches, as well. One of the most innovative is the CyberLock Flex System, which combines the benefits of wired door security with a key-based approach to access. The entire system is

managed under a single software platform, and law enforcement and school districts can create one unified security platform to track and control access to rooms, doors, and even cabinets and other areas.

"There's only one key that can be used," said Stephanie Ulrich, a spokeswoman with Oregon-based CyberLock. This single-key approach, increases security. "You can't duplicate keys like you can with mechanical keys. To make a duplicate of a mechanical key, you can tell a key maker the cut of the key. You don't even necessarily need the key."²

The system stores access data in its memory and features auxiliary power sources to keep the system operational during network and power outages. CyberLock keys can be used remotely and can help target a given person's access to an area.

"Wiring solutions is a big thing for many locations," Ulrich said. "It's great for remote use, and it's more affordable because there's no power wiring. If a gym teacher only needs access to one area, you can deny them access to another part of the facility."

The CyberLock Flex System is already in use in a number of school districts around the United States, including in Toppenish School District, which serves approximately 3,300 students in Washington's Yakima Valley.

One of the district's problems with access was related to keys that were distributed or loaned away and of which district officials eventually lost track. The CyberLock Flex System not only helped centralize physical key control, but also allowed the school to know who was accessing what areas and when.

"There was no accountability; even with cameras, we couldn't tell who was stealing because there are so many people coming and going," said Scott Kallenberger, the school district's IT manager, in a case study on the Flex System. "The software creates different access reports; I sent one out to the athletics director detailing who accessed the gym and recreation fields."³

Other companies also provide solutions that can help law enforcement better monitor and control access to schools and other

sensitive areas. Florida's Datamaxx Group is another leader in this field, as is DoorKing, a California company that provides telephone-based access and entry solutions.

Military Technology in Handheld Metal Detector

A classic walk-through metal detector is standard fare for many schools, particularly those situated in high-risk neighborhoods. They are useful tools to law enforcement in the school environment and well beyond.

Handheld or wand-style metal detectors are also well-known tools to law enforcement, but a new handheld option helps law enforcement make more detailed threat assessments, even within the stricter legal boundaries that apply when student searches are potentially involved.

While traditional metal detectors emit a beep when any metal object enters their field, the Metal-Tec detector, developed by Florida-based Torfino Enterprises, allows officers to essentially identify a specific object without ever laying a finger on an individual search subject.

"The metal detector can tell the difference between different masses by their shape and size," said Nick de Torfino, vice president of Torfino Enterprises. "You can differentiate between threat levels, the difference between a gun and a pocket knife... With the wand, you can actually 'draw' the shape of the object."⁴

The Metal-Tec, de Torfino said, was used by Navy SEAL teams during the raid to capture and kill Osama Bin Laden, among other operations. According to de Torfino, each Metal-Tec can perform 2,000 30-second searches on one battery charge.

In a school context, 350 officers assigned to the New York City public school system currently use the Metal-Tec. The Metal-Tec, which, includes a training session with purchase, can be especially helpful to law enforcement because it reduces the need for physical searches, which can be more challenging when underage minors are involved.

"People hide things in the crotch of females. They'd hide cellphones, which weren't allowed in some places," de Torfino said. "These can help officers more accurately determine how or when to go to the next level. Once they get a 'hit' from a regular metal detector, they can use the Metal-Tec to actually pinpoint the object. That helps because when officers do find something, usually they're not allowed to search the child. They literally have to call the parent and have the parent come in."

The Metal-Tec also operates silently, emitting a vibration, instead of noise or light, when it detects metal. This can help minimize disruptions and distractions in the school environment.

"It silently vibrates," Torfino said. "No sound or indicator lights. So it's less intrusive and it doesn't call attention to the person or the situation from others, which can make it harder to do the job."

Putting a Name to Face

Surveillance cameras are standard in many schools. But what do law enforcement officers do when the camera does not capture a clear image of a suspect's face? Unfortunately, public safety officials in this situation often find themselves out of luck.

The face is the most recognizable part of the body, and as such is the most helpful feature when attempting to identify a person of interest. Forensica, an innovative service from the New Hampshire firm Animetrics can help police officers do their jobs more effectively and efficiently by turning a grainy or incomplete photo into a fuller, more actionable piece of evidence.

"It takes any digital image and maps out a model of that face in 3-D," said Animetrics President and CEO Paul Schuepp. "To do this, it uses up to 100 different facial points like eyebrows, the tip of the nose, and the corners of the mouth. It estimates things like the depth of the eye sockets and nose. We get a model from that, and now we can manipulate that model."⁵

The service visually enhances any crime scene photo, from any source, meaning no extra hardware is necessary. Once mapped, law enforcement agencies can then run the newly mapped image through a national facial image database.

The cost of the software is \$5,000 for purchase, which includes training. As an alternative, jurisdictions can "pay per face" or subscribe to a service in which agencies receive a certain amount of image enhancements over a certain period of time. Animetrics also has unveiled ID-Ready, a subscription-based online database service for smaller law enforcement departments.

A growing number of companies are working to better manage and secure information and better monitor an environment or facility such as a school.

School Safety in the Cloud

Virginia-based Haystax Technology in February unveiled the National School Safety Cloud, which helps manage sensitive personal information and provides a continuously updated picture of the school security environment. It also provides seamless coordination during a crisis, including tools like custom safety assessment forms and field alerting apps.

"We have applied our broad expertise in public safety risk, data analytics and visualization, and secure cloud collaboration to assist school safety officials with their critical mission: providing the nation's 55 million students with a safe, tranquil environment in which to learn and develop," said Haystax Chief Executive Officer William B. Van Vleet in a statement.⁶

As technology continues to advance, there are more and more options available to protect schools, students, and teachers, including those discussed in this column. When used correctly by trained personnel, school protection technology solutions can increase security and safety, and deliver peace of mind to families and communities. ❖

Notes:

¹Chris Kirk, "Since 1980, 297 People Have Been Killed in School Shootings: An Interactive Chart of Every School Shooting and Its Death Toll," *Slate*, December 19, 2012, www.slate.com/articles/news_and_politics/map_of_the_week/2012/12/sandy_hook_a_chart_of_all_196_fatal_school_shootings_since_1980_map.html (accessed February 26, 2014).

²Stephanie Ulrich, telephone interview, January 30, 2014

³Scott Kallenberger, CyberLock case study, January 31, 2014

⁴Nick de Torfino, telephone interview, January 31, 2014

⁵Paul Schuepp, telephone interview, January 29, 2014

⁶William Van Vleet, press release, Haystax Technologies, February 10, 2014

Product Feature:

Source List for Technology to Protect Schools

For contact information, view this article in the April 2014 issue online at www.policechiefmagazine.org.

3M Cogent, Inc.	Copsync, Inc.	HTS-Hi-Tech Solutions	Mutualink, Inc.	Sofradir EC
3SI Security Systems	Criminalistics, Inc.	Ingersoll Rand Security Technologies	NCIC Inmate Phone Services	Some's Uniforms World-Wide
Advanced Materials Laboratories, Inc.	CVDS, Inc./ComLog	Knox Co.	OnSSI	Stamm Mfg.
Alternative Ballistics LP	Datacard Group	L-3 Communications Klein Associates, Inc.	Pacific Scientific Energetic Materials Co.	Stealth Monitoring
Alvarado Manufacturing	Datamaxx Group	LEID Products LLC	Panasonic System Communications Co. of NA	Tapeswitch Corp.
American Science & Engineering, Inc.	DoorKing, Inc.	LENSEC-VIDEO Management Solutions	Pelco by Schneider Electric	Team NiSCA
American Traffic Solutions, Inc.	EarthCam, Inc.	LRAD Corp.	Precision Dynamics Corp.	Torfino Enterprises, Inc.
Animetrics, Inc.	Electronic Tracking Systems	Lumidigm	Radio IP Software, Inc.	Total Recall Corp.
Awareity	ELSAG North America	MediaSolv Solutions Corp.	RedXDefense	TransTech Systems
Brite-Strike	E-Seek, Inc.	Millennium Communications Group	Safety Vision	Venture Tec LLC
Card Imaging	Fluidmesh Networks	Moyer Associates, Inc.	Seco-Larm USA, Inc.	Videx, Inc.
Cellcrypt, Inc.	Garrett Metal Detectors		Signal 88 Security	WatchGuard Video
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2014 BUYERS' GUIDE



The annual *Police Chief Buyers' Guide* is the most important tool available to law enforcement executives putting together their equipment budgets, and the only buyers' guide supported by more than a century of IACP service and experience. A year-round desk reference, the Buyers' Guide offers the most up-to-date listings of the latest products and services available to law enforcement. Product listings have been classified according to function and sorted into the following 15 sections.

Administration
(see page 63)

Animals
(see page 63)

Communications
(see page 63)

Computers: Hardware
(see page 63)

Computers: Software
(see pages 63–64)

Emergency Response
(see page 64)

Investigation
(see page 64)

Personal Equipment
(see page 65)

Security
(see page 65)

Tactical and Protective Equipment
(see pages 65–66)

Traffic Enforcement
(see page 66)

Training
(see page 66)

Transportation
(see pages 66 and 68)

Uniforms
(see page 68)

Weapons
(see page 68)

2014 Buyers' Guide Category Listing

Administration

A005	Agency standards
A010	Architects/designers/space planners
A020	Assessment centers
A025	Association
A030	Audio-visual equipment
A040	Awards/medals/plaques/trophies
A050	Boards, bulletin/display
A055	Collision reporting services
A070	Conferences, educational
A080	Consultants
A083	Data destructon
A085	Departmental promotions
A090	Detention/jail equipment
A105	Facilities, design/build
A110	Filing/storage systems
A116	Flag cases
A130	Identification, personnel
A160	Jewelry/gifts
A165	Knife/gun cases
A170	Lockers
A190	Office equipment/supplies
A215	Personnel/recruitment
A224	Policy/procedure manuals
A227	Public education materials
A240	Safes/vaults/locks
A247	Translation services

Animals

P300	Dogs, K9 training
P310	Dogs, K9 equipment

Communications

B020	Antennas
B030	Batteries
B040	Battery chargers/analyzers
B045	Community evacuation systems
B060	Dispatch systems, E911/CAD
B080	Headsets
B087	Interoperability
B090	Mobile communications/MDTs
B100	Mounting equipment/hardware
B120	Public address equipment
B130	Radios/accessories
B180	Surveillance
B220	Telephone

Computers

Hardware

C005	Client server workstations
C007	Computer accessories
C010	Mainframes
C027	Peripherals
C030	Personal computers
C040	Portable/in-car
C054	Touchscreen computers, kiosks

Software

C045	911/E911
C050	AFIS
C060	Arrest/booking
C070	Automatic vehicle locators
C075	Case management
C078	Community policing
C090	Computer-aided dispatch
C098	Crime analysis
C100	Crime scene analysis
C101	Data mining
C103	Custom software
C110	Emergency management
C113	Facial recognition
C115	False alarm reduction
C125	Forensics
C140	Geographic information
C141	GPS
C143	Image search and analysis
C145	Incident-based reporting system
C150	Information sharing/NCIC
C151	Intelligence-led policing
C155	Investigative
C156	Alarm billing and collections
C157	License plate recognition
C158	Mapping
C165	Mobile cloud computing
C185	Network
C195	Online services
C200	Personnel management
C202	Personnel scheduling
C203	Personnel scheduling, extra duty management
C204	Photo identification
C210	Property/evidence management
C220	Records management
C230	Report writing
C235	Supplies
C237	Terrorism
C240	Traffic crash investigation
C250	Traffic/parking violation management
C260	Training
C275	Video analysis and enhancement
C290	Weapon tracking

Emergency Response

D010	Alarms, evacuation
D050	CPR, masks
D070	First aid products
D080	Flares/guns/cases
D095	Gas detectors
D110	Hazardous materials equipment
D120	Hospital equipment
D130	Lights, emergency
D140	Rescue/disaster equipment

Investigation

E018	Cameras, digital
E020	Cameras, general purpose/accessories
E025	Cameras, head cameras/body-worn
E030	Cameras, identification/mug

E040	Cameras, surveillance
E050	Cameras, video
E070	Crime scene processing equipment
E110	Evidence collection
E115	Evidence, currency processing
E120	Evidence storage/security
E125	Explosive detection systems
E140	Fingerprint kits
E145	Forensic DNA testing services
E150	Forensic test equipment/kits
E155	Gunshot residue test kits
E160	Laboratory equipment/supplies
E180	Lights, special purpose
E200	Mirrors, surveillance
E202	Night vision systems
E260	Recorders, video
E270	Scales
E280	Surveillance equipment
E285	Thermal imaging systems
E290	Tracking devices
E300	Voice analyzers
E305	Voice stress analysis

Personal Equipment

F010	Badge cases
F020	Badges/shields
F053	Disinfectant
F055	Duty equipment, accessories
F060	Flashlights
F070	Infectious disease protection equipment
F080	Lock-opening devices
F085	Notebooks
F087	Personal protective equipment
F090	Restraint/defense devices
F100	Weapons, personal impact

Security

G010	Access control devices/systems
G020	Alarm systems/intrusion detection systems
G030	Cameras, CCTV/security
G040	Communications security systems
G050	Deterrent systems
G075	Guard patrol
G080	ID systems/badges
G090	Metal/weapon detectors
G120	Security devices/systems

Tactical & Protective Equipment

H015	Armor
H020	Armor, soft body
H040	Armored shields
H050	Ballistic materials
H070	Bomb detection
H085	Cases, protective
H090	Chemical munitions
H100	Entry devices
H140	Helmets

- H150 Helmets, communication systems
- H160 Helmets, face shields
- H180 Lights, special purpose
- H185 Post-disaster recovery
- H200 Scopes/sights

Traffic Enforcement

- J010 Alcohol/drug detection devices
- J015 E-Citation
- J030 Measuring devices
- J060 Signs
- J067 Speed cameras
- J070 Speed detection equipment
- J075 Standardized field sobriety tests
- J080 Templates, crash reconstruction
- J085 Tint meters
- J087 Tire deflation devices
- J090 Traffic batons
- J095 Traffic calming devices
- J100 Traffic control systems

Training

- K010 Books/manuals/periodicals
- K020 Courses/schools/seminars
- K025 Crime prevention
- K030 Defensive tactics training
- K035 Devices/aids, training
- K036 Distance learning
- K037 DNA
- K040 Driver training
- K060 Equipment, training
- K080 Firearms training
- K085 Forensics

- K087 Graduate and undergraduate degree
- K088 Homeland security
- K090 Interrogation/investigation training
- K095 Law enforcement schools
- K100 Legal training
- K110 Management training
- K120 Rescue training
- K130 Tactical training

Transportation



- L050 Boats/accessories
- L060 Command centers, mobile
- L070 Consoles
- L100 Lights, mounted
- L110 Motorcycles/accessories
- L130 Mounting hardware
- L140 Partitions/screens/shields
- L142 Push bumpers
- L150 Recording systems, audio/video, in-car
- L161 Seats, specialty
- L170 Sirens
- L180 Theft prevention devices
- L200 Trunk organizers
- L210 Vehicle accessories
- L220 Vehicle modification/custom design
- L225 Vehicle tracking systems
- L232 Vehicles, bomb
- L233 Vehicles, crime scene
- L235 Vehicles, electric
- L240 Vehicles, patrol
- L250 Vehicles, prisoner transport
- L260 Vehicles, special purpose
- L270 Video/audio surveillance
- L280 Vehicles, SWAT

Uniforms

- M010 Apparel, fire retardant
- M020 Apparel, fluorescent/reflective
- M030 Apparel, rainwear
- M037 Duty equipment, accessories
- M040 Emblems/insignia/nameplates
- M050 Footwear
- M060 Gloves
- M071 Name badges
- M080 Uniform accessories
- M090 Uniform belts
- M100 Uniform blazers
- M110 Uniform caps/hats
- M120 Uniform coats/jackets
- M130 Uniform pants/shirts/skirts
- M140 Uniforms, custom design
- M160 Uniforms, riot/SWAT

Weapons

- N020 Ammunition, sidearm/shotgun/rifle
- N030 Holsters
- N040 Knives
- N045 Scopes/sights
- N050 Shooting ranges/equipment
- N051 Shooting ranges/protective equipment
- N070 Weapon accessories
- N078 Weapon cleaning equipment
- N090 Weapons, firearms
- N110 Weapons, grips
- N120 Weapons, less lethal
- N130 Weapons, personal impact
- N135 Weapons, safety locks
- N140 Weapons, storage/security





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Advertisers in this issue are identified in bold and the teal color. Page number references are provided along with the alphabetical listings in the Directory section; please refer to the advertisements in this issue for further information about these companies' products and services.

To locate a given company's complete mailing address, as well as available phone and fax numbers and email and Internet addresses, go to the Directory section, which begins on the next page.

To determine the nature of each company listed, the following codes have been provided throughout the Buyers' Guide:

Dealer	D	Online	OL
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Foundation	F	School	S
Government	G	Service/Consultant	SC
Manufacturer	M	Sales Representative	SR
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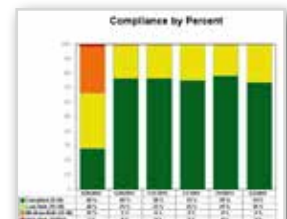
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 Website: www.OdysseySV.com

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 Website: www.passportsystems.com

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 Email: stuart@olightworld.com
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 Ste 370
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 Fax: 501.370.9503
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Email: ksmith@superseer.com
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Website: http://texshoemaker.com

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IPMA-HR..... DS-G-MO-OL-SC

A025 Association

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A030 Audio-visual equipment

MagnaPlan Corp..... D-DS-M-MO

A040 Awards/medals/plaques/trophies

Zodi Outback Gear..... M

A050 Boards, bulletin/display

Dynamic Display Solutions..... D
MagnaPlan Corp..... D-DS-M-MO

A055 Collision reporting services

Accident Support Services
International Ltd..... D-DS-OL-SC-SR

A070 Conferences, educational

CALEA..... SC
IPMA-HR..... DS-G-MO-OL-SC

A080 Consultants

Architects Design Group..... SC
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A083 Data destruction

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A085 Departmental promotions

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NCIC Inmate Phone Services..... SC

A105 Facilities, design/build

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A110 Filing and storage systems

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MagnaPlan Corp..... D-DS-M-MO
Salsbury Industries—Lockers.com..... DS-M

A116 Flag cases

Dynamic Display Solutions..... D
TKL Tactical..... M

A130 Identification, personnel

Complete Inspection
Systems Inc..... D-DS-EI-MO
NewBold Corp..... M

A160 Jewelry/gifts

Baida Jewelry..... M
Dynamic Display Solutions..... D
Zodi Outback Gear..... M

A165 Knife/gun cases

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A170 Lockers

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A210 Personnel screening/testing

CritiCall Dispatcher Testing Software.... M-P-SC
IPMA-HR..... DS-G-MO-OL-SC
I/O Solutions Inc..... SC
MED-TOX Health Services..... SC

A215 Personnel/recruitment

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A224 Policy/procedure manuals

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IACP Net..... G-OL-SR

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K-9 Concepts Inc..... S

P310 Dogs, K9 equipment

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Precision Mounting Technologies Ltd..... M

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C240 Traffic crash investigation	
4N6XPRT Systems.....	D-DS-P
Accident Support Services International Ltd.....	D-DS-OL-SC-SR
C250 Traffic/parking violation management	
3M.....	M
Diamond Traffic Products.....	DS-M-OL-SR
JAMAR Technologies Inc.....	M
C260 Training	
CritiCall Dispatcher Testing Software.....	M-P-SC
IACP Net.....	G-OL-SR
ITVT Institute.....	M
PMAM Corp.....	SC
SHARP MIND.....	SC
Sierra Pacific Software LLC.....	SC

C275 Video analysis and enhancement	
BriefCam.....	M
Cognitec Systems.....	M
Vision4ce LLC.....	M
C290 Weapon tracking	
NewBold Corp.....	M

Emergency Response

D010 Alarms, evacuation	
Ekahau Inc.....	D-DS-M-SC-SR
LRAD Corp.....	D-DS-EI-M
D050 CPR, masks	
Chinook Medical Gear.....	DS-SR
D070 First aid products	
Chinook Medical Gear.....	DS-SR
Officer Survival Initiative.....	DS
D080 Flares/guns/cases	
TKL Tactical.....	M
D095 Gas detectors	
908 Devices.....	M
ENMET Corp.....	M

D110 Hazardous materials equipment	
908 Devices.....	M
Berkeley Nucleonics Corporation.....	M
Clean Harbors.....	SC
Communications-Applied Technology.....	M
ENMET Corp.....	M
HazMatShower.com.....	M
Passport Systems Inc.....	M
Zodi Outback Gear.....	M
D120 Hospital equipment	
HazMatShower.com.....	M
D130 Lights, emergency	
ACTION FLEET Inc.....	D-DS
Command Light.....	M
Kaldor Emergency Lights LLC.....	D-DS
Olight.....	M
PowerTac Flashlight.....	DS-M
Shore Power Inc.....	DS
TOMAR Electronics Inc.....	M
Unity Manufacturing Co.....	M
D140 Rescue/disaster equipment	
Broco Inc.....	M
Communications-Applied Technology.....	M
ENMET Corp.....	M
Fire Safety Sales LLC.....	DS
GLO GLOV - Glo Concepts LLC.....	DS
HazMatShower.com.....	M
LRAD Corp.....	D-DS-EI-M
Officer Survival Initiative.....	DS
Venture Tec LLC.....	M
Zodi Outback Gear.....	M

Investigation

E018 Cameras, digital	
DynaSystems LLC.....	M
E020 Cameras, general purpose/accessories	
Mobile Mark Inc.....	M
E025 Cameras, head cameras/body-worn	
Digital Ally Inc.....	D-DS-EI-M-OL-SC-SR
Safety Innovations Inc.....	D-DS-M
E030 Cameras, identification/mug	
Total Recall Corp.....	DS-M-SC
VeriPic Inc.....	P
E040 Cameras, surveillance	
CovertTrack Group.....	M
Infrared Incorporated.....	DS-M
TacView Inc.....	D-M
Venture Tec LLC.....	M
VeriPic Inc.....	P
Wanco Inc.....	M
E050 Cameras, video	
Attobus Ltd.....	M
BriefCam.....	M
COBAN Technologies Inc.....	DS
Digital Ally Inc.....	D-DS-EI-M-OL-SC-SR
DynaSystems LLC.....	M
Kustom Signals Inc.....	M
Pannin Technologies LLC.....	M
PRO-VISION Video Systems.....	M
Venture Tec LLC.....	M
Wanco Inc.....	M
WatchGuard Video.....	D-M
E070 Crime scene processing equipment	
B&W Tek Inc.....	M
Cummins Allison.....	DS-M-SR
E110 Evidence collection	
Cummins Allison.....	DS-M-SR
Lynn Peavey Co.....	DS-M
MorphoTrak.....	M
E115 Evidence, currency processing	
Cummins Allison.....	DS-M-SR

E120 Evidence storage/security	
COBAN Technologies Inc.....	DS
Complete Inspection Systems Inc.....	D-DS-EI-MO
Safety Innovations Inc.....	D-DS-M
Salsbury Industries—Lockers.com.....	DS-M
VeriPic Inc.....	P
E125 Explosive detection systems	
908 Devices.....	M
B&W Tek Inc.....	M
Passport Systems Inc.....	M
RedXDefense.....	M
Venture Tec LLC.....	M
E140 Fingerprint kits	
Lynn Peavey Co.....	DS-M
E145 Forensic DNA testing services	
B&W Tek Inc.....	M
E150 Forensic test equipment/kits	
908 Devices.....	M
Lynn Peavey Co.....	DS-M
E155 Gunshot residue test kits	
RedXDefense.....	M
E160 Laboratory equipment/supplies	
APPLIED IMAGE Inc.....	DS-M-EI-OL
B&W Tek Inc.....	M
Berkeley Nucleonics Corporation.....	M
Lynn Peavey Co.....	DS-M
E180 Lights, special purpose	
Brite-Strike Technologies Inc.....	M
Command Light.....	M
Lynn Peavey Co.....	DS-M
PowerTac Flashlight.....	DS-M
Unity Manufacturing Co.....	M
Venture Tec LLC.....	M
E200 Mirrors, surveillance	
TacView Inc.....	D-M
E202 Night vision systems	
Infrared Incorporated.....	DS-M
NOPTIC by Autoliv.....	M
PRO-VISION Video Systems.....	M
Venture Tec LLC.....	M
E260 Recorders, video	
COBAN Technologies Inc.....	DS
Digital Ally Inc.....	D-DS-EI-M-OL-SC-SR
PRO-VISION Video Systems.....	M
WatchGuard Video.....	D-M
E270 Scales	
APPLIED IMAGE Inc.....	DS-M-EI-OL
E280 Surveillance equipment	
CovertTrack Group.....	M
Infrared Incorporated.....	DS-M
Safety Vision.....	M
TacView Inc.....	D-M
Venture Tec LLC.....	M
Wanco Inc.....	M
E285 Thermal imaging systems	
Infrared Incorporated.....	DS-M
NOPTIC by Autoliv.....	M
TacView Inc.....	D-M
Venture Tec LLC.....	M
E290 Tracking devices	
3SI Security Systems.....	M
Complete Inspection Systems Inc.....	D-DS-EI-MO
CovertTrack Group.....	M
Project Lifesaver International.....	F
E300 Voice analyzers	
ITVT Institute.....	M
E305 Voice stress analysis	
Dektor Corp.....	D-EI-M-S
ITVT Institute.....	M

Personal Equipment

F010	Badge cases	
	Dehner Co.....M	
	Direct Badges LLC.....D-DS	
	Some's Uniforms Inc.....DS-M-MO-OL	
	Tex Shoemaker and Sons Inc.....M	
F020	Badges/shields	
	Direct Badges LLC.....D-DS	
	Some's Uniforms Inc.....DS-M-MO-OL	
F053	Disinfectant	
	Reliapon Police Products.....D-DS-EI-M	
F055	Duty equipment, accessories	
	911 Store.....DS	
	Guardian Protective Devices Inc.....M	
	Officer Survival Initiative.....DS	
	Olight.....M	
	Peerless Handcuff Co.....M	
	Reliapon Police Products.....D-DS-EI-M	
	Renegade Armor LLC.....DS-G-M-OL	
	Ripoffs Holsters Div of US Armor Corp.....M	
	Super Seer Corp.....M	
F060	Flashlights	
	Brite-Strike Technologies Inc.....M	
	Olight.....M	
	Reliapon Police Products.....D-DS-EI-M	
	Ripoffs Holsters Div. of US Armor Corp.....M	
	Shore Power Inc.....DS	
	Some's Uniforms Inc.....DS-M-MO-OL	
F070	Infectious disease protection equipment	
	911 Store.....DS	
	Chinook Medical Gear.....DS-SR	
	Officer Survival Initiative.....DS	

F080	Lock-opening devices	
	Broco Inc.....M	
F085	Notebooks	
	AAEON Electronics Inc.....M-SR	
F087	Personal protective equipment	
	Communications-Applied Technology.....M	
	Officer Survival Initiative.....DS	
	Oregon Aero Inc.....M	
	Peerless Handcuff Co.....M	
	Renegade Armor LLC.....DS-G-M-OL	
	StrongSuit.....M	
F090	Restraint/defense devices	
	Humane Restraint Co Inc.....M	
	Peerless Handcuff Co.....M	
F100	Weapons, personal impact	
	Alternative Ballistics LP.....DS-M	

Security

G010	Access control devices/systems	
	Millennium Communications Group.....SC	
	SyferLock.....M	
G020	Alarm systems/intrusion detection systems	
	Ekahau Inc.....D-DS-M-SC-SR	
G030	Cameras, CCTV/security	
	BriefCam.....M	
	NOPTIC - by Autoliv.....M	
	Safety Vision.....M	
	Total Recall Corp.....DS-M-SC	
	Venture Tec LLC.....M	

G040	Communications security systems	
	Ekahau Inc.....D-DS-M-SC-SR	
	LRAD Corp.....D-DS-EI-M	
	Millennium Communications Group.....SC	
	NCIC Inmate Phone Services.....SC	
	SyferLock.....M	
G050	Deterrant systems	
	3SI Security Systems.....M	
	LRAD Corp.....D-DS-EI-M	
G075	Guard patrol	
	Venture Tec LLC.....M	
G080	ID systems/badges	
	Complete Inspection Systems Inc..D-DS-EI-MO	
	NewBold Corp.....M	
G090	Metal/weapon detectors	
	Passport Systems Inc.....M	
G120	Security devices/systems	
	3SI Security Systems.....M	
	Passport Systems Inc.....M	
	RedXDefense.....M	
	SyferLock.....M	
	Venture Tec LLC.....M	
H015	Armor	
	Diamondback Tactical.....M	
	GH Armor Systems.....M	
	Some's Uniforms Inc.....DS-M-MO-OL	
H020	Armor, soft body	
	Diamondback Tactical.....M	

	GH Armor Systems.....M	
	Markl Supply Co Inc.....D	
	Renegade Armor LLC.....DS-G-M-OL	
H040	Armored shields	
	Diamondback Tactical.....M	
	GH Armor Systems.....M	
H050	Ballistics material	
	GH Armor Systems.....M	
	Oregon Aero Inc.....M	
	Renegade Armor LLC.....DS-G-M-OL	
H070	Bomb detection	
	908 Devices.....M	
	Passport Systems Inc.....M	
	RedXDefense.....M	
	Venture Tec LLC.....M	
H085	Cases, protective	
	Ripoffs Holsters Div of US Armor Corp.....M	
H090	Chemical munitions	
	Markl Supply Co Inc.....D	
H100	Entry devices	
	Broco Inc.....M	
	Fire Safety Sales LLC.....DS	
H140	Helmets	
	GH Armor Systems.....M	
	Renegade Armor LLC.....DS-G-M-OL	
	Diamondback Tactical.....M	
	Oregon Aero Inc.....M	
	Super Seer Corp.....M	
H150	Helmets, communications systems	
	Setcom.....M	
	Super Seer Corp.....M	

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H160	Helmets, face shields	
	Super Seer Corp.....	M
H180	Lights, special purpose	
	Brite-Strike Technologies Inc.....	M
	GSM Outdoors.....	DS
	Olight.....	M
	PowerTac Flashlight.....	DS-M
	Unity Manufacturing Co.....	M
	Shore Power Inc.....	DS
	Venture Tec LLC.....	M

H185	Post-disaster recovery	
	Fire Safety Sales LLC.....	DS

H200	Scopes/sights	
	Desert Eagle Technologies.....	OL
	Markl Supply Co Inc.....	D
	Traditions Performance Firearms.....	M
	TRUGLO.....	M
	Venture Tec LLC.....	M

Traffic Enforcement

J010	Alcohol/drug detection services	
	RedXDefense.....	M

J015	E-Citation	
	Micro Format Inc.....	M

J030	Measuring devices	
	JAMAR Technologies Inc.....	M
	The Radar Shop Inc.....	SC

J060	Signs	
	All Traffic Solutions.....	DS-M
	MagnaPlan Corp.....	D-DS-M-MO

J067	Speed cameras	
	Kustom Signals Inc.....	M

J070	Speed detection equipment	
	All Traffic Solutions.....	DS-M
	DB Innovations LLC.....	DS-M
	Diamond Traffic Products.....	DS-M-OL-SR
	Digital Ally Inc.....	D-DS-EI-M-OL-SC-SR
	JAMAR Technologies Inc.....	M
	Kustom Signals Inc.....	M
	The Radar Shop Inc.....	SC

J075	Standardized field sobriety tests	
	Northwestern University Center for Public Safety.....	S

J080	Templates, crash reconstruction	
	Northwestern University Center for Public Safety.....	S

J085	Tint meters	
	Laser Labs Inc.....	M

J087	Tire deflation devices	
	DynaSystems LLC.....	M

J090	Traffic batons	
	GLO GLOV - Glo Concepts LLC.....	DS

J095	Traffic-calming devices	
	All Traffic Solutions.....	DS-M
	Kustom Signals Inc.....	M
	The Radar Shop Inc.....	SC
	Wanco Inc.....	M

J100	Traffic control systems	
	All Traffic Solutions.....	DS-M
	Command Light.....	M
	DB Innovations LLC.....	DS-M
	Diamond Traffic Products.....	DS-M-OL-SR
	TOMAR Electronics Inc.....	M

Training

K010	Books/manuals/periodicals	
	Architects Design Group.....	SC
	Charles C Thomas—Publisher Ltd.....	P

	Institute of Police Technology and Management.....	G-SC
	Liebert Cassidy Whitmore.....	SC
	Northwestern University Center for Public Safety.....	S
	Reliapon Police Products.....	D-DS-EI-M

K020	Courses/schools/seminars	
	911 Training Academy.....	DS
	American Military University.....	S
	Architects Design Group.....	SC
	California University of Pennsylvania.....	S
	Brinkley Sargent Architects.....	SC
	Dektor Corp.....	D-EI-M-S
	IPMA-HR.....	DS-G-MO-OL-SC
	Institute of Police Technology and Management.....	G-SC
	K-9 Concepts Inc.....	S
	Liebert Cassidy Whitmore.....	SC
	Professional Training Solutions LLC.....	SC
	Project Lifesaver International.....	F
	Northwestern University Center for Public Safety.....	S
	The Radar Shop Inc.....	SC
	SHARP MIND.....	SC
	Skidcar System Inc.....	DS
	University of Wisconsin-Platteville Online.....	OL-S

K025	Crime prevention	
	3SI Security Systems Inc.....	M
	Northwestern University Center for Public Safety.....	S

K030	Defensive tactics training	
	911 Store.....	DS
	FAAC Incorporated.....	M
	Guardian Protective Devices Inc.....	M

K035	Devices/aids, training	
	CritiCall Dispatcher Testing Software.....	M-P-SC
	FAAC Incorporated.....	M
	Guardian Protective Devices Inc.....	M
	Project Lifesaver International.....	F

K036	Distance learning	
	American Military University.....	S
	Northwestern University Center for Public Safety.....	S
	University of Wisconsin-Platteville Online.....	OL-S

K037	DNA	
	Northwestern University Center for Public Safety.....	S

K040	Driver training	
	FAAC Incorporated.....	M
	Harley-Davidson Motor Co.....	M
	Northwestern University Center for Public Safety.....	S
	SHARP MIND.....	SC
	Skidcar System Inc.....	DS

K060	Equipment, training	
	911 Store.....	DS
	Skidcar System Inc.....	DS
	Traditions Performance Firearms.....	M

K080	Firearms training	
	911 Store.....	DS
	Qualification Targets Inc.....	M
	Ti Training Corp.....	M
	Traditions Performance Firearms.....	M
	TRUGLO.....	M

K085	Forensics	
	Institute of Police Technology and Management.....	G-SC
	Federal Law Enforcement Training Centers.....	G-S
	Northwestern University Center for Public Safety.....	S

K087	Graduate and undergraduate degrees	
	American Military University.....	S
	Northwestern University Center for Public Safety.....	S

	University of Wisconsin-Platteville Online.....	OL-S
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K088	Homeland security	
	Complete Inspection Systems Inc.....	D-DS-EI-MO
	FAAC Incorporated.....	M

K090	Interrogation/investigation training	
	Dektor Corp.....	D-EI-M-S
	Federal Law Enforcement Training Centers.....	G-S
	Northwestern University Center for Public Safety.....	S

K095	Law enforcement schools	
	Federal Law Enforcement Training Centers.....	G-S
	Northwestern University Center for Public Safety.....	S

K100	Legal training	
	Liebert Cassidy Whitmore.....	SC

K110	Management training	
	Federal Law Enforcement Training Centers.....	G-S
	IPMA-HR.....	DS-G-MO-OL-SC
	Institute of Police Technology and Management.....	G-SC
	Northwestern University Center for Public Safety.....	S
	Professional Training Solutions LLC.....	SC
	University of Wisconsin-Platteville Online.....	OL-S

K120	Rescue training	
	Chinook Medical Gear.....	DS-SR

K130	Tactical training	
	911 Training Academy.....	DS
	FAAC Incorporated.....	M
	Federal Law Enforcement Training Centers.....	G-S
	Institute of Police Technology and Management.....	G-SC
	Qualification Targets Inc.....	M
	SHARP MIND.....	SC
	Ti Training Corp.....	M

Transportation

L050	Boats/accessories	
	Harbor Guard Boats Inc.....	M-SC

L060	Command centers, mobile	
	Incident Communication Solutions.....	M
	OBS INC Specialty Vehicles.....	M
	Setcom.....	M
	SVI Trucks.....	M

L070	Consoles	
	ACTION FLEET Inc.....	D-DS
	Kaldor Emergency Lights LLC.....	D-DS
	Mobile Desk.....	M
	Precision Mounting Technologies Ltd.....	M

L100	Lights, mounted	
	Adamson Industries Corp.....	DS
	Command Light.....	M
	Kaldor Emergency Lights LLC.....	D-DS
	NOPTIC by Autoliv.....	M
	Unity Manufacturing Co.....	M

L110	Motorcycles/accessories	
	Harley-Davidson Motor Co.....	M
	INTAPOL.....	DS-M-OL
	Setcom.....	M-SR
	Zero Motorcycles.....	D-DS-M

L130	Mounting hardware	
	AOI Electrical.....	M
	Mobile Desk.....	M
	Precision Mounting Technologies Ltd.....	M

L140	Partitions/screens/shields	
	Adamson Industries Corp.....	DS

	AOI Electrical.....	M
	Kaldor Emergency Lights LLC.....	D-DS
	Pro-gard Products LLC.....	M

L142	Push bumpers	
	Adamson Industries Corp.....	DS
	Pro-gard Products LLC.....	M

L150	Recording systems, audio/video, in-car	
	Attobus Ltd.....	M
	COBAN Technologies Inc.....	DS
	Digital Ally Inc.....	D-DS-EI-M-OL-SC-SR
	DynaSystems LLC.....	M
	GSM Outdoors.....	DS
	NOPTIC by Autoliv.....	M
	Pannin Technologies LLC.....	M
	PRO-VISION Video Systems.....	M
	Safety Vision.....	M
	WatchGuard Video.....	D-M

L161	Seats, specialty	
	Oregon Aero Inc.....	M

L170	Sirens	
	ACTION FLEET Inc.....	D-DS
	Adamson Industries Corp.....	DS
	Kaldor Emergency Lights LLC.....	D-DS

L180	Theft prevention devices	
	3SI Security Systems Inc.....	M
	Pro-gard Products LLC.....	M
	TKL Tactical.....	M

L200	Trunk organizers	
	Adamson Industries Corp.....	DS
	Pro-gard Products LLC.....	M

L210	Vehicle accessories	
	ACTION FLEET Inc.....	D-DS
	Big Sky Racks Inc.....	M
	Mobile Desk.....	M
	Precision Mounting Technologies Ltd.....	M

L220	Vehicle modification/custom design	
	ACTION FLEET Inc.....	D-DS
	Incident Communication Solutions.....	M
	Mobile Mark Inc.....	M
	Odyssey Specialty Vehicles.....	D-M-SC-SR

L225	Vehicle tracking systems	
	CoverTrack Group.....	M

L232	Vehicles, bomb	
	Northeast Kustom Kreations LLC.....	M
	Odyssey Specialty Vehicles.....	D-M-SC-SR
	SVI Trucks.....	M

L233	Vehicles, crime scene	
	Incident Communication Solutions.....	M
	Northeast Kustom Kreations LLC.....	M
	OBS INC Specialty Vehicles.....	M
	Odyssey Specialty Vehicles.....	D-M-SC-SR
	SVI Trucks.....	M

L235	Vehicles, electric	
	Zero Motorcycles.....	D-DS-M

L240	Vehicles, patrol	
	Harbor Guard Boats Inc.....	M-SC

L250	Vehicles, prisoner transport	
	Aedec.....	M
	AOI Electrical.....	M
	Northeast Kustom Kreations LLC.....	M

L260	Vehicles, special purpose	
	Harbor Guard Boats Inc.....	M-SC
	Northeast Kustom Kreations LLC.....	M
	OBS INC Specialty Vehicles.....	M
	Odyssey Specialty Vehicles.....	D-M-SC-SR
	SVI Trucks.....	M

L270	Video/audio surveillance	
	BriefCam.....	M
	Incident Communication Solutions.....	M
	Pannin Technologies LLC.....	M
	PRO-VISION Video Systems.....	M



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- **Hobart, Indiana**
July 21–November 21, 2014
- **Alpharetta, Georgia**
September 8–November 14, 2014
- **Fort McCoy, Wisconsin**
September 8–November 22, 2014
- **Evanston, Illinois**
September 29–December 12, 2014
- **DeKalb, Illinois**
October 6, 2014–February 13, 2015
- **Champaign, Illinois**
November 3, 2014–March 13, 2015

Spring–Summer 2014 On-campus Course Schedule

ON-CAMPUS COURSES EVANSTON, ILLINOIS

- **Vehicle Dynamics**
April 14–18, 2014
- **Crime Scene Technology 1**
April 14–18, 2014
- **Crime Scene Technology 2**
April 21–25, 2014
- **Traffic Crash Reconstruction 1**
April 21–May 2, 2014
- **Crime Scene Technology 3**
April 28–May 2, 2014
- **Traffic Crash Reconstruction 2**
May 5–9, 2014
- **Supervision of Police Personnel *Online***
May 5–June 29, 2014
- **Bloodstain Evidence 1**
May 5–9, 2014
- **Bloodstain Evidence 2**
May 12–16, 2014
- **Heavy Vehicle Crash Reconstruction**
May 12–16, 2014
- **Pedestrian Vehicle Crash Reconstruction**
May 19–21, 2014
- **Advanced Crash Reconstruction — Utilizing Human Factors Research**
May 19–23, 2014
- **Traffic Crash Reconstruction Refresher**
May 28–30, 2014
- **Forensic Art Techniques**
June 2–6, 2014
- **Traffic RADAR/LIDAR Instructor Training**
June 2–6, 2014
- **Standardized Field Sobriety Testing Instructor Course**
June 9–13, 2014
- **Death Investigation**
June 23–27, 2014
- **Shooting Reconstruction 1**
June 23–24, 2014
- **Executive Management Program**
August 4–22, 2014
- **Shooting Reconstruction 2**
August 25–27, 2014
- **Understanding Heavy Vehicle EDRs**
September 8–12, 2014
- **Supervision of Police Personnel**
September 15–26, 2014

CONNECT WITH NUCPS



Safety Vision.....M
 Twitco Distributing.....DS
WatchGuard Video.....D-M

L280 Vehicles, SWAT

Northeast Kustom Creations LLC.....M
 OBS INC Specialty Vehicles.....M
 Odyssey Specialty Vehicles.....D-M-SC-SR
 SVI Trucks.....M

Uniforms

M010 Apparel, fire retardant
Some's Uniforms Inc.....DS-M-MO-OL

M020 Apparel, fluorescent/reflective
 GLO GLOV - Glo Concepts LLC.....DS
Some's Uniforms Inc.....DS-M-MO-OL

M030 Apparel, rainwear
Some's Uniforms Inc.....DS-M-MO-OL

M037 Duty equipment, accessories
 911 Training Academy.....DS
 GLO GLOV - Glo Concepts LLC.....DS
 Peerless Handcuff Co.....M
 Ripoffs Holsters Div. of US Armor Corp.....M
Some's Uniforms Inc.....DS-M-MO-OL
 StrongSuit.....M
 Super Seer Corp.....M
 Superior Uniform Sales Inc.....D
 Tex Shoemaker and Sons Inc.....M

M040 Emblems, insignia, nameplates
Some's Uniforms Inc.....DS-M-MO-OL

M050 Footwear
 Dehner Co.....M
 INTAPOL.....DS-M-OL
Some's Uniforms Inc.....DS-M-MO-OL

Superior Uniform Sales Inc.....D

M060 Gloves
 GLO GLOV - Glo Concepts LLC.....DS
Some's Uniforms Inc.....DS-M-MO-OL
 StrongSuit.....M

M071 Name badges
Some's Uniforms Inc.....DS-M-MO-OL

M080 Uniform accessories
 911 Training Academy.....DS
 Dehner Co.....M
 INTAPOL.....DS-M-OL
 Red the Uniform Tailor.....D-DS-M
Some's Uniforms Inc.....DS-M-MO-OL
 Superior Uniform Sales Inc.....D

M090 Uniform belts
 Dehner Co.....M
Some's Uniforms Inc.....DS-M-MO-OL
 Tex Shoemaker and Sons Inc.....M

M100 Uniform blazers
 Red the Uniform Tailor.....D-DS-M
Some's Uniforms Inc.....DS-M-MO-OL

M110 Uniform caps/hats
Some's Uniforms Inc.....DS-M-MO-OL

M120 Uniform coats/jackets
 Red the Uniform Tailor.....D-DS-M
Some's Uniforms Inc.....DS-M-MO-OL
 Superior Uniform Sales Inc.....D

M130 Uniform pants/shirts/skirts
 INTAPOL.....DS-M-OL
 Red the Uniform Tailor.....D-DS-M
Some's Uniforms Inc.....DS-M-MO-OL
 Superior Uniform Sales Inc.....D

M140 Uniforms, custom design
 INTAPOL.....DS-M-OL
 Red the Uniform Tailor.....D-DS-M
Some's Uniforms Inc.....DS-M-MO-OL

M160 Uniforms, riot/SWAT
Some's Uniforms Inc.....DS-M-MO-OL

Weapons

N020 Ammunition, sidearm/shotgun/rifle
 Desert Eagle Technologies.....OL
 HPR Ammunition.....M
 Markl Supply Co Inc.....D

N030 Holsters
 Dehner Co.....M
 Tex Shoemaker and Sons Inc.....M

N040 Knives
 Real Avid.....M

N045 Scopes/sights
 Infrared Incorporated.....DS-M
 Traditions Performance Firearms.....M
 TRUGLO.....M

N050 Shooting ranges/equipment
 Qualification Targets Inc.....M
 TKL Tactical.....M
 TRUGLO.....M

N051 Shooting ranges/protective equipment
 Qualification Targets Inc.....M

N070 Weapon accessories
 911 Training Academy.....DS
 ATI Gunstocks.....M
 Big Sky Racks Inc.....M
 Desert Eagle Technologies.....OL

Olight.....M
 PowerTac Flashlight.....DS-M
 Rock River Arms.....M
 Tex Shoemaker and Sons Inc.....M

N078 Weapons cleaning equipment
 Qualification Targets Inc.....M
 Real Avid.....M
 Rock River Arms.....M
 TKL Tactical.....M

N090 Weapons, firearms
 Desert Eagle Technologies.....OL
 Diamondback Firearms.....M
 Heckler & Koch.....M
 Markl Supply Co Inc.....D
 Rock River Arms.....M
 Taurus.....M

N110 Weapons, grips
 ATI Gunstocks.....M
 Rock River Arms.....M

N120 Weapons, less lethal
 Alternative Ballistics LP.....DS-M
 Guardian Protective Devices Inc.....M
 PowerTac Flashlight.....DS-M
 Reliapon Police Products.....D-DS-EI-M

N130 Weapons, personal impact
 Alternative Ballistics LP.....DS-M

N135 Weapons, safety locks
 Big Sky Racks Inc.....M

N140 Weapons, storage/security
 TKL Tactical.....M
Salsbury Industries—Lockers.com.....DS-M
 Pro-gard Products LLC.....M



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

Remember—law enforcement professionals at every level qualify for membership in the IACP.

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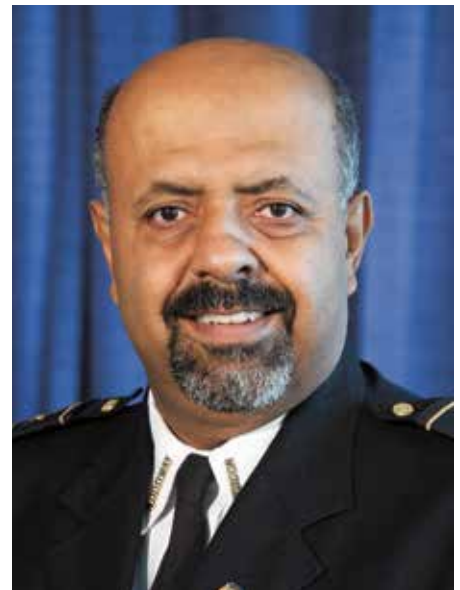
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In order to qualify for prizes and incentives the specially coded 2014 President's Membership Drive application MUST be used.

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1. The new members you sponsor must use the 2014 President's Membership Drive application to qualify for prizes. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the *close of business July 31, 2014*.
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. Winners of a free IACP Model Policy CD-ROM will be able to make their choice at the conclusion of the drive.
6. The 121th Annual IACP Conference will be held in Orlando, Florida, USA, October 25–28, 2014.
7. Members will be sent/notified of all prizes & incentives following the conclusion of the drive.
8. The first 200 members to sponsor a new member in the drive will receive the Official IACP gift. The item sent will be at the discretion of the IACP.



"What makes the IACP one of the world's premier law enforcement organizations is the collective wisdom, experience, and expertise of our over 20,000 members. It is your voice and input that enables us to address cutting edge issues confronting law enforcement through advocacy, programs and research, as well as training and other professional services. You are the leaders who will shape the law enforcement profession and the IACP for years to come. That is why I believe that in order for the IACP to continue its record of accomplishment, it is imperative that we also continue to grow our membership."

President Yousry "Yost" Zakhary



IACP President's Membership Drive Application

International Association of Chiefs of Police
P.O. Box 62564
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Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

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I am applying for the following category of membership: Active Associate

Name: _____ (Please Print)

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Agency/Business Affiliation: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

E-mail: _____

Web Site: _____

Signature: _____ Date of Birth: (MM/DD/Year) ____/____/____

Send mail to my Business Residence Address | I am a sworn officer. Yes No

Number of sworn officers in your agency (if applicable) a. 1 - 5 b. 6 - 15 c. 16 - 25

d. 26 - 49 e. 50 - 99 f. 100 - 249 g. 250 - 499 h. 500 - 999 i. 1000+

Approximate pop. served (if applicable) a. under 2,500 b. 2,500 - 9,999 c. 10,000 - 49,999

d. 50,000 - 99,999 e. 100,000 - 249,999 f. 250,000 - 499,999 g. 500,000 +

Education (Highest Degree): _____

Date elected or appointed to present position: _____

Law enforcement experience (with approx. dates): _____

Have you previously been a member of IACP? Yes No

EACH APPLICANT MUST BE SPONSORED BY AN ACTIVE MEMBER OF IACP IN HIS/HER RESPECTIVE STATE/PROVINCE/COUNTRY.

Sponsor Name: _____ Membership number: _____

Membership Dues – \$120 (U.S. dollars only – includes subscription to Police Chief magazine valued at \$25.)

I have enclosed: Purchase order Personal check/money order Agency check

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All memberships expire December 31 of each calendar year.
Applications received after October 1 will be credited to the following year.

**For further information on membership benefits and eligibility,
visit the IACP website www.theiacp.org.**

Membership Requirements

Active Membership

Commissioners, superintendents, sheriffs, chiefs and directors of national, state, provincial, county, municipal police departments.

Assistant chiefs of police, deputy chiefs of police, executive heads and division, district or bureau commanding officers. Generally the rank of lieutenant and above is classed as active membership.

Police chiefs of private colleges and universities who are qualified as law enforcement officers within their respective states/provinces.

Officers who command a division, district or bureau within the department. Command must be specified on the application.

Chief executive officers of railroad police systems and railway express company police systems.

Associate Membership

Police officers employed by police agencies below the rank of lieutenant.

Superintendents and other executive officers of prisons.

Chief executives, departmental officers and technical assistants of city, county, state, provincial and national agencies with administrative or technical responsibility for police-related activities.

Prosecuting attorneys, their deputies and deputy sheriffs.

Professors and technical staffs of colleges and universities engaged in teaching or research in criminal law, police administration and other phases of criminal justice.

Staffs of crime institutes, research bureaus, coordinating councils, law enforcement associations.

Chief executive officers of industrial or commercial security police agencies and private police or detective agencies.

Employees of companies providing services to law enforcement agencies.

Associate members enjoy the same privileges as active members except those of holding office and voting.

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.

BARBADOS

Bridgetown—*Alexander, Yvonne, Director of Training, Regional Security System, Paragon Base, Christ Church, BB17110, 246 2407110, Fax: 246 2407316, Email: yba257@gmail.com

BRAZIL

Sao Paulo—Novellino, Vicente N, Colonel PM Commanding Officer, Policia Militar Do Estado De Sao Paulo, 1306 Al Barao de Limeira, Apto 01, 81202002, 55 11996146672, Email: nikkolla@uol.com.br

CANADA

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—Fryer, Brett, Inspector, Saanich Police Dept, 760 Vernon Ave, V8X 2W6, (250) 475-4321, Fax: (250) 475-6138, Email: bfryer@saanichpolice.ca

—McColl, Rob, Inspector, Saanich Police Dept, 760 Vernon Ave, V8X 2W6, (250) 475-4321, Fax: (250) 475-6138, Email: rmccoll@saanichpolice.ca

—Parker, Terry, Inspector, Saanich Police Dept, 760 Vernon Ave, V8X 2W6, (250) 475-4321, Fax: (250) 475-6138, Email: tparker@saanichpolice.ca

—Rhodes, Jamie, Inspector, Saanich Police Dept, 760 Vernon Ave, V8X 2W6, (250) 475-4321, Fax: (250) 475-6138, Email: jrhodes@saanichpolice.ca

—Schenk, Gary, Inspector, Saanich Police Dept, 760 Vernon Ave, V8X 2W6, (250) 475-4321, Fax: (250) 475-6138, Email: gschenk@saanichpolice.ca

Ontario

Toronto—*Pera, Enrico, Acting Manager, Toronto Police Service, 40 College St, M5G 2J3, Email: enrico.pera@torontopolice.on.ca, Web: www.torontopolice.on.ca

NEPAL

Kathmandu—Aryal, Upendra K, Inspector General of Police, Nepal Police, Police Headquarters, Naxal, 44600, 977 4412737, Fax: 977 4415593, Email: phqigs@nepalpolice.gov.np, Web: www.nepalpolice.gov.np

NIGERIA

Abuja—*Elayo, Abdulazeez A, Senior Detective Superintendent, Economic & Financial Crimes Commission, 5 Fomella St, Off Ademola Adetokumbo Crescent, Wuse 2, 234 8032101973, Email: abdulayo@gmail.com

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—Omotehinse, Agnes, Deputy Superintendent of Police, Nigeria Police Force, Airport Police Command, 234 8033592833, Email: agibabe2018@yahoo.com

Lagos—Olujide, Oluksunmi L, Assistant Superintendent of Police, Nigeria Police Force, Lagos Division Shagamu Rd Police Station, 234 8151956294, Email: olasunkanmi.olujide@yahoo.com

Ogongoni—Babatunde, Thomas O, Assistant Superintendent of Police, Nigeria Police Force, Mopol 56 PMF, Rivers State, 234 7067010297, Email: tundethomas2010@yahoo.com

Port Harcourt—*Ariyo, David O, Administrator/Manager, Nigeria Police Force Microfinance Bank, 103 Old Aba Rd, 234 8062622000, Email: whitelinesignature@yahoo.com

SERBIA

Sremska Kamenica—*Susak, Stamenko, Professor of Cardiac Surgery & Medical Ethics, Institute for Cardiovascular Diseases of Vojvodina, Put dr Goldmana 4, 21204, 381 214805700, Fax: 381 216622059, Email: prof.susak@me.com

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Alabama

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Montgomery—Aldridge, Charles A, Chief/Special Agent, AL Ethics Commission, 100 N Union St, 36103, (334) 242-2804, Fax: (334) 242-0248, Email: ameche62@charter.net

Opelika—Holley, Robert L, Assistant Chief of Police, Opelika Police Dept, 501 S 10th St, 36801, (334) 705-5200, Fax: (334) 749-4831, Email: bholley@ci.opelika.al.us

Alaska

Anchorage—Folger, Gary, Commissioner, AK Dept of Public Safety, 5700 E Tudor Rd, 99507, Email: gary.folger@alaska.gov

Arizona

Phoenix—Pina, Benny, Commander, Phoenix Police Dept, 620 W Washington, 85003, (602) 262-6113, Email: benny.pina@phoenix.gov
Prescott—Desjardon, Scott, Director, Yavapai Prescott Tribal Police Dept, 530 E Merritt, 86301, (928) 515-7366, Fax: (928) 515-7511, Email: sdesjardon@ypit.com

Arkansas

Little Rock—Foster, John M, Major, AR State Police, 1 State Police Plaza Dr, 72209, (501) 618-8800, Fax: (501) 618-8710, Email: mike.foster@asp.arkansas.gov

—Witt, Stan, Colonel, AR State Police, 1 State Police Plaza Dr, 72209, Email: stan.witt@asp.arkansas.gov

California

Brawley—Crankshaw, Michael, Chief of Police, Brawley Police Dept, 351 Main St, 92227, (760) 351-2648, Fax: (760) 351-1719, Email: mcrankshaw@brawley-ca.gov

El Cajon—McQuillen, Kevin J, Chief of Police, Los Coyotes Police Dept, 2302 Wind River Rd, 92019, (619) 922-8284, Email: kmcrrsd@cox.net

Fremont—Severance, Tom, Lieutenant, Fremont Police Dept, 2000 Stevenson Blvd, 94538, (510) 790-6906, Email: tseverance@fremont.gov

Los Altos—Galea, Andrew, Assistant Chief of Police, Los Altos Police Dept, 1 N San Antonio Rd, 94022, (650) 380-4440, Email: agalea@losaltosca.gov

Los Angeles—Pettus, Cornelius A, Deputy Sheriff, Los Angeles Co Sheriff's Dept, 441 Baughet St, 90012, Email: mraaronpettus@gmail.com

Monterey Park—Scott, John L, Interim Sheriff, Los Angeles Co Sheriff's Dept, 4700 Ramona Blvd, 91754, (323) 526-5000, Email: jilscott@lasd.org, Web: www.lasd.org

Oakland—Bessette, Gerald, Assistant Special Agent in Charge, FBI, 2101 Webster St, Ste 400, 94612, (510) 808-8302, Email: gerald.bessette@ic.fbi.gov

Palos Verdes Estates—Velez, Mark A, Captain, Palos Verdes Estates Police Dept, 340 Palos Verdes Dr W, 90274, (310) 378-4211 Ext 2127, Fax: (310) 375-5076, Email: mvelez@pvestates.org, Web: www.pvestates.org

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Rancho Santa Margarita—Kennedy, Ron, Lieutenant/Chief of Police Services, Rancho Santa Margarita Police Dept, 22112 El Paseo, 92688, (949) 635-1821, Fax: (949) 635-1839, Email: rkennedy@ocsd.org, Web: www.ocsd.org

Sacramento—*Dwyer, Sara, Communications & Marketing Coordinator, CA Police Chiefs Assn, PO Box 255745, 95865, (916) 325-9006, Fax: (916) 481-8008, Email: sdwyer@californiapolicechiefs.org, Web: www.californiapolicechiefs.org

San Bernardino—King, Raymond W, Captain, San Bernardino Police Dept, 710 North D St, 92401, (909) 384-5604, Email: king_ra@sbcity.org

San Mateo—*Norris, David, Sergeant, San Mateo Police Dept, 200 Franklin Pkwy, 94403, (650) 522-7626, Fax: (650) 522-7601, Email: dnorris@cityofsanmateo.org, Web: www.cityofsanmateo.org

Simi Valley—Shannon, Stephanie A, Commander, Simi Valley Police Dept, 3901 Alamo St, 93063, (805) 583-6914, Email: sshannon@simivalley.org

Tehachapi—Walters, Rodney R, Chief of Police, Bear Valley Police Dept, 25101 Bear Valley Rd, 93561, (661) 821-3239, Fax: (661) 821-0100, Email: rwalters@bvcsd.org, Web: www.bearvalleydpd.com

Valley Center—Bishop, Robert E, Director Dept of Public Safety, San Pasqual Band of Mission Indians, 27458 N Lake Wohlford Rd, 92082, (760) 749-3200 Ext 143, Fax: (760) 749-9466, Email: bobb@sanpasqualtribe.org, Web: www.sanpasqualtribe.org

Colorado

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Glendale—Quinn, John T, Lieutenant, Glendale Police Dept, 950 S Birch St, 80246, (303) 434-2302, Email: jquinn@glendale.co.us

Golden—Barba, Jonathan, Major, CO State Patrol, 15075 S Golden Rd, 80401, (303) 273-1900, Fax: (303) 273-1634, Email: jon.barba@state.co.us

Greeley—Keeton, Timothy, Major, CO State Patrol, 5590 W 11th St, 80634, (970) 506-4985, Fax: (970) 506-4979, Email: tim.keeton@state.co.us

Lakewood—Downing, Joshua, Major, CO State Patrol, 700 Kipling St, Ste 1000, 80215, (303) 239-4419, Fax: (303) 239-4481, Email: joshua.downing@state.co.us

Morrison—Manna, Jon, Commander, Morrison Police Dept, 321 Colorado Hwy 8, 80465, Email: jmanna@police.town.morrison.co.us

Delaware

Smyrna—Klink, Phillip L, Patrol Commander, Smyrna Police Dept, 325 W Glenwood Ave, 19977, (302) 653-9217, Fax: (302) 653-3491, Email: phillip.klink@cj.state.de.us

—Wood, Norman, Interim-Chief, Smyrna Police Dept, 325 W Glenwood Ave, 19977, (302) 223-7022, Fax: (302) 653-3491, Email: norman.wood@cj.state.de.us

District of Columbia

Washington—*Burden, Cherie, Chief Operating Officer, Pre-trial Justice Institute, 1101 Pennsylvania Ave NW, Ste 600, 20004, (202) 756-0238, Email: cherise@pretrial.org, Web: www.pretrial.org

—Greene, Lamar D, Assistant Chief of Police, Washington Metropolitan Police Dept, 300 Indiana Ave NW, 5th Fl, 20001, (202) 727-4631, Fax: (202) 727-3896, Email: lamar.greene@dc.gov

—Tuttle, Terry, Director, A1C Partners LLC, 1362 Fourth St SW, 20024, (202) 256-8878, Email: terry.tuttle@a1cpartners.com

Florida

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Bunnell—Foster, Thomas, Chief of Police, Bunnell Police Dept, 200 S Church St, 32110, (386) 437-7508, Fax: (386) 437-7510, Email: tfoster@bunnellpd.us, Web: www.bunnellcity.us

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Golden Beach—*O'Neal, Shaquille, Detective, Golden Beach Police Dept, 1 Golden Beach Dr, 33160, (818) 592-2000, Email: cynthia@mineomineinc.com

Miami Beach—*Feldman, Steven L, Sergeant, Miami Beach Police Dept, 1100 Washington Ave, 33139, (305) 673-7776 Ext 5694, Fax: (786) 394-4969, Email: stevenfeldman@miamibeachfl.gov, Web: www.miamibeachfl.gov

Georgia

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Decatur—Putnam, Sandra J, Inspector, GA Bureau of Investigation, 3121 Panthersville Rd, 30034, (404) 270-8805, Fax: (404) 270-8810, Email: sandra.putnam@gbi.ga.gov

Eastman—Rodgers, Evelyn J, Special Agent in Charge, GA Bureau of Investigation, 5111 Ninth Ave, 31023, (478) 308-9850, Email: eve.rodgers@gbi.ga.gov

Forsyth—*Rotter, Craig, Director of Training, GA Bureau of Investigation, 1000 Indian Springs Dr, 31029, (478) 283-2441, Fax: (478) 993-4603, Email: craig.rotter@gbi.ga.gov

Lilburn—Bardugon, Thomas W, Captain, Lilburn Police Dept, 76 Main St, 30047, (770) 638-2218, Email: twbardugon@gmail.com, Web: www.cityoflilburn.com

Moultrie—Rodriguez, Rob, Lieutenant, Moultrie Police Dept, 128 First St SW, 31768, (229) 890-5498, Fax: (229) 890-1916, Email: rob.rodriguez@moultriega.com

Suwanee—Moon, Janet, Deputy Chief of Police, Suwanee Police Dept, 373 Hwy 23, 30024, (770) 904-7610, Fax: (770) 904-0439, Email: jmoon@suwanee.com

Illinois

Chicago—Marianovich, Mark, Commanding Officer, Chicago Police Dept, 3340 W Fillmore, 60624, (773) 573-3303, Email: mark.marianovich@chicagopolice.org

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Indiana

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Vincennes—Luking, Dustin J, Chief of Police, Vincennes Police Dept, 501 Busseron St, 47591, (812) 882-1630, Fax: (812) 886-3441, Email: dluking@vincennespd.wvc.net, Web: www.vincennes.org

Iowa

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—Harvey, Doug, Major, Des Moines Police Dept, 25 E First St, 50309, (515) 283-4824, Email: dharvey@dmgov.org, Web: www.dmgov.org

—Hofmann, Michael, Captain, Des Moines Police Dept, 25 E First St, 50309, (515) 283-4824, Email: mhofmann@dmgov.org, Web: www.dmgov.org

—*Raudabaugh, Scott, Sergeant, Des Moines Police Dept, 25 E First St, 50309, (515) 283-4824, Email: sraudabaugh@dmgov.org, Web: www.dmgov.org

—Wingert, Dana, Major, Des Moines Police Dept, 25 E First St, 50309, (515) 283-4824, Email: dwingert@dmgov.org, Web: www.dmgov.org

Kentucky

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Covington—Jones, Gregory, Captain/Accreditation Manager, Covington Police Dept, 1 Police Memorial, 41014, (859) 292-2354, Fax: (859) 261-0202, Email: gjones@covkypd.org

Florence—Grau, Thomas A, Captain, Florence Police Dept, 8100 Ewing Blvd, 41042, (859) 334-5543, Fax: (859) 647-5436, Email: tom.grau@florence-ky.gov

Frankfort—Logue, Howard L, Lieutenant Colonel, KY State Police, 919 Versailles Rd, 40601, (502) 782-1790, Fax: (502) 573-0604, Email: howard.logue@ky.gov, Web: www.kentuckystatepolice.org
Paducah—Laird, Brian G, Captain, Paducah Police Dept, 1400 Broadway, 42001, (270) 444-8548, Fax: (270) 444-0629, Email: blaird@paducahky.gov, Web: www.paducahky.gov

Louisiana

Fort Polk—Vazquez, Pedro E, Provost Marshal, Dept of Emergency Service, 1668 22nd St, Bldg 2396, 71459, (337) 531-4920, Fax: (337) 531-7024, Email: pedro.vazquez2@us.army.mil

Harvey—Pernia, Barbara M, Deputy Chief Criminal Investigations, Jefferson Parish Sheriff's Office, 725 Maple Ave, 70058, (504) 364-5261, Fax: (504) 364-5495, Email: pernia_bm@jpsa.com, Web: www.jpsa.com

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Capitol Police Section
Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/providence State House.

Defense Chiefs of Police Section
Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation's military services or defense establishment.

Drug Recognition Expert Section
Provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative and practicing concerns.

Indian Country Law Enforcement Section
Promotes the professional status of those engaged in providing police services to Indian Country.

International Managers of Police Academy and College Training Section
Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international level through education and training.

Law Enforcement Information Management Section
Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support-service-related functions.

Legal Officers Section
Assists in the establishment of professional standards, assistance and cooperation among attorneys who provide legal advice or representation to law enforcement administrators.

Mid-Size Agencies Section
Dedicated to providing a voice within the IACP for chiefs of jurisdictions with a population between 50,000 and 500,000, as well as a forum for these leaders to share the unique challenges and opportunities in policing that emerge from departments of this size. The section is further committed to embracing and leveraging the special capacity and flexibility of these agencies to innovate and drive progressive change within our profession with the goal of better policing our communities.

Police Foundations Section
Promotes networking and the exchange of ideas and best practices among police executives and police foundation professionals.

Police Physicians Section
Facilitates the exchange of information among police medical practitioners, promotes effective police medical practices, and acts as a resource of professional expertise to the association.

Police Psychological Services Section
Develops professional standards, facilitates the exchange of information among police psychological service providers, and acts as a resource of professional expertise to the association.

Public Information Officers Section
Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public information programs.

Public Transit Police Section
Promotes meaningful relationships between police executives and cooperative efforts in the implementation of effective police matters and the achievement of an accepted professional status of the police service. Included in this section are gaming enforcement, public transportation, housing authority, airport police, seaport police and natural resources.

Railroad Police Section
Explores ways to improve the services of those responsible for ensuring the safety and security of people and goods traveling by rail.

Retired Chiefs of Police Section
Open to IACP members who at the time of their retirement were active members as prescribed in Article II, Section 2 of the IACP Constitution. For the purpose of this section, retirement shall be defined as the voluntary and honorable separation from a position in active and regular police duties because of age, physical disability, or retirement on pension from the agency of employment.

Smaller Department Section
Serves as the collective voice of law enforcement agencies with fewer than 50 officers or serves populations under 50,000. The Section addresses the unique needs of these agencies, provides a forum for the exchange of information, and advocates on behalf of these agencies with policy makers. Section Members are also granted affiliate membership in the IACP's Division of State Associations of Chiefs of Police.

State and Provincial Police Academy Directors Section
Membership is open to individuals currently serving as directors of state and provincial law enforcement training facilities. The section meets annually to exchange information and disseminate proven ideas, plans, and methodologies among members and other organizations interested in enhancing law enforcement training.

State and Provincial Police Planning Officers Section
Open to sworn and civilian members of planning and research units of state and provincial law enforcement agencies, this section meets in the summer of each year to share information concerning trends and practices in law enforcement. The section maintains a database of current projects in progress, as well as a compendium of information on the status of state and provincial law enforcement agencies.

State and Provincial Police Alumni Section
Open to any member or previous member of the IACP who is, or was, affiliated with an agency belonging to the State and Provincial Police Division and who was of command (lieutenant or above) rank at the time of retirement.

University/College Police Section
Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.



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West Virginia

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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.

Romeo M. Bascos, Chief of Police/Superintendent (ret.), Philippine National Police, Pangasinan, Philippines

R. Dan Charboneau, Colonel (ret.), Idaho State Police, Boise, Idaho

Robert W. Georgantas Sr., Major (ret.), Illinois State Police, Romeoville, Illinois (life member)

Walter A. Patti, Consultant, Kelseyville, California

E. Wilson "Bud" Purdy, Director (ret.), Metro-Dade County Department of Public Safety, St. Petersburg, Florida (life member)

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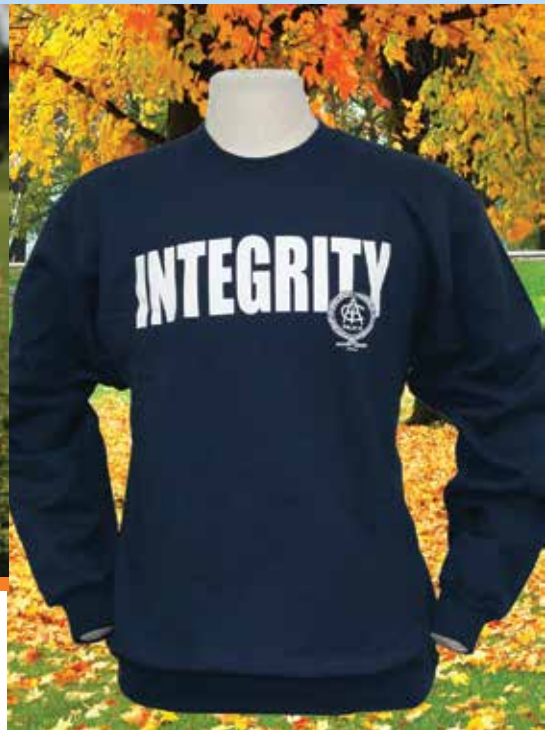
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Productupdate

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



Holsters

Kinetic Concealment introduces their new line of hybrid holsters. Unlike traditional leather Kydex hybrid holsters, Kinetic Concealment's holster has a neoprene backing to the body side of the leather for additional comfort and support. Kinetic Concealment's patent-pending neoprene backing has a nylon coating on the skin side of the holster. The advantages to having neoprene are multi-purpose. Less moisture is transferred from the body to the gun, protecting the metals of the firearm. The neoprene backing also allows for added comfort for the body and added support for the firearm. The neoprene slides smoothly on any cotton undershirt; furthermore, in the event the user does not have an undershirt, the firearm can still be concealed comfortably with direct-to-skin holster contact. The use of Chicago-Style screw sets allows the user to remove all elements of the holster attachments for easy cleaning of the leather neoprene pad.

For more information, visit www.kineticconcealment.com.

Brief on toxic consequences

Aristatek, Inc., a leading provider of hazardous materials planning and response solutions, has prepared a written brief detailing the consequences of toxins in smoke plumes from spilled crude oil in response to the numerous railcar disasters that have recently taken place in the United States and Canada. The company will make this brief available at no cost to HazMat teams, fire departments and fire marshals, sheriffs, LEPC/EMA officials, or any other public safety or health professionals to assist in their responsibility to protect their communities. The document is available to those that visit the company's website.

For more information, visit www.aristatek.com.

Android app

Mobile Innovations Corporation announces the launch of MPATrack for Android smartphones and tablets. The new Android app is an enterprise solution that extends the visibility of officers in the field by making their whereabouts known to dispatch at a glance on their PC screen every couple of minutes. MPATrack sends precise GPS coordinates from the officer's Android to dispatch at regular intervals and represents officers as color-coded badges on a map on the dispatcher's PC screen. This lets the dispatcher and other HQ staff know exactly where each officer or group is easily, rapidly, and accurately. If an officer is in trouble or an incident requires immediate attention, the dispatcher knows at a glance where the closest available help is. The MPATrack app is headless—it runs invisibly on the field officer's smartphone in the background with no Graphic User Interface—and sends updated GPS location data from the smartphone every two to three minutes, depending on configuration.

For more information, visit www.mobinnoco.com.



Telescoping surveillance video mast

Venture Tec LLC introduces the improved MVS telescoping mobile video surveillance system. The MVS System is a vehicle-mounted telescopic video mast used in numerous police applications. Improvements include higher zoom capability, continuous pan rotation, and finer pan and tilt control along with a larger and brighter display. The mobile DVR now provides live or recorded video to a remote command center. These improvements will enhance usability and detail in tactical surveillance situations.

For more information, visit www.mobilevideosurveillance.com.

Cloud-based video surveillance security system

Iveda announces that it has been named prime contractor for the deployment of a private cloud video surveillance security system at a new entertainment and multi-use development and construction project in the southeast region of the United States. The project is scheduled to break ground in the first quarter of this year. Per the signed agreement, Iveda may not disclose the specific nature or location of the project until such information is publicly released by the development company. Under the terms of the multi-year agreement, during and after the construction phase, Iveda will design and implement a private cloud-based system that will integrate the video surveillance of multiple facilities within the 10,000-acre development project.

For more information, visit www.iveda.com.

Camera

Pelco by Schneider Electric and Oncam Grandeye announces their partnership to deliver the Evolution 360-degree camera range to global customers that provides unprecedented situational awareness. With this new product offering, Pelco continues to expand its IP camera solutions and meet customers' needs by incorporating Oncam Grandeye's 360-degree technology and unique, patented de-warping software to provide a camera range with total situational awareness. The de-warping feature allows users to go back in time to retrospectively view the total scene in its original form and then pan, tilt, or zoom (PTZ) within the 360-degree image, as if it were a live image. In addition, multiple users can view the same live or recorded image, with different perspectives, concurrently from a single camera.

For more information, visit www.pelco.com/panoramic.



Portable surveillance System

Due to the overwhelming demand for high-quality, reliable portable video surveillance, Total Recall Corporation is proud to announce the release of the New CrimeEye Rapid Deployment unit. The CrimeEye RD requires no tools to install. The enclosure is designed to protect the camera in the transport mode. This eliminates the need to pack in an external case. It is a light-weight self-contained unit that one person can deploy on almost any type of pole in minutes. This unit will record locally as well as stream to a remote storage device. It can be accessed via Wi-Fi, cellular, or private network. The operator has the ability to control the camera remotely, as well as view a live stream from almost any mobile device.

For more information, visit www.totalrecallcorp.com/crimeeye.

<http://www.policechiefmagazine.org>



Motorcycles

Zero Motorcycles begins initial deliveries of its impressive new all-electric 2014 model line with up to 171 miles range and 106 ft. lbs. of torque. Zero Motorcycles is releasing three new fleet motorcycles for the 2014 model year—the Zero SP (street police), Zero DSP (dual sport police), and a military spec motorcycle. With the ability to ride both on and off road, Zero's fleet program offers unique advantages over internal combustion-driven machines. The 100 percent electric powertrain is nearly silent, exhaust free, produces minimal heat, has instant torque from zero rpm, and is highly maneuverable. With a "fuel" cost of a penny per mile and a maintenance-free powertrain, a Zero offers the ability for governments, agencies, and organizations to save money while also giving them a tactical advantage.

For more information, visit www.zeromotorcycles.com/fleet/police

Online training program

John E. Reid and Associates has developed a three-hour online training program for investigators that teaches interviewing and interrogation skills. This training is designed for those individuals who are unable to attend a live training program. This seven-part, online training program was specifically designed for a wide variety of investigators, including law enforcement, government, and the private sector. This program will provide investigators with a solid foundation in the Reid Technique: how to structure the investigative interview utilizing both investigative and behavior-provoking questions; how to assess the credibility of the information provided by a subject during the interview process; and the Reid Nine Steps of Interrogation.

For more information, visit <http://www.reid.com/store2/detail.html?sku=webinar-in-all>.

Audio-visual and multimedia equipment

AmpliVox gained notice in 2013 for several new products that made technological advances extremely user-friendly. The Visionary Multimedia Lectern creates more dynamic presentations through a simple plug-and-play connection that directly displays graphics from a laptop on an integrated front panel screen, eliminating the need for projector screens in conference rooms and other small venues. AmpliVox's Universal Bluetooth Audio Receiver wirelessly streams music from computers, smartphones, or tablets to any AmpliVox speaker system with an auxiliary input jack. A retro standby—the Boombox—received attention for AmpliVox's combination of old and new technologies, enabling consumers to use a single portable unit to play audio from MP3s, CDs, radio, and even cassette tapes.

For more information, visit www.ampli.com.

Rugged high-definition camera

Stream, a new rugged HD camera is now available for local law enforcement. Similar to GoPro, Stream's small form factor makes it accessible for police. The device is designed to meet IP67 environmental standards and is waterproof, dustproof, and shockproof. Unlike GoPro, Stream gives law enforcement access to an entirely open API, which means they can build on top of the platform and customize their security system. The technology is already being used by police units in a variety of body-worn forms.

For more information, visit <http://vio-pov.com/stream>.

Tool kit for public safety bomb squads

Mistral Security, Inc. (MSI) has recently unveiled its new VBIED Tool Kit to address the growing demand for a common set of efficient tools in order to allow deployment of bomb squad robots down-range to engage explosive and IED threats on vehicles while maintaining a safe, stand-off distance from the threat. A one-of-a-kind solution, the VBIED Tool Kit addresses the requirements of bomb squads to effectively gain access into a suspect vehicle's passenger compartment, trunk, engine compartment or cargo bay, either by cutting metal profiles or locks, breaking windows or unlocking or prying open doors and latches. ♦

For more information, visit www.mistralsecurityinc.com.

A Leap Forward for Biometric Services

By Brian Edgell, Chief, NGI
Implementation and Transition Unit,
FBI CJIS Division

The Federal Bureau of Investigation's (FBI's) Next Generation Identification (NGI) program represents a leap forward in the availability of biometric services to local, state, tribal, and federal criminal justice agencies. The goal of NGI is to replace the FBI's workhorse Integrated Automated Fingerprint Identification System (IAFIS) with state-of-the-art multi-modal biometric services that provide not only the legacy tenprint and latent fingerprint searches, but also palm print services; rapid by-the-side-of-the-road fingerprint identification; facial recognition investigative services; text-based scars, marks, and tattoo searches—even iris services are in planning. NGI is being built within the Criminal Justice Information Services Division (CJIS) of FBI, alongside the National Crime Identification Center (NCIC), the National Sex Offender Registry, Uniform Crime Reporting, and the other CJIS programs. The FBI is also separately investigating Rapid DNA services that would serve as the perfect complement to the enhanced NGI services.

Increased Accuracy and Reduced Response Times

The benefits of these enhanced services to criminal justice agencies manifested themselves right from the beginning stages of NGI deployment in early 2011. The early upgrades of the core infrastructure for NGI included enhanced fingerprint match technology, providing greater than 99 percent matching accuracy. Submitting agencies immediately saw increased matches on their tenprint arrest fingerprint submissions and faster response times.

Rapid Roadside Fingerprint Identification

FBI CJIS deployed the Repository for Individuals of Special Concern (RISC) Rapid Search capability in the summer of 2011 as part of NGI Increment 2. This capability allows officers by the side of the road to scan two fingers of an individual who might be attempting to elude detection of a warrant or other negative status and, within minutes, receive results from a

Agencies can participate in the investigative searches and the other benefits of the evolving role of biometrics in the criminal justice world by participating in NGI now.

search of the following FBI CJIS databases: Wanted Persons (when the FBI number is in the NCIC record), Immigration Violators, Known or Appropriately Suspected Terrorists, and Sexual Offender Registry Subjects. With more than 650 agencies now participating, NGI receives just under 1,200 RISC queries a day. Slightly over 5 percent of the queries result in "red" matching hits, with approximately 75 percent of those being identified as wanted and approximately 25 percent listed as sex offenders.

RISC transactions also search the NGI Unsolved Latent File (ULF), which stores latent fingerprints that have not been matched to a known identity. RISC searches have resulted in some near-immediate identification leads for suspects and persons of interest to investigations, resulting in crimes being solved that otherwise may not have reached conclusion. With the deployment of NGI's Increment 4 in the summer of 2014, photos of the matched person will be returned as part of the RISC response, if requested and available.

National Palm Print System

NGI Increment 3, deployed in May of 2013, included the creation of the National Palm Print System (NPPS). The NPPS makes palm print services available to the criminal justice community, allowing for the national collection and searching of palms. CJIS has approximately 2.7 million palm prints in the NPPS at present and are adding an average of 8,000 palm prints a day from current criminal submissions. CJIS is also working offline to process the legacy palm prints that have been collected since 2005 for enrollment in the NPPS of those meeting the technical and policy requirements.

Latent Service Enhancements

Increment 3 also transitioned latent fingerprint services to the new NGI infrastructure, which provides greatly enhanced latent print

capabilities. All criminal justice agencies contributing latent prints immediately benefited from threefold improvement in matching accuracy, the ability to search the fingerprints from all events, and expanded cascade services of the ULF. Additionally, for those authorized agencies that have made the technical changes to participate, the ability to search the Civil Repository has contributed to solving additional cases. In a related capability, up-to-date Universal Latent Workstation (ULW) users can now submit latent palm prints to NGI.

Interstate Photo System

The deployment of NGI Increment 4 in the summer of 2014 will include significant enhancements to the Interstate Photo System (IPS) and the brand new investigative facial recognition capability. The IPS repository holds the mug shot photos of persons arrested, together with pictures of their scars, marks, and tattoos. The national investigative facial recognition capability being provided by NGI will allow authorized criminal justice agencies to search those mug shot photos for investigative criminal justice purposes. NGI's facial recognition will accept photos for search (probe photos) obtained by criminal justice agencies through any authorized means, but those photos will be searched only against the IPS repository, which is not connected to any external databases. For privacy, photos submitted to NGI will not be searched against any other photo sources, such as driver license files, Facebook photos, publicly gathered photos, and so forth. The facial recognition search requests are processed automatically (lights out), and results are returned in a ranked investigative candidate list. Although the program has only just begun, the facial recognition searches completed to date have already provided agencies with leads that have solved cases.

FBI CJIS is undertaking a major effort with the states and their local agencies to input their

existing files of mug shots to increase the value of this service. The mug shots must have the appropriate identifiers and must be validated with tenprints stored in NGI. At present, the repository contains over 18 million searchable mug shot photos.

The NGI Program Office can provide authorized agencies with no-cost Universal Facial Workstation (UFW) software that works on readily available hardware to submit facial searches to IPS. This service is similar to the no-cost Universal Latent Workstation (ULW) software that CJIS provides for latent print searches.

Criminal Justice Rap Back

Many states provide their law enforcement, criminal justice agencies, and authorized non-criminal justice applicant entities with the capability to “subscribe” to a person through their Automated Fingerprint Identification Systems (AFIS). The state notifies those agencies or applicant entities when the person is arrested or has other criminal justice activity posted to their criminal history record (e.g., an arrest warrant is entered into NCIC [if the FBI number is included in the entry], a disposition to a previous arrest is reported to FBI CJIS, the person is reported deceased). This function is usually called a “Rap Back” service. With NGI, FBI CJIS will implement a national Rap Back service that will provide subscription notifications to criminal justice agencies and applicant entities even when the arrest is from out of state, something not presently available. This national service provides the capability for states to ensure they are providing the best services and protections to their authorized applicant entities, and it provides a significant enhancement to the subscription notification services that states had previously been able to offer their law enforcement and criminal justice agencies.

Iris Capability Pilot

Increment 5 of NGI includes an Iris Pilot capable of performing iris image recognition services. The Iris Pilot capability is deploying at present and allows for the evaluation of the technology in an operational setting while addressing some of the key challenges associated with the technology’s use for a large-scale criminal justice application. The goal is to build toward a national iris repository that will increase the usability of iris biometrics. The Iris Pilot will allow for iris images maintained within local, state, tribal, and federal agency databases that meet submission criteria to be submitted in bulk or as single submissions.

The Iris Pilot will inform and guide future system design and development, but the current vision focuses on the most common uses of iris recognition services as currently employed by criminal justice agencies throughout the United States. Accordingly, core functionality will include two types of searches: (1) an “Iris Identification Search” that will return a positive or negative match and will be appropriate for population control and similar implementations; and (2) an “Iris Investigative Search” that will result in a list of candidates being returned to the inquiring agency in a fashion similar to the facial recognition investigative searches. The goal is to provide the criminal justice community with the most robust national iris service possible.

Some Lessons Learned

NGI has been incrementally deploying updates since early 2011. During that time, the NGI Program Office has worked closely with federal, state, and local agencies who want to maximize their benefit and participate in NGI enhancements as soon as the new increments are deployed. Even in these early stages of incremental deployment, several key lessons have been learned that contribute to the quality of the data and the investigative potential of these important national resources.

Training and Data Quality

Agencies that have extensively trained those staff who are tasked with the collection of relevant data (e.g., biographic, biometric, charge, disposition) on how the data is used in investigative operations have found that staff better understand the dramatic consequences of incorrect, incomplete, or low-quality biometric data, which in turn leads to improvements in data quality. In addition, agencies that have implemented

ongoing monitoring of data collection processes and regular assessments of data quality have realized substantive improvements in efficiency and data quality.

Use of Standards

Standards typically improve data quality by enforcing universal definitions, structure, and rules regarding data collection, data storage, coding, and reporting requirements. Local agencies that work closely with their state identification bureaus (SIBs) in implementing standards to ensure compliance with state and federal reporting requirements and work with their industry solution providers to ensure that technology procurements, upgrades, and refreshes meet these standards significantly improve the quality and enhance the currency of their information contributed now or in the future.

Workflow

Agencies that have highly standardized workflow processes with stringent enforcement for collecting biometrics are better able to prevent the inadvertent comingling of biometric records from different persons (i.e., attaching the wrong fingerprints, mug shots, or other biometric files to a submission to the SIB or the FBI). To create the most effective operational workflow, agencies may want to investigate whether the mug shots; scars, marks, and tattoos; DNA; and iris capture, as appropriate, can be integrated into the real-time functions of the fingerprint booking process.

Immediate Value

All these services are available to law enforcement and criminal justice agencies across the United States in the same manner as NCIC and fingerprint services have always been available from the FBI. Agencies can participate in the investigative searches and the other benefits of the evolving role of biometrics in the criminal justice world by participating in NGI now. As with all CJIS systems, the services flow through the state CJIS systems agency (CSA) and CJIS systems officer (CSO) in each state. The SIB, the agency in each state to which local agencies send their arrest fingerprint submissions, is deploying NGI at the state level. In some states, the SIB may be separate from the CSA. The CSA and SIB will coordinate on the deployment of NGI to their local agencies.

Agencies interested in participating immediately, or seeking additional information for planning purposes, should reach out to their state CSOs, who can direct them to the SIB or other in-state personnel for discussion. In addition, the CSO and SIB can contact their NGI regional representative in the NGI Program Office at (304) 625-3437. The NGI regional representatives will work with the CSOs and SIBs and their agencies to evaluate their current system capabilities and develop strategies for going forward with participation in these new and valuable services. ♦

IACP Technology Center

The IACP provides a number of technology resources on the website, including the IACP Technology Center, which functions as a comprehensive resource for law enforcement agencies and IACP members in planning, implementing, and managing technology.

Visit the IACP Technology Center at www.theiacp.org/Technology to learn more.

Increasing the Focus on Distraction

By Amanda Giordano,
Project Assistant, Highway Safety
Initiatives, IACP

In a society where multitasking is the norm, it is no surprise that drivers attempt to navigate the roadways while performing other tasks. However, although multitasking may be considered a beneficial strategy at home or at work, the outcomes of distracted behavior on the roads have proven to be disastrous. According to an article published last month by the Centers for Disease Control (CDC), 9 people are killed and over 1,060 are injured every day due to distracted driving.¹

Any distraction that draws a driver's attention away from the actual task of driving is dangerous. Even seemingly benign activities such as changing the radio station, eating, or talking to a passenger greatly affect safety since they require a diversion of visual, manual, or cognitive attention.

Although distracted driving and its accompanying dangers have long been a traffic safety issue, the emergence of cell phones and other in-car technologies has significantly increased the likelihood of distraction and the resulting car crashes. According to the Virginia Tech Transportation Institute (VTTI), visual-manual subtasks (such as reaching for a phone, dialing, or texting) triple the risk of a crash.² This statistic is especially alarming considering that at any given daylight moment in the United

States, an estimated 660,000 drivers are using cell phones or manipulating electronic devices while driving.³ As a result, distracted driving is now considered to be a roadway "epidemic" that compromises the safety of all drivers, passengers, and bystanders.

Such statistics serve as a call to action for both legislators and law enforcement agencies to address distracted driving by establishing state and federal laws. Currently, primary enforcement laws banning all drivers from using handheld phones while driving have been adopted in 12 states, Washington, DC, Puerto Rico, Guam, and the U.S. Virgin Islands. Legislation prohibiting drivers from text messaging has been even more widespread, with 41 states, Washington, DC, Puerto Rico, Guam, and the U.S. Virgin Islands passing enforcement laws.⁴ To support this new legislation, government and law enforcement agencies continue to research best practices to address distracted driving, starting with the use of high-visibility enforcement (HVE).

The Phone in One Hand, Ticket in the Other Campaign

In April 2010, the U.S. Department of Transportation (DOT), National Highway Traffic Safety Administration (NHTSA) launched the Phone in One Hand, Ticket in the Other HVE campaign to test whether a high-visibility enforcement model would affect cell phone-related distracted driving behaviors involving talking or texting. In addition, this study

aimed to assess law enforcement's ability to observe cell phone violations and to determine if an HVE campaign would increase drivers' perceived risk of being ticketed for violating the law.

NHTSA teamed with the Connecticut Department of Transportation and the New York Department of Motor Vehicles' (DMV) Governor's Traffic Safety Committee to establish distracted driving HVE programs in Hartford, Connecticut, and Syracuse, New York.⁵ Enforcement efforts included four waves of focused enforcement occurring in April 2010, July 2010, October 2010, and March–April 2011. Law enforcement agencies in Hartford and Syracuse employed strategies that were tailored to their specific communities; however, both exceeded enforcement benchmarks as compared to their other HVE campaigns. To support the project, public awareness of the local cell phone laws and the increase in enforcement efforts were generated through the distribution of Phone in One Hand, Ticket in the Other campaign materials. Media attention was also generated through press releases, fact sheets, news articles, and purchased radio airtime. In Connecticut and New York, more than 100 news organizations cited the distracted driving HVE campaign.

From the baseline to the end of the fourth wave, observances of drivers talking on cell phones while driving dropped 57 percent in Hartford and 32 percent in Syracuse, while those observed to be texting declined by 72 percent in Hartford and 32 percent in Syracuse. Also, public awareness and perceived risk of citation statistically increased in both areas. The success of the New York and Connecticut pilot studies prompted overwhelming federal support, with the Department of Transportation allocating \$2.4 million to expand the enforcement campaign to California and Delaware.

The "Blueprint for Ending Distracted Driving"

In June 2012, the U.S. Department of Transportation unveiled a "Blueprint for Ending

Although distracted driving and its accompanying dangers have long been a traffic safety issue, the emergence of cell phones and other in-car technologies has significantly increased the likelihood of distraction and the resulting car crashes.

In June 2012, the U.S. Department of Transportation unveiled a “Blueprint for Ending Distracted Driving,” which detailed a multilevel strategy aimed at reducing driver cell phone usage.

Distracted Driving,” which detailed a multilevel strategy aimed at reducing driver cell phone usage.⁶ This comprehensive strategy calls for a national mobilization in which all stakeholders will play a crucial role to end distracted driving. In this plan, states are encouraged to adopt and enforce distracted driving laws; automakers are encouraged to develop guidelines for built-in technology that reduces potential distractions; and stakeholders are encouraged to extend their efforts beyond personal responsibility and toward ending distracted driving nationwide. Furthermore, the blueprint heavily emphasizes the need for improved driver education curriculum that teaches novice drivers about the devastating consequences of being distracted on the roadways.

Since Anthony Foxx’s appointment as U.S. Transportation Secretary in December 2013, the new federal DOT chief has maintained this steadfast, multimodal approach to ending distracted driving. On December 9, Foxx convened a group of automakers, wireless providers, safety groups, and law enforcement agencies to tackle distracted driving’s biggest challenges of “moving public opinion and public policy, changing driving behavior, and safeguarding technology.”⁷ Despite acknowledging the robustness of these challenges, Secretary Foxx remains optimistic. In an article published by the *Huffington Post*, he stated, “We’ve made so much progress reducing distracted driving in such a short time. But this effort was never supposed to be—and cannot be—a sprint. It’s

a marathon. And like a marathon, the last mile is always the hardest—but it’s also the most rewarding.”⁸

For more information on the national effort, resources, and tips on how to get involved, please visit www.distraction.gov. ❖

Notes:

¹“Distracted Driving,” *Injury Prevention and Control: Motor Vehicle Safety* (Centers for Disease Control and Prevention, January 2014), http://www.cdc.gov/motorvehiclesafety/distracted_driving (accessed March 5, 2014).

²Gregory M. Fitch et al., *The Impact of Hand-held and Hands-free Cell Phone Use on Driving Performance and Safety-critical Event Risk* NHTSA, April 2013, DOT HS 811 757, <http://www.distraction.gov/download/811757.pdf> (accessed March 7, 2014).

³“Driver Electronic Device Use in 2012,” *Traffic Safety Facts: Research Note*, NHTSA, February 2014, DOT HS 811 884, <http://www-nrd.nhtsa.dot.gov/Pubs/811884.pdf> (accessed March 5, 2014).

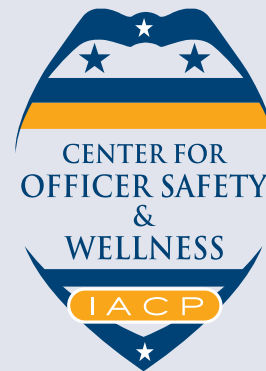
⁴“Distracted Driving Laws,” Governors Highway Safety Association, March 2014, http://www.ghsa.org/html/stateinfo/laws/cellphone_laws.html (accessed March 6, 2014).

⁵“Four High-Visibility Enforcement Demonstration Waves in Connecticut and New York Reduce Hand-Held Phone Use,” *Traffic Safety Facts: Research Note*, NHTSA, July 2011, DOT HS 811845, <http://www.distraction.gov/download/research-pdf/508-research-note-dot-hs-811-845.pdf> (accessed March 5, 2014).

⁶*Blueprint for Ending Distracted Driving* U.S. Department of Transportation, NHTSA, June 2012, DOT HS 811 629, <http://www.distraction.gov/download/campaign-materials/8747-811629-060712-v5-Opt1-Web-tag.pdf> (accessed March 5, 2014).

⁷Anthony Foxx, “DOT Effort to Combat Distracted Driving,” *Fast Lane* blog, U.S. Department of Transportation, November 2013, <http://www.dot.gov/fastlane/dot-continues-effort-combat-distracted-driving> (accessed March 5, 2014).

⁸Anthony Foxx, “Winning the Distraction Marathon,” *The Blog, The Huffington Post*, November 2013, http://www.huffingtonpost.com/anthony-foxx/winning-the-distraction-m_b_4304485.html (accessed March 5, 2014).



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.

Sergeant Investigator Fredrich Adam Sowders
Burleson County, Texas, Sheriff’s Office
Date of Death: December 19, 2013
Length of Service: 7 years (with agency)

Deputy Sheriff Jonathan Scott Pine
Orange County, Florida, Sheriff’s Office
Date of Death: February 11, 2014
Length of Service: 2 years, 1 month (with agency)

Correctional Officer Amanda Baker
Scotts Bluff County, Nebraska
Detention Center
Date of Death: February 16, 2014

Officer Juan Jaime Gonzalez
California Highway Patrol
Date of Death: February 17, 2014
Length of Service: 6 years

Officer Brian Mitchio Law
California Highway Patrol
Date of Death: February 17, 2014
Length of Service: 6 years

Drive to Save Lives

The IACP, U.S. Department of Transportation (DOT), and state police and highway patrol leaders have joined forces for the Drive to Save Lives campaign. Highway fatalities rank as one of the top

12 causes of death in the United States, and it is the leading cause of death among teens.

The campaign is a sustained effort over the course of the year that

is data driven; focuses on the use of seat-belts and speeding; and targets impaired and distracted driving. Follow the campaign on twitter at **#Drive2SaveLives**.

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