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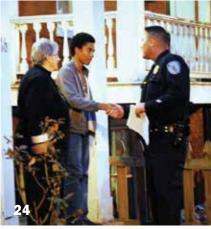
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Police Chief articles are written by law enforcement leaders and experts. See the authors featured in this issue below.

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Bruce-Alan Barnard

Bruce-Alan Barnard, JD, is the director of LEA ONE

and a law enforcement educator who has trained more than 30,000 local, state, and federal law enforcement officers over the last two decades. His prior roles include FLETC senior instructor, federal prosecutor, Air Force JAG, and covert electronic surveillance in the U.S.

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Lieutenant Joeseph Dulla

Joe Dulla is a 31+ year veteran of the Los Angeles County Sher-

iff's Department, where he currently serves as a lieutenant assigned to the academy. In addition, he is an adjunct faculty member at the University of San Diego, California.

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Joseph Horrigan, DC, DACBSP, is the executive director

of Tactical Sports Medicine Program at the Southern California Department of Health Sciences. He is board-certified in Chiropractic Sports Medicine and has an extensive history in sports medicine and sport training and conditioning. 19



Dr. Justin Nix

Justin Nix, PhD, is an assistant professor in the School of Criminology

at the University of Nebraska Omaha, where he teaches undergraduate and graduate classes on policing. His research centers on policing with emphases on procedural justice, legitimacy, and officerinvolved shootings. 19



Dr. Tara N. Richards

Tara N. Richards, PhD, is an assistant professor in the School of Criminology at

the University of Nebraska Omaha. Her research focuses on intimate partner violence, sexual assault, and the role of gender in criminal justice system processes.

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Dr. Gillian M. Pinchevsky

Gillian Pinchevsky, PhD, is an assistant professor of crim-

inal justice at the University of Nevada, Las Vegas. Her recent research includes analysis of specialized domestic violence courts, police perceptions of domestic violence, victimization experienced by college students, and untested sexual assault kits, and she is currently a research partner for the Nevada Sexual Assault Kit Initiative.

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Dr. Emily M. Wright

Emily Wright, PhD, is a professor in the School of Criminology

at the University of Nebraska Omaha (UNO) and the associate director of the Nebraska Center for Justice Research at UNO. Her research focuses on victimization and exposure to violence across various contexts and across various populations. 24



Dr. Laurence J. Alison

Laurence Alison, PhD, is a professor of forensic and investigative

psychology in Liverpool, United Kingdom, who has worked with law enforcement, security, and defense for 30 years. He has made direct contributions to increasing lifesaving intelligence for the United Kingdom and its allies, including codeveloping a ground-breaking model of interpersonal communication, part of AEGIX Global's R-BIC.

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Emily Alison

Emily Alison, MSc, has worked with corrections in the United States and

United Kingdom, developing and delivering training programs for violence reduction and resilience building in children. She has worked on interrogation research for nearly 25 years, delivered programs internationally, and codeveloped a ground-breaking model of interpersonal communication, part of AEGIX Global's R-BIC.

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Dr. Thomas Gilson

Thomas Gilson, MD, is the medical examiner and crime

laboratory director of Cuyahoga County, Ohio. Previously, he served as chief medical examiner in Rhode Island and deputy chief medical examiner in the city of New York and the State of New Hampshire. He is a board-certified forensic pathologist with over 25 years of experience.

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Chief William A. Thompson Jr.

William Thompson Jr. has served as chief of police for Brandon,

Mississippi, since 2013. He has over 25 years of experience in law enforcement, in addition to service with the U.S. military and National Guard, where he currently serves as a major and intelligence officer.

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Patrick S. McGlynn

Patrick McGlynn is a retired U.S. Army major with over 26

years of active and reserve military service. His experience as a civilian intelligence analyst has included assignments with the DIA and tours in the Middle East. He presently serves as a civilian contractor subject matter expert at the National Geospatial-Intelligence Agency.

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Dr. Godfrey Garner

Godfrey Garner, PhD, retired from the 20th Special

Forces group in 2006. His most recent work in Afghanistan has been as a counterinsurgency intelligence analyst. A prominent author, he also serves as faculty at Mississippi College and adjunct at Tulane University and Belhaven University.

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John M. Sellar

John M. Sellar, OBE, served in Police Scotland for 24 years

and as a United Nations official for 14 years. He is a senior advisor to the Global Initiative against Transnational Organized Crime, a senior law enforcement advisor to the Siracusa International Institute for Criminal Justice and Human Rights, and an IACP Environmental Crimes Committee member.

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David Jackson

David Jackson is the senior vice president of business development for CaseLines

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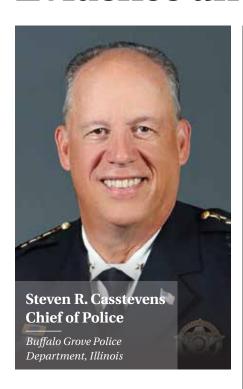


The national Law Enforcement Records Management (LERM) training and technology exhibition will highlight the latest legal, industry and technology requirements and trends all in one place. The 2.5-day conference is focused on the modernization and transformation of criminal justice and law enforcement information management.

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Policing in an Age of Digital Evidence and DNA



The ultimate goal of law enforcement should be to reach a balance between what we need to do to effectuate good police work while being understanding of communities' concerns.

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OUR SOCIETY CONTINUES TO CHANGE AND EVOLVE WITH CONSTANT ADVANCE-MENTS IN SCIENCE AND RESEARCH. INNOVATIVE TECHNOLOGIES, NOVEL COM-**MUNICATION PLATFORMS, AND DEVEL-OPMENTS IN DATA MANAGEMENT MOLD HOW WE LIVE OUR LIVES. THEREBY ALSO** IMPACTING THE POLICING PROFESSION. WE SEE PROFOUND EXAMPLES OF THIS THROUGH CHANGES IN OUR APPROACHES TO INVESTIGATING CRIMINAL ACTIVITY, AS WELL AS THE PROCESSES WE USE TO DO SO. IN DIRECT CORRELATION TO THE SHIFTING NATURE OF CRIMINAL ACTIVITY, **OUR CRIME-SOLVING METHODS HAVE CHANGED ALONG WITH THE CHALLENGES** AND BARRIERS WE FACE.

Our agencies are repeatedly confronted by the need for lawful access to encrypted data, advanced tools, and forensic capabilities. It is imperative that these demands, coupled with a sensitivity to individuals' concerns over privacy and the increasing importance of digital evidence to investigations, are well understood. The International Association of Chiefs of Police understands this and recently passed two resolutions aimed at mitigating the challenges to investigating crime, including addressing concerns over privacy and liability.

Perhaps at the forefront of such changes are the methods in which we collect and analyze DNA. Private companies now evaluate DNA samples from private individuals at their request to provide a range of services such as delineating ancestry composition and predicting possible health predispositions. With these services becoming increasingly popular, their potential benefits to public safety also rise, with the opportunity for partnerships with law enforcement to generate leads and solve crimes. To date, law enforcement has been successful in following through on this opportunity, and DNA samples from violent crime scenes sent to these companies have led to the successful resolution of a significant number of crimes and several longunsolved murders, including the arrest of the Golden State Killer.

Genetic testing and genealogy, therefore, have enormous potential benefits for public safety, the clearing of innocent parties, and the provision of justice for victims' families. But with an increased wealth of information also comes public concern over privacy, and genealogy companies have remained hesitant to comply with law enforcement requests for DNA samples. The IACP calls upon our elected leaders to establish legislation to further support and enable the use of this investigative technique and urges genealogy companies to engage in productive dialogue with the law enforcement field in order to reach a balance between privacy and the safety of our communities. Honest conversation and reflection are crucial to upholding trust within our communities and making the policing profession as effective and efficient as possible.

Methods of storing and encrypting data have also had a profound influence on our profession's ability to obtain vital information for investigations. In 2017, more than 130,000 requests for digital evidence were placed with just six tech companies—Google, Facebook, Microsoft, Twitter, Oath (formerly Yahoo), and Apple. A lack of regulation regarding lawful access to digital data has led to inconsistent compliance with such requests. Encryption has not only hindered law enforcement's detection and prevention of crime, but it has also inhibited the identification of those responsible for crimes already committed. The expanding implementation of user-only access encryption has also been seen by some in the industry as a means of plausibly denying knowledge of and responsibility for the use of their services or devices by criminals, terrorists, and spies, thereby obviating any legal obligation to stop or mitigate such harm. While it is understood that no one technological solution will resolve everything, IACP's resolution calls for the enactment of legislation and regulations regarding lawful access to digital data in order to aid in the investigation



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of criminal activity. Just as with DNA analysis, law enforcement must juggle privacy, liability, and lawful access concerns by continuing to work with industry leaders and elected officials. The ultimate goal of law enforcement should be to reach a balance between what we need to do to effectuate good police work while being understanding of communities' concerns.

Recently, there has been forward movement in getting members of the U.S. Congress to understand the challenges for law enforcement, especially in cases involving human trafficking, child exploitation, and drug investigations. IACP leadership intends to continue talks with legislators and their staff to make progress in these critical areas.

While complex criminal activity continues to rise, it is important to note most crimes are still carried out through more commonplace approaches. In fact, more than 75 percent of crimes committed each year involve motor vehicles. The IACP understands the importance of providing resources that cover the gamut of criminal activity and investigative procedures. Recently, the Vehicle Crimes Committee created a comprehensive educational toolkit aimed at helping agencies better prepare to investigate vehicle-related crimes. I

hope you review this toolkit and share it with members of your agency.

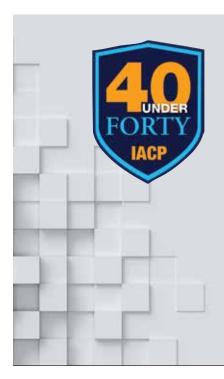
As enforcement continues to advance and the technologies that aid us in our daily jobs and investigations continue to expand, we must not lose sight of the fact that criminals will continue to advance and continue to have access to expanded technology to aid them in committing crimes.

In this ever-growing digital age, we must continue to evolve in the technology we use and our investigative tactics, while still maintaining public trust, safeguarding the public, and dismantling sophisticated transnational criminal networks. We must be committed to continued collaboration among law enforcement, government, and across the world to succeed. \circ

RESOURCES

Access the 2019 IACP Resolutions at **theIACP.org/resolutions**.

Access the Educational Toolkit for Vehicle Crimes at the IACP.org/resources/document/educational-toolkit-for-vehicle-crimes.



40 UNDER 40 AWARD NOMINATIONS

Nominations are being accepted for the 2020 IACP 40 Under 40 Award until March 15, 2020. This award program is designed to recognize 40 law enforcement professionals under the age of 40 from around the world who demonstrate leadership and exemplify commitment to their profession. Law enforcement personnel ages 39 or younger from any transnational, federal, state/province, local, or tribal agency and of any rank (sworn or nonsworn) are eligible for nomination.

Learn more or submit a nomination at **theIACP.org/40under40**.



TECH CONFERENCE REGISTRATION OPEN

Registration for the 2020 Technology Conference is open. This year's conference will take place May 12–14, 2020, in Portland, Oregon, at the Oregon Convention Center. The conference will

provide training, professional development, and a forum to share best practices and lessons learned on a broad array of current and emerging technologies.

To book hotel accommodations and to find additional information, please visit **theIACP.org/tech-conference**.

IACP 2019 Recorded Sessions Available

Did you miss any part of IACP 2019 or want to review a workshop? Select workshop sessions are posted on IACP's website as a member-only benefit. Members can view general sessions, the Speaker Series, and more than 30 workshops.

Visit the IACP.org/IACP-2019 -workshop-session-recordings and log in to access recordings.





IACP 2020 Call for Presentations

IACP is accepting presentation submissions for the 2020 Annual Conference in New Orleans, Louisiana. The call for presentations is open through February 21, 2020. Proposals should address contemporary or emerging issues confronting the law enforcement profession and the leaders of law enforcement agencies worldwide.

Learn more or submit a proposal at the IACP conference.org/call-for-proposal-faqs.



Great Ideas 2020

The July 2020 issue of *Police Chief* is centered on your Great Ideas. Tell us about an idea or innovation that you believe other law enforcement professionals should know about. Maybe it's something your agency is doing or maybe it's something that hasn't been done yet... but should be!

We are seeking submissions from around the globe—the submission guidelines can be accessed in English, Arabic, French, Portuguese, or Spanish at **policechief magazine.org/great-ideas-2020**. Submit your Great Idea today!

Check out the 2015 Great Ideas issue at policechiefmagazine.org/magazine-issues/september-2015.

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1: How does social media help or harm investigations?



A: People utilize social media platforms—such as Facebook, YouTube, and Twitter—every day to share information about themselves or their activities and to document their active or passive involvement in an incident or event. These digital records can sometimes be very helpful to an investigation when they provide evidence of an individual's ties to criminality or document firsthand knowledge or details of a criminal act or catastrophic event. As a result, social media platforms can assist an investigation with the identification of possible witnesses, victims, persons of interest, and evidence that may not be discoveredthrough more traditional investigative techniques.

Thomas Ruocco Division Chief Criminal Investigations Division, Texas Department of Public Safety



A: The power of social media to both enable and influence an investigation cannot be understated. It can be seen as the ultimate canary in the coal mine—rich with intelligence to steer law enforcement on any new threat vector, while also delivering the perfect channel with which to inform investigators about target-specific risks.

New Zealand Police have a dedicated Open Source Intelligence team charged with preventative scanning, and we are in the process of training more than 100 sworn staff as tech coordinators, who will enable managers to have the latest covert and overt investigation methods at their disposal and act as the critical conduits to our national High Tech Crime Group and Covert Online Team.

Mike Clement
Deputy Commissioner
National Operations, New Zealand



A: A powerful investigatory tool, social media can drastically improve the outcome of cases. The click of a button pushes a case into the hands of thousands of people. While not foolproof, social media can provide investigators with information quickly and anonymously. Anonymity is often crucial to tipsters who are driven to help but struggle with sharing their identity. It is vital to work with investigators and encourage them to use social media by sharing the benefits and successes it can bring. From sharing a missing person's case to asking for help in identifying a suspect, social media outreach engages community members in helping police fight crime and solve cases.

Carissa Katekaru Media Relations Coordinator & Public Information Officer North Richland Hills Public Safety, Texas



A: Social media is instrumental and helpful in conducting criminal investigations. Social networking platforms such as Facebook, Instagram, Twitter, and Snapchat not only provide personal data regarding targets of an investigation, but also are often used as a mechanism of communication through private messages. Social media can help determine an individual's location through the IP address, which can be helpful in locating both subjects and victims.

A law enforcement officer's (LEO's) personal social media accounts have the potential to derail what would normally be a successful prosecution. Therefore, LEOs and their leadership must be cognizant of this possible negative impact. Awareness courses should become part of law enforcement training to mitigate the potentially adverse effects of social media.

Joel Armstrong IACP Fellow & Special Agent Homeland Security Investigations

103A

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



l: How can an executive connect with line-level employees?

At: Deputy Superintendent Wayne James: Line-level employees are vital to our mission, values, and goals. With more than 200 such officers and staff employed across our campuses, we look to them to keep the organization moving forward when leadership changes.

We connect with them in several ways, including email and division meetings. Senior leaders ride with officers on shift. Recently, we hosted a successful feedback meeting for sergeants, who heard firsthand about leadership's goals for the next two years and then provided valuable feedback. The sergeants cascaded the information to their teams, who also provided feedback. I also find my campus visits and one-on-one

interviews with officers extremely beneficial. Always remember that diversity brings excellence to an organization. If you fail to connect with your line-level employees, your organization is destined to fail.

AZ: Chief Neil Dubord: A researcher spoke with leaders about their HR trends and challenges in the coming years. The results were unmistakable; employee engagement and mental health/wellness are the top two priorities. Improved employee engagement leads to better community service and increased trust, productivity, and safety. The research also established that leadership enables engagement and assists in developing resilient police officers.

There are three actions a leader can take to improve officer engagement and wellness. (1) ABC: Always Be Communicating—this means listening more than you speak (2) Support whole-person wellness, not just mental health. The collective power of WE turns the I in Illness into WE in WEllness. (3) Consult, clarify, and start with the WHY. Our police officers want to understand WHY leaders make decisions that impact them.

A3: Chief William Brooks: One of the greatest responsibilities of a chief—and perhaps one of the greatest rewards-is interaction with line-level employees. Talking to the folks that do the work is how you learn of successes and obstacles. I usually get to work each morning in time to catch officers coming off shift, just to say hello and to ask how the night went, and I attend two roll calls daily. Aside from getting face time with small groups, grabbing officers on the fleet line as they set up their cruisers allows me to ask how things are going, what they need, and how their families are. I make a real effort to memorize the names of spouses and kids, and I have a genuine interest in their welfare. I try to remember to talk less and listen more. 9



MEET THE MENTORS



Wayne James, Deputy Superintendent INDIANA UNIVERSITY POLICE DEPARTMENT



Neil Dubord, Chief Constable DELTA POLICE DEPARTMENT, BRITISH COLUMBIA



William G. Brooks III, Chief of Police NORWOOD POLICE DEPARTMENT, MASSACHUSETTS

A Rodriguez Ripple

Identifying Vehicle Passengers in a Traffic Stop

SOME FOURTH AMENDMENT DECISIONS MADE BY THE U.S. SUPREME COURT ARE "NARROW" IN THAT THEY ARE LIMITED TO A VERY PARTICULAR SET OF FACTS UNDER PARTICULAR CIRCUMSTANCES. OTHER DECISIONS BY THE COURT CAN BE BROAD AND HAVE AN IMPACT ON LAW ENFORCEMENT ACTIONS IN MANY DIFFERENT SITUATIONS. LIKE A LARGE ROCK THROWN INTO A DEEP POND, THESE BROAD DECISIONS CREATE RIPPLES THAT TRAVEL FAR FROM THE CENTER AND HAVE AN EFFECT ON OTHER LAW ENFORCEMENT ACTIONS NOT CONTEMPLATED BY THE ORIGINAL DECISION. RODRIGUEZ V. UNITED STATES IS ONE SUCH DECISION.

THE POND - TRAFFIC STOPS

Traffic stops are a routine part of law enforcement. A traffic stop is a warrantless seizure: therefore, it is governed by the Fourth Amendment and must be reasonable.1 A traffic stop is more akin to a *Terry* stop than it is to a formal arrest.2 In order for a traffic stop to be reasonable, there are two requirements. First, the traffic stop must be "valid at its inception."3 In other words, at a minimum, the officer making the stop must have a reasonable suspicion that the driver of the vehicle has committed a traffic violation. Second, the scope of the detention must be reasonable, which means the duration of the stop must be limited to the time reasonably required to complete the mission.4 "Authority for the seizure thus ends when tasks tied to the traffic infraction are—or reasonably should have been—completed."5

Many traffic stops are pretextual and motivated by a desire to uncover more serious criminal activity beyond a mere traffic violation. The U.S. Supreme Court has held that the subjective intent of the officer in making the

traffic stop does not make the stop unreasonable. As a result, traffic stops are often used in drug interdiction operations and other criminal investigations. Investigations into criminal activity not related to the mission during a traffic stop are lawful *only if* the unrelated investigation does not measurably extend the duration of the stop.

Over time, many lower courts adopted a rule of law, sometimes referred to as the "de minimis" rule, that stood for the proposition that a traffic stop could be extended for a de minimis period of time. "De minimis" means lacking significance or importance or being so minor as to merit disregard.8 Under this rule, if a traffic stop is extended to conduct an investigation into a matter unrelated to the stop, the extension will be lawful as long as the duration of the extension is relatively insignificant.

THE ROCK – RODRIGUEZ V. UNITED STATES

In April 2015, the U.S. Supreme Court issued its decision in *Rodriguez v. United States.* In *Rodriguez*, a police officer in Nebraska extended a traffic stop by six to seven

minutes to allow backup to arrive before he walked his K9 around the defendant's Mercury Mountaineer. The U.S. Circuit Court of Appeals for the Eighth Circuit was one of several circuits that had adopted the de minimis rule. Applying this rule, the Eighth Circuit held that the six- to seven-minute extension of the traffic stop was "de minimis," and, therefore, the extended stop was reasonable under the Fourth Amendment.

The U.S. Supreme Court disagreed and invalidated the use of the de minimis rule that had been embraced by the Eighth Circuit. ¹⁰ In so doing, the Supreme Court reaffirmed the rule of law that

A seizure justified only by a police-observed traffic violation, therefore, "become[s] unlawful if it is prolonged beyond the time reasonably required to complete th[e] mission" of issuing a ticket for the violation.¹¹

This new rule, sometimes called the Rodriguez rule, holds officers to a strict time-related standard. Under this rule, the extension of a traffic stop to conduct an investigation unrelated to the traffic violation that permitted the stop must be supported by an independent reasonable suspicion of the criminal activity being investigated. If a defendant can show that a traffic stop was extended by an unrelated investigation without the requisite reasonable suspicion, there is a strong argument

for a Fourth Amendment violation and imposition of the exclusionary rule. 12

THE RIPPLE – IDENTIFYING PASSENGERS

When a vehicle is seized during a traffic stop, all of the occupants are seized as well.13 Even though the passengers had nothing to do with the purpose of the stop, they are lawfully seized along with the driver. The courts have long recognized the dangers associated with a traffic stop where officers are vulnerable as they approach and reapproach a vehicle with unknown occupants. Accordingly, law enforcement officers are given the ability to safely conduct the detention, including the authority to order vehicle passengers out of the vehicle.14

Attempting to establish the identity of passengers in a vehicle during a traffic stop has become a common practice. For safety reasons, it is desirable to know who is sitting in a car when it is seized. But, although they are detained during the traffic stop, passengers are detained with no level of suspicion that they are involved in any activity subject to investigation (either the traffic violation or an unrelated criminal activity). Although the driver can be compelled to produce identification as a result of being the person in control of the vehicle and therefore responsible for the traffic violation, the passengers have no such relation to the stop.

Thus, the ripple: As a result of the *Rodriguez* decision, is it permissible to attempt to identify passengers during a traffic stop?

THE SMALL RIPPLE - REQUESTING IDENTIFICATION

It is not unusual for law enforcement officers to ask for identification from passengers. A question like: "Do you mind showing me your ID?" connotes a request and not a demand for identification. What if the passenger voluntarily provides the information pursuant to the request? Does the act of requesting identification and then running a "wants and warrants" through dispatch impermissibly extend a traffic stop under the *Rodriguez* rule?

Even though the production and running of a passenger's identification arguably adds some amount of time to a traffic stop, the lower courts seem to have had no problem with it (thus far). For example, in *United States v. Burwell*, the Eleventh Circuit did not take issue with the officer running the identification of the passenger who voluntarily surrendered her identification.¹⁵

THE BIG RIPPLE – DEMANDING IDENTIFICATION

But what if the officer demands that the passenger provide identification and the passenger refuses? Can an officer extend a lawfully initiated vehicle stop because a passenger refuses to identify him- or herself, absent a reasonable suspicion that the individual has committed a criminal offense? That was precisely the question presented to the Ninth Circuit in *United States v. Landeros.* ¹⁶

In *Landeros*, an officer initiated a traffic stop based on the vehicle's speed, which was 11 miles per hour over the limit. In addition to the driver, there were three passengers

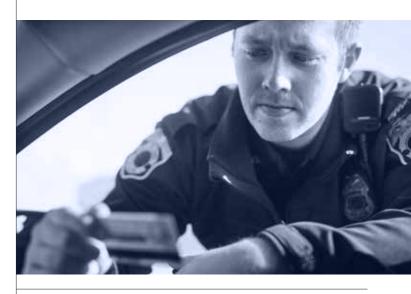
in the car, and the officer demanded identification from them all. The front passenger (Landeros) repeatedly refused to identify himself, and at that point, the officer called for backup. When backup arrived minutes later, Landeros again refused to identify himself and was ordered out of the vehicle. As he exited the vehicle the officers saw pocketknives, a machete, and open beer bottles on the floorboards by his seat. He was then arrested for the open containers and for failing to identify himself. During the search incident to arrest, the officers found six rounds of ammunition in his pocket, and Landeros was federally charged with possession of ammunition by a convicted felon.17

In reversing the district court's denial of Landeros's motion to suppress, the Ninth Circuit noted that "a demand for a passenger's identification is not part of the mission of a traffic stop." ¹⁸ The court held that although the stop was lawful at its inception,

the stop was no longer lawful by the time the officers ordered Landeros to leave the car, as it had extended longer than justified by either the suspected traffic violation or any offense as to which there was independent reasonable suspicion.¹⁹

CONCLUSION AND RECOMMENDATION

Routine traffic stops are anything but routine, and traffic stops are often fraught with danger to the officers making them. Identifying passengers in a vehicle during a traffic stop is one way of determining the level of risk involved when passengers are seized during a traffic stop. However, the *Rodriguez* decision has significantly limited the ability of officers to identify passengers during a traffic stop since the identification of



passengers is not related to the mission of the stop.

As of the date of this article, the Ninth Circuit is the only circuit to address this precise issue. But, based on the analysis provided, it is reasonable to conclude that other circuits may reach the same conclusion. The lessons learned from both Burwell and Landeros seem clear enough: obtaining and running identification does not unlawfully extend a traffic stop when information is voluntarily given, but extending a traffic stop due to a passenger's failure to produce identification is unlawful unless there is independent reasonable suspicion that the passenger is directly involved in a criminal activity or the traffic infraction.

Many departments have long-standing practices of demanding identification from passengers. Accordingly, officers should be made aware of the current status of the law so they can modify their practices and make sound Fourth Amendment decisions when attempting to identify passengers during a traffic stop. O

NOTES:

¹"Temporary detention of individuals during the stop of an automobile by the police, even if only for a brief period and for a limited purpose, constitutes a 'seizure' of 'persons' within the meaning of this provision." *Whren v.*

United States, 517 U.S. 806, 809-10 (1996)

²"[T]he usual traffic stop is more analogous to a so-called 'Terry stop,' see Terry v. Ohio, 392 U.S. 1 (1968), than to a formal arrest." Berkemer v. McCarty, 468 U.S. 420, 439 (1984). See also Knowles v. lowa, 525 U.S. 113, 117 (1998).

³"Petitioner's concerns are met by the requirement that a *Terry* stop be justified at its inception and be 'reasonably related in scope to the circumstances which justified' the initial stop." *Hiibel v. Sixth Jud. Dist. Ct. of Nev., Humboldt Cty*, 542 U.S. 177, 178 (2004).

4"A seizure that is justified solely by the interest in issuing a warning ticket to the driver can become unlawful if it is prolonged beyond the time reasonably required to complete that mission."

Illinois v. Caballes, 543 U.S. 405, 407 (2005)

⁵Rodriguez v. United States, 135 S. Ct. 1609, 1614 (2015).

⁶Whren, 517 U.S. 806.

⁷Arizona v. Johnson, 555 U.S. 323 (2009).

⁸Merriam-Webster.com Dictionary, s.v. de minimis.

⁹Rodriguez, 135 S. Ct. 1609.

¹⁰"A brief delay to employ a dog does not unreasonably prolong the stop, however, and we have repeatedly upheld dog sniffs that were conducted minutes after the traffic stop concluded." *United States v. Rodriguez*, 741 F.3d 905, 907 (8th Cir. 2014).
¹¹Rodriguez. citing Caballes, 543 U.S.

¹¹Rodriguez, citing Caballes, 543 U.S 405, 407 (2005).

¹²See United States v. Campbell, 912 F.3d 1340 (11th Cir. 2019) where a 25-second inquiry into a non-related criminal matter impermissibly extended a traffic stop, thereby nullifying consent to search, which led to the exclusion of the firearm found in the car.

¹³Brendlin v. California, 551 U.S. 249 (2007).

¹⁴Maryland v. Wilson, 519 U.S. 408 (1997).

¹⁵United States v. Burwell, No. 18-13039 (11th Cir. 2019).

¹⁶United States v. Landeros, 913 F.3d 862 (9th Cir. 2019).

¹⁷18 U.S.C. §§ 922(g)(1), 924(a)(2). ¹⁸Landeros, 913 F.3d at 868.

¹⁹Landeros, 913 F.3d at 870.

BY

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Rhabdomyolysis— More Than Dehydration

A 1990 REPORT FROM THE CENTERS FOR DISEASE CONTROL (CDC) NOTED THAT,

On September 19, 1988, 50 police trainees from local police departments began a 14-week "mental stress" and physical training program at a state-sponsored academy in western Massachusetts. On the evening of September 21, the Massachusetts Department of Public Health was notified that five trainees had been hospitalized.

The first three days of the training program were physically strenuous and included push-ups, squat-thrusts, and running.

All 50 trainees had evidence of rhabdomyolysis (serum CPK greater than or equal to 10 times normal) and 33 (66 percent) had severe rhabdomyolysis (serum CPK greater than or equal to 200 times normal). Thirteen (26 percent) of the trainees were hospitalized with complaints of nausea, back and abdominal pain, and dark urine; each of those hospitalized had serum CPK levels greater than or equal to 32,000 U/L (normal: 10-300 U/L) and an abnormal urinalysis. Nine (69 percent) of those hospitalized had evidence of renal insufficiency (serum creatinine greater than or equal to 2.0 mg divided by L); six (46 percent) required hemodialysis. One trainee died 44 days after onset from complications of heat stroke, rhabdomyolysis, and renal and hepatic failure.

More than two decades later in 2016, a Texas police recruit died in training, and it was reported that he passed from rhabdomyolysis. Rhabdomyolysis is often misconstrued as a form of dehydration. Dehydration may occur at the same time as rhabdomyolysis, but rhabdomyolysis often occurs without dehydration. Conversely, dehydration can occur without rhabdomyolysis. Over the last 10 years, there have been many reports of cases of rhabdomyolysis published in lay and professional literature.

The occurrence of rhabdomyolysis doubled in the military from 2007 to 2011 with 435 cases in 2011 alone. These cases were deemed likely to have been caused by physical exertion and, in some cases, heat stress. The highest incidence was found in males, African Americans, non-Hispanics, and those under the age of 20.

According to a U.S. Army report,

Most cases of exertional rhabdomyolysis were diagnosed at installations that support basic combat/recruit training or major combat units of the Army or the Marine Corps. Medical care providers should consider exertional rhabdomyolysis in the differential diagnosis when service members (particularly recruits) present with muscular pain, swelling, limited range of motion, or the excretion of dark urine (possibly due to myoglobinuria) after strenuous physical activity, particularly in hot, humid weather.

So what is "rhabdo"? Rhabdomyolysis is the destruction of skeletal muscle. There are many causes of rhabdomyolysis. One cause is extreme muscle strain. Extreme muscle strain can come from new exercises, too many sets and repetitions (reps) of an exercise, too much training to failure, too many "negative" reps of an exercise, and high levels of exercise after a training layoff of even just a few weeks. Of course, if someone is dehydrated, the damage and symptoms can be even worse.

The extreme muscle strain actually damages the muscle membrane and connective tissue structure. The damaged muscle dumps a muscle protein called myoglobin into the blood stream. The high levels of myoglobin in the blood reach the kidney and can block the filtration system in the kidney, which can lead to kidney failure. When the myoglobin levels are this high, the myoglobin spills out into the urine, which can turn tea colored or dark brown. This dark urine is a very bad sign, and if this occurs, the person needs to go to an emergency room immediately.

The muscle damage also dumps the electrolyte potassium into the blood. This high level of potassium in the blood is pathologic and can cause a heart attack and death.

The amount of a muscle enzyme known as creatine kinase (CK) in the blood can also skyrocket from muscle damage. This enzyme can also be elevated after a tough workout that does not cause rhabdomyolysis, but, in cases of rhabdomyolysis, the CK blood levels are incredibly elevated. One study of military personnel found that the length of hospital stay was related to the elevation of CK; the higher the CK levels, the longer the hospital stay. The patients in the 30 cases of rhabdomyolysis in this study were hospitalized for one to eight days and 20 percent had acute kidney damage.

The body is capable of incredible adaptation, but it must be given the chance to recover and adapt.

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Patients with rhabdomyolysis experience severe muscle pain and stiffness and sometimes describe having flu-like symptoms. Blood and urine tests confirm the diagnosis of rhabdomyolysis. Some patients are admitted into hospitals for intravenous fluids to keep kidney filtration going, and they may even require short-term dialysis. Time is required for the muscles to heal and resuming activity or training too soon can lead to further muscle damage.

Swelling from the damaged muscle can occur, and, if this occurs in a small anatomic compartment, then compartment syndrome can occur. The high pressure in compartment syndrome is a medical emergency, and the compartment must be surgically decompressed (opened) before other structures in the compartment such as nerves and blood vessels are crushed and permanently damaged or die.

Even though rhabdomyolysis is not a daily occurrence, as shown from the cases in the sidebar, it does occur. The literature is filled with many other reports of athletes being admitted to hospitals for rhabdomyolysis. Fortunately, this entirely avoidable problem is gaining more attention, which should lead to improved education to help athletes, military personnel, and first responders avoid it.

The President of the National Strength and Conditioning Association stated,

This type of injury is 100 percent avoidable. This should have never happened. That's absurd. People need to understand that rhabdo is not inherent

CASE EXAMPLES OF RHABDOMYOLYSIS

2001: A study noted two cases of military recruits who were hospitalized for exertional rhabdomyolysis. While both recovered, activity modification was required for one to two months before normal activity could be resumed.

2010: Two dozen Oregon high school football players went to a hospital with rhabdomyolysis. Thirteen players were admitted to the hospital, and three had surgery for compartment syndrome. It is reported that they had grueling workouts with a new coach.

2011: Thirteen University of lowa football players were admitted for rhabdomyolysis and placed on IV fluids following strenuous workouts of squats, sled pushing, sprints, and upper body exercises. Some of the players even required dialysis. A committee was appointed to investigate the workouts that led to so many players having rhabdomyolysis. This particular workout will not be performed again at the university. At least one player filed a lawsuit for negligence and the expenses of ongoing medical care.

2013: Six Ohio State University women's lacrosse players were hospitalized for rhabdomyolysis. Dr. Kelsey Logan, a university-affiliated physician who serves on the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports reported,

There are two reasons why this is important. One is that rhabdo can have potentially serious consequences: renal failure, compartment syndrome, death. Those are fairly serious. And the second thing is we know there are certain circumstances under which this is more likely to occur, and with fairly simple educational and practical techniques for prevention, those circumstances can be lessened so much.

2016: Eight Texas Women's University volleyball players were hospitalized for rhabdomyolysis. The team's doctor stated that as a result of the diagnosis,

[The university] is undergoing a 360-degree investigation involving internal and external experts who are exploring all possibilities, including athletics practice, physical conditioning, nutrition, and hydration. The university is committed to being as transparent as federal privacy and medical privacy laws allow, while respecting the privacy and wishes of students.

2016: A Florida police recruit was diagnosed with rhabdomyolysis following an intense physical training sessions within the first days of the academy.

2017: A California police recruit was diagnosed with rhabdomyolysis following an intense physical training session. He was two weeks from completing the academy program when he was admitted to the hospital for treatment including intravenous fluids for five days.

2018: Devon Coney was rushed to the hospital on June 25—his first day of training with the Austin Fire Department. He and another recruit were hospitalized with rhabdomyolysis. Devon died the next day. An outside third party is investigating the fire department's training practices.

2018: Cleveland, Ohio, police officer Vu Nguyen collapsed during a timed run and died from rhabdomyolysis. According to his family, Officer Nguyen "was super-strong and super agile...very healthy, didn't drink, [and] didn't smoke."

with training. It's a good indicator of a training program that is inappropriate.

Medical and strength and conditioning authorities note that conditioning specialists need to be educated about rhabdo. The severe consequences of rhabdomyolysis include emergent medical intervention. Legal action and consequences usually follow.

Steps can be taken to reduce the risk of the occurrence of rhabdomyolysis in training.

- Make sure the trainees are in good physical condition to begin training.
- Avoid sudden increases in training, especially if there has been a break from training for even just a few weeks
- Introduce new exercises gradually.
- Follow established, evidence-based program designs that have a progression of training loads and intensity and recovery, with short-term and mid-term goals.

- Avoid the use of physical training as punishment. The added training load on a trainee who is already lagging may be the very thing that lands him or her in a hospital's intensive care unit.
- Ensure proper hydration and avoid heat exertion as these factors may contribute to rhabdomyolysis (although they are not the cause).
- Make sure trainees have been advised to notify instructors or coaches of their urine becoming darker. At this point, medical attention is needed, especially if there is excessive soreness and flu-like symptoms.
- Listen to trainees. If they are reporting muscle soreness and tightness, the training load must decrease for a short time so further muscle damage does not reach a critical point of rhabdomyolysis. Even under the same training load, some trainees may develop rhabdomyolysis while others will not. Individual variability is real,

- and the underlying factors that can predispose one trainee to develop rhabdo while others do not are not always understood.
- Continually re-evaluate the training plan to make sure it is appropriate and progress is occurring and that injuries are minimized.
- Rhabdomyolysis can occur in fit athletes as well if the conditioning program is not well designed.

The body is capable of incredible adaptation, but it must be given the chance to recover and adapt. It's important to remember the goal of putting trainees through a conditioning program—to increase fitness and performance. If an evidence-based program of progressive training loads and recovery is employed, the goal will be achieved. The result will be healthier trainees with higher fitness and performance levels and greatly reduced exposure to injury and litigation. O

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IACP Drug-Impaired Driving Enforcement Training Opportunity

AS MORE U.S. STATES DECRIMINALIZE RECREATIONAL AND MEDICAL MARIJUANA, LAW ENFORCEMENT PERSONNEL REQUIRE MORE TRAINING IN THE DETECTION OF IMPAIRMENT.

Drug-impaired drivers can display many different behaviors than alcohol-impaired drivers, and the ability of officers to recognize these behaviors is crucial to reducing this problem. The International Association of Chiefs of Police (IACP) continues to provide a leadership role in impaired driving enforcement through the administration of the Drug Evaluation and Classification Program (DECP). Established in partnership with the National Highway Traffic Safety Administration (NHTSA), this program creates safer roadways through increased education, awareness, and training on matters related to alcohol- and drug-impaired driving.

The Advanced Roadside Impaired Driving Enforcement (ARIDE) and Drug Recognition Expert (DRE) trainings are proven and useful tools in the fight against impaired driving. The 16-hour ARIDE class trains officers on

the behaviors and signs exhibited by drug-impaired drivers. The 72-hour DRE training provides officers with greater expertise in classifying the type of drug causing impairment, thus providing critical evidence to support the case and facilitate a better prosecutorial outcome. Increasing the availability of these trainings to officers, prosecutors, and the judiciary is an essential next step to improve the quality of life in communities and reduce traffic deaths and injuries.

Impaired driving is one of the most severe problems on the roads today, and drug-impaired driving represents a rising public safety challenge. From the opioid epidemic to the expansion of marijuana decriminalization, drugimpaired driving is increasingly more prevalent in all communities. According to NHTSA's Fatality Analysis Reporting System, impairing drugs were present in



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Impaired driving is one of the most severe problems on the roads today, and drug-impaired driving represents a rising public safety challenge.

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43 percent of fatally injured drivers in 2016, representing a 56 percent increase from 2006. In 2016, 41 percent of these drivers were positive for marijuana.

Training to address drug-impaired driving requires resources that had not always been available to law enforcement agencies—but a recent initiative passed by the U.S. Congress permits NHTSA to provide funding for this essential training. Under the umbrella of the DECP, the IACP recently launched the Drug-Impaired **Driving Enforcement Training** (DIDET) program. This program will encourage and support the reduction of drug-impaired driving by assisting host law enforcement agencies with providing additional training without supplanting existing ARIDE and DRE training.

Through a competitive process, IACP will award up to 20 contracts to state, local, tribal, and territorial law enforcement agencies for DRE or ARIDE training to facilitate the strengthening of impaired driving enforcement efforts. The program seeks to identify a cross-section of law enforcement agencies that demonstrate a willingness and capability to complete the terms of the contract, including producing a budget, project plan, and a final report documenting financial and training programmatic outcomes. Preference is afforded to agencies that best demonstrate the need for such training in their geographical region and maximize the amount of funding that directly results in trained officers and criminal justice personnel.

The contract award amounts will vary, and all training must be fully executed within 12 months of the contract award date. Submissions are evaluated on the reach area. number of outside agencies partnering with the host, a detailed problem statement describing the need, and a budget allocation model that invests the most contract funding toward delivering the training. Involving nearby agencies is an essential goal for this funding opportunity. The "reach area" is the geographical area encompassing the agencies that will be potentially participating in the training. Details regarding eligibility, covered expenses, and links to the online application process are available at the Drug-Impaired **Driving Enforcement Training** webpage (theIACP.org/Projects/ DID-Enforcement-Training).

DIDET applications must include the following elements:

- A host agency who is a state, local, tribal, or territorial law enforcement agency.
- Information demonstrating both the financial and personnel needs of the reach area. Financial needs reflect a demonstrated lack of resources to accomplish objectives. Personnel needs indicate a shortage of trained qualified staff.
- A detailed budget to indicate how the host agency will maximize the financial award toward training.
 Preference is afforded to agencies that maximize the amount of funding that directly results in trained officers. (The IACP budget template must be used in the application, and copies will be available in the application form.)
- A work plan containing a detailed timeline to deliver all of the proposed training listed in the work

- plan and budget. The work plan should be reasonable and achievable—using existing resources apart from those sought in the application.
- A description of the anticipated benefit to the state and region as a result of the training.
- Details on the involvement of and collaboration with surrounding agencies. In the application, include other agencies that would receive the training provided as a result of grant acceptance.
 Distributing this training to many agencies within a geographical region is highly desirable, and including letters of support from these agencies in the application is beneficial.

Financial awards will provide funding for state and local agencies and will be administered directly to an agency and not through highway safety offices (HSOs). However, consultation with the state's HSO is preferred, as is a letter of support from them. O

More information about this opportunity, along with the proposal form, is available at theIACP.org/Projects/
DID-Enforcement-Training.
Proposals must be received by April 30, 2020.

BY

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Assessing the Relative Dangerousness of Various Call Types

FOR DECADES, CONVENTIONAL WISDOM HAS HELD THAT POLICE OFFICERS FACE A GREATER RISK OF BEING ASSAULTED, INJURED, OR KILLED WHEN RESPONDING TO DOMESTIC INCIDENTS.¹

Empirical research supporting this belief is mixed at best, but a joint report recently issued by the COPS Office and the National Law Enforcement Officers Memorial Fund reinforced the notion that domestic incidents are inherently more dangerous for officers.² Upon finding that, between 2010 and 2014, 22 percent of 91 calls for service resulting in an officer fatality were domestic disputes, the authors of the report concluded that such calls are "the most dangerous type of call for the responding officers."³

Unfortunately, this sort of analysis suffers from the same denominator problem that has plagued other areas of study such as racial disparities in traffic stops and officer-involved shootings.4 In order to determine whether a particular group is stopped or shot disproportionately by police, researchers must identify who is exposed to the risk of being stopped or shot—and this is no easy task. Similarly, to determine whether officers face an increased risk of being assaulted, injured, or killed during a particular type of call or incident, researchers must contextualize statistics on assaults, injuries, and fatalities by comparing them against calls or incidents wherein officers were not assaulted, injured, or killed. For example, if officers disproportionately respond to domestic incidents, then it is possible that they would appear more likely to be assaulted, injured, or killed at these calls simply due to increased exposure. The denominator problem, then, is two-fold. First, researchers need to examine trends in incidents

that result in harm to officers and incidents that do not result in harm. In other words, they should analyze rates as opposed to absolute numbers. Second, researchers should compare these assault, injury, and fatality rates across various incident types in order to determine the relative danger of each.

Consider the following example from another field. In 2017, more than 25,000 vehicle occupants died in traffic crashes, according to the National Highway Traffic Safety Administration. That same year, approximately 5,200 motorcyclists died in traffic crashes.⁵ Focusing only on these absolute numbers, one might conclude that automobiles are more dangerous than motorcycles. Of course, this would be a faulty conclusion, because automobiles far outnumber motorcycles on the road and, as such, are bound to outnumber motorcycles in traffic crashes. The key question is whether the *rate* at which automobiles are involved in traffic crashes is greater than that of motorcycles (that is, contextualizing the difference in the absolute number of fatalities by accounting for the difference in each vehicle's presence on roadways). Similarly, with respect to the danger of domestic incidents for officers, the key question is whether domestic incidents are more likely to result in officers being assaulted, injured, or killed, given how often officers respond to these and other incidents.

DATA AND METHODS

This study analyzed 2016 data from the National Incident-Based

Reporting System (NIBRS) to examine the relationship between domestic acquaintance incidents and two outcomes: (1) assaults on officers and (2) assaults on officers resulting in injuries or fatalities.6 Then, the researchers made comparisons to the relationship between nondomestic acquaintance incidents and the same two outcomes. NIBRS includes detailed information about more than 6.1 million incidents logged by more than 6,000 agencies representing approximately 100 million U.S. residents from 36 states.7 Approximately 1 million incidents involved a known victim-offender relationship for as many as 10 victims and 3 offenders. Fifty-three percent (n = 558,124) of these were domestic in nature (i.e., at least one victim and one offender were current or former intimate partners or relatives); the remaining 47 percent were non-domestic (n = 493,803). NIBRS captures many contextual features of incidents that might be correlated with the likelihood of an officer being assaulted or injured (presence of weapons, whether parties were intoxicated, time of day, setting, etc.). The analysis accounted for these situational factors in an effort to isolate the relationship between an incident being domestic in nature and an officer being assaulted, injured, or killed. Table 1 provides descriptive information about each of the situational factors included in the analysis.

RESULTS

One or more officers were assaulted during 0.23 percent of all domestic acquaintance-assault incidents (n = 558,124), and 2.11 percent of all non-domestic acquaintance

assault incidents (n = 493,803) with a known victim-offender relationship. Additionally, officers were injured or killed as a result of being assaulted during 0.15 percent of all domestic incidents and 0.81 percent of all non-domestic incidents (see Figure 1). In other words, officers were over nine times more likely to be assaulted—and five times more likely to be injured or killed—when responding to non-domestic incidents, relative to domestic incidents.

Of course, as has been alluded to, some portion of these differences could be explained by other features of the incidents. Considering this, the researchers ran regression models predicting the strength of the relationship between domestic incidents and each of the outcomes (assaults and assaults resulting in

injuries or fatalities, respectively) while accounting for the influence of each of the other situational factors listed in Table 1. Results again indicated that the likelihood of an officer being assaulted, injured, or killed were significantly greater during non-domestic incidents.8 In other words, even after taking into consideration other situational factors related to danger (e.g., presence of weapons, intoxicated persons), the analysis showed that officers were substantially less likely to be assaulted, injured, or killed at domestic or acquaintance incidents relative to non-domestic incidents.

CONCLUDING REMARKS

There exist a few notable limitations of this research. First, only 37 percent of all U.S. law enforcement agencies

submitted data to NIBRS in 2016, and research suggests southern agencies are overrepresented, while larger cities are underrepresented.9 Second, although the research controlled for many relevant factors, it was not possible to account for variation in officer training, experience, use of body armor, or resistance and aggression toward officers by citizens. Third, although this study found that officers were less likely to be assaulted or injured during domestic calls in 2016, the analysis cannot speak to why this was the case. It is entirely possible that officers simply approach domestic incidents with greater caution (e.g., waiting for backup) because they are believed to be more dangerous.

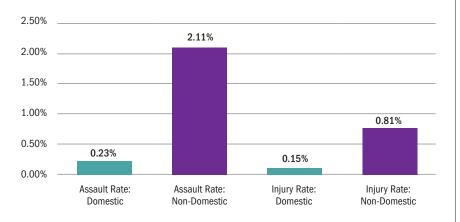
The primary goal of the research was to demonstrate the importance of contextualizing observed trends on assaults and injuries to officers with the use of appropriate benchmarks. A key point is that agencies and researchers need to be collecting and analyzing data on incidents that result in harm to officers (approximately 1 percent of incidents in 2016) and those that do not result in harm (approximately 99 percent of incidents in 2016). To conduct these comparisons, agencies need comparable data for both groups. Simple changes to how data are collected and reported to NIBRS could greatly enhance research on officer safety and wellness. First, NIBRS instructs U.S. agencies to complete data on "officer activity type" (e.g., responding to traffic incident, responding to disturbance) only when an officer is assaulted or injured. If this field were completed for all incidents, the data would provide a clearer picture of the relative danger that each type of call or incident poses to officers on a national scale. Agencies could then gain insights from comparing U.S. trends to regional and local trends. Second, NIBRS currently lacks a field indicating whether officers were actually dispatched to an address for each incident. If an incident does not involve an officer physically interacting with a person, then the officer is never exposed to the risk of assault. With the analysis restricted to

TABLE 1. DESCRIPTIVE STATISTICS (N = 1,051,927 UNLESS OTHERWISE NOTED)

Variable	% / Mean	Std. Dev.	Range
Domestic incident	53.1%	_	_
Officer(s) assaulted	1.1%	-	_
Officer(s) injured/killed	0.5%	_	_
Violent offense committed	22.6%	-	_
Weapon(s) involved*	13.8%	-	_
Drugs/alcohol suspected	13.0%	-	_
Private setting	64.9%	-	_
Evening/night*	51.8%	-	-
Number of victims	1.23	.553	0 - 5
Number of offenders	1.17	.496	0 - 5
Male offender(s) involved*	71.3%	_	_
Mean offender age*	32.65	13.479	1 - 99
Juvenile offender(s) involved*	11.2%	-	_
Municipal agency	74.6%	-	-
Sheriff's department	22.3%	_	_
Other agency	3.2%	-	_
North east	8.7%	-	_
North central	32.8%	-	-
South	41.7%	-	_
West	16.8%	-	-

^{*} Weapon(s) involved N = 859,457; Evening/night N = 1,026,035; Male offenders involved N = 1,050,230; Mean offender age N = 1,021,171; Juvenile offender(s) involved N = 1,023,848. NOTE: Number of victims and number of victims were truncated at 5 to avoid bias resulting from high leverage.

FIGURE 1: PREVALENCE OF ASSAULTS AND INJURIES: DOMESTIC V. NON-DOMESTIC



incidents where the victim-offender relationship was documented (i.e., not left blank in NIBRS), it is reasonable to assume the majority of the incidents analyzed did in fact involve an officer physically responding to an address and interacting with someone. Unfortunately, this is not 100 percent certain.

Due to myths not supported by data, officers may be hypervigilant on some call types and under-vigilant on others, potentially putting themselves and members of the public at greater risk of physical harm. Agencies and training academies might consider awareness campaigns or similar interventions aimed at providing officers with accurate information about the relative dangerousness of various call types. At a minimum, these interventions could involve presenting officers with more accurate statistics about the likelihood of being assaulted or injured during traffic stops, domestic incidents, or other calls for service. For example, awareness campaigns concerned with reducing officer fatalities as a result of motor vehicle crashes have shown promise. 10 Research suggests similar approaches could be used for informing officers about the relative danger of certain calls. In Sweden, cadets who participated in an intervention meant to reduce the stigma associated with persons with mental illness displayed increased willingness to work with

these individuals, with effects persisting at the six-month follow-up.11 Similar results have been observed with respect to crisis intervention team training in the United States.12 Such training has the potential to increase victim satisfaction, as well.13 Whatever form a similar intervention aimed at reducing the stigma of domestic incidents might take, the challenge, of course, will be to strike an appropriate balance. Officers must be trained and prepared for the reality that they could be assaulted at any time when interacting with people—but they should also understand that the rates of assault are exceedingly rare, and the best available evidence suggests that assault is not more prone to occur during domestic incidents. Awareness of the denominator problem and how to avoid it are critical first steps to better understanding the true danger associated with not just domestic incidents, but all types of officer activities. 9

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Empowering the Community to Survive Violence



WHEN FACED WITH AN ACT OF VIOLENCE OR ACTIVE SHOOTER THREAT, MANY MEMBERS OF THE GENERAL PUBLIC ARE UNAWARE OF HOW TO PROTECT THEMSELVES AND THEIR FAMILIES, SO THEY SEARCH OUT FIRST RESPONDERS FOR ASSISTANCE. BUT WHAT IF A NEARBY INDIVIDUAL—THE DISTRICT ATTORNEY, THE LOCAL GROCERY STORE CLERK, OR THE CAPTAIN OF THE HIGH SCHOOL FOOTBALL TEAM—HAD THE KNOWLEDGE AND SKILLS TO DE-ESCALATE THE SITUATION, SAVING THOSE AROUND THEM? THIS IS THE GOAL OF THE VERMONT-BASED ACTIVE SHOOTER PROGRAM, SURVIVERMONT.

Following the shootings at Sandy Hook Elementary School in Newtown, Connecticut; a Century 16 movie theater in Aurora, Colorado; and the Pulse nightclub in Orlando, Florida, Police Chief Gary Taylor of St. Albans, Vermont, Police Department wanted to make a positive change and provide prevention tactics to the members of his community.

Chief Taylor states, "I have believed for several years now that we must start to inform and train everyone about what options they might consider if found in a situation like this." In conjunction with Walter Krul, director of AmCare Ambulance Services, Chief Taylor and the St. Albans Police Department established partnerships with the Northwestern Medical Center and the Vermont Department of Health (St. Albans). Together, they began hosting local meetings to educate community members.

Upon developing the program, the creators wanted to utilize tested models that were easy to remember and proven to be critical in surviving an active shooter or physical violence threat. Three important

elements of prevention and survival are emphasized during the program:

- 1. See Something, Say Something:
 Awareness of the people and activities within the area can be the key in preventing a violent situation. Notifying a law enforcement officer of unusual circumstances or behavior could assist in early intervention.
- 2. **Run, Hide, Fight:** During an active shooter event, one must know their options to best avoid becoming a victim. Modeled after the fire safety practice, "Stop, Drop, and Roll,"

individuals can easily remember and enact these steps in an emergency.

3. **Stop the Bleed:** The medical component to the program allows participants to learn emergency first aid techniques that could save the lives of those injured in a violent situation by preventing death from blood loss.

Chief Gary Taylor explains, "No one wants to be paralyzed with fear. We provide options that allow people to participate in the decision-making about their actions and personal safety."

Since SURVIVermont's creation in 2017, the program has been pushed throughout the state by Vermont Emergency Management, School Safety Program, with mostly positive feedback from parents, school staff, and other community members.

Because the program creators and first responders have more experience in these situations, they must be mindful of the sensitivities that come about when speaking on such a difficult subject. Despite this pressure, local emergency personnel from police, fire, and medical services have stepped up to present these lifesaving skills in more than two dozen meetings across Vermont, speaking to audiences ranging from 6 to 350 people.

Along with their partner organizations, the St. Albans Police Department and AmCare Ambulance Services hope to continue empowering Vermonters with information on how they can contribute to violence prevention and protect themselves and their families in an active shooter or violent threat situation. 9



RECOMMENDATIONS

Could your community benefit from a program like SURVIVermont? Chief Taylor offers a few tips:

- Use emergency responders from all three disciplines (police, fire, and EMS) as presenters.
- This is a sensitive and difficult topic for many; keep this in mind when planning and presenting the information.
- Approach and present the topic as a dialogue among the community, parents, schools, and other stakeholders.
- Get support from local schools and include them in the program.

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RAPPORT IS THE TRUTH SERUM INTERVIEWERS HAVE BEEN SEEKING



BY

Laurence J. Alison, PhD, Institute for Risk and Uncertainty, and Emily Alison, MS, Department of Psychological Sciences, University of Liverpool, United Kingdom

ASK PEOPLE ON THE STREET ABOUT THE TECHNIQUES POLICE USE FOR INTERVIEWS AND INTERROGATIONS, AND IT IS LIKELY THEY WILL OFFER UP "GOOD COP/BAD COP."

Popularized by Hollywood, this usually evokes images of a sweating suspect on one side of a metal table with an angry detective on the other side, shouting threats. The angry officer's partner leans against the wall with folded arms, waiting for the chance to give the suspect "a break" and send the "bad cop" out of the room when things get too rough. Then the "good cop" offers the suspect a way out—a confession.

The reason why this scenario, albeit at the dramatic end of the spectrum, has been canonized in popular culture is, in part, because it had played out in police stations around the world for nearly 70 years. Now, ask those in law enforcement about the training they have received for conducting interviews and interrogations. If they have received any training at all, they will most likely mention the Reid Technique, particularly in the United States. This technique was developed in the early 1950s by John Reid, a former Chicago,



The good cop/bad cop scenario can lead to false confessions, particularly among juveniles, those who are non-native speakers, and vulnerable persons.

Illinois, police officer. Interrogators trained in the Reid Technique are taught a mix of accusatorial and confession-led approaches. Investigators can inform the suspect that the evidence and results of the investigation clearly indicate culpability for the crime committed and so confession is both inevitable and desirable.

THE STAGGERING COSTS OF WRONGFUL CONVICTIONS

The good cop/bad cop scenario can lead to false confessions, particularly among juveniles, those who are non-native speakers, and vulnerable persons. In 1955, Reid helped secure a confession from Darrel Parker regarding the murder of his wife. While Parker recanted his confession the following day, it was still provided as evidence at his trial, upon which he was sentenced to life in prison. Later, another person confessed to the murder, and Parker was set free. He sued the state of Nebraska for wrongful conviction and was paid \$500,000.

Over the years, similar scenarios have been repeated a number of times. A report released by the Warren Institute on Law and Social Policy at University of California Berkeley and the Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania showed that wrongful convictions cost California taxpayers at least \$221 million from 1989 through 2012. In 2018, Chicago agreed to pay \$9.3 million to James Kluppelberg who served more than 20 years after being wrongfully convicted of setting a 1984 fire that killed a mother and her five children, a crime he confessed to after he was beaten by detectives.

While the lawsuits and the subsequent payouts are clearly justified and the methods and misconduct that spurred them were not, it is the intent behind these interrogative approaches that require examination. In most cases, interrogators seek to secure a confession because they think that is their job. But, of course, it is not. The only time one should "seek" a confession is under the circumstances that the person has actually committed the crime, because what the investigator is really seeking is truth. Seeking a conviction, yes-but for the right offender! Indeed, in most circumstances, the best interrogators are simply seeking information, intelligence, and evidence.

Though the antiquated "third degree" can lead to confessions and closed cases, it is ineffective in obtaining truth, particularly with uncooperative suspects or witnesses. As such, many law enforcement agencies and departments are backing away from traditional approaches and seeking alternatives.

SCIENTIFICALLY PROVEN RAPPORT-BASED TECHNIQUES

One of the main reasons why aggressive and coercive techniques do not work in many instances is because they immediately shut the subject's willingness to share information down. Therefore, the goal of an interview or interrogation, be it custodial or noncustodial, should fundamentally change from obtaining a confession to obtaining information. After all, as the Kluppelberg case demonstrated, a confession can be beaten or forced out of anyone—but that doesn't make it true.

Rapport means mutual attention, working toward a common goal, and showing respect.

Research has shown that the best way to obtain information is to use a rapport-based information-gathering approach. While many police and military manuals—as well as the Reid model—recognize the importance of rapport, a whole new system is needed to pivot away from accusation and toward information.

The research that made this case came from the High-Value Detainee Interrogation Group, or HIG, established in 2009 by then-U.S. President Barack Obama to discover effective techniques in response to the "enhanced interrogations" that were sanctioned by previous administrations. The HIG is an interagency (Federal Bureau of Investigation, Central Intelligence Agency, and Department of Defense) entity that also has a worldwide operational mission to interrogate individuals believed to have strategic-level information against the United States or its allies. It was the first such U.S. government-sponsored program since the 1960s, and its work has brought interview techniques into the 21st century.

The HIG brought in UK researchers, as well, because of their experience in dealing with increased scrutiny of police conduct brought about by legislation such as the Police and Criminal Evidence Act in 1984 and the PEACE model of interviewing 1991. Also, because the reliability of confessions obtained using oppressive techniques had been seen as questionable, such confessions are inadmissible in UK courts.

The massive research program, which has spanned more than 10 years, has demonstrated that seeking information, rather than a confession, was powerful—and that the methods discovered by the HIG worked whether the individual was a known terrorist, criminal suspect, or even a victim or a witness. In fact, research revealed some methods for eliciting information from people that were not previously seen in any law enforcement training programs. The methods are useful for interrogations; interviews of victims, witnesses, and suspects; and debriefs

of human sources. Not only are rapport-based techniques more effective, they do not pose ethical issues and do not breach legal rights.

BUILDING RAPPORT

A successful interview is most likely to be achieved when rapport is built between an investigator and the suspect. Rapport doesn't mean giving the suspect a friendly smile or a hot cup of coffee; rapport means mutual attention, working toward a common goal, and showing respect. This is not easy, nor is it often intuitive; thus, training is necessary for those who conduct interviews. Research based on the largest data set of field-based interrogations shows that rapport can be established in the following ways.

- The interviewer reinforces a sense of autonomy in the suspect, e.g., "You have the right to remain silent." Suspects are more likely to talk when their right not to is emphasized by the interviewer (the opposite approach, giving the suspect a sense that they are being pushed into a figurative corner, results in pushing back and resistance).
- The interviewer is adaptive, accepting, and empathetic—as opposed to demanding, dogmatic, and accusatory.
- The interviewer makes the subject feel responsible for his or her choices, "You don't have to speak with me today. Whether you do or not isn't up to me. It isn't up to your attorney. It's up to you."
- The interviewer establishes a behavioral contract (like a parent might with a difficult teenager) to explain the boundaries of acceptable behavior, which is particularly important in the case of a belligerent suspect.
- The interviewer avoids accusing the suspect of lying.
- The interviewer does not express anger or frustration or adopt a distrustful or suspicious tone.
- The interviewer draws out the motivations and beliefs of the suspect in order to



understand the "how" and "why" as well as the "who, what, when, and where."

- The interviewer engenders a "permissive" environment within which the suspect is able to talk, as well as effectively yet supportively challenging suspects with regards to formulaic verbal responses. This may occur through the presentation of evidence or exhibits to the suspect and inviting an explanation:
 - » Example of effective, supportive challenge: I have a forensic report here from Dr. Phillips, a forensic scientist. I'm going to take a moment to read a segment from that statement. In it he says, "The swabs taken from Jamal Al-Jabarti's hands tested positive for antimony and barium residue consistent with having handled and fired live weapons. Antimony is a common ingredient in gunpowder, and barium is present in the primer used for the firearm." Jamal, can you think of any reason why your hands might have antimony present?
 - Poor challenges occur when the challenge is off target, incorrect, misinterpreted, or accusatory.
 - Example of poor challenge: "Dr. Phillips's report indicates that you have fired a live weapon. That's what really happened isn't it? Jamal you have used a firearm haven't you?"
 - Thus, a supportive challenge is not simply one of cooperative engagement, but is about the successful and professional management of challenge and conflict.
- The interviewer keeps a cool head because the moment the exchange turns into an argument, the interview fails. The interviewer remembers what the interview's purpose is—seeking information, not speaking on behalf of the victims, their families, or the police.

These techniques enable an interrogator to, for example, save digital analysts countless hours trying to break into a computer system because a great interrogator can get the password from the detainee by directly asking him or her. These techniques also form a professional connection between interrogator and suspect such that details about victims, associates, locations, or other important information might be discussed information that would otherwise be learned only

after countless hours are spent on house-to-house, CCTV examination, or the other labor-intensive and technologically expensive options that are leveraged when a suspect shuts down.

Rapport-based tactics are powerful tools to "get inside someone's head"; however, they are not tricks to manipulate or deceive the other person. The interviewer has to be *authentically* curious and completely objective. It is important to remember that there is a reason that person ended up in that room. If the interviewer is not interested in what that is, the interview will not be effective.

One of the most challenging aspects of a rapportbased approach is control—not the risk of giving control over to the subject, but, rather, the interviewer having control over him- or herself. It requires discipline. It might be natural for an investigator to get angry and to want to exact retribution, particularly in the wake of a horrific crime where innocents were harmed and lives were lost. It is clear when the best-of-the-best interrogators are at work—their heroic ability to keep calm and remain objective, professional, and non-judgmental is what gets results. When proper techniques are applied, justice can be appropriately served. ひ

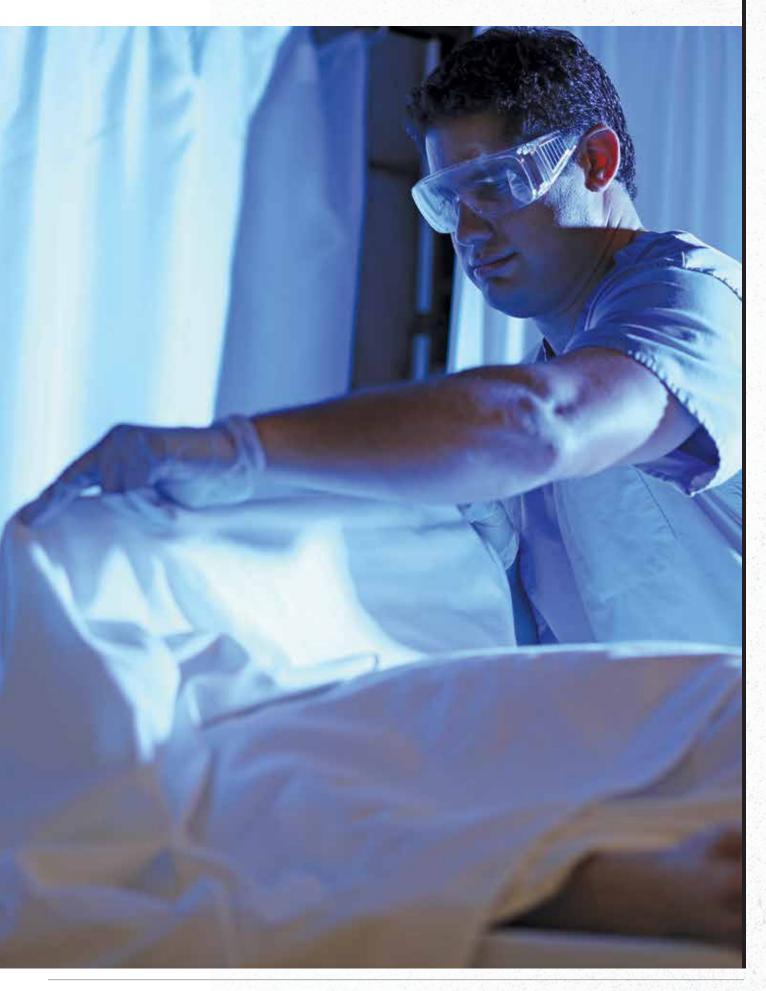
IACP RESOURCES

Interrogations and Confessions Model Policy

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- "I Did It-Confession Contamination and Evaluation" (article)
- "Interrogations 2013: Safeguarding Against False Confessions" (article)

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DEATH INVESTIGATIONS

The Role of Medical Examiners

THE INVESTIGATION OF A DEATH IS A COM-PLEX PROCESS THAT INVOLVES PUBLIC SAFETY OFFICIALS AS WELL AS FORENSIC MEDICAL PERSONNEL. To be successful, the process requires the interaction of these officials in a cooperative fashion. The role of the medical examiner or coroner in the process of death investigation has evolved in the United States. While many observations herein about that role will be broadly applicable to agencies worldwide, some elements are specific to U.S. jurisdictions.

Death investigation in the United States also varies from jurisdiction to jurisdiction, ranging from city to county to state systems. In general, there are two types of death investigation personnel: medical examiners or coroners, based on the final authority structure within the organization. Typically, the medical examiner is a medical doctor with specific training beyond medical school in the area of death investigation. Such training involves the recognition and interpretation of injuries as well as the use of laboratory methods for the determination of cause of death (e.g., forensic pathology). A medical examiner is appointed to a fixed term or serves "at will" for another government official. The coroner system utilizes an elected official to oversee death investigation duties. The requirements for an individual to serve as coroner vary from jurisdiction to jurisdiction and include physicians, attorneys, law enforcement officers or sheriffs, or eligible citizens with no specific training prior to election. The medical examiner or coroner will usually enlist the

assistance of trained forensic personnel (including physicians) as needed. In the United States, more jurisdictions use a coroner system, but half of the U.S. population's deaths fall under the jurisdiction of a medical examiner.

MEDICAL EXAMINER OR CORONER RESPONSIBILITIES

The ultimate statutory responsibility of a medical examiner or coroner (ME/C) is the determination of a cause and manner of death. A cause of death is a disease or injury that is ultimately responsible for an individual's demise. This causation may be apparent and very direct or it may be prolonged, passing through several intermediate steps. Manner of death refers to a classification of the types of death along lines for public health statistical purposes and includes a limited menu of natural causes, accident, suicide, or homicide. In instances where two or more manners of death may represent reasonably competing possibilities, the manner of death may be rendered as undetermined. Other manners of death may be recognized in specialized circumstances (e.g., "killed in action" for deaths of individuals serving in the military), but these are not often encountered in routine medicolegal practice.

In general, deaths that require investigation by statute by an ME/C fall into three broad categories: (1) deaths as a result of trauma; (2) deaths that occur under suspicious circumstances; and (3) deaths that are sudden and unexpected.

Deaths related to "trauma" refer to the term in its broadest sense, mainly meaning that death is not related to a natural disease process. The terms "sudden" and "unexpected" are somewhat vague in most statutes and generally apply to deaths of individuals who are in apparent good health and either not under medical care at the time of their death or having only recently initiated such care. Many of these types of deaths, particularly those occurring outside of health care institutions, will also come to the attention of law enforcement. The majority of deaths in any jurisdiction are natural and do not require significant investigation on the part of an ME/C or law enforcement personnel. These deaths are appropriately certified by the decedent's physician. Certification of any death as accidental, suicidal, or homicidal, however, requires the involvement of an ME/C.

As referred above, the priorities of ME/Cs are focused on death certification, and while these priorities may overlap to some extent with those of law enforcement, they are fundamentally different. Investigations of death by law enforcement tend to focus on the presence or absence of foul play, associated criminal activity, or trauma. The scope of an ME/C investigation will often go beyond this focus, especially in natural deaths where relevant medical history will be particularly significant. Cooperation between law enforcement and the ME/C in these endeavors is critical, especially in jurisdictions where the ME/C office lacks resources to conduct independent scene investigations and must rely on law enforcement for these functions.

ELEMENTS OF DEATH INVESTIGATIONS

Death investigation has three major components: (1) scene investigation; (2) postmortem examination, including autopsy; and (3) ancillary laboratory testing. While these three elements are directed toward the certification of a cause and manner of death, they also yield useful information in several other areas including but not limited to identification, time of death, evidence collection, and public health issues.

Scene Investigation

Scene investigation is the first step in a complete death investigation, and its importance to the overall investigation cannot be underestimated. Cooperation of all parties at the scene is essential for good results, as the scene of death is often under the jurisdiction of law enforcement while the decedents themselves are under the control of the ME/C. Traditionally, much of the death scene investigation was conducted by law enforcement; however, since the 1980s, several larger jurisdictions have transitioned to in-house ME/C

personnel also conducting scene investigations in parallel with law enforcement.

The benefit of this system is that the ME/C personnel may be recruited from health care professions and bring a medical background to the scene of death, which supports the overall mission of an ME/C in death investigations. In 1998, the American Board of Medicolegal Death Investigation was founded to certify individuals as competent to conduct death scene investigations. The following year, the National Institute of Justice published a guide to promote standardization of death scene practices. There is a requirement for experience in an ME/C office, in addition to the administration of a competency examination to the candidates, before certification is granted. In several jurisdictions, the forensic physician traditionally would respond to selected scenes of death, particularly in instances where foul play was identified or suspected. With appropriate training, the ME/C may provide useful information in real time to a criminal investigation (e.g., identification of weapons employed, determination of circumstances surrounding death, and feedback regarding explanations offered by potential perpetrators of observed trauma). The presence of a forensic pathologist at such scenes can be tremendously helpful given the experience of such individuals in the interpretation of wounds. Having ME/C death investigators other than the forensic pathologist available for scene response can supplement the quality of an investigation of non-homicide cases in a similar way.

The ME/C scene investigation commences with the pursuit of historical information, including the circumstances surrounding a death, the decedent's prior medical history, and the identification of the decedent's health care providers. As noted above, depending on the quality of information obtained, the certification of many deaths may be referred back to the decedent's primary care physician. Even if this is not the case, the collection of relevant history is an important facet of the death certification process.

Beyond collecting the general health information, additional advantages of having ME/C personnel at a death scene include the performance of a limited examination of the decedent's body for evidence of injury or disease, as well as for postmortem changes that may be relevant to time of death estimations. The identification of rigor mortis and body temperature are the principal tools by which a medicolegal death investigator will be able to make these estimations. It must be stressed that these estimations are, at best, generalizations, and the absolute determination of time of death is often not possible. The sooner such observations regarding time of death are made by

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trained individuals, the more accurate the time of death estimate will be. It is an error to assume the procedures conducted at autopsy or in laboratory ancillary testing will provide a better estimate of time of death than competent observations made at the scene.

The scene of death is also where the identification of a decedent will commence. When neighbors, friends, or family are present, this is frequently a simple procedure; however, when decedents are found alone, the presence of identifying materials may be helpful in initiating the process. Such means of identification can include documents on the decedent's body (e.g., driver's license, credit cards, or personal papers) or similar documents found at the scene in proximity to the individual. Other circumstantial information may be helpful and sufficient. When identification is not certain, additional steps should be taken for confirmation. Disfiguring injuries or decomposition may prevent visual identification; dental records, x-rays, or fingerprints can be helpful to establish identity in such cases. DNA testing is often time-consuming, but should be considered when other identification methods have been inconclusive or are not possible.

The processing of evidence at a scene of death is primarily a law enforcement function. In general, recovery of evidence from a decedent's body is preferably conducted in a controlled environment

with optimal lighting and equipment. It is at the scene of death where collaborative decisions will need to be made by law enforcement and the ME/C as to the need for evidence collection at the scene to ensure its preservation or to identify the steps necessary to permit the transportation of evidence and ensure its preservation for later collection.

At the conclusion of the scene investigation, the decedent will be placed in a clean body bag for transportation to the ME/C examination site. The body bag should be sealed with a lock that is documented photographically. Transportation by ME/C personnel or a designated agent is the usual next step; upon arrival at the designated facility, the lock should be documented as intact to maintain chain of custody. If law enforcement personnel desire to be present at the autopsy, these requests should be made at the scene of death. Most ME/C offices can accommodate such requests, and such interaction at autopsy is often valuable.

Law enforcement personnel may be very helpful when they are present at autopsy. It is preferable that the representatives of law enforcement who attend an autopsy be knowledgeable about the scene of death and the circumstances surrounding the death. This may facilitate the identification or interpretation of subtle findings and the collection of appropriate evidence. Additionally, it serves



as a positive means of communication between the medical professional conducting the autopsy and the law enforcement agent responsible for further criminal investigation.

A final note of importance involves the identification of objections to autopsy on the part of next of kin. Should a law enforcement representative become aware of a family desire to forgo autopsy, these concerns should be relayed immediately to ME/C personnel. In some jurisdictions, when an objection is raised (especially on religious grounds), there is a statutory restriction on the performance of autopsies in the absence of a criminal investigation or public health necessity. Regardless, communication with next of kin is desirable in these cases.

Postmortem Examination

The second stage of an ME/C investigation is the postmortem examination of the decedent's body by a trained professional. Based on the circumstances of the individual case, this investigation may or may not include the performance of an autopsy. In cases where there has been previous

documentation at a health care facility sufficient to allow certification of the death, an autopsy procedure may be unnecessary, and the examination may consist of an external viewing of the body coupled with a review of medical records.

An autopsy has two basic parts: external examination and internal examination. The external examination consists of the naked eye examination of the decedent prior to any incisions being made to examine internal organs. In hospitalized individuals, this may be a very brief part of the examination; however, its importance (especially in non-hospitalized individuals) should not be underestimated. Identification of findings, including injuries, should be properly documented with regard to size, location, and any evidence of patterns. An adequate examination should involve observation and palpation of several of the body surfaces, including the back. Photography is a helpful adjunct in the documentation of findings.

Where indicated, a sexual assault workup may be conducted during external examination with swabs taken from the oral, genital, and anal areas. Additional specimens collected may include fingernails or representative hairs as well as apparent foreign hairs recovered from body surfaces.

The external examination is followed by the internal examination, which is what is more traditionally regarded as the "autopsy." In the internal phase of the examination, incisions are made in the body so that the internal organs can be further evaluated. The two basic incisions for an autopsy are the "Y" incision opening the torso and the biparietal incision over the top of the head, extending from ear to ear. The "Y" incision permits examination of the bony structures and organs of the neck, chest and abdomen, while the biparietal incision allows for examination of the skull and brain. Depending on the nature of the case, additional incisions may be performed, but these are not routinely done as they yield relatively few determining causes of death in most circumstances.

In the course of an autopsy, the internal organs are removed and examined for evidence of injury or disease, which will serve as the basis for death certification. Prior to autopsy, an x-ray examination may be conducted to identify and document trauma or to facilitate the recovery of foreign bodies, including projectiles. In medicolegal cases, it is preferable to have the examination conducted by a forensic pathologist. This is a medical doctor with specialized training in death investigation. Individuals lacking such training may misinterpret findings or not fully grasp the objectives of a forensic autopsy beyond the fundamental purpose of identifying cause of death.

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"IT MAY ALSO BE THE CASE THAT THE FINDINGS OF AN AUTOPSY ARE ABLE TO EXPLAIN A CAUSE OF DEATH, BUT ADDITIONAL INVESTIGATION WILL BE REQUIRED TO IDENTIFY THE MANNER OF DEATH."

During the course of an autopsy, in addition to the examination of the internal organs, various body fluids and tissues may be collected. Some of these may be submitted for toxicological testing (e.g., blood, urine, and body tissues) or retained for identification purposes as necessary (e.g., fingerprints, blood stain cards, and cheek swabs). Foreign bodies recovered during autopsy will also be transmitted to evidence and may include projectiles or drugs. Each jurisdiction will have its own protocols as to the release and testing of evidence. It is critical that chain of custody is maintained for the ultimate presentation of such evidence in legal proceedings.

At the conclusion of an autopsy, the decedent's body will be released to a funeral home. Specimens that have been collected during the course of autopsy will be appropriately labeled and submitted for further testing. Photographs taken during the course of autopsy will be developed and archived. It is at this point that the medical practitioner will make a first attempt at a death certification. In the event that a cause of death has been identified, a statement regarding the cause and manner of death can be formulated immediately upon conclusion of the autopsy. This is most often the case in traumatic deaths where there is obvious injury. There will be instances where the extent of the injury may necessitate further testing or investigation prior to final certification. It may also be the case that natural disease processes capable of causing death are identified; however, ancillary testing may be required to arrive at proper identification of the true cause of death (e.g., toxicology findings in suspected overdose deaths). In such cases, the certifier can opt to issue a pending death certificate. Common reasons for issuing a pending death certificate include awaiting toxicology studies in cases of suspected drug overdoses or waiting for microscopic examination in certain natural causes of death. It may also be the case that the findings of an autopsy are able to explain a cause of death, but additional investigation will be required to identify the manner of death. In such cases, both cause and manner of death can be listed as pending until the entire investigation is complete.

Ancillary Testing

The final phase of an ME/C death investigation involves the use of ancillary testing. Routine testing of the body fluids and tissues recovered at autopsy will often be conducted by a toxicology laboratory. This testing may take weeks to months. The current accreditation standard of the National Association of Medical Examiners is that 90 percent of toxicology studies must be completed within 90 days, preferably in 60 days. Microscopic examination should ideally be completed within a similar time frame. More specialized testing can also be required in certain cases. It is difficult to estimate time requirements for such examinations, as it may be necessary to identify experts and arrange the timing and location of the examinations (e.g., anthropology, entomology, advanced DNA testing, or accident reconstruction).

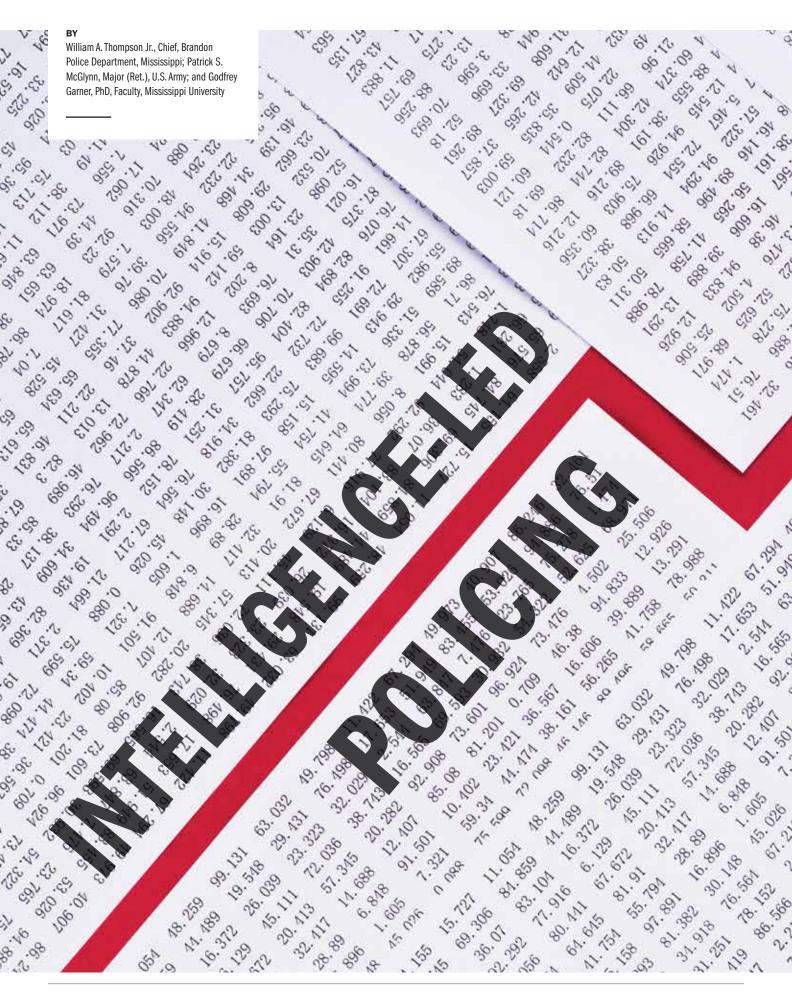
CONCLUSION

In summary, death investigation is a multifaceted undertaking that requires expertise both from law enforcement personnel and medical or forensic science experts. The extent to which practitioners of both disciplines interact cooperatively and collaboratively will determine the successful outcome of a death investigation. Beyond the immediate value of an individual investigation, trend analysis of deaths properly investigated can also function as a cornerstone to prevention planning by identifying criminal activity and other public health measures. O

IACP RESOURCES

- "Dental Implantology: An Emerging Technology in the Identification of Missing Persons" (article)
- "Solving Crimes in the Lab" (President's Message)
- "Handling Mass Fatalities: Advances Since 9/11 by the Office of the Chief Medical Examiners' World Trade Center Identification Unit" (article)

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"IT IS IN MAN'S NATURE TO WANT TO KNOW THE FUTURE." —ANONYMOUS

Intelligence-led policing (ILP) is not about solving crimes; it's about predicting them. It is the ultimate foundation for preventative, proactive policing. Although police officers have been conducting ILP for generations, there was not, until shortly after the terrorist attacks of 9/11, a name for the process. In fairness, there also was not a uniform methodology for doing it correctly. Gathering, analyzing, and making constructive, useful predictions based on the analyzed data, as well as storing data in an easily searchable and retrievable manner, is a science.

This science was refined and is continuously modified and upgraded by the military and organizations that work closely with the military, such as the Defense Intelligence Agency. As such, it is natural to look to these agencies for developmental standards and best practices. The basic practices, procedures, and methods have been adopted incrementally by municipal law enforcement agencies across the United States in the aftermath of 9/11.

Though there are several reasons for the increased use of intelligence practices by uniformed municipal agencies, there was an understanding that, as part of the U.S. national security community, police departments play an integral role in combating terrorism, as do agencies across the globe. As police agencies adopted these formally structured practices, however, they began to realize the enormous benefit to their primary goal of combating criminal activity.

The fact is, while police departments have historically conducted intelligence gathering and analysis, they didn't see them as such, and the maximum benefits from the effort remained abstract and elusive due to the lack of structure, compartmentalization, standardization, and order—all of which have been achieved through the implementation of formal intelligence gathering and analysis practices that had been honed over the years by the military and official intelligence agencies.

By adopting and implementing these tested and refined tactics, techniques, and procedures, police departments have been able to realize the greatest fruits from their labors. The problem was, and still is, cost. The expense of a meaningful intelligence gathering and analysis system for a single police agency can seem virtually prohibitive for smaller agencies. However, there are lowcost, highly effective alternatives.

This article will introduce and suggest examples of efficient, productive methods of structuring effective intelligence gathering and analysis operations for the smallest of policing agencies—practices that will produce maximum benefits with minimal investments.

BACKGROUND AND FOUNDATIONS

Intelligence gathering and analysis is an ancient science. The Judeo-Christian Bible, for example, is replete with instances of intelligence collection and analysis. The Jewish people made use of information gatherers against their enemies and occasionally against adversarial regional tribes. Moses sent men into the land of Canaan to learn about it and to bring back evidence of its abundance, laying the foundation for intelligence preparation of the battlefield (IPB), a mainstay of modern intelligence processes.



"The first step toward the ultimate objective of knowing the future is to understand the present, and to a relevant extent, the past." Modern uniformed policing has, since its inception with Sir Robert Peel's "bobbies" in London, carried out basic information gathering and analysis processes. One of Peel's most significant obstacles when building support for his police organization was convincing the public that the Metropolitan Police wasn't going to be a "spying" agency. (This public concern remains an important consideration when establishing police intelligence operations today.) So, why the need for a tutorial on intelligence gathering and analysis for police agencies?

The answer is simple: In establishing the need and desire for additional training, one must examine the art and science of this process at its core. Real intelligence gathering and analysis, carried out at its peak in terms of effectiveness, has traditionally been one of the mainstays of national defense. The very best conduct of this science—old and new methods and practices—has been carried out by the military and various intelligence agencies.

Therefore, though gathering, analyzing, interpreting, and distributing intelligence is a practice with a long history, achieving maximum benefit and productivity from these efforts is a more refined process and requires standardized methods that are consistently adhered to and clearly understood by all involved.

Prediction is the ultimate objective—knowing the future. The best intelligence in the world is useless unless it fills gaps and allows for, as closely as possible, near-perfect prediction. The following are some basic practices and procedures that can work for the smallest to the largest law enforcement agencies and will ensure maximum value from the effort, with minimal funding.

GETTING STARTED

The first step toward the ultimate objective of knowing the future is to understand the present, and to a relevant extent, the past. One best practice commonly used by law enforcement intelligence processes is to map the various factors that might influence crime in respective localities. These factors include but are by no means limited to the residences and work locations of known felons and various cultural and socioeconomic factors, including logistical and transportation variables. Most important in this foundational mapping process is picturing past and present categorized and ordered criminal activity.

In recent years, urban or neighborhood crime mapping techniques have become progressively more complex, keeping pace with advances in machine learning and spatial technologies. However, the end goal remains to provide law enforcement decision makers and their staffs with location information that assists in the task of defining criminal activities in their respective jurisdictions. Geospatial data sets that accurately describe types, frequency, and locations of criminal

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activity, overlaid on other cultural and socioeconomic factors, can provide valuable data for enhancing law enforcement's efforts.

Described herein are two avenues available for police departments with disparate levels of funding, resources, and actual incidents to map the criminal activity in their respective jurisdictions to produce data that can be productively analyzed, used, exploited, and shared with the utmost efficiency.

Regardless of the method used, departments must identify and collect the raw crime data sets to push crime data to the selected geospatial mapping platform (e.g., ArcGIS, Google Maps).

The following crime mapping scenarios are representative of two arbitrary police departments—one department with very reduced levels of funding, resources, and low crime, and one with substantial unrestricted funding, support, and high crime levels.

VERY RESTRICTED SCENARIO

Crime data plotting is the first step in any ILP program. It can be done with all the special features, but it can also be effectively done within a small budget. This scenario assumes the law enforcement agency is attempting to achieve simple crime activity plotting with little or no funding and resources available to perform the task, taking into consideration that such a department would not have access to funds to hire the needed expertise externally and would have to use skill sets likely already present within the organization's staff. These instructions will allow an organization to produce a descriptive display of crime activity superimposed on an online map.

In this scenario, the crime data displayed are primarily descriptive and provide limited trending or predictive capabilities to the analyst using these data.

Installing Google Earth Pro

For this case example, the department will use Google Earth Pro (GEP) to map and display the data. To obtain

VERY RESTRICTED SCENARIO SOLUTION

PROS—Low cost, minimal resource requirement, uses commonplace software, collected data can be reused for more complex spatial analysis, no real training requirements, some customization is feasible.

CONS-Limited analytical capacity

Note: Local college interns can be utilized to perform initial data input and ongoing data maintenance tasks.

a copy of GEP at no cost, visit the Google Earth website (google.com/earth/versions) and select "Download Earth Pro on desktop." Follow the prompts to select the desired operating system (Windows, Mac, Linux) and to download and install GEP on your computer.

Keep in mind that GEP will accept data only in a specific format so that the data can be stored as a GEP-compatible .kml file. To create a GEP-compatible file for import, enter the data in a Microsoft Excel spreadsheet.

Creating the Spreadsheet

First, create a Microsoft Excel spreadsheet with the sample field names shown in Table 1. The town used for this example is Brandon, Mississippi. Brandon's police department is chosen as a test case because it has many of the attributes associated with the "Very Restricted" example and because one of this article's authors (William Thompson) is the department's police chief. Chief Thompson is also the source of the real-world crime data used in this example.

After entering the data, save the Excel file to the .csv format.



Address	City	State	Zip code	Label	Crime Type
1234 Main Street	Brandon	MS	39042	Auto Burglary	Property Crimes
4567 Elm Street	Brandon	MS	39042	Homicide	Crimes Against Persons
8910 Maple Avenue	Brandon	MS	39042	Robbery	Property Crimes

STEP-BY-STEP INSTRUCTIONS FOR IMPORTING DATA INTO GOOGLE EARTH PRO

- 1. On your the computer, open Google Earth Pro.
- 2. Click "File," then "Import."
- 3. Browse to the location of the CSV file on the computer and open it.
- 4. In the message box that appears, next to "Field Type," choose "Delimited."
- 5. Next to "Delimited," choose "Comma."
- 6. Use the preview pane to ensure the data have imported correctly.
- Click Next.
- 8. Check the box next to "This dataset does not contain latitude/longitude information," and click "Next."
- 9. Choose "Addresses are broken into multiple fields."
- Under "Select Address Field(s)," look over the names to make sure they are correct and click Next.
- Confirm the list of fields and the type of data selected for each and click Back.
- 12. Click "Finish." Google Earth will begin geocoding the data.
- 13. To use a style template, click "Yes."
- 14. Click "OK."



UNRESTRICTED SCENARIO

PROS—Capability for more complex trend and spatial analysis tasks.

CONS—Higher initial and lifetime operating cost, higher resource requirements, uses proprietary software, not easily customized, might not provide additional analytic value to small or isolated policing entities due to small statistical data sets.

Note: Government grants may be available to offset some costs.

Importing Spreadsheet Data

Follow the steps in the sidebar to import the data in the CSV file.

Google Earth displays address data as icons in the 3D viewer. A user can edit the properties of these placemarks to change the icon shape or color to make the information displayed more explanatory. (See Figure 1.)

After entering the data collected, the user can see the data displayed upon the screen. Figure 1 is a screenshot of the newly created crime activity map based on data collected from the Brandon Police Department. The only type of criminal activity included for the display were burglaries.

The crime activity data displayed on the screen is now available for use in the analysis of crime in your jurisdiction, to share with other agencies or the public, to better distribute patrol resources, or in evaluating programs and policies.

The display is interactive, and each icon is linked to whatever information was included in the field structure of the imported CSV file. If one clicks on any of the icons displayed, a pop-up box appears with additional details. (See Figure 2.)

If desired, the icons can be changed to reflect other types of criminal activity (assaults, car thefts, etc.), and additional associated data can be hyperlinked to the icons.

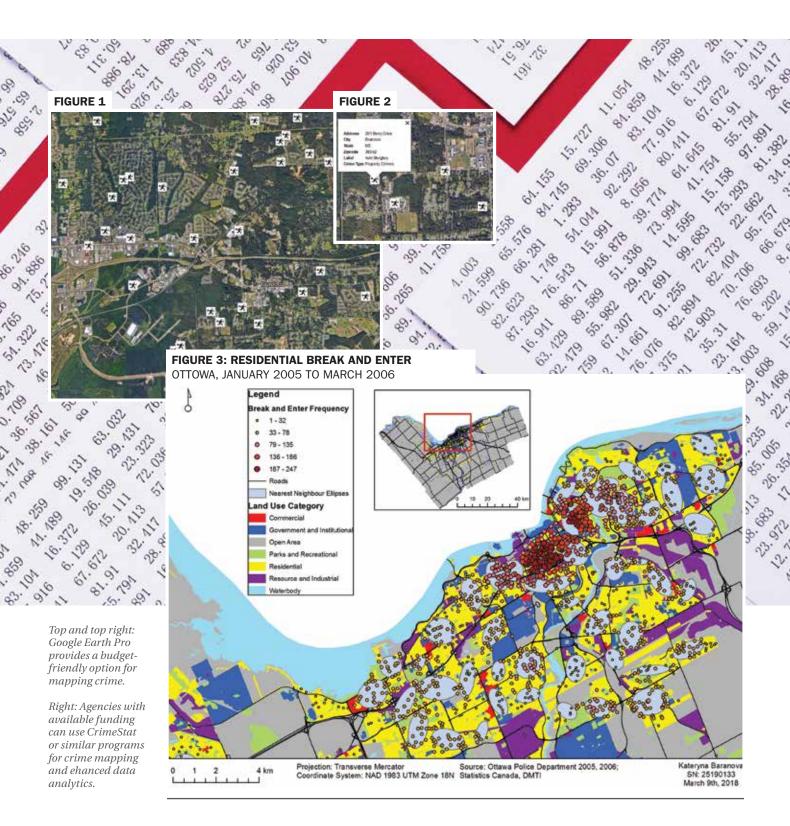
This process is equivalent to the military-style intelligence preparation of the battlespace (IBP) process and provides police decision makers all the benefits thereof. As mentioned earlier, IPB is a standard, foundational method used by all intelligence agencies when developing the foundation for future intelligence analysis relative to an adversary—in this case, criminals. Initially having a clear picture of the situation is vital to all intelligence steps that will follow. It is a systematic, continuous process of analyzing the environment. It helps decision makers maximize assets at critical points. Having a visual of the operating area is imperative when allocating resources (predicting).

Establishing an effective intelligence gathering and analysis program is a process of layering, and creating a visual (IPB) is the first layer.

UNRESTRICTED SCENARIO

This second scenario assumes the law enforcement entity desires to do much more than plot its crime data. It is collecting data to perform analyses that provide trending or predictive capabilities not yet available in the more restrictive environment discussed previously. In this scenario, the crime data

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mapping solutions discussed not only can describe existing situations but also can be used predictively.

With more funding resources, a department may acquire more high-end well-recognized crime mapping and statistics-gathering initiatives such as CrimeStat. Even though National Institute of Justice (NIJ) grants fully fund the CrimeStat program and subscriptions are free, there are still real costs

associated with training department personnel, data entry, and data maintenance, which may be cost-prohibitive to departments that fall under the restricted case example.

CrimeStat is a far more robust statistical collection, mapping, and analysis software application. It is best used in concert with multiple, geographically adjacent law enforcement organizations so that regional trends

TABLE 2: EXAMPLE OF PROVIDER COMPARISONS

Map Service Name	Associated Fees	
EveryBlock	Free	
CrimeReports	Fixed monthly fee based on agency size	
SpotCrime	Not provided	
My Neighborhood Update	Free. Updates are priced based on	
	agency size	
MapNimbus	Based on agency size	
CrimeMapping	Fixed monthly fee based on agency size	
RAIDS Online	Free (Monthly fee for law-enforcement only tool ATACRAIDS, based on agency size)	

"Once data mapping is established for a department, the additional layers of a well-rounded, efficient intelligence gathering and analysis program can be added."

and potential crime migration patterns can be captured and analyzed. Figure 3 illustrates, for instance, CrimeStat's crime mapping capability. The locale displayed (Ottawa, Canada) has dense crime data sets, which allow for complex statistical data analysis.

CONCLUSION

Once data mapping is established for a department, the additional layers of a well-rounded, efficient intelligence gathering and analysis program can be added. With a proper foundation, the additional steps will yield the desired results, and, as additional funding becomes available, the program may be continually expanded. Each of these steps can be accomplished using less costly processes, and as long as the practices remain consistent and users adhere to key standards, many of the rewards provided by high-end intelligence programs can be available to an agency with any budget.

Data mapping, as discussed, is a necessary first layer of a robust ILP program but, to use an age-old idiom, there are many ways to skin this particular cat. Another highly recommended step for agencies with limited funding is to partner with surrounding agencies to share resources, expand the pool of available data, and increase purchasing power.

Where collaboration is not feasible or convenient, agencies should consider reviewing the National Justice Reference Service–sponsored white paper *Survey and Evaluation of Online Crime Mapping Companies*. This white paper compares seven different online crime mapping companies, evaluating their costs, essential functions, services they provide, and their accuracy. (See Table 2 for an example from the report.) Based on the additional information contained in this white paper, an agency may choose a middle path for crime mapping. $\mathfrak O$

IACP RESOURCES

- Crime Analysis Model Policy
- theIACP.org
- "Fighting Crime Using Geospatial Analytics" (article)
- "Connecting the Dots: Data Mining and Predictive Analytics in Law Enforcement and Intelligence Analysis" (article)

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EXPANDING THE ARMONICATION RESERVED ARMONICATION RESERVED RES

IN THE FIGHT AGAINST ORGANIZED CRIME





HISTORICALLY, THE GENERAL PUBLIC HAS TENDED TO VIEW ORGANIZED CRIME AS IT IS PORTRAYED IN MOV-

IES. Those involved are envisioned as closely knit groups, composed of members of distinct families or social clusters, with a hierarchical structure that is rigidly enforced through murder or threats of violence. The profits amassed are seen as coming from activities like protection rackets, prostitution, illegal gambling, and drug dealing.

To an extent, some in the law enforcement community share such a view.

However, many of today's organized crime groups (OCGs), and often their activities, bear little resemblance to those of the past. If one wishes to target members of OCGs, little success will result from seeking out the Corleone family (*The Godfather*) look-alikes. In addition, the organized crime networks of today may be making considerably more from illicit trades involving counterfeit pharmaceuticals, pesticides, or aircraft parts; hazardous waste; illegal sales of tobacco; or the unlawful harvest of fish, timber, or wildlife. All too often, it is their customers who end up dead (albeit inadvertently), rather than rivals, especially if their clients are migrants purchasing transportation from Sub-Saharan Africa or East Asia. Human trafficking and migrant smuggling have, in recent years, resulted in the deaths of thousands of individuals, many of whom were attempting to escape from lives of extreme poverty or from home nations racked by war and civil unrest. Many who are trafficked end up trapped in years of sexual exploitation or other forms of what is often referred to as modern slavery.

OCGs are increasingly moving away from their traditional sources of ill-gotten gains and are, instead, attracted to those that bring a high profit but low risk. Bizarre as it may seem, there was a period recently where the black-market value of a kilogram of rhinoceros horn exceeded the equivalent weight in gold, diamonds, heroin, or cocaine. Illicit trade is low risk because it either regularly operates under the radar of the law enforcement community or is not identified as one of the

priorities, such as narcotics trafficking, of agencies dedicated to combating organized crime.

One study, now somewhat out of date, estimated (perhaps under-estimated) that the retail value of transnational crime had reached the equivalent of \$2.2 trillion annually. One of the most recent pieces of research calculates that illegal logging, fishing, and wildlife trade, on their own, can be valued at over \$1 trillion per year.

What regularly appears to go unappreciated, however, is that, if the law enforcement community is to respond effectively to such crimes, interventions must be made in the countries where illicit goods are manufactured, harvested, or otherwise acquired or in the countries of transit through which the resulting contraband (in all forms, including human) must pass.

Unfortunately, many of those nations are under-resourced or inadequately equipped and trained when it comes to combating organized crime. There are relatively simple ways, though, to bolster responses and increase the effectiveness of investigations.

INNOVATIVE AND EFFECTIVE USE OF LEGISLATION

If a country does not have an agency dedicated to tackling OCGs, such as the United States' Federal Bureau of Investigation, Italy's Carabinieri, and the United Kingdom's National Crime Agency, or an existing agency is overwhelmed or responds only to particular forms of crime, there is no reason why criminal investigators in other policing bodies cannot play their part. However, to do so, they should make full use of all relevant laws, even if they have not historically enforced them.

First, it is important to acknowledge that many of OCGs' illicit activities, such as those listed

previously, while they may be offenses against specific traderelated legislation and regulations, invariably include the violation of criminal law statutes too. This is particularly true in the case of transnational organized crime. For instance, moving any contraband across borders will involve crimes such as smuggling; forgery of permits; misdeclaration at the time of export or import; fraudulent invoicing; avoidance of human or animal health quarantine or other transportation requirements; illegal immigration and use of false passports or identity documents: or the bribery and corruption of border control officials.

It is essential to investigate these behaviors as *crimes*, not mere violations or misdemeanors. This approach immediately provides law enforcement with access to the investigatory powers and techniques provided by criminal statutes that are seldom present in trade-related regulations. For example, an investigation into counterfeiting, forgery, or fraud can make use of tools like test-purchases and controlled deliveries.

However, there are other criminal laws and statutes that are seldom enforced that can be equally effectively employed.

Anti-Corruption Legislation

Anti-bribery and corruption legislation often contain very extensive investigatory provisions, ranging from surveillance and the interception of communications to the accessing of bank and other financial records. For many countries around the world, combating and investigating corruption is allocated to specific and dedicated commissions, departments, or units, and it is not a routine issue for police officers. Nonetheless, the majority of anti-corruption law is open to enforcement by police officials.

Often, police agencies investigate corruption only when it applies to one of their own—for example, an officer who has



A U.S. Border Patrol Agent inspects a load of marijuana seized from drug smugglers near the U.S.-Mexico border on April 10, 2013, in Hidalgo, Texas. The agents, guided by helicopter surveillance from the U.S. Office of Air and Marine, waited more than four hours in hiding before seizing more than 900 pounds of the drug. (Photo by John Moore/Getty Images)



U.S. Customs and Border Protection officer Elizabeth Ortega displays counterfeit Louboutin pumps and high heels featuring the distinctive red sole of French designer Christian Louboutin at Price Transfer Warehouse on August 16, 2012, in Long Beach, California. Between July 27 and August 14, import specialists and officers assigned to the Los Angeles and Long Beach seaport have seized a total of five shipments from China containing more than 20,000 pairs in violation of the French designer's trademark with a potential retail value of \$18 million. (Photo by Kevork Djansezian/Getty Images)

accepted a bribe not to write a speeding ticket or has taken money to tip off a criminal gang of a planned search warrant execution.

However, police agencies, arguably, contain the most experienced criminal investigators, while the dedicated anti-corruption body might well be composed of officials who have come from careers in civil service or a similar field.

As noted earlier, many forms of illicit trade are conducted and facilitated by the corruption of border control officers, regulatory inspectors, and government administrators responsible for the issuance of licenses and permits. The payment of bribes to or corruptly influencing a vast range of officials is an everyday element in the acquisition, transportation, delivery, and sale of an equally large range of contraband. All too often, though, investigations focus upon the latter aspects and not the corruption itself-ignoring the assortment of tools, authorities, and techniques available to bring both the corrupt and the corrupters before the courts.

Successes can be achieved by investigating the activities of OCGs as being crimes of corruption, in and of themselves. Criminal investigators should not hesitate to seek out the evidence of corruption alongside proof of the associated crimes. For example, it may be easier to show that an individual accepted a bribe from an OCG member than to gather evidence illustrating that the OCG arranged the physical smuggling of contraband or manufacture of narcotics. Additionally, the individual who accepted the bribe may very well be a more effective witness against the OCG, to establish its reach across a chain of criminality, than be worthy of prosecution him- or herself. The important factor is that anticorruption legislation will have been used effectively to target the OCG.

Customs Legislation

Across the globe, customs law is routinely the legislation containing some of the most extensive enforcement and investigatory powers and authorities. Customs officials have far-reaching capabilities with regard to stopping, inspecting, searching, detaining, and seizing persons, vehicles (of all types), cargo, luggage,

cross-border mail, and courier packages, as well as accessing documents and trade-related records. They have the right of entry to an array of premises, particularly those associated with business and commerce, often without a warrant and at any time of day or night. Customs officials can be regularly found at all manner of ports and at land, sea, and air borders.

Customs officers are authorized to demand the presentation of a range of documents, particularly trade-related papers, and can require individuals to account for their possession of goods, demonstrate legal origin, prove that activities are licensed or otherwise lawful. and provide evidence that taxes or other duties have been paid. Customs officers can also require the presentation of passports and other travel-related papers and can access records relating to movement of passengers, cargo, and so forth. Of particular relevance to money laundering and moving the proceeds of crime, customs officials also enforce currency controls.

Relatively few police officers seem to appreciate that they, too, are usually entitled to enforce customs law. Indeed, in some countries, customs law requires the presence of a police officer with regard to certain enforcement activities, such as the entry to premises at night.

Any investigator combating OCGs ought to be fully conversant with the country's customs law and should not hesitate to make use of its provisions. Ideally, of course, the investigator should be working hand-in-hand with the country's customs officials. But it is important to recognize that, particularly in developing countries or countries with economies in transition, customs agencies are often revenuegathering agencies, rather than an arm of the wider law enforcement community.

Money-Laundering Legislation

As with anti-corruption efforts, the prevention, detection, and investigation of money laundering and associated activities are often allocated to specialized agencies or financial crime intelligence units. It may be viewed as a realm inhabited solely by expert bean-counters or spreadsheet

"Customs officials have far-reaching capabilities with regard to stopping, inspecting, searching, detaining, and seizing persons, vehicles (of all types), cargo, luggage, cross-border mail, and courier packages, as well as accessing documents and trade-related records."

nerds. Here too, though, is an area that is a highly useful addition to a criminal investigator's toolbox for combating OCGs.

The majority of police officers may have had little exposure to such law, but they are likely empowered to enforce it.

One regularly hears calls these days to "follow the money," and it is a call that the law enforcement community needs to respond to more often.

However, those offering such encouragement seldom stop to consider "which" money or "whose" money.

Regularly, the money referred to is the proceeds of crime, and some OCGs have, literally, generated such massive profits that they struggle to know what to do with them or identify efficient ways in which to "wash" them.

One must not overlook, however, the reality that OCGs have to spend money in order to subsequently accumulate it. It is disbursed in almost countless ways: the payment of bribes; arranging the transportation of contraband (e.g., purchasing a drug mule's air ticket); the establishment of "front" companies to engage in illicit trade; the setting up of narcotics labs; and the equipping of gangs to engage in illegal logging, fishing, and animal poaching. These



Border Force staff check inside the front and back of a lorry as it arrives at the UK border after leaving a cross-channel ferry on August 13, 2014, in Portsmouth, England. Border Force is the law enforcement command within the Home Office responsible for the security of the UK border by enforcing immigration and customs controls on people and goods entering the UK. Border Force officers work at 140 sea and airports across the United Kingdom and overseas. (Photo by Matt Cardy/Getty Images)



A Border Force detector dog checks inside a shipping container at Southampton docks on August 13, 2014, in Southampton, England. (Photo by Matt Cardy/Getty Images)

are just a few of the money routes that can (and should) be followed.

But it is the recent development and enactment of some specific anti-money laundering provisions that offer perhaps the greatest potential in hitting OCGs where it hurts them most—in their pockets and bank accounts. Around the globe, including in developing countries, legislation has been introduced to address illegal enrichment or "unexplained wealth."

Every police agency and law enforcement body can identify individuals who are active members of OCGs, but they might struggle to obtain sufficient evidence to prosecute them. These amendments to money-laundering laws place an onus upon people and corporations to demonstrate that their funds, assets, or property have been acquired legally. If they are unable to do so, courts can order confiscation. Remarkably, the introduction of these powerful obligations has, in some instances, gone unnoticed by policing agencies. Even worse, there are countries where they have yet to be deployed even by anti-money laundering departments. All investigators should identify whether their country has such measures, clarify the scope of the law, and use its provisions wherever and whenever appropriate.

The Financial Action Task Force, the international body with oversight of anti-money-laundering matters, has a number of publications that provide insights that criminal investigators will find helpful.

International Law

Since it is acknowledged that the most profitable OCG activities are transnational in nature, involving sourcing the contraband in one country and moving it to where the demand or final use exists, perhaps thousands of miles from its place of origin, it follows that investigations will be required to be cross-border

too. Thus, a variety of jurisdictional and legal hurdles are bound to be encountered. One important piece of international law, often underappreciated by investigators, exists to help them overcome barriers.

The United Nations Convention against Transnational Organized Crime (UNTOC) had, by mid-2018, been ratified or otherwise agreed to by 190 nations around the globe; in other words, close to every country in the world.

The countries that have become signatories to UNTOC are obliged to undertake or implement a range of actions, including

- criminalize participation in an organized crime group (Article 5):
- criminalize the laundering of proceeds of crime (Article 6);
- adopt measures to combat money laundering (Article 7);
- criminalize corruption and adopt measures against corruption (Articles 8 and 9);
- adopt provisions for prosecution and for confiscation and seizure (Articles 11 and 12);
- protect witnesses (Article 24);
- adopt measures to enhance cooperation with law enforcement authorities (Article 26);
- collect, exchange, and analyze information on the nature of organized crime (Article 28);
- provide training and technical assistance (Article 29).

A review mechanism for UNTOC has recently been agreed upon, which will seek to determine whether countries have complied with these commitments. It is important that law enforcement agencies in the 190 countries are aware of what their individual governments are obliged to do and hold them to account if they have failed in those undertakings.

However, whether or not a country has enacted national legislation to implement the measures listed in UNTOC, by simply

ratifying the convention, nations have the legal basis to engage in a number of highly relevant activities for investigators pursuing transnational criminals:

- International cooperation for purposes of confiscation and the disposal of confiscated proceeds of crime and property (Articles 13 and 14)
- Extradition (Article 16)
- Mutual legal assistance (Article 18)
- Joint investigations (Article 19)
- Special investigative techniques (Article 20)
- Law enforcement cooperation (Article 27)

It is essential that all investigators are aware of these provisions. Regularly, officers in one country may be reluctant or wary of interacting with their counterparts in another because of the absence of a specific bilateral agreement between the two nations. However, if both countries are signatories to UNTOC, the convention establishes a legal basis for them to cooperate and coordinate.

For example, Article 18 provides for activities such as the taking of evidence

and statements, identifying proceeds of crime, serving judicial documents, and transmitting information to assist in undertaking inquiries and criminal proceedings—all issues regularly essential to cross-border investigations.

Agencies should also be aware that the UN Office on Drugs and Crime has developed a range of tools and publications, including online training courses, databases, and manuals, that can help them in combating OCGs and employing UNTOC to its fullest potential.

CONCLUSION

The tentacles of OCGs reach across borders, infesting and corrupting governments, communities, and societies. Their impact is now so widespread that countering their negative impacts cannot be left to specialized agencies alone. Every police officer and criminal investigator has the potential to combat these groups and bring their members to justice. The presence of organized crime can be detected, to a greater or lesser extent, within the jurisdiction of each and every police agency.

Innovative use of the available laws, enforceable by police officers, can greatly facilitate the law enforcement community's response to organized crime. It is incumbent upon every law enforcement leader to raise awareness among their staff of the investigatory powers and provisions which, currently, may be underutilized. O

IACP RESOURCES

 Resolution to Promote Transnational Crime Information Sharing

theIACP.org

- "The Hidden Impact of Transnational Organized Crime on Front-Line Law Enforcement" (article)
- "The Serious and Organized Crime Threat in the European Union" (article)

policechiefmagazine.org











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

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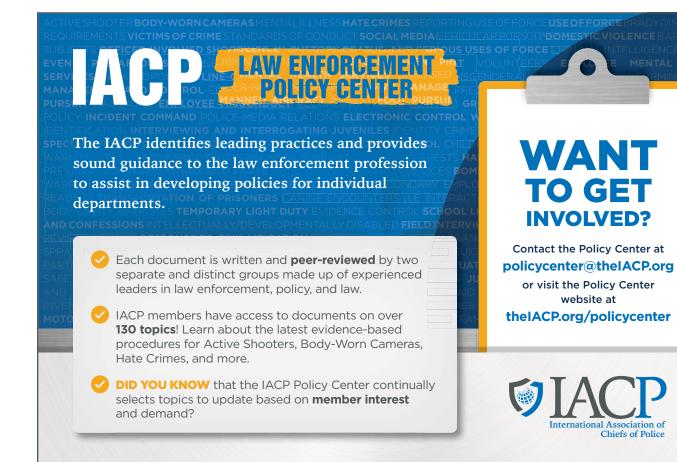
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BY

David Jackson, Senior Vice President, Business Development, CaseLines

INHERENT INEFFICIENCIES IN THE U.S. CRIMINAL JUSTICE SYSTEM, STEMMING FROM ESSENTIAL ORGANIZATIONAL BOUNDARIES AND THE NEED FOR SEPARATION OF ROLES, CAN NO LONGER BE IGNORED.

The growing volume of multimedia evidence in law enforcement is bringing these inefficiencies into the spotlight, leading many agencies to conclude that action must be taken. The question is, what action? The answer may come from looking at the barriers to integration and considering how innovative, cloud-based technologies can help participants collaborate effectively to cope with growing demands.

It is widely acknowledged that data sharing between law enforcement, prosecutors, and the courts is disjointed. Also, the benefits of breaking down barriers and improving data sharing is broadly understood, and many initiatives are in play to try to improve the situation. It is believed that cloud-based technologies will be a large part of the solution, but infrastructure alone will not solve the problem. The next step is for software vendors, alone or working together, to bring forward products that display a true understanding of the challenges each agency faces and address their specific needs.

It is not enough to force different agencies into generic solutions.

TODAY'S SITUATION

Today, law enforcement agencies typically rely on multiple disjointed systems for managing evidence: a digital evidence management system (DEMS) that is commonly linked to dash cams and bodyworn cameras, a digital imaging solution, and an evidence room solution. These solutions have been developed to fit local requirements over many years. Budget constraints often drive departments to buy the minimal viable solution with no room for features that support users in other parts of the criminal justice system.

In reality, handling digital evidence generates problems at every stage—from crime scene to courtroom. A typical county prosecutor not only uses different systems, but must also deal with multiple law enforcement agencies, often with incompatible systems. In addition, some public defenders and private attorneys rely on underfunded and antiquated systems. Finally, court systems are built for process management and are ill-equipped to handle digital evidence. A 2017 report from the Arizona Task Force on Court Management of Digital Evidence "found no court in the United States that currently... [operates] a truly digital trial where exhibits cross the threshold from parties to court in digital form and remain in digital form thereafter."

Every reader knows the outcome of this story. Thousands of hours wasted by police and prosecutor

In reality, handling digital evidence generates problems at every stage—from crime scene to courtroom.

99

personnel managing and tracking evidence, burning DVDs, and distributing paper files. No one is happy with the present state of affairs.

THE CASE FOR CHANGE

The growth of digital source material gives the entire justice system a clear imperative for change. The deluge of digital evidence imposes a huge burden on the criminal justice system. The sources are well known: body worn cameras, dash cams, CCTV, cell phone content, and social media feeds are increasing sources of evidence. Less understood is the dual threat these changes impose on the justice system:

1. **Professional obligations.** The sheer volume of digital evidence and the practical challenges of reviewing everything bring new salience to *Brady*. Following the landmark U.S. Supreme Court decision *Brady v. Maryland*, prosecutors are deemed accountable to the court for all material evidence, whether provided by law enforcement or not. Kay Chopard Cohen, former executive director of the National District Attorneys Association, comments,

The growing volume of evidence has to be managed better, as failures can even threaten careers. Which junior prosecutor should risk being struck off for failure to disclose when the burden of doing so has become unmanageable?

2. **Budgets.** Acquiring sufficient funds for the justice system is a constant challenge. For prosecutors and courts, specifically, there is an additional challenge due to the growth of digital evidence, which may require more of the total budget to go toward police departments as they take on the burden of reviewing and redacting such evidence. With that potential increase in budgetary constraints in mind, prosecutors and courts must urgently find ways to improve efficiency.

THE BARRIERS TO OVERCOME

Cloud technologies are quickly becoming the default, with every vendor offering a cloud solution. Despite some initial hesitation in the IT community, and the weight of historic investment in locally hosted solutions, the cloud is now better understood. The recent \$10 billion decision by the U.S. Department of Defense to move to the cloud has confirmed the technology's respectability. While a couple of years ago, IT departments could argue that the cloud was insufficiently secure, today's informed chief information officers (CIOs) recognize that the costs and risks of maintaining secure locally hosted functions are

unmanageable when compared to the easy availability of highly secure data centers from well-known providers. If the cloud itself is not the problem, then what is? The greatest blockers remain the incompatibility of requirements and the need to separate law enforcement agencies.

Consider incompatible requirements. Police and law enforcement have very different requirements to courts and lawyers. While the best dashcam systems capture video and a great amount of meta-data from GPS coordinates, vehicle speed, or blue lights, 95 percent of the time that information won't be needed in court. In contrast, courts require effective tools to quickly present any form of evidence, documentary or multimedia, and also to review transcripts, redact files for Freedom of Information Act disclosure, and annotate and share evidence. In each case, the requirements are complex, and even the best suppliers in the market struggle to address the needs of all users.

Separation of agency functions is the second major barrier. In most industries, data collaboration is well understood, driving a belief that it ought to be easier to implement in justice. But tough questions arise. Should a law enforcement application such as an evidence room system enable direct access by the district attorney (DA)? After all, the DA is going to need to see the evidence anyway. In practice, the answer has to be "no"; otherwise, the DA becomes a user in the law enforcement system and visible in the audit trail. Equally, should law enforcement access the DA systems to upload data? Which DA wants to be challenged by the public defender when it becomes obvious that police officers show up in the DA's audit trail?

These are serious problems, but it's believed that cloud-based software vendors are up to the challenge.

HOW THE CLOUD CAN HELP

The majority of IT systems across the justice sector are simply not up to the task for complex architectural reasons. For example, most applications were built to run on local servers, behind firewalls and other network barriers, and with little capability to export data or permit remote users. Many systems store data (such as evidence files) and meta-data in the same relational databases, with immovable limits on file sizes. Few systems deploy modern, No-SQL databases that are infinitely scalable and can deal with the large data files being created by new frontline tools. For these reasons, even sensible initiatives, such as the Court Electronic Filing (e-Filing)



THE BEST DASHCAM SYSTEMS CAPTURE VIDEO AND META-DATA FROM GPS COORDI-NATES, VEHICLE SPEED, OR BLUE LIGHTS.

95%

OF THE TIME THAT INFORMATION WON'T BE NEEDED IN COURT.

initiative, have struggled to deliver the results that participants had once hoped for.

Cloud solutions offer two important architectural advantages. First, since processing is happening in the cloud and users typically access systems over secure web browsers, many historic access problems are easier to resolve. Whereas implementing thousands of point-to-point connections between existing data systems is both logistically and economically impractical, a single cloud solution can deliver a ready-made bridge between disparate systems. Moving to the cloud means CIOs no longer need to worry about testing and installing software on existing networks but can access a continuous stream of innovation and reduce expenses.

Second, the point when different applications can access single data stores is fast approaching. The problem is no longer technical; some of the best DEMS vendors, subject to appropriate contractual protections, will let customers (or alternative vendors working with their customers) access data stores directly. What is needed is a change of mindset, sometimes among industry partners, but more often among justice agencies themselves.

To make the best of these technical advantages, the software industry and customers need to work together. Vendors compete furiously to deliver ground-breaking innovations and must be rewarded for doing so. Customers must find ways to encourage vendors to support a common platform approach to justice data, recognizing that no vendor alone can deliver it.

A common platform will truly take shape only when both data and meta-data can move seamlessly across the justice system and when customers accept technical solutions that deliver common access to data stores, rather than endlessly replicating data, as happens today.

The vision of enabling evidence to flow from crime scene to courtroom needs adaptable funding approaches to meet emerging business requirements. This may involve better cross-agency budget collaboration on common projects, a move away from capital budgets, user licences, and siloed budgets, to a consumption-based model where vendors expose data to those who need it and customers pay for what they consume.

With a move to the cloud, vendors can help solve the technical issues, but only customers can help solve the funding barriers that will make an integrated justice system a reality. O

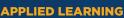


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From Driving to Dogs, Training Simulators Open a World of Possibilities

"SIMULATION-BASED LEARNING CAN BE THE WAY TO DEVELOP... KNOWLEDGE, SKILLS, AND ATTITUDES, WHILST PROTECTING PEOPLE FROM UNNECESSARY RISKS. SIMULATION-BASED... EDUCATION CAN BE A PLATFORM FOR LEARNING TO MITIGATE ETHICAL TENSIONS AND RESOLVE PRACTICAL DILEMMAS. SIMULATION-BASED TRAINING TECHNIQUES, TOOLS, AND STRATEGIES CAN BE APPLIED IN DESIGNING STRUCTURED LEARNING EXPERIENCES, AS WELL AS BE USED AS A MEASUREMENT TOOL LINKED TO TARGETED TEAMWORK COMPETENCIES AND LEARNING OBJECTIVES."

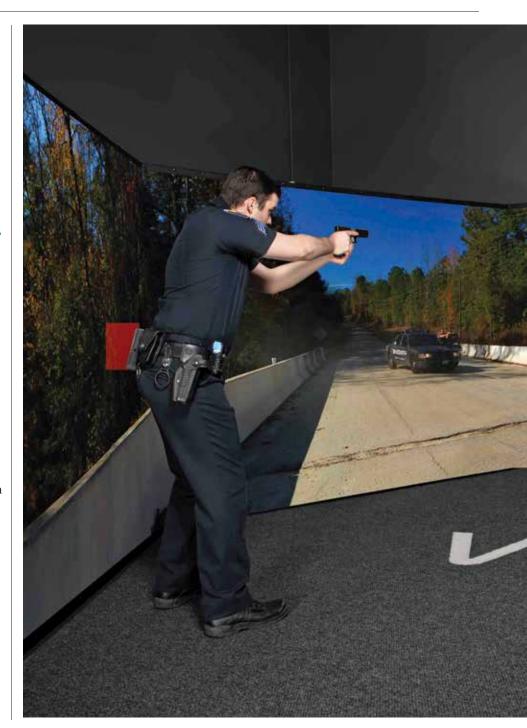
That quote comes not from a police chief but a physician, writing in a widely cited paper published in 2010 by the *Journal of Emergencies, Trauma, and Shock.*

But according to simulation experts, those sentiments could just as easily apply to the law enforcement community, where simulators are an evergrowing fixture on the training landscape.

Simulators have existed in medical, military, and aviation settings for a long time, but recent technological advances have made them more readily accessible to a wider variety of sectors.

While experts emphasize that simulation should never replace any hands-on experience, the systems can provide their own unique brand of educational benefits. Proponents say they are a natural fit for law enforcement, where so many real-world skills and circumstances are challenging to recreate in a training environment.

"It doesn't replace live training, but there's a higher throughput; and it allows for more repetitions of behaviors and situations that need practice," said Sean Brenke, general manager of L3 Harris Technologies, a Salt Lake City, Utah, firm that develops driver training simulations.



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Blending a variety of competencies and potential challenges into a single scenario... is what makes the simulator such an effective tool.

"

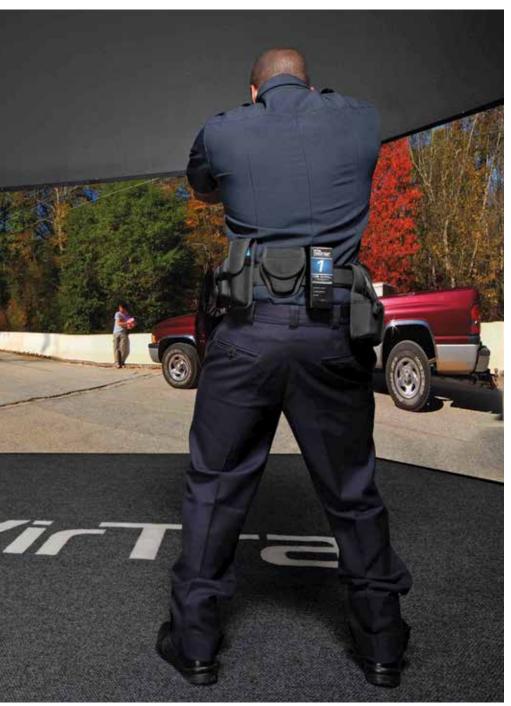


Image courtesy of VirTra.

"Afterward, it's easy to see what you did right and what you did wrong... You develop the skill and you do it safely."

Of course, not all tools are created equal. Focus areas—from driving to dogs—range widely, along with price.

BEHIND THE WHEEL

For police, Brenke and L3 Harris Technologies created PatrolSim, a full-scale driving simulator specifically designed with law enforcement in mind. The simulator's design can be configured to recreate the physical environment of many popular law enforcement vehicles.

"There is real motion, and we can mimic specific vehicle conditions," Brenke said. "You can change them to easily simulate different kinds of weather. It's almost better even than being inside an actual vehicle."

PatrolSim is designed to accurately imitate a given vehicle's physical and functional characteristics, with each simulator coming preprogrammed with a library of specs for common patrol and light vehicles. Environments are also customizable, from the inner city to a treacherous mountain pass. Drivers can be scored on more than 20 different skills, ranging from following distance and speed to siren use and operating in hazardous conditions.

According to Brenke, agencies that use PatrolSim have reported fewer accidents and improvements in fuel efficiency. The simulator has resulted in millions of dollars in cumulative savings on maintenance and operating costs, Brenke said.

"We've saved millions overall," Brenke said. "So, when you talk about something paying for itself, this definitely fits that category."



Image courtesy of Polis Solutions, Inc.

VIRTUAL REALITY

Govred Technology provides training simulators for military and law enforcement use, but they do so a little differently than other vendors. The San Mateo, California-based company leveraged the exploding field of virtual reality to create Apex Officer, a 3D, virtual reality simulator for use-of-force, de-escalation, and crisis intervention training.

"The big selling point is that it's not a traditional flat simulator," said Chase Dittmer, an operator with Govred. "It's software-based and not video-based. So, there are not predetermined scenarios. The only limit is how creative the trainer is."

Packages are available for agencies of essentially all sizes. Each package includes a virtual reality headset and a full range of accessories, including a haptic feedback suit. Although users can easily create scenarios of their own,

the package contains all necessary software and content with more than 1,000 different training scenarios.

Govred data suggest that Apex Officer is a good return on investment; Agencies have reported an average 194 percent increase in training effectiveness and a 282 percent rise in the total number of hours spent on training.

According to Dittmer, Apex Officer can be a particularly effective training tool for younger officers—but not for the reasons, like a higher technological comfort level, that one might initially suspect.

"The difference is officers will become more used to dealing with someone who isn't complying," Dittmer said. "They know more about how they can deescalate. They know how to interact with people who have mental illnesses. This works particularly well with younger recruits because it's not always as easy to transfer that kind of knowledge."

TURN REAL FOOTAGE INTO TRAINING SIMULATIONS

The average law enforcement training simulation is informed by a variety of sources, including case law. One package allows agencies to use the footage captured on their own devices, such as body-worn cameras, as the basis of future training modules. That's the key idea behind Patrol Expert, a training simulation developed by Polis Solutions, Inc., headquartered in Seattle, Washington.

"Whether it's tactical, legal, or moral, decision-making is key," said Jonathan Wender, PhD, Polis's president and CEO. "The more [they] practice decision-making, the better officers they'll be. It's a safe way to gain experience in a certain area so that when you have to do it in the moment, you'll feel more prepared and are more likely to make the right decision."

According to Wender, Patrol Expert is the first simulation program that enables law enforcement agencies to easily convert their own video footage, be it from body-worn cameras or another device, into training scenarios. The web-based system lets users securely upload video files, then edit them with a user-friendly suite of tools to create a customized training scenario.

"Patrol Expert is fairly intuitive," Wender said. "It functions in two ways: you can log in and complete exercises, and you can build your own content. If you have the Internet, you can use Patrol Expert. What excites us most is that you can use your own data and files to do something that's evidence based and cost effective."

A WORLD OF DETAIL

Perhaps the archetypal image of simulation training for law enforcement is a digitized version of the classic exercise that places trainees in a virtual alley and compels them to make snap judgements on who is or is not a criminal. But modern use-of-force training simulators are worlds beyond that kind of construct and, as such, can serve as a powerful complement to wider paradigm shifts in law enforcement.

The use-of-force simulator designed by VirTra, a Tempe, Arizona, provider of simulators for law enforcement, military, educational, and commercial markets, is an apt illustration.

"We do so much more than what you think of with conventional use-of-force types of training," said Lon Bartel, director of training and curriculum at VirTra. "For example, we show different dog behaviors and how to interpret them. A dog in the training scenario might be giving the officer the whale eye. We can zoom into the eyes of the dog. You can determine whether it's scared, whether it's aggressive, and how you can interact or not interact. So, it's use-of-force training at its core, but it lays other foundations and builds other skills, too."

This spring, VirTra is planning to roll out new solutions for tourniquet training and for interacting with those who have autism. In the latter, Bartel said the deep level of detail afforded by VirTra's simulator allows officers to become more aware of the subtle behaviors that can make a big difference in real time.

"Just because someone has their hands in their pockets doesn't mean there's a threat," Bartel noted. "It's that level of detail that lets you learn how to properly respond."

Blending a variety of competencies and potential challenges into a single scenario—not to mention the engagement naturally provided by the simulators themselves—is what makes the simulator such an effective tool.

"We see a lot of siloed training," Bartel said. "You have firearms [training] one day, Taser another day, and so on. Everything's split up. That's not how people think, and you don't get the same kind of knowledge transfer that way. In simulations, you can bring it all together." O

SOURCE LIST

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

- Apex Officer (Govred Technology)
- Axon
- CBTSim
- · Friends With Holograms
- · L3 Harris Technologies
- · Laser Shot
- Meggitt Training Systems
- MILO Range
- NSENA Virtual Training
- · Polis Solutions, Inc.
- Street Smarts VR
- Ti Training
- VirTra







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The BolaWrap is the first and only tool that remotely restrains a subject without requiring pain to gain compliance. With the BolaWrap, officers can quickly and safely restrain subjects who are non-compliant or experiencing a mental crisis early in encounters, before having to resort to higher levels of force.

Inflicting pain often escalates potentially violent encounters. Early, remote restraint using the BolaWrap and its non-threatening form allows time for officers to de-escalate and provide needed support while also minimizing the risk of ugly encounters and liabilities. Most importantly, immobilizing a subject from a distance by wrapping their legs or arms greatly increases the safety of the officer on duty, as well as the safety of the subject.



Developed by national award-winning inventor Elwood Norris, the BolaWrap hand-held remote restraint device discharges an 8-foot bola style Kevlar® tether with anchors on each end at 513 feet per second to restrain a subject at a range of 10–25 feet.

Wrap Technologies, Inc., a publicly traded company (NASDAQ: WRTC), is an innovator of modern policing solutions. The company has delivered its flagship product, the BolaWrap, to more than 100 agencies in the United States and 19 countries across with world. Product demonstrations and training sessions have garnered positive community engagement, including extensive TV and print media reports on CNN, *USA Today*, Fox News, CBS News, BBC World News, and other media outlets. The BolaWrap has been successfully deployed on multiple subjects in the field by agencies, such as Fort Worth SWAT, Fresno Police Department, and others.

www.wraptechnologies.com



Mobile Personal Safety Device

KonnectONE's easy-to-use mobile personal safety solution enables people to feel more connected to their loved ones and first responders. Small enough for a pocket, or to be easily clipped to a backpack or purse, Moxee Signal delivers four types of check-ins and alerts, including location tracking, check-ins, audio for environmental context when a user is feeling

uncertain, and the ability to request help from emergency services as appropriate. Featuring 4G LTE and GPS location technology, as well as a long-life battery, Moxee Signal users can be assured that they can be reached virtually anywhere, anytime. Moxee Signal will be launching exclusively at T-Mobile.

www.moxee.com/signal



Investigative Software Redesign

Oxygen Forensics' new redesign of Oxygen Forensic Detective 12.0, powered by JetEngine, completely overhauls the program's interface, giving the flagship software a new look and feel, while retaining full functionality

and ease of use. With this latest update, Oxygen Forensic Detective 12.0 gives investigators the ability to view files taken from multiple devices simultaneously, allowing for deeper analysis. It also greatly expands device and cloud storage system compatibility, enabling users to extract data from new sources and providing detailed, built-in analytics for them all. The Oxygen Forensic Detective Suite is available to previously vetted and appropriately licensed law enforcement organizations.

www.oxygen-forensic.com

POLICE CHIEF keeps you on the cutting edge of law enforcement technology with monthly product announcements. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.

Online Dispatch Interface



Orion Labs, Inc., announces the industry's first web-based push-totalk (PTT)

Orion Dispatch Console, enabling enterprise administrators, dispatch teams, and desk workers to instantly connect with their mobile workforce without the requirement of installing software or other limitations of traditional desktop tools. On a single screen, dispatchers can now talk to their team members via PTT, send messages to a single person or group, and review recent messages, as well as observe a map displaying the team members' locations. Key benefits of the online dispatch interface are dispatching effectively in dynamic operating environments, activating instantly from the cloud, and connecting the mobile workforce to desk workers.

www.orionlabs.io/dispatch-console

Remote Inspection Camera

Larson Electronics offers a network IP camera with a built-in infrared light and flood beam configuration to provide a live feed from inside tanks, vessels, reactors, and other hazardous environments. This remote inspection camera is explosion proof, dust and ignition proof, weatherproof, and tamper resistant. The camera features a wide-angle fixed lens with a 108-degree field of view for covering large work areas, while also utilizing 3D digital noise reduction and true day/night IR-cut filter removal to create clear images in low-light and variable conditions. The unit features an ATEX/IECEx certified copper-free, aluminum alloy body and a stainless-steel mounting bracket/handle.

www.larsonelectronics.com



Surveillance Tower



The Mobile Advanced Safety Tower (MAST) by SCI (USA) LLC is a fully monitored mobile safety unit that provides 24-hour, high-quality CCTV surveillance with live and recorded footage. By using solar energy and a back-up battery with more than 100 hours of battery life,

MAST can be used in a variety of settings and environments in which other surveillance towers cannot. With enhanced wireless connectivity, the unit can be used independently or controlled remotely from almost any connected device using your existing video management system or SCI's own software solution. Although truck and trailer versions are also available, the units are flexible and modular to allow tailoring for specific needs.

www.securitycentresusa.com



Artificial Intelligence App

VIA Technologies, Inc., announces the availability of VIA-AI source code and documentation on GitHub for the global developer community. The VIA-AI app enables the addition of level 2 driver assistance capabilities by connecting an Android smartphone to the Controller Area Network (CAN bus) of a vehicle. VIA-AI is an open source driver assistance app that supports Adaptive Cruise Control (ACC), Lane Keeping Assist System (LKAS), and CAN bus integration functions. It enables the development of driver assistance capabilities for selected vehicles using a modern Android smartphone and hardware connectors. Once installed, the app connects to the vehicle's subsystem to manipulate acceleration, brake, and steering functions.

www.viatech.com/en

Smart Security Cameras

Sensera Systems's SiteWatch PRO2 Smart Security Series combine thermal, low-light, and color cameras with video analytics and 4G LTE communications in one integrated system. This camera is ideal for 24-hour monitoring and capable of real-time alert notifications that are pushed to the user's email or mobile device. The PRO2's thermal imaging camera renders infrared radiation as visible light, allowing users to see heat signatures through fog, darkness, and other visual barriers. These smart cameras were designed to capture images in low-light settings to avoid any associated digital noise. The camera series is solar powered and features a 200-foot long-range motion detection system.

www.senserasystems.com





Evidence Management App

NICE has enhanced its NICE Investigate Digital Evidence Management Solution (DEMS) with a new mobile app to help police officers and detectives streamline investigative work while improving community engagement and incident response. Running on the secure Microsoft Azure Government cloud, NICE Investigate is a solution for automating manual processes around digital evidence collection, management, analysis, and sharing. The mobile app supports two-factor authentication, permitting access only by authorized users and devices. By using NICE Investigate Mobile, officers and investigators can access and listen to emergency calls to more effectively respond to incidents, cap-

ture and securely upload digital evidence from the scene, and improve citizen and community engagement in crime fighting.

www.nice.com



Ву

Juliana Davis, Project Manager; Elynn Lee, Project Coordinator; and Jordan Bedford, Project Assistant, IACP POLICING IS CONSIDERED ONE OF THE MOST STRESSFUL OCCUPATIONS IN THE WORLD, WITH LAW ENFORCEMENT OFFICERS REGULARLY FACING A WIDE RANGE OF STRESS FACTORS. REALITIES OF THE JOB INCLUDE OPERATIONAL STRESS SUCH AS EXPOSURE TO CRITICAL AND TRAUMATIC EVENTS, INVESTIGATING CRIMINAL INCIDENTS, ENFORCING TRAFFIC VIOLATIONS, AND RESPONDING TO VEHICLE CRASHES AND CALLS FOR SERVICE.

Officers also face organizational stressors such as administrative burden, pressure from supervisors, shift work, and sleep deprivation. The culmination of operational and organizational stress often contributes to personal stressors, which can include familial and relationship challenges, as well as poor work-life balance.

In recent years, law enforcement professionals have begun to more openly discuss the impact that policing can have on an officer's mental health and wellness, leading to a need for resources and training to assist both active and retired officers in managing stress and trauma. The International Association of Chiefs of Police (IACP), with funding and support

from the U.S. Department of Justice, Bureau of Justice Assistance (BJA) and in partnership with the University of Pennsylvania's Positive Psychology Center (Penn), has developed resilience training tailored specifically to the unique needs of law enforcement.

RESILIENCE

Resilience skills can help to provide protection from various mental health conditions, such as depression and anxiety, that can interfere with job performance. Teaching resilience skills to law enforcement personnel can enhance their well-being at home and increase their effectiveness at work. Skills acquired through resilience training can help officers cope with the stress they face on a daily basis, both on duty and off.

PARTNERSHIP

Since 2017, the IACP has worked closely with Penn, a leading provider of resilience training for the military, state and local government agencies, corporations, and educational institutions. The Penn Resilience Program (PRP) has demonstrated effectiveness in reducing



IACP Membership Application

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Residence Address:	Associate Member:
City, State, Zip, Country:	General \$190 Academic \$190
Send mail to my □ Business □ Residence Address	Service Provider \$500
Business Phone: Mobile:	Sworn Officer—Leader of Tomorrow \$75 (sworn non-command level)
E-mail:	Student—Leader of Tomorrow
Website:	University name: \$30
Have you previously been a member of IACP? ☐ Yes ☐ No	
Date of Birth: (MM/DD/Year)/ I am a <u>sworn</u> officer. □ Yes □ No	Optional Section Memberships: Capitol Police Section \$30
Number of sworn officers in your agency (if applicable)	Defense Chiefs of
	Police Section \$15
Approximate pop. served (if applicable)	Expert (DRE) \$25
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Questions? Contact Membership at 800-THE-IACP. PC 02/20	University/College Police— Additional members \$15

negative life factors such as symptoms of depression and anxiety, mental health and substance abuse diagnoses, and hopelessness and, in turn, has improved positive life factors such as wellbeing, satisfaction, optimism, and hope.

TRAINING DEVELOPMENT AND DELIVERY

Building upon the PRP foundation, Penn and IACP sought to adapt effective resilience skills that are most relevant to the stressors and situations that law enforcement professionals encounter. Early in the process of developing the curriculum, the IACP convened an advisory group to guide and oversee modifications and enhancements. In addition, Penn and IACP traveled to three resilience training pilot sites to better understand the stressors commonly faced by law enforcement. Agencies included were the Norfolk, Virginia, Police Department; the Lincoln, Nebraska, Police Department; and the South Dakota Highway Patrol. While each agency varies in size and location, and faces their own unique challenges, many of the identified stressors were common among the personnel across the three sites.

A total of 107 officers of varying ranks from across the pilot sites attended the three-day law

HEAR FROM NEW LAW ENFORCEMENT RESILIENCE TRAINERS

What does resilience mean to you?

Resilience to me means being able to weather the storm and being purposefully mindful of your emotional and physical well-being. In doing so, it fosters personal growth and allows you to focus on things within the realm of your control, saving you time and energy.

What was your experience like in this training?

Overall, I enjoyed the training, as I feel I learned more about what it takes to build the skill of resilience. It was also great to work with both Norfolk and Lincoln officers, as I was able to gain perspective from the other individuals on how they are already using or are planning to implement resilience into their lives and their agencies.

What have you learned since participating in the law enforcement resilience training program?

I've learned that although agencies tend to work a little differently, ultimately, we seem to experience the same struggles and stressors in one way or another. Building resilience can help us in not only our day-to-day lives, but also in the career of law enforcement no matter what our agency or where its location is.

enforcement resilience training. After each training delivery, participants were encouraged to provide feedback on the training content, so that Penn and IACP could incorporate the feedback to enhance the quality and applicability of the training. The training includes a set of empirically validated skills that have been shown to decrease anxiety and depression, while also increasing optimism and well-being. The training divides skills into three common themes:

- 1. **Mind skills** that focus on how to harness thinking to drive productive emotions and reactions. For example, officers learn skills to identify and avoid "thinking traps," which can interfere with work and personal relationships.
- 2. Energy skills that focus on how to regulate energy and maintain vitality. For example, these skills include building positive emotions, reducing the fight-or-flight response, and engaging in activities outside of work that contribute to a sense of well-being.
- 3. Connection skills that focus on how to strengthen relationships, both at work and at home, through effective communication strategies. For example, officers learn how to create trust and a sense of belonging during difficult conversations, as well as learning a communication model for enhancing connections when discussing positive experiences.

In November 2019, each pilot site sent officers to attend a four-day train-the-trainer course at IACP headquarters in Alexandria, Virginia. Through this course, the project team will begin to develop a cadre of law enforcement resilience trainers who will help to fashion more resilient agencies and officers by delivering the training to law enforcement across the United States.

THE FUTURE OF RESILIENCE TRAINING IN LAW ENFORCEMENT

With the pilot phase complete, the IACP is working with BJA and Penn to expand delivery of the training program. The team is in the process of identifying U.S. law enforcement agencies interested in serving as resilience training hubs. The ultimate goal of delivering this training to the field is to equip law enforcement professionals with the skills necessary to manage the heavy stress loads they face daily, which can result in high rates of officer suicide, depression, and other mental health problems and have myriad effects on their families. By creating regional training hubs and increasing delivery of this training to law enforcement agencies throughout the United States, IACP and Penn will help generate a broader culture change toward resilience and wellness in law enforcement. O

POLICE CHIEF * FEBRUARY 2020 policechiefmagazine.org



IACP's Women's Leadership Institute (WLI)

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





Women's Leadership Institute participants will:

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- Learn the value of and how to have crucial conversations.
- Create a strategic career plan.
- Meet and learn from others to bring proven practices and strategies back to their organizations.
- Increase their professional network.

CURRENT OPPORTUNITIES

ORANGE COUNTY, FLORIDA, 2020

February 10-14

VIRGINIA BEACH, VIRGINIA, 2020

March 23-27

ORILLIA, ONTARIO (CANADA), 2020

April 13-17

WHEELING, ILLINOIS

May 4-8

COST

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

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Successful investigation requires skilled investigators and the highest procedural standards. From information and resources on investigator training to evi-

dence management, witness interviews to surveillance technology, IACP Net offers solutions that can help. Find the latest information on evolving trends in crime using the many tools the site has to offer.

The Main e-Library is a clearinghouse of resources with solutions and best practices for law enforcement, including

- *Current State of Interview and Interrogation* (651979)
- Evidence Management of Self-Collected Items: A Targeted Gap Analysis (652174)
- Cultivating Cold-Case Expertise (652048)

The Policies e-Library collects thousands of ready-to-use policies from agencies of various sizes and locations, including

- Crime Scene Diagrams (650943)
- DUI Investigation Procedures (652087)
- Use of Department Issued Transmitting and Recording Devices (570306)
- Service, Investigations, and Arrests at County Public School Facilities (629884)

The Events and Training section lists opportunities to train on investigation-based topics, including

- Physical Evidence Comparison Course
- Searching Without a Warrant
- Canadian Internet Child Exploitation Course
- Interview Techniques for Street & Road Patrol Officers

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



TOP IACP BLOG POST

2019 IACP Leadership Awards Blog Series: Community Safety

IACP Leadership Awards for Community Safety are given to agencies and individuals who not only confront criminal activity but increase the quality of life in their communities through proactive measures. These agencies and individuals promote a safe environment for people who live, work, and visit their communities by reducing crime and the fear of crime and disorder.



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

POPULAR IACP RESOURCE



Officer Safety and Wellness Symposium 2020: Schedule at a Glance



Access this resource and more at **theIACP.org.**

of the month



Join the @theIACP and @ParsonsCorp in congratulating the @DubaiPoliceHQ for winning the IACP/Parsons August Vollmer Leadership in Forensic Science Award! Read their story: bit.ly/36W3ll2



TOP POLICE CHIEF DECEMBER ONLINE BONUS ARTICLE

"FASTC—A New Diplomatic Security Training Facility for Unique Challenges Overseas"





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

FEATURED ITEM
IN IACP MONTHLY
DECEMBER
NEWSLETTER

2020 IACP Leadership Training in Orlando, FL

IACP is offering two leadership training opportunities in Orlando, FL. The first is a one-week Women's Leadership Insitute (WLI), taking place February 10–14, 2020. The second is a three-week Leadership in Police Organizations (LPO) course, taking place February 24–28, March 23–27, and April 20–24, 2020.



See upcoming WLI and LPO dates and register at **theIACP.org/all-events**.

THIS MONTH'S QUOTE



The tentacles of OCGs reach across borders, infesting and corrupting governments, communities, and societies....Every police officer and criminal investigator has the potential to combat these groups and bring their members to justice.

99

"Expanding the Amory in the Fight Against Organized Crime" by John M. Sellar 42–47

Sexual Assault Kit Initiative (SAKI) Launches the SAFER Portal

Amy Durall, Project Manager, IACP

AS ONE OF THE PRIMARY FUNCTIONS
OF GOVERNMENT, LEGISLATION SERVES
AS A REGULATORY FRAMEWORK FOR
RIGHTS AND RESPONSIBILITIES OF INDIVIDUALS AND AGENCIES. LEGISLATION
CAN ALSO SERVE AS A FRAMEWORK FOR
THE PROVISION AND REGULATION OF
FUNDING. LEGISLATION IS MOST EFFECTIVE WHEN THERE IS CLEAR ENFORCEMENT AND TRANSLATION INTO DAILY
PRACTICE AT THE COMMUNITY LEVEL.

The National Sexual Assault Kit Initiative (SAKI) is an example of connecting legislation, funding, and community-level work, ensuring just resolution to cases associated with previously unsubmitted sexual assault kits (SAKs) and capacity building to prevent unsubmitted SAKs in the future.

In 2004, the Debbie Smith Act was passed as the first piece of U.S. legislation aimed at ending the backlog of SAKs by providing funding for public crime laboratories to build capacity and process DNA evidence. The U.S. Congress reauthorized this act in 2008 and again in 2014 to reinforce the understanding that every new DNA sample added to the U.S. national database bolsters the chance of convicting perpetrators of past, current, and future crimes.

Layering onto this legislation, the Sexual Assault Forensic Evidence Reporting (SAFER) Act was passed in 2013 to support efforts to audit, test, and reduce the backlog of DNA evidence in sexual assault cases and bring perpetrators to justice. In addition to increased funding to process untested DNA evidence and an allocated portion of funding toward auditing the backlog of DNA samples in U.S. crime labs, the SAFER Act required the Federal Bureau of Investigation (FBI) to develop standards for processing DNA

evidence, along with training for local and state governments to implement these practices.

In response to this training directive, the SAFER Working Group was developed, consisting of subject matter experts empaneled by the National Institute of Justice (NIJ) who represented victims, victim advocates, sexual assault nurse examiners, medical examiners, forensic laboratories, law enforcement agencies, prosecutors, and the judiciary. The SAFER Working Group convened for over two years to consider multiple issues related to evidence collection; evidence inventory, tracking, and auditing technology solutions; investigative and policy considerations; and communication strategies.

To support this effort, the SAKI Training and Technical Assistance (TTA) team recently launched the SAFER Portal. This addition to the SAKI Toolkit features dozens of new resources crafted in response to the NIJ SAFER guidelines: *National Best Practices for Sexual Assault Kits: A Multidisciplinary Approach.*

The SAKI TTA team has also incorporated information in the SAFER Portal into Sexual Assault Unit (SAU) assessments that are being conducted across the United States to provide an independent, comprehensive review of the sexual assault investigative process. SAU assessments are voluntary and include three components: policy review, staff interviews, and investigative case file review. Following the systematic review, the SAU team provides an in-person agency briefing and summary report detailing findings and recommendationsincluding links between identified needs and available resources and trainings.

Continued emphasis on connections between legislation, funding, and community efforts through practical demonstrations like the SAFER Portal will ensure visibility of jurisdictional reform efforts toward sexual assault cases. O

Webinars, resource briefs, protocols, and other tools to help your jurisdiction instill best practices in sexual assault response reform efforts are now available in one convenient place! For more information on navigating the SAFER Portal, watch the portal's introduction video (www.youtube.com/watch?v=TN2kJAnCdIU&feature=youtu.be).

Access resources at **sakitta.org/toolkit**.

This project was supported by Grant No. 2015-AK-BX-K021 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the U.S. Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the SMART Office. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

CALENDAR

2020

FEB 27

29

IACP Officer Safety and Wellness Symposium,

MIAMI, FL

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

theIACP.org/OSWsymposium

MAR 24

26

IACP Division Midyear, DENVER, CO

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

theIACP.org/division-midyear

27

MAY

Legal Officers Section Spring Training & Midyear Meeting, DENVER, CO

This intensive, week-long program is designed for police attorneys of all experience levels with foundational information for new attorneys and leading-edge material for more seasoned professionals.

theIACP.org/working-group/section/legal-officers-section

MAY 1

3

Policy Council Midyear, ORLANDO, FL

This meeting will provide an opportunity for IACP committee members to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with peers and colleagues in the field. This meeting is for appointed members of IACP committees.

theIACP.org/policy-council-midyear

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IACP Technology Conference, PORTLAND, OR

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

theIACP.org/tech-conference

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

AUG 6

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DAID Conference, SAN ANTONIO, TX

The DAID Conference features a mix of plenary sessions and concurrent workshops that are designed to keep attendees up to date on the latest practice and science relating to impaired driving with a focus on drug impairment detection and recognition. Attendance is open to drug recognition experts, physicians, prosecutors, toxicologists, sworn officers, first responders, and civilian employees of public safety and government agencies.

theIACP.org/DAIDconference

ОСТ 17

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IACP Annual Conference & Exposition,

NEW ORLEANS, LA

Since 1893, the IACP has been shaping the law enforcement profession. The IACP Annual Conference and Exposition has been the foundation, providing leaders with new strategies, techniques, and resources they need to successfully navigate the evolving policing environment.

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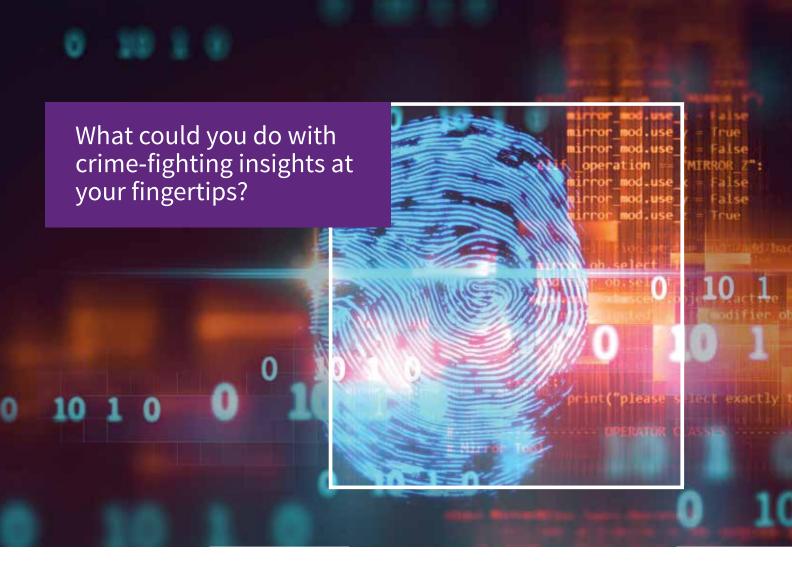
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