

POLICE CHIEF

COLLABORATIVE
RESPONSE TO

CRITICAL INCIDENTS

PLUS

Managing Deadly Force Encounters **36**

When Crisis Strikes **40**

Officer & Community Mental Health **48**

IACP 2018 Recap **67**

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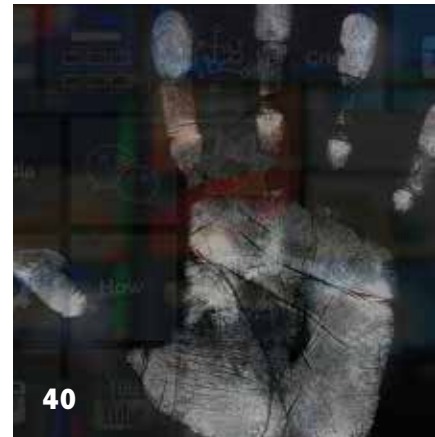
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36 Managing a Deadly Force Encounter as a Law Enforcement Leader

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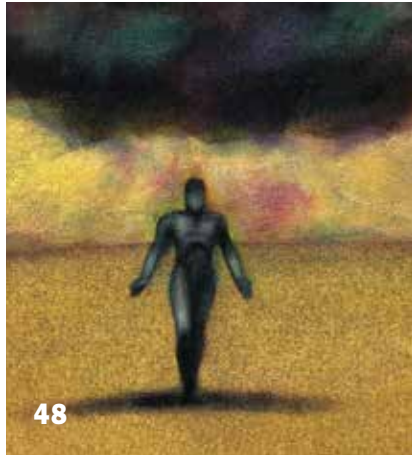
In today's world of news by the minute, an agency's communication during and after a crisis must be consistent and timely in order to control the narrative and quell fear and falsehoods.

CHRIS HSIUNG AND
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ARTICLE NOTES CAN NOW BE FOUND ONLINE.

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

<p>14</p>  <p>Bill Amato <i>Bill Amato has been an attorney for over 25 years, including 16 years as a prosecutor and 11 years as a police legal advisor. He is a partner with the law firm of Edwards & Amato, P.C., as well as the chair of the IACP Legal Officers Section and an Arizona POST subject matter expert.</i></p>	<p>16</p>  <p>Commissioner Ed Davis <i>Commissioner Ed Davis has been in law enforcement for more than 35 years. He served as the 40th police commissioner of the city of Boston from 2006 to 2013. Prior to that, Davis was the superintendent of the Lowell Police Department, a position he held for 12 years.</i></p>	<p>16</p>  <p>Charlie Robeson <i>Charlie Robeson is a co-founder of Radarsign, a Georgia-based traffic safety manufacturing company. For 30+ years, Robeson led sales and marketing efforts top technology companies. He champions safe streets and Safe Routes to School and has served on the PEDS Board of Directors —a nonprofit organization dedicated to making metro Atlanta safe for pedestrians.</i></p>	 <p><i>Lack of information during a crisis can and does lead to rumors and false information.</i></p>
 <p><i>People want and need to know that their community is safe.</i></p>	<p>20</p>  <p>Chief Will D. Johnson <i>Chief Will D. Johnson has 24 years of law enforcement experience and took the helm at Arlington Police Department in 2013. He also serves an IACP vice president at large, a subject matter expert for the DOJ, and a Police Executive Research Forum executive fellow.</i></p>	<p>26</p>  <p>Executive Director Tim Morris <i>Tim Morris is the executive director of INTERPOL, a position he has served in since 2015. Prior to his current position, he served with the Australian Federal Police, including leadership roles with AFP's counterterrorism, intelligence, international operations, and high-tech crime branches, as well as leading its INTERPOL national bureau.</i></p>	<p>26</p>  <p>Captain Chris Hsiung <i>Captain Chris Hsiung commands the Special Operations Division at the Mountain View Police Department and oversees management of the department's digital engagement strategy and communications. He is a nationally recognized speaker and writer on the topic of government's use of social media to build community and manage crises.</i></p>
<p>26</p>  <p>Katie Nelson <i>Katie Nelson is the Social Media and Public Relations Coordinator at the Mountain View Police Department. She manages the department's communication and engagement strategies. She teaches across the United States on crisis communications, social media best practices, and law enforcement community engagement strategies.</i></p>	<p>36</p>  <p>Commissioner Vince Hawkes (Ret.) <i>Commissioner Vince Hawkes assumed leadership of the Ontario Provincial Police in 2014, where he oversaw all policing functions throughout the province of Ontario. He is currently a board member for the IACP, the Canadian Association of Chiefs of Police, and Ontario Association of Chiefs of Police.</i></p>	 <p><i>A core protective factor for mental health is a sense of belonging and the presence of a social network.</i></p>	<p>42</p>  <p>Randy Gluck <i>Randy Gluck is public safety sales manager at Cape. With over 15 years of experience in the public safety industry, his expertise includes using technology to drive solutions based on situational awareness. Prior to his role at Cape, he spent several years working in CAD, RMS, and incident management software.</i></p>

POLICE CHIEF

A PUBLICATION OF THE IACP

DECEMBER 2018 | VOLUME 85, NUMBER 12

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tgdcom.com

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LEGAL COUNSEL Howe & Hutton, Ltd.

www.policechiefmagazine.org

Article notes are available online.

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

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

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

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

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

Printed in the USA.

BPA business publication membership granted September 1991



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Improving Community Safety through Vigilance and Planning



Paul M. Cell
Chief of Police

*Montclair State University
Police Department, New Jersey*

SADLY, THE UNITED STATES BORE WITNESS TO THE LOSS OF 25 INNOCENT LIVES IN LESS THAN TWO WEEKS AS A RESULT OF ACTIVE SHOOTER INCIDENTS IN THE FALL OF THIS YEAR.

- **OCTOBER 27, 2018—PITTSBURGH, PENNSYLVANIA: ELEVEN PEOPLE KILLED IN WORSHIP AT THE TREE OF LIFE SYNAGOGUE**
- **NOVEMBER 3, 2018—TALLAHASSEE, FLORIDA: TWO PEOPLE KILLED AT A YOGA STUDIO**
- **NOVEMBER 7, 2018—THOUSAND OAKS, CALIFORNIA: TWELVE PEOPLE KILLED DURING COLLEGE NIGHT AT A LOCAL BAR**

The Thousand Oaks victims included a veteran sergeant of the Ventura County, California, Sheriff's Department, as well as a man who survived the Mandalay Bay shooting in Las Vegas just over a year ago. As you know, we have born witness to an evolving cache of weapons of choice in critical incidents—these tragic incidents are not just perpetrated by active shooters but also by

attackers using knives and vehicles as weapons, among other methods.

As these tragic and senseless acts mount, I often find myself speechless when the news of another critical incident reaches me. Active shooters, bombings, vehicles repurposed as weapons of mass destruction... Sometimes these acts have links to terrorism, while others are steeped in misogyny, anti-Semitism, or racism. Still others appear to be entirely random.

As police leaders across the globe, we know that our entire law enforcement community is affected by each and every critical incident that occurs in our communities. Some wounds to our officers are visible, such as injuries or deaths in the line of duty. Others are less so, such as the post-traumatic stress symptoms that can be caused by witnessing horrible crimes against humanity. It's important that we, as leaders, provide proper support to officers who are involved in these situations.

Law enforcement bears unique responsibilities in these types of incidents. We are tasked with the duality of neutralizing the threat and providing assistance to victims. While these tragedies occur with frightening frequency, we, as law enforcement leaders, do have the power to help mitigate these horrific events by being involved in our communities and building relationships where potential threats can be recognized, communicated, and thwarted. The threats are constantly evolving, and our tactics must evolve as well. We must continue to train, support, and give our officers the tools to respond to and survive these types of critical incidents.

Each critical incident will have its own components and will require a specific response. In recent years, the IACP has maintained a consistent focus on assisting agencies and police leaders in being as prepared as possible should a critical incident occur in their jurisdictions. In looking to how we can help, the IACP has developed a plethora of resources that can be utilized by agencies to bolster policies and training. The resources mentioned here are only a sample of the projects and programs we are working on.

In cases that involve a deliberate selection of victims based on actual or perceived demographic characteristics, the IACP Law Enforcement Policy Center provides guidance on how to respond to hate crimes in the form of an Investigation of Hate Crimes Model Policy and Concepts & Issues Paper. For incidents with dual components, such as the Pittsburgh synagogue shooting where an active shooting was perpetrated as a hate crime, agencies may want to consider utilizing the hate crimes-related documents as well as the recently updated Active Shooter Model Policy and Paper. Given how common such events have become, both sets of documents are available to the public for free on the IACP website.

We know that school violence and shootings are occurring at an alarming rate. To meet law enforcement's needs in this area, the IACP has worked on a project in concert with the U.S. Bureau of Justice Assistance; the *Guide for Preventing and Responding to School Violence* provides agencies with a comprehensive toolkit for how to prevent, assess, and respond to violence in schools. Whether this resource helps prevent a school-based attack

“

We must continue to train, support, and give our officers the tools to respond to and survive these types of critical incidents.

”

or simply improves communication between police and school officials, our communities will become stronger.

We will continue to provide updated resources as they relate to school violence. In conjunction with the U.S. Department of Justice and a core group of law enforcement stakeholders as part of the National School Safety Consortium, we are focusing on comprehensive school safety efforts globally, with a focus on multidisciplinary coordination with school administrators, mental health providers, the community, parents, federal agencies, and various advocacy groups and associations that involved in school safety efforts.

Finally, the IACP Law Enforcement Policy Center offers a Critical Incident Stress Management Model Policy and Paper, which provide a framework and supporting information for debriefing employees and recognizing when an

employee might need support. The IACP Center for Officer Safety and Wellness offers additional helpful resources to maintain the strength and health of agency personnel. Only when our officers are safe, can they protect the communities they serve.

If we remain vigilant, through proactive efforts, the number of casualties from critical incidents can effectively be reduced and our communities will be safer.

Let us never forget those we have lost.

I am honored to serve as your president and proud to be a part of this noble profession.

Stay safe. ♡



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The IACP Executive Board are the elected leadership of the organization.

They are committed to advancing the profession of policing by promoting enhanced practices; cooperative efforts; and the exchange of information among police administrators, institutions, and organizations. The Executive Board meets quarterly to conduct the business of the association.

PAST PRESIDENTS

IACP's past presidents are past leaders of the organization who have helped to build the strength of the association. As presidents, they built the foundations of the organization and have enabled the association to remain at the forefront of the law enforcement profession while cementing IACP's status as the collective voice of law enforcement.

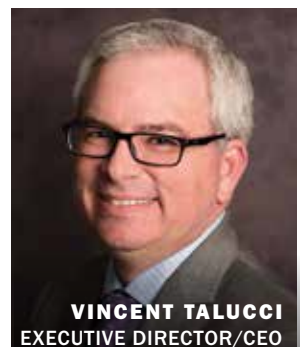
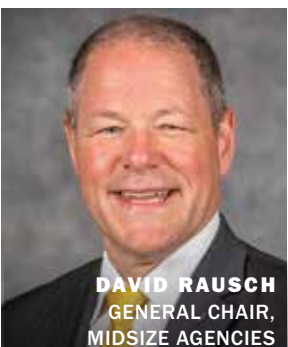
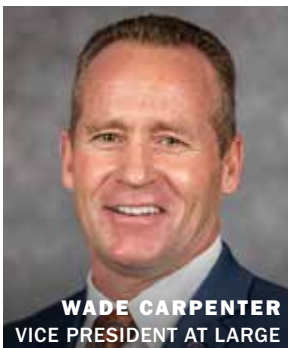
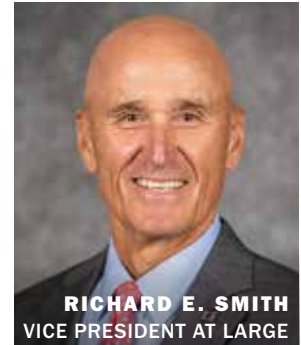
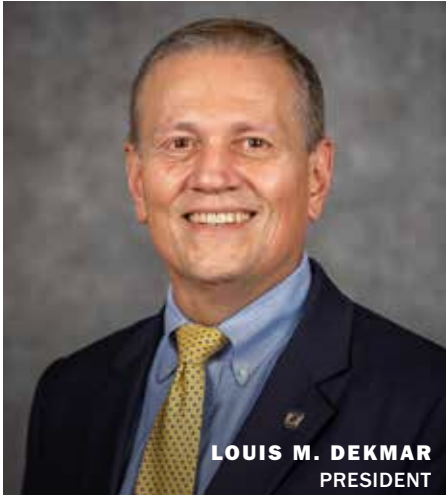
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BACK ROW, LEFT TO RIGHT: JOSEPH CARTER ('06-'07) · JOSEPH ESTEY ('04-'05) · RONALD NEUBAUER ('98-'99) · JOSEPH SAMUELS JR. ('02-'03) · MICHAEL CARROLL ('09-'10) · HARLIN MCEWEN (*honorary*) · RUSSELL LAINE ('08-'09)

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2017-2018 IACP EXECUTIVE BOARD



Participation Is Vital to a Successful Law Enforcement Census



Jeffrey H. Anderson
Director

Bureau of Justice Statistics

LAW ENFORCEMENT AGENCIES AND THEIR LEADERS FACE A NUMBER OF MANAGEMENT CHALLENGES, AND STATISTICS PUBLISHED BY THE U.S. BUREAU OF JUSTICE STATISTICS (BJS) CAN OFTEN ASSIST IN ADDRESSING THOSE CHALLENGES. FOR EXAMPLE, BENCHMARK DATA FROM PEER AGENCIES CAN PROVIDE LAW ENFORCEMENT EXECUTIVES WITH A COMPELLING JUSTIFICATION FOR HIRING ADDITIONAL OFFICERS, CHANGING POLICIES, OR DEPLOYING NEW TECHNOLOGIES.

BJS's 2018 Census of State and Local Law Enforcement Agencies (CSLLEA) is a key method for compiling this type of critical information. Conducted periodically since 1986, the most recent CSLLEA launched in September 2018. This data collection project is designed to measure staffing, operating budgets, and functions for all state, county, and local law enforcement agencies in the United States.

As director of BJS, I have the honor of leading the principal statistical agency for the Department of Justice. At BJS, we collect, analyze, publish, and disseminate information on crime, criminal offenders, victims of crime, and the operation of criminal justice systems at all levels of government.

BJS has collected data from law enforcement agencies for more than 30 years; however, BJS last completed a census of all law enforcement agencies a decade ago, in 2008.

The brief seven-item questionnaire is designed to take approximately 30 minutes to complete. The questions for the census focus on essential organizational characteristics:

- Type of government that operates the agency
- Annual operating budget
- Number of agency personnel by sworn status
- Number of full-time sworn officers by sex and primary duty
- Number of school resource officers

Additionally, data are collected on routine and specialized functions:

- Patrol, response, and criminal investigation functions
- Traffic- and vehicle-related functions
- Detention- and court-related functions
- Forensic services
- Task force participation
- Special public safety functions and specialized services (e.g., bomb or explosives disposal units, firearms background checks, animal control, and K9).

Information from the CSLLEA can be used to develop benchmarks for key measures, such as the number of full-time sworn officers per 1,000 residents or the average number of school resource officers by population served. These benchmarks can be used by law enforcement executives to compare their agencies to others that employ a similar number of officers or serve a comparable population.

The data collected will also allow BJS to describe the changes in law enforcement agencies over time, including the fluctuation in the number of U.S. law enforcement agencies since 2008. The

total number of agencies in the United States has historically hovered around 18,000; however, this 2018 census was sent to more than 19,000 agencies. The CSLLEA provides the only national data that can be used to describe changes that occur among agency numbers, sizes, and types, as some may open, close, or consolidate as dictated by budgets and community needs.

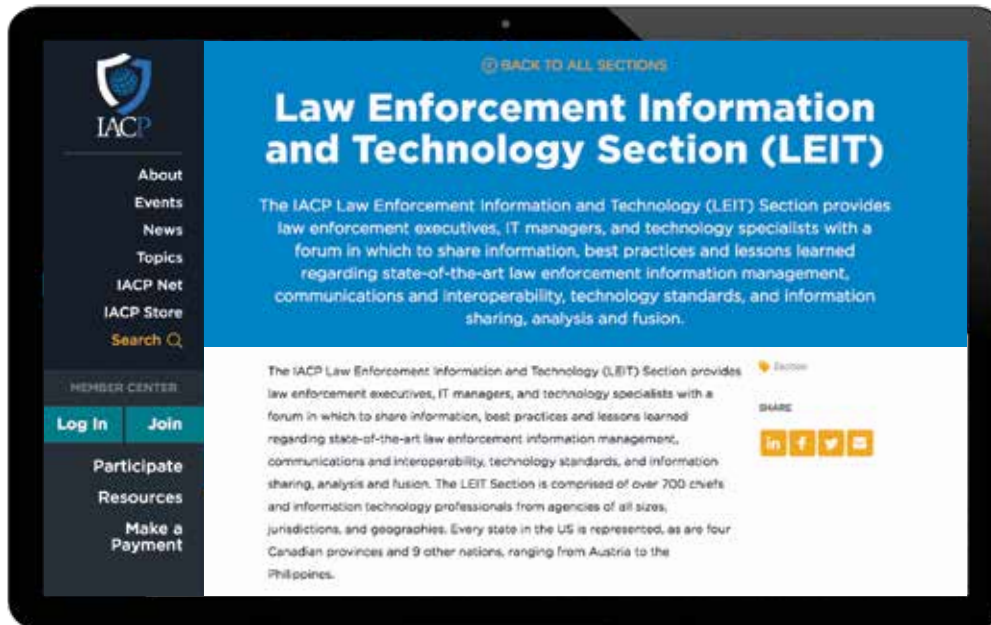
For the first time, the CSLLEA will collect data on new law enforcement functions. These data will be used to describe how many agencies participated in opioid abuse task forces, processed digital evidence, offered direct victim assistance services, or provided law enforcement services on tribal lands.

CSLLEA data can also be combined with other existing data to examine more fully how features of law enforcement agencies are associated with important community and crime attributes. For example, by merging the CSLLEA data with the Federal Bureau of Investigation's Uniform Crime Reporting Program data, law enforcement professionals and researchers can identify whether the changes in the number of sworn officers were associated with changes in crime rates and arrest rates. Data collected by BJS can also be merged with demographic data collected by the U.S. Census Bureau to provide a better understanding of the relationship between law enforcement and community characteristics.

BJS plans to complete the CSLLEA data collection in 2019. A summary report describing the general characteristics of U.S. law enforcement agencies will follow.

BJS can best provide the data needed by the U.S. law enforcement community if all agencies respond to the survey. Your agency should have received an invitation to participate in the 2018 CSLLEA. If you are unsure if your agency was asked to participate, or if you want to confirm that your agency has completed its questionnaire, please send an email to csllea@rti.org. I thank you in advance for your participation in this critical effort. ♡

IACP Section Name Change: LEIM to LEIT



The IACP Law Enforcement Information Management (LEIM) Section has officially changed its name to the Law Enforcement Information and Technology (LEIT) Section.

The landscape of law enforcement's utilization of information and technology has changed significantly since the creation of the section. The updated name better describes the efforts of the section to address state-of-the-art law enforcement information management; communications and interoperability; technology standards; and information sharing, analysis, and fusion.

IACP MEMBERSHIP DUES UPDATE

The IACP Board of Directors approved dues increases for Active Members, General Associate Members, Associate Service Providers, and Associate Academic Members, effective January 1, 2019.

Members who renew for 2019 (regardless of their renewal date) or initiate IACP membership by December 31, 2018, can renew at the 2018 rate. Use the coupon code SAVE40 at checkout to renew and save.

As of January 1, 2019, dues rates will be as follows:

- Active Members: \$190
- General Associate Members: \$190
- Associate Academic Members: \$190
- Associate Service Providers: \$500

There is no increase for Associate Sworn Officer, Associate Student, Retired Active, and Retired Associate membership categories.

RECORDED CONFERENCE WORKSHOPS

Miss a workshop you thought sounded interesting at IACP 2018? Unable to join us in Orlando this past October? IACP members can access recordings of several conference workshops and speakers on our website!

[theIACPOrg/
IACP2018sessions](http://theIACPOrg/IACP2018sessions)



WRITE FOR POLICE CHIEF

The 2019 editorial calendar has been posted. *Police Chief* accepts articles for consideration on a continually rolling basis, so don't wait to submit your article! Authors can be from any part of law enforcement or criminal justice. See our guidelines and submission form at Police Chief Online.

policechiefmagazine.org



UPDATED IACP WEBSITES

Both IACP's home website (theIACPOrg) and the Discover Policing website (discoverpolicing.org) have been updated. Visit them today to explore the new and improved sites—or see this month's Brief and IACP@Work to learn more.

Q: What is the most important thing you can have your department do to prepare for critical incidents?



A: Training and collaboration with other law enforcement agencies, fire and rescue, and community partners are the most effective ways to prepare for a critical incident. Chances are your agency will not be the only agency responding to a critical incident. It is extremely important to develop relationships, conduct training, and share ideas and philosophies on response to critical incidents. In the event that your jurisdiction was to face a large-scale critical incident, having those relationships in place will help you navigate the complexity of such an event. Your community partners such as hospitals, transportation, and nonprofit organizations also need to be included in the training and collaboration, to ensure success in the event's aftermath.

John W. Mina

Sheriff-Elect

Orange County Sheriff's Office, FL



A: Thirty-two years of police experience taught me important crisis readiness lessons, capped by the tragic Boston Marathon bombing.

First, have a solid plan and exercise it through training and actual events. The plan is a guide; however, innovation in the face of unfolding events is vital.

Second, develop relationships. You cannot establish a relationship during a crisis. Connect with those you will call at the moment of crisis. Involve partners beyond the legal system.

Third, leverage technology. Police need to use video, social media, and other emerging technologies to better connect to our communities. Communication is our most important stock in trade.

Ed Davis

Commissioner (Ret.)

Boston Police Department, MA



A: Effective communication is key. The OPP relies on dialogue and relationships within our major incident command framework and with external stakeholders to resolve our critical incidents. Communication includes the internal dissemination of current and evolving strategies, policies, techniques, and relevant training before an event occurs. During response, communication encompasses the receipt of emergency information and how that information is used to coordinate and operationalize our members, equipment, and other resources. Whether requiring an immediate, rapid deployment of one or two members or a fully integrated response, communication promotes sound, informed, and flexible operational decisions. Communication enables a coordinated and integrated response to minimize or eliminate loss of life, injury, or property and supports victims, investigations, and criminal prosecutions.

Brad Blair

Interim Commissioner

Ontario Provincial Police



A: The most important thing is to develop and implement a Strategic Emergency Response Plan (SERP).

The significant parts of a SERP are incident-type forecasting, planning, and training.

The forecasting should be done through a futurist's lens to identify every conceivable critical incident for the agency's area of responsibility.

The identified projected incidents consequently necessitate a comprehensive plan. It is critical for those who are expected to carry out the plan to participate in scenario-based multi-disciplinary exercises for all forecasted incidents.

The successful outcome of critical incidents will be either because of expended efforts long before the incident or it will be due to good fortune. The risks are too high not to predict, plan, and train.

Shahram Fard

Captain

City of Alexandria Police Department, VA

IACP Visiting Law Enforcement Fellow



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1Q3A

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



Q: How do you create buy-in for new ideas or changes in the agency?

A1: *Chief Susan Ballard:* What works for me is asking officers to be creative and giving them permission to not always succeed. Now that sounds odd I know, but it has worked. Police officers have the tendency to become complacent with what is working and what they know. It becomes a routine, so you have to get them thinking. I frequently visit the watches or just talk to officers and reiterate the notions of creativity and adventure. It takes only one officer to break through with an original idea or suggestion to make something better. They are told to go for it and get whatever support they need. Once others see that what you are saying is true, then they become more involved in presenting new ideas. The change is easy because these ideas come from the rank and file; therefore, they must be good—and, most of the time, they are.

A2: *Chief Wayne James:* The first thing you need to do is build trust before strategy. Once that's done, you need to inform employees of your expectations, vision, and strategic plan. Allow members of the agency to provide feedback through listening sessions and one-on-one meetings—no matter how large or small your agency is. After this, you will be able to create a communication roadmap within the agency. The key to success is a consistent approach that incorporates open communication.

A3: *Director Patrick Stevens:* An idea or change can be effective only if it fits within the organization's wider strategic objectives. Therefore, I prefer

to focus on these strategic objectives and discuss with my team how to be successful, rather than trying to reinvent the wheel. For example, as the director of the Counter-Terrorism Unit, a main objective is to enhance our operational support to our 192 member countries. Discussions with my management team about how we achieve this means their input helps generate ideas in which we are all invested, and they then have greater ownership in implementing initiatives. It's all about empowerment. ♡

MEET THE MENTORS



Susan Ballard,
Chief

HONOLULU POLICE
DEPARTMENT, HI



Wayne James, Chief
of Police

INDIANA UNIVERSITY-
NORTHWEST POLICE
DEPARTMENT



Patrick Stevens,
Director of
Counter-Terrorism

INTERPOL





BY

Bill V. Amato, Edwards & Amato P.C.

Law Enforcement and Persons with Mental Illness

New Standards for Safety

IT IS INVALUABLE FOR LAW ENFORCEMENT AGENCIES TO RECOGNIZE AND IMPLEMENT POLICIES AND PROCEDURES DESIGNED TO HELP OFFICERS APPROACH AND INTERACT WITH PERSONS WITH MENTAL ILLNESS IN A WAY THAT MAXIMIZES THE SAFETY OF THE SUBJECT, OFFICERS, AND COMMUNITY, AS WELL AS PREVENTING LIABILITY AND LITIGATION.

Law enforcement officers face people from all walks of life on a daily basis. Currently, 43.8 million adults in the United States have a mental illness. Of that, 10 million people are affected by serious mental illness resulting in “serious functional impairment.” Thus, it is highly likely that many of the people that officers come into contact with have a mental illness. Data show that 1 of 4 people killed in officer-involved shootings are affected by some mental or emotional distress. When one adds in persons with drug and alcohol addictions, officers are frequently encountering people with severe issues. Due to a lack of resources and support for people with mental illness, law enforcement has now become the de facto response. Agencies need to

find new and better methods for interacting with this population, particularly related to the appropriate amount of force that is reasonable in the situations involving persons with mental illnesses.

USE OF FORCE: GRAHAM FACTORS

When encountering situations in which a person is experiencing mental or emotional distress, any use of force must be deliberated and used appropriately. Excessive force claims brought pursuant to §1983 are evaluated according to the totality of the circumstances. Governmental interests are weighed in relation to whether officers reacted reasonably under the Fourth Amendment.

In *Graham v. Connor*, the court created a test for law enforcement officers in balancing intrusion and governmental interests. Graham, an individual with diabetes, ran into a convenience store to pick up juice for his insulin reaction. The line was long, and he ran out again hurriedly to instead stop by a friend's home. Officers observed the behavior and made an investigative stop. After Graham behaved unusually, running around the car and briefly passing out, the

officers handcuffed him and shoved him on the hood of the car where he claimed he suffered ensuing injuries.

The court held that, in order to determine if the officers acted reasonably under the Fourth Amendment, three factors had to be evaluated for the totality of the circumstances. The factors as set forth by the court are the severity of the crime committed, if the person posed an immediate threat to officers or others, and if the person was actively resisting arrest. This test, which is judged based on the officer's perspective at the time of the incident, has been the standard by which courts have determined constitutional violations in the use of force.

DE-ESCALATION: GRAHAM PLUS?

Some courts have held that there are additional factors for officers to consider in light of the potential mental health issues when reacting to individuals who might be experiencing mental or emotional distress. In *Deorle v. Rutherford*, the Ninth Circuit made it very clear that officers need to approach the situation differently when faced with a person that they know is suicidal or affected by mental illness.

In *Deorle*, police were dispatched to the home of a suicidal man; upon their arrival, the officers found the man screaming and being verbally abusive. He was compliant with officers' instructions; however, when the man walked toward one of the officers steadily, the officer opened fire without first warning him. Deorle fractured his skull and lost an eye. The court reasoned that resolution of a conflict is not proper if done without differentiating between a person who is experiencing emotional issues and a criminal suspect. The man was not committing a

crime, and he was generally compliant with instructions, though not instructions given to him before he was shot. The court stated that the fear that he might be dangerous was not enough to warrant this excessive force.

The Ninth Circuit expanded upon this holding in *Hayes v. County of San Diego*. In that case, the Ninth Circuit started discussing proportionality in the evaluation of force used on persons who are experiencing emotional distress. Although the "proportionality test" was later overturned by the U.S. Supreme Court in a different case, *Hayes* has not been overturned, and the concepts are at least worth mentioning. In *Hayes*, the officers responded to a call about a suicidal man. The call did not specify that Hayes had weapons or that he was armed. Officers did not inquire if this was Hayes' first suicide threat, but he had been in protective custody previously for a different attempt. When police entered the house, Hayes brandished a butcher knife and incited officers to take him to jail. He began walking toward them while still holding the knife, and the officers fired. The court found that the force used by the officers was not reasonable in light of the *Graham* factors.

The court held that when a person with mental illness is potentially a threat to him- or herself, officers need to take reasonable action before the encounter to determine the person's state of mind in approaching the situation. Hayes had not committed a crime, complied with instructions, and did not evade arrest. The implication for officers is that when there is a known mental illness perspective to a call, especially if there might not be any criminal conduct, officers should take that information into account when determining what is reasonable.

These two cases highlight what is becoming an increasingly common call for service within police departments, in which officers are called to situations that involve a person who is behaving irrationally or has a mental illness, but do not involve any apparent criminal conduct. In these situations, it becomes critical for officers to evaluate the totality of the circumstances to ensure that they are handling the situation appropriately.

CURRENT LEGAL STANDARDS

The current legal standard for the use of force (no matter what the circumstance) is still *Graham*. Some have expressed thoughts about a "*Graham plus*" standard, which adds the Ninth Circuit's proportionality prong to the *Graham* standard. Still others look to other, possibly more appropriate standards with which to judge use of force when dealing with persons with mental illness. One such standard arose in a medical emergency case out of the Sixth Circuit. In *Estate of Corey Hill v. Miracle*, paramedics called to assist Hill, a man with diabetes who was experiencing low blood sugar, called for an officer to assist them because Hill had become combative when they tried to insert the IV. The deputy deployed his Taser in drive stun mode to Hill's thigh after unsuccessfully trying to hold Hill down to insert the IV and maintain his sugar levels. The court held that the use of force was reasonable because Hill was a threat to himself and some force was necessary to get Hill to comply with both the deputy and the paramedics in order to save his life. Additionally, the Taser in drive stun mode was objectively reasonable at the time for the officer to receive qualified immunity. The court held that Hill did not fit the *Graham* analysis;

rather, a different evaluation needed to be conducted. If the person is experiencing a medical emergency that renders him or her incapable of rational decision-making and could be a harm to him- or herself or others, if some degree of force is reasonably necessary to ameliorate the situation, and if the force used was reasonably necessary, then the officer's conduct should receive qualified immunity protection.

TAKEAWAYS

Courts are now evaluating the use of force used against individuals with mental illness differently than force used against criminals. Courts are now using terms such as "tools on an officer's belt" when discussing time, distance, and cover. These terms are being seen more often in court cases concerning use of force involving persons with mental illness. Courts are evaluating the events leading up to the use of force, with specific attention paid to the officers' use (and documentation) of time, distance, and cover as tools to de-escalate an otherwise tense and emotional situation with an individual with mental illness. As such, law enforcement agencies need to do the same. The National Tactical Officer's Association has already taken a very important step to accomplish this. In its latest guidelines, the NTOA has distinguished "barricaded suspect" from "barricaded subject," distinguishing those who have committed a crime from those who have not. Law enforcement agencies must continue to train their officers on responding to persons with mental illness, while also reviewing and evaluating their policies and procedures. Only a comprehensive approach to this problem will protect officers and agencies from litigation and potential liability. ☪

BY

Ed Davis, Police Commissioner (Ret.), Boston, Massachusetts, Police Department



Voice-Powered Dictation: Increase Officer Safety and Productivity

SOME OF THE MOST DANGEROUS MOMENTS FOR AN OFFICER CAN INVOLVE SITTING IN A PARKED PATROL CAR, RUNNING A LICENSE PLATE OR BACKGROUND CHECK DURING A ROADSIDE STOP OR JUST TRYING TO FILE AN INCIDENT REPORT.

Why? Typically, because officers can become distracted. When an officer's eyes are down, his or her situational awareness is compromised, removing one of the most vital skills in an officer's policing toolbox. Numerous law enforcement agencies are thus turning to new technology solutions to aid and protect their officers when the mundane can become perilous, while also improving productivity.

Day-to-day policing responsibilities, like incident reporting, don't always get the spotlight, but they are critical parts of the

job. Officers spend a large percentage of their workdays on paperwork and other documentation to record incidents and help move criminal proceedings along. But these reporting demands and other routine documentation procedures can leave officers heads-down and less situationally aware, impeding their safety.

According to a survey of U.S. police departments, law enforcement professionals are feeling the impact of high documentation demands. Some key findings of this survey include the following:

- More than 39 percent of law enforcement professionals say they spend 3–4 hours per day completing reports and documentation, with 13 percent of respondents spending 4 or more hours on these tasks each day.
- Over 50 percent of respondents noted that they spend at least a quarter of

their time on reporting duties back at the station, limiting their time spent in the community.

- Record management systems (RMS) and computer-aided dispatch (CAD) systems are used by more than two-thirds of the departments surveyed; however, 52 percent of officers say that locating and entering data into these systems takes dozens of clicks and can sometimes prove uncomfortable due to ergonomic issues while in the patrol car.

When taking a closer look, it's easy to see how heavy reporting demands and inefficiencies in police documentation processes can impact more than officer productivity.

SITUATIONAL AWARENESS

According to preliminary 2018 data compiled by the National Law Enforcement

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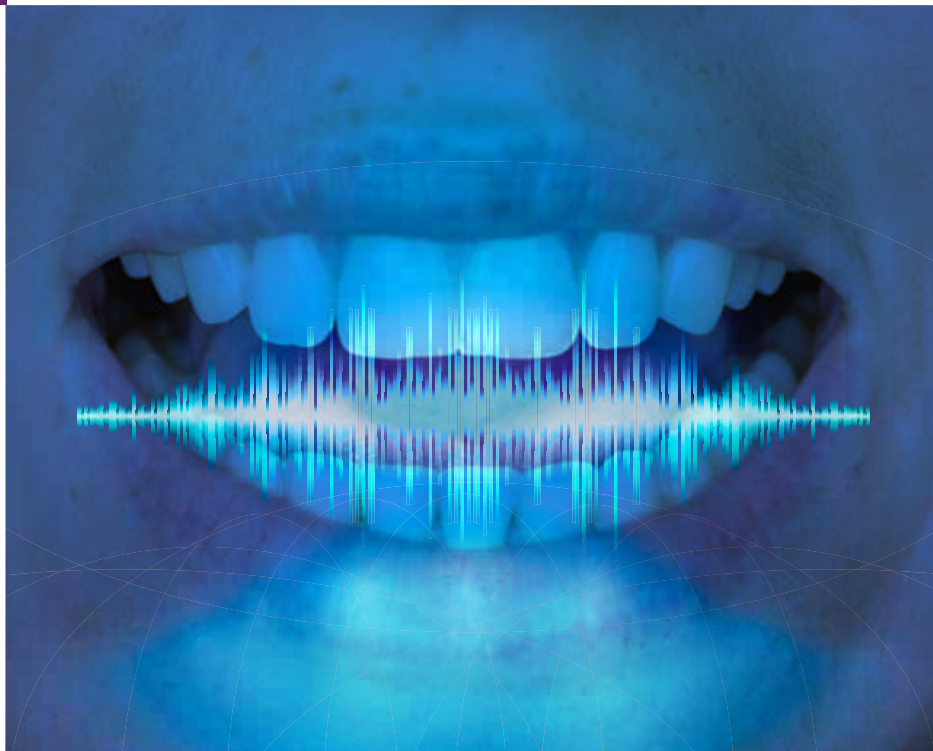
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Heavy reporting demands and inefficiencies in police documentation processes can impact more than officer productivity.

”

Officers Memorial Fund, traffic-related fatalities remain the second leading cause of law enforcement deaths. During roadside stops, for example, a number of dangerous scenarios can put officers at risk of injury or death. Distracted or intoxicated motorists, as well as speeding vehicles, are often the primary contributors to risk, and an increase in heavy trucks and other vehicles can also make roadways dangerous. Over the years, several safety precautions have been put in place to keep officers safe, including training them on car placement, approach, and awareness.

Another situational awareness aspect that should also be addressed is officer distraction. The importance of complete visibility of one's surroundings cannot be overstated. This is especially true when officers return to their vehicles to perform common tasks, such as the retrieval of license and background information.

Some officers also choose to complete reports on scene to capture details while the incident is still fresh in their minds. This can cause further distraction. By using voice-powered tools like speech recognition to perform these tasks, not only can officers produce more accurate, detailed reports, they can also stay heads up and more situationally aware while out on patrol.

PHYSICAL DISCOMFORT OR INJURY

The rigorous demands of police work in the field require officers to be as healthy

and as physically fit as possible. Even the smallest of injuries related to pain in the neck, back, wrist, or hands can keep an officer from doing his or her job effectively and can cause further bodily harm or even put other officers at risk.

Reliance on keyboard-driven in-car systems like the mobile data terminal (MDT) has created its own set of challenges for officers, including ergonomic issues. Cramped conditions in patrol cars have continued to increase as more and more equipment is added to aid officers on patrol. This limits the officers' range of motion when typing reports, causing discomfort from the need to twist and shift in the seat to use the MDT. Solutions like speech recognition eliminate the physical strains that come from manually entering data into the MDT, empowering officers to tackle reporting without compromising their attention or making excessive demands on their bodies.

COMMUNITY POLICING

Community policing is a major focus for departments worldwide, with growing attention on open communication and partnerships. Agencies continue to seek out new ways to better manage officers' interactions, time, and visibility within their communities. Unfortunately, having police officers back at the station buried in paperwork can make this difficult.

Community visibility is at the crux of modern-day policing, and, with an increased presence, public safety can be

enhanced considerably. By finding ways to simplify reporting procedures, officers can be more efficient, allowing them to use more of their time in the field responding to calls, investigating cases, and interacting with their communities. Based on some of the reporting demands cited previously, it's not surprising that, along with better training and equipment, agencies are considering technology solutions that can help officers better manage their time and be more visible in their communities.

LOOKING AHEAD

Balancing reporting demands, officer safety, and community needs have led many agencies to seek out technology solutions to find new ways to improve officer productivity and, more importantly, to increase officer safety. An "eyes-open" and "heads-up" mentality should always be the goal in order to increase officers' alertness and allow them to remain fully aware of their surroundings.

As time progresses, the field is likely to see departments adopt innovative approaches to incident reporting, including voice-driven solutions, to help streamline their documentation process and make officers' day-to-day activities safer. ♡

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The New Roles of Radar: Education and Communication

BY
Charlie Robeson,
Co-Founder and Managing
Partner, Radarsign



TRADITIONALLY, WHEN PEOPLE CONSIDER THE ROLE OF RADAR TECHNOLOGY IN TRAFFIC CALMING, THE FIRST THING THAT COMES TO MIND IS THE USE OF RADAR GUNS FOR ENFORCEMENT. HOWEVER, RADAR'S REPUTATION IS EVOLVING. TODAY, WITH RADAR SPEED SIGNS, THE TECHNOLOGY IS MOVING TO THE FOREFRONT IN DRIVER EDUCATION, ENCOURAGING MOTORISTS TO CHOOSE TO SLOW DOWN.

This change in usage has created a change in the public's perception of radar technology, too—from enemy to friend. This shift in perception is positive for both law enforcement agencies and communities.

No one understands this more than Camden, Arkansas, Police Chief Boyd Woody. In 2017, Chief Woody implemented an innovative traffic-calming strategy in Camden that employed a radar speed sign. As Chief Woody explained, “We didn’t want to generate revenue. We wanted to make our streets safer.” The plan had two goals:

1. Address community members’ concerns about speeding.
2. Educate community members in advance to make them partners in the efforts to make streets safer.

Camden’s solution was developed around a portable radar speed sign. This was important because a portable sign could be used in many locations. The educational push focused on helping drivers understand that speeding kills and that slowing down saves lives.

Up to this point, Chief Woody’s plan was relatively standard. However, he veered away from the traditional course by setting aside the element of surprise that is commonly associated with speed enforcement.

The way I see the nation’s perception of law enforcement, we need

better communication. We wanted the plan to be positive for the community’s benefit, not mine. So, before our sign arrived, we put policies and directives in place about how we would use the sign, and we shared that with the local media.

The policy required that the radar speed sign be used for one week in each location to collect and analyze driver speed data. The data collection was started on Fridays. All these details were shared with the public. The sign was moved to multiple locations where it captured driver speed data. Throughout the process, Chief Woody

solicited feedback from community members.

The Camden project was focused on driver education and awareness instead of penalties (i.e., tickets). To that end, the Camden public information officer shares the speed data on Facebook and, when warranted, announces that officers will follow up with enforcement in that area. Those posts are then shared by others. The result is a much more educated public and an organic reduction in driving speeds.

DATA VALIDATION FOR SPEEDING PROBLEMS

The data are incredibly valuable for resource management because they capture speed metrics with a date and time stamp that can serve as predictive analytics. Officers can be sent to a location on the days and at times when speeding is at its worst. This is how Chief Woody is operating, "If the data show that there was a lot of speeding in a location, we send an officer out to work the traffic and issue citations."

According to Chief Woody, sometimes, citizens' complaints about speeding are unfounded, and the data prove this as well. "We get calls from people who sit on their front porch and watch the cars and 'know' there is a speeding problem. But with the sign and the data, we can print out the results and take that to them, and the facts quiet their concerns."

Importantly, the radar speed signs and the data provide law enforcement agencies with the tools to thoughtfully address community concerns and document whether or not speeding is actually a problem in a specific area.

ACTION, INFORMATION, REACTION

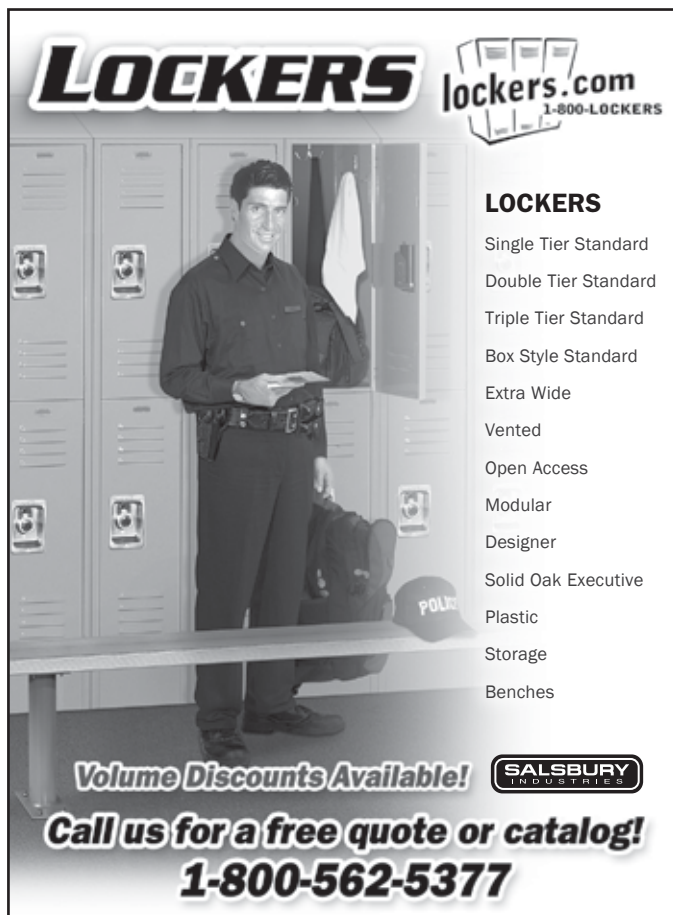
Radar speed signs are proven to be effective as both a long- and short-term solution. There are many credible studies that have documented the effectiveness of radar speed signs. The science behind why these signs work is compelling, though.

Radar speed signs are effective because they leverage a psychological concept called the "feedback loop." When people are given information about their actions in real time and an opportunity to change their actions, people are likely to choose better behaviors. Radar speed signs provide real-time feedback about driver speeds. Whether motivated by safety concerns or the risk of a costly fine, most drivers are law-abiding individuals who will choose to comply with the speed limit.

A MODEL TO EMULATE

The Camden blend of technology and transparency is a solution that can improve community relationships, community-police communication, and road safety in communities across the globe. As Chief Woody states, "We saw this plan as a way to use communications to build relationships. It provides an opportunity for us as law enforcement officers to tell people what we are doing and why."

In this sometimes-hostile climate between law enforcement agencies, media, and citizens—radar speed signs are one of the many technologies available to agencies to help them rebuild trust while also making communities safer. ♡



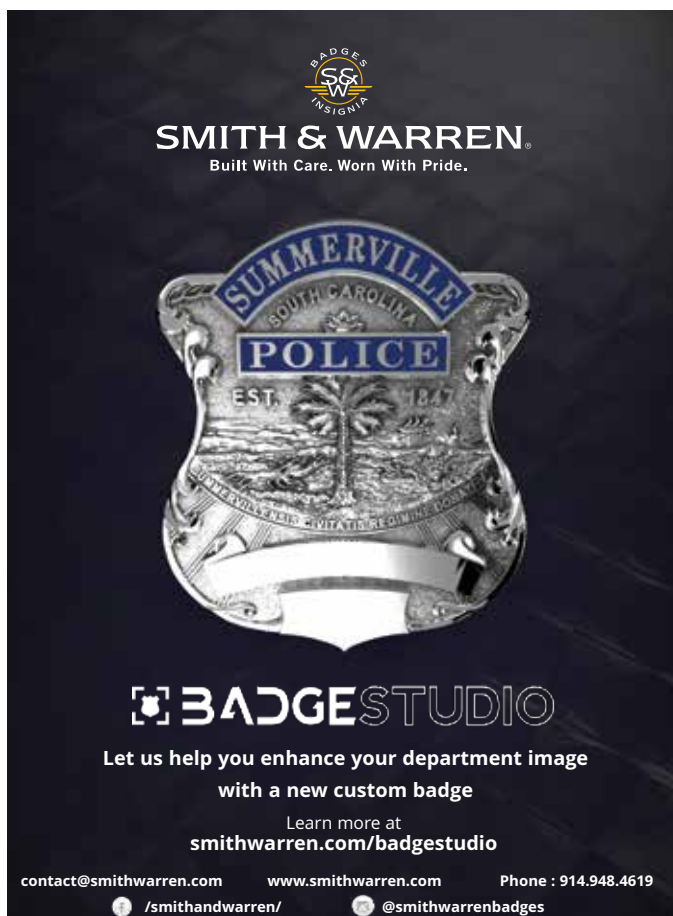
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Shining a Blue Light on Officers



Chief Robert Hassell

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AS POLICE DEPARTMENTS AROUND THE WORLD WORK TO BUILD STRONGER, MORE RESILIENT RELATIONSHIPS WITH THEIR COMMUNITIES, THE CONCEPT OF OFFICER VISIBILITY HAS EMERGED AS AN IMPORTANT COMPONENT. COMMUNITY MEMBERS NEED TO ACTUALLY SEE OFFICERS TO BUILD RELATIONSHIPS WITH THEM, WHILE THOSE CONSIDERING CRIMINAL ACTS MIGHT BE LESS LIKELY TO FOLLOW THROUGH IF OFFICERS ARE A VISIBLE PRESENCE IN THEIR TARGET AREA.

After a series of quarterly community meetings—called Straight Talk—the Reidsville Police Department in North Carolina discovered that community members were concerned because they didn't see police officers in their neighborhoods.

Naturally, the department first looked to its patrol data for an explanation, but the analysis showed that officers were patrolling their assigned zones, including the areas that were receiving complaints of officers not being seen. As Reidsville Police Department Chief Robert Hassell explained, "The community felt like we were not patrolling their neighborhoods, and the study showed that we were. We were just not visible enough."

As a result, the Blue Light Program was conceived to increase officer visibility. In mid-2016, Chief Hassell and his department conducted a six-month trial run of equipping police officers with glow lights. The officers maintained their routine patrol duties and patterns.

As the six months drew to a close, the Blue Light Program was deemed a success. "We found significantly fewer complaints from citizens. In fact, we realized that they truly valued this program and our efforts to become more visible," said Chief Hassell. The Reidsville Police Department command staff unanimously decided to enact the Blue Light Program on a permanent basis across the entire department.

Chief Hassell recognized that while officers often need to be visible, sometimes the glow light could risk officer safety or operation effectiveness. Therefore, it was determined the officers could deactivate their glow lights in specific circumstances; for instance, when operating radar for traffic violations or in situations where an officer fears his or her safety is in jeopardy. This flexibility allows for the increased visibility without compromising officer safety.

Is the Blue Light Program working? Community members' complaints about a lack of officer visibility are

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The community felt like we were not patrolling their neighborhoods, and the study showed that we were. We were just not visible enough.

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down, as are crime rates. Reidsville has been recognized by the National Council for Home Safety and Security as one of the top 100 safest cities in the United States two years in a row. In 2017, the city experienced a 17 percent decrease in violent crime and a 6 percent decrease in property crime.

While Chief Hassell acknowledges that there are likely other factors at play, he also believes the Blue Light Program had a role in the drop in crime: "It would be unfair to say that the Blue Light Program solely generated these favorable results. But, it is my belief that the program, along with many other Community Policing efforts, has reduced crime by deterring individuals from criminal activity and encouraging citizens to become more involved."

By simply listening to community members' concerns and taking action to resolve them, Reidsville has increased public safety and improved community-police relations. The Blue Light Program is a perfect expression of Reidsville's slogan: Live Simply, Think Big. ☺





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COLLABORATIVE RESPONSE TO CRITICAL INCIDENTS

BY

Tim Morris, Executive Director of Police Services, INTERPOL

“

INTERPOL is able to facilitate collaboration between law enforcement agencies within individual countries and across regions.

”

An International Perspective on Responding to Emergency Situations

WITH ITS GLOBAL NETWORK OF 192 MEMBER COUNTRIES, INTERPOL IS UNIQUELY PLACED TO OFFER SUPPORT TO LAW ENFORCEMENT FOLLOWING A CRITICAL INCIDENT THAT CARRIES AN INTERNATIONAL IMPACT.

This support comes in various forms, such as access to INTERPOL's databases, biometric expertise, the issuing of international alerts, the deployment of response teams, and multilingual assistance that helps countries bridge the gap between languages and jurisdictions.

It won't come as a surprise to learn that INTERPOL can assist at a major international crime scene—for instance, following a bombing or terrorist attack—but many people, including law enforcement professionals, might not realize the organization can also provide on-the-ground support in the wake of a natural disaster or large-scale noncriminal incident, such as an earthquake or plane crash.

As well as providing targeted support in the aftermath of an incident, INTERPOL also places strong emphasis on prevention, as evidenced in its development of standard guidelines, training courses, and learning resources for its membership. Lessons learned and analysis from incidents are fed back into this process to ensure that INTERPOL's response mechanisms remain in line with evolving needs.

INTERPOL also recognizes the importance of empowering its member countries to develop and implement their own preparedness and response strategies and works to help them acquire and use the necessary infrastructure

and skills. Important to this process is the notion of cross-sector cooperation. With its extensive network of contacts and global reach, INTERPOL is able to facilitate collaboration between law enforcement agencies within individual countries and across regions.

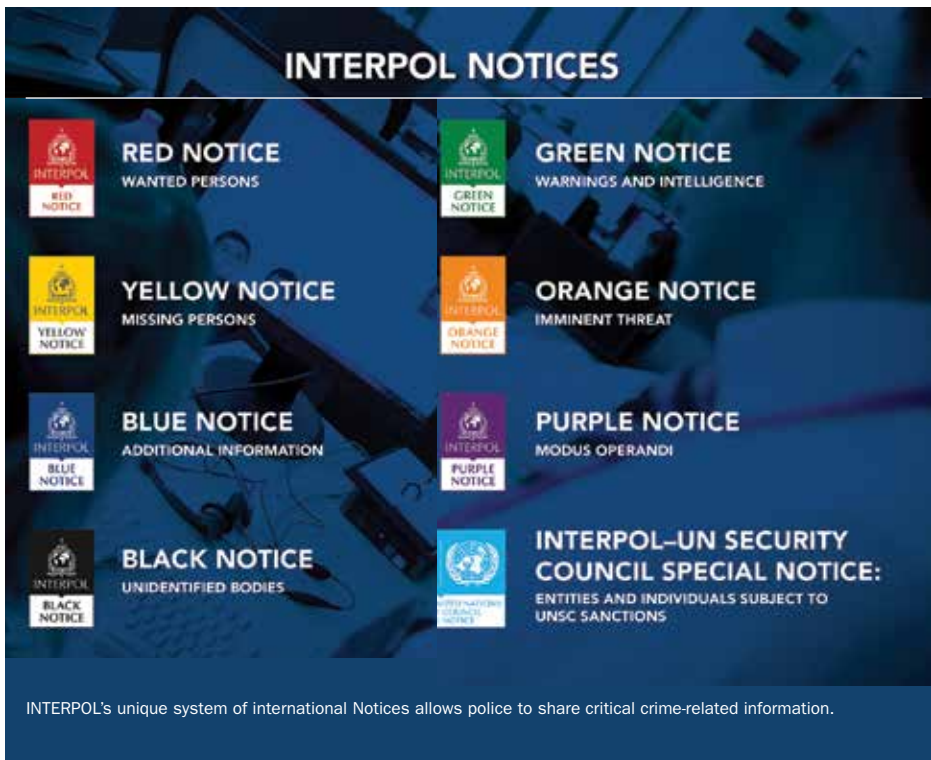
COMMAND AND COORDINATION CENTRE

INTERPOL's 24-hour response capability is managed by the Command and Coordination Centre (CCC). The CCC is staffed by multilingual officials of

a variety of nationalities who reply to urgent requests from member countries and proactively monitor events around the world. A visitor entering the CCC operations room would be struck by the number of screens on the wall, beaming in news and events from all continents. The atmosphere may seem calm, but staff remain on alert—ready to contact the INTERPOL National Central Bureau in any member country where an incident is detected and to activate the necessary response mechanisms should the offer of support be accepted.



The Command and Coordination Centre offers a 24-hour point of contact for any member country seeking urgent police information or facing a crisis situation.



CONTACT INTERPOL AND ACCESS SERVICES

INTERPOL encourages frontline law enforcement officers to make full use of the organization's range of global capabilities in their inquiries and investigations.

Any law enforcement agency wishing to request access to INTERPOL databases and services should contact the INTERPOL National Central Bureau (NCB) for its country.

The NCB is typically a division of the national police agency or investigation service and serves as the contact point for all INTERPOL activities in the field, connecting each member country to INTERPOL's global network. (www.interpol.int/member-countries/world)

General questions about INTERPOL's policing capabilities should be directed to the Command and Coordination Centre at CCCPublicMails@interpol.int

With three operations rooms—located in Lyon, France; Buenos Aires, Argentina; and Singapore—the shift leader in one region hands over responsibilities to the leader in the next region, ensuring 24-hour coverage and continuity, with the added advantage that each site can tailor its support to regional needs, depending on crime issues and cultural factors at play.

CCC staff speak on average three languages each, making for a rich resource of linguistic and cultural knowledge. The organization's four official languages (Arabic, English, French, and Spanish) are well covered, along with several other unofficial languages and dialects. CCC staff have specific training in INTERPOL's tools and services, enabling them to reach out to member countries to offer immediate and targeted support in urgent investigations or crisis situations.

Publishing International Alerts

In the event of a crisis situation, the CCC can publish any appropriate Notices at the request of a member country. Considered to be INTERPOL's flagship tool, Notices are the organization's color-coded system of international alerts. They are circulated to INTERPOL's entire membership, allowing police in any region to share critical crime-related information.

For instance, in April 2013, INTERPOL issued an Orange Notice, detailing the features of the improvised explosive devices used in the Boston Marathon bombings to assist law enforcement agencies worldwide in detecting any similarly configured bombs. Requested by the U.S. authorities, the Notice contained photographs of the devices and identifying information, including the fingerprints of the two suspects. A public version of the Orange Notice—with confidential police information removed—was also made available, and the public worldwide were urged to provide the FBI with any relevant information.

Real-Time Access to Global Police Data

The CCC can also conduct instant checks against INTERPOL's databases. Key databases consulted in a critical incident include those on nominal data, fingerprints, DNA profiles, facial recognition, stolen and lost travel documents, stolen motor vehicles, firearms, and foreign terrorist fighters.

The average response time for a database query is just 0.5 seconds, making instant investigative support a reality anywhere in the world. INTERPOL's global databases contain nearly 90 million records and are searched an

average of 180 times per second. Every check is a potential break in a case for police in the organization's member countries.

Data is contributed by INTERPOL's member countries on a voluntary basis and is subject to a strict legal framework and data protection rules in order to foster trust, encourage participation, and ensure the quality of the information.

Databases are accessed via I-24/7, INTERPOL's secure global police communications system. This is the technical network that links law enforcement in all member countries and enables authorized users to share sensitive and urgent police information with their counterparts around the globe. As criminals and criminal organizations are typically involved in multiple activities, I-24/7 has fundamentally changed the way the global law enforcement community works together. It enables investigators to access INTERPOL's range of tools and make connections between seemingly unrelated pieces of information, thereby facilitating investigations and helping to solve crimes.

Crisis Management

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At the request of a member country, an INTERPOL Incident Response Team can be deployed within 12 to 24 hours anywhere in the world.



incident, with a dedicated space to house a crisis cell when needed.

For example, a task force was set up at the CCC in Lyon in November 2015, following the wave of terror attacks across Paris, France, in which 130 people were killed and hundreds more were injured. As part of its crisis management services, the CCC liaised closely with the INTERPOL National Central Bureau in Paris to provide the investigative assistance requested by French authorities, and a team was deployed to assist with disaster victim identification (DVI) processes.

INCIDENT RESPONSE TEAMS

As well as real-time support from the CCC at the General Secretariat, INTERPOL can dispatch specialized teams to assist authorities and local emergency responders in the field. An Incident Response Team (IRT) can be deployed within 12 to 24 hours in response to a major crime, disaster, or large-scale incident. In the latter case, the team will generally provide DVI assistance.

The first IRT was deployed to Indonesia in 2002, following a terrorist bombing in Bali. Since then, more than 115 IRTs have been dispatched to countries across the globe for reasons as varied as a tsunami; earthquake; flood; ferry disaster; plane crash; terrorist attack; murder; kidnapping; cybercrime; and seizure of drugs, chemicals, ivory, and weapons.

The types of IRTs have evolved over the years to meet the emerging needs of member countries. For instance, the first ever maritime piracy IRT was deployed to Durban, South Africa, in 2011, to assist national police with the investigation of a Greek vessel released by Somali pirates 58 days after the vessel was hijacked off the coast of Oman. Supported by the South African Police Service and in coordination with European Union Naval Force (EU NAVFOR) and INTERTANKO, the team collected physical evidence, recovered digital evidence from the vessel's satellite phone, collected fingerprints and DNA, and gathered testimony from the crew. The evidence was forwarded to the South African authorities to

conduct a formal investigation and was also used by Greece in its first maritime piracy prosecution at the end of 2012.

Expert Assistance in the Field

When an IRT is requested, the CCC calls immediately on its extensive network of specialized officers at the General Secretariat and other experts around the world to put together a dedicated team tailored to the specific nature of the disaster or crime and the requirements of the requesting country. Meetings are held with senior managers at the General Secretariat to discuss the situation; a chain of command is established; and the teams are fully briefed on their roles, the responsibilities of the IRT, how to act and react, evacuation plans, and other practical details.

At least one member of the CCC is deployed within the team on the ground and serves as the liaison between the IRT and the CCC operations room. All personnel are highly trained in the use of INTERPOL's policing capabilities and fully prepared to go into the field, where they often handle massive amounts of sensitive data while faced with the pressures of limited time and difficult working conditions.

INTERPOL's role is to offer advice and provide support to local, regional, or national law enforcement, not to lead an investigation or response plan. Responsibility for coordination and decision-making lies with the member country. A country may request support in a specific area of the investigation, as was the case in a 2015 investigation concerning a kidnapping in a Central American country. The national authorities were experienced in handling kidnappings, but this specific case presented a new dimension as the ransom was demanded in bitcoins via the dark web. A specialized IRT was deployed, including a coordinator from the CCC, the INTERPOL Digital Crime Officer for the Americas, and a member of the cyber team from INTERPOL's Global Complex for Innovation in Singapore.

Overcoming Challenges

The challenges faced by IRTs vary enormously depending on the incident and location. However, a common challenge is security. The CCC will carry out various risk assessments

before making the final decision to deploy a team, and evacuation plans are clearly established in advance. Concerns over security could be linked to natural disaster conditions (e.g., the risk of a landslide) or to a crime incident (e.g., risk of further terrorist attacks).

While IRTs often have to operate in difficult conditions, the logistical side of the response presents far fewer challenges today than in the past. With several years' experience, the CCC is now better able to anticipate and plan for any problems. For example, backpacks containing technical kits, including solar-powered batteries for an independent electricity supply, are prepared and stand ready for immediate use.

DISASTER VICTIM IDENTIFICATION

If the situation requires, an IRT can include specialized assistance in the field of DVI. A natural disaster or a terrorist attack will very often result in the deaths of people from many different countries. However, the country in which the incident took place might not have the necessary infrastructure to deal with mass casualties or this infrastructure might have been damaged or destroyed in the incident. Following a terrorism incident, DVI

procedures can also help investigators identify possible attackers.

INTERPOL sets international best practices in DVI, having produced its first *Guide to Disaster Victim Identification* in 1984. The guide is the globally accepted standard for DVI protocols. Lessons learned from deployment to incidents are incorporated into the guide and the accompanying forms for antemortem (AM) and postmortem (PM) data, all of which are updated every five years. For example, a recent addition to the AM form is a field regarding social media, as useful information could be gleaned from a missing person's online profile (e.g., odontology data from a photo of a person smiling).

It is rarely possible to identify a victim of a major disaster by visual recognition, so fingerprints, dental records, or DNA samples are required for a conclusive identification. INTERPOL can assist by offering the necessary forensic expertise for PM examination and can also coordinate the gathering of AM data. Such data include dental and medical records, fingerprints, and DNA that are recovered from the victims' homes or provided by family members. There are a number of challenges in this process, such as finding out where a missing person was living before the incident (in



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their country of birth or abroad) and who their relatives are and where they live. INTERPOL's expertise, contacts, and geographical reach are of major value in this coordination role.

Following the catastrophic tsunami in Asia in 2004, INTERPOL deployed an IRT that joined other foreign DVI teams to assist Thai authorities with AM and PM data collection of all victims (local and foreign), reconciliation, and participation in the ID Board. There were more than 5,000 victims in Thailand alone, with 2,400 individuals from 36 other countries among the casualties and a further 3,100 people missing. This remains the largest single-incident DVI operation conducted to date.

standards and procedures can help prevent any misidentifications that would cause unnecessary distress to families.

The INTERPOL DVI training courses are hands-on and include practical simulations such as body recovery and mortuary exercises. Sometimes these simulations are carried out with dummies, but they have been done with actors, as well, to make the training as realistic as possible.

This realism was seen in a disaster training exercise in the United Kingdom in February 2016, which staged the scenario of a building collapsing onto an underground station. Organized by the UK authorities, it was a major

data collection of all victims (local and foreign). All 35 bodies were identified.

Working in Partnership

Collaboration with partners across sectors is central to INTERPOL's work in all areas. This can be seen in the field of DVI where INTERPOL works closely with the private sector company Pluss Data, whose DVI software system is fully integrated with INTERPOL's DVI forms. INTERPOL also exchanges experience and information with the International Commission on Missing Persons (ICMP), with whom a formal cooperation agreement was signed in 2007. An annual DVI conference allows the international DVI community to share best practices and lessons learned.

INTERPOL MAJOR EVENTS SUPPORT TEAMS


In addition to having the infrastructure to react to a critical incident, INTERPOL has also put a number of incident prevention programs and initiatives in place. For example, an INTERPOL Major Event Support Team (IMEST) is deployed to assist member countries in the preparation, coordination, and implementation of security arrangements for major international events.

Large-scale sporting events, high-profile conferences, and political summits come with a complex array of policing and security challenges and an increased threat of crime, violence, cyberattacks, and even terrorism.

IMESTs are deployed in advance of and during an event to make sure that the host country's officers make the full and best use of INTERPOL's databases and to facilitate the real-time exchange of messages and vital police data between member countries.

An IMEST can also evolve into an IRT if a crisis situation occurs at a major event.

The first IMEST was deployed in 2002 to the United States for the Winter Olympic Games in Salt Lake City, with the total number of deployments now numbering more than 125.



IMESTs support police with security arrangements and border control measures for major international events.

Promoting Training and Standards

INTERPOL's DVI activities are supported by a Working Group made up of forensic and police experts from around the world. It meets regularly to discuss how DVI procedures and standards can be improved and to help develop training programs.

Training is crucial in order to encourage all countries to work to the same standards with the same level of expertise and to ensure that authorities feel confident with the identification of one of their citizens by another country. Importantly, the use of the proper

exercise with an international dimension: several European countries participated, and INTERPOL provided international DVI support.

The skills developed on a training course may be required in a live situation sooner than anticipated, as was the case in Belgium just three weeks after officers participated in the UK disaster exercise. In March 2016, terrorists carried out three coordinated suicide bombings in Brussels in which 32 victims and 3 attackers were killed, representing 11 different nationalities in total. INTERPOL deployed an IRT to assist the Belgian authorities with the AM



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Another initiative intended to help with policing and security arrangements for major sporting events is Project Stadia. Funded by Qatar, the 10-year project identifies best practices and draws on the experiences of a wide range of contributors in preparation for the 2022 FIFA World Cup in Qatar and aims to become the international reference point for major event safety and security. In the interests of cross-sector collaboration, expert meetings bring together professionals from law enforcement, event organizing committees, government, the private sector, academia, and civil society.

Republic of Korea. A debrief of the 2018 FIFA World Cup in Russia is also being planned.

After the terrorist attacks at the Stade de France in Paris in November 2015, the Project Stadia team conducted a debriefing interview with a security guard who was on duty at the time and the safety and security director who had command responsibilities on the evening in question.

The wealth of insight gathered from these debriefings—both in written and video form—are made available in the Stadia Knowledge Management

developed six training courses covering various topics related to security at major sporting events, including incident management challenges and evacuation challenges.

Two of the courses have been accredited according to official INTERPOL standards, and Project Stadia plans to have the remaining courses accredited in this way. Upon satisfactory completion of all six courses, participants are awarded the International Sport Safety and Security Professional Certificate, a first-of-its-kind certification for law enforcement professionals.

CBRNE PREPAREDNESS AND RESPONSE

As already stated, INTERPOL places great emphasis on empowering its member countries to respond effectively to a critical incident. Central to this are preparedness and a multiagency approach, as demonstrated in INTERPOL's CBRNE (chemical, biological, radiological, nuclear, and explosives) program.

Chemical Crime Scene Management

The importance of training was illustrated after a high-profile chemical incident in Malaysia in February 2017 that called for Malaysian officers to put into practice their new-found skills and knowledge gained at an INTERPOL training course just three months earlier. A group of 20 participants from police, customs, immigration, the intelligence service, counter-

terrorism, and the hazardous materials team had been trained as part of Project Chasm (Chemical Awareness Scene Management) in November 2016. This was the first training course they had received in this area, covering the topics of regional threat assessment, scene searching methodology, evidence collection, and personal protective equipment.



INTERPOL delivers a number of training courses to improve the monitoring and detection of CBRNE materials and dealing with a CBRNE crime scene.

Observation and debriefing programs are carried out to learn lessons, including in relation to incident response, from those who deliver the world's biggest sporting events. At the invitation of the International Olympic Committee, Project Stadia conducted a weeklong observation program during the 2018 Winter Olympics in PyeongChang,

System, which will not only benefit the World Cup in Qatar, but also leave a lasting legacy for the entire INTERPOL membership.

Project Stadia, in cooperation with the National Center for Spectator Sports Safety and Security (NCS4), the University of Southern Mississippi, has

The knowledge and skills they acquired were all brought into play when the officers were deployed to deal with the contaminated crime scene after the VX attack on Kim Jong-nam at Kuala Lumpur International Airport. On the operational side, INTERPOL cooperated closely with the National Central Bureau in Malaysia, resulting in the publication of Red Notices for four North Korean suspects.

The officers in question have since completed a train-the-trainer course, so they can pass on their expertise to fellow Malaysian officers in how to deal with contaminated crime scenes. This single incident neatly encapsulates the way in which INTERPOL can assist its member countries before, during, and after an incident.

Improvised Explosive Devices

In the event of a critical incident, real-time access to global data can prove crucial in identifying potential suspects and preventing them from crossing borders. IEDs (improvised explosive devices) are the most widespread form of explosives in the world and the favoured weapons of terrorists, killing and injuring thousands of people every year. Having identified a gap in international law enforcement intelligence in this area, INTERPOL set up its Project Watchmaker database to centralize profiles of known or suspected individuals involved in the illicit manufacture or use of explosives.

Radiological and Nuclear Materials

A multiagency, multi-sector approach is also central to INTERPOL's Radiological Nuclear Investigations Course. This course raises awareness of the risks to facilities where radiological materials are in use and brings together key stakeholders to establish roles, responsibilities, and a coordinated response to alarms and incidents involving radioactive materials. The ultimate aim is to prevent such materials from being acquired by terrorists or organized crime groups.

Following such a course in Dar Es Salaam in 2017, Tanzania established a dedicated unit of law enforcement officers who are responsible for reviewing

the security and developing multi-agency response plans at sites containing radioactive materials.

This model also encourages law enforcement agencies in INTERPOL's member countries to engage with nuclear regulators, health professionals, academia, and the transport and mining industries to work together to develop joint agency plans that improve the overall security of sources in their countries and ensure the safety of their residents.

Bioterrorism

The combination of training and operational support is also seen in INTERPOL's Bioterrorism Prevention Programme through the example of Project Vector, which enhances border biosecurity through training and exercises on detecting the indicators of biological hazards and contraband.

After completing the project in early 2017, the program's partners in the Middle East seized biological material, identified as ricin (a plant-based toxin), from terrorist cells. This seizure prompted the publication of a Purple Notice to inform member countries about the specific modus operandi of the bioterror threat.

The Bioterrorism Prevention Programme is also developing a new initiative to provide emergency support to law enforcement agencies facing a biological emergency situation. In such an unpredictable context, assistance can be offered to a member country first through a remote assessment, followed by a deployment if deemed necessary.

CONNECTING POLICE FOR A SAFER WORLD

INTERPOL plays a unique role in international crisis response, able to support police in its member countries through the cycle of preparedness, real-time response, and post-incident investigations.

The organization is constantly driving new initiatives to ensure its capabilities add value to the work of officers on the front line. INTERPOL is working to promote innovation, standards, and procedures in policing through

technology such as facial recognition and speaker identification software. Much of this is done in partnership with agencies in member countries and the private sector. For instance, the CCC is working to develop new international protocols for crisis management, with input and training from the United States and Australia. Another project will offer training on digital evidence recovery so that it can be preserved in line with international legal standards and contribute to successful prosecutions.

INTERPOL's aim is to ensure that officers around the world have access to the right tools and the right connections at the right time, so their individual contributions can all serve to further the shared goal of making the world a safer place. ☺

ONLINE RESOURCES

A wealth of information about INTERPOL and resources on specific topics are available at www.interpol.int. These include the following:

- *Disaster Victim Identification Guide*
- *Fingerprint transmission guidelines*
- *Handbook on DNA Data Exchange and Practice*
- CBRNE training videos, posters, and charts

Other documents are available on request or through INTERPOL's restricted channels, including

- *Counter-Terrorism Operational Support Brochure*
- *INTERPOL's Model for a National Counter-Terrorism Strategy—Guidelines for National Law Enforcement Authorities*

BY

Will D. Johnson, Police Chief, Arlington, Texas, Police Department

MANAGING A DEADLY FORCE ENCOUNTER AS A LAW ENFORCEMENT LEADER

MANAGING CRITICAL INCIDENTS AS A LAW ENFORCEMENT EXECUTIVE IS SOMETHING THAT OCCURS MANY TIMES THROUGHOUT ONE'S CAREER, BUT IT IS A CHALLENGE THAT CAN VARY GREATLY AS IT RELATES TO THE HARM CREATED IN THE COMMUNITY. Although each incident has different facts, circumstances, and outcomes, one of the most effective approaches often is to leverage proven relationship strategies through intentional community conversations, while balancing operational needs, stakeholder interests, and preservation of the rule of law. Ultimately, there are both significant opportunities and challenges that unfold during and after large-scale incidents.

Law enforcement has encountered many significant incidents in the past several years related to the police application of force. Some of these incidents have garnered international attention and sparked controversy. Regardless of the outcome of an incident, progressive police leaders in the 21st century must make a commitment to effective communication—the factual release of information in a timely manner that speaks to the broad array of interested stakeholders, including internal agency employees, members of the broader policing profession, community members, social justice advocates, elected officials, and many other individuals and groups involved in the criminal justice system.

CASE STUDY: DEADLY FORCE ENCOUNTER IN ARLINGTON, TEXAS, MALL

The Arlington Police Department provides law enforcement services to the 48th largest city in United States with an authorized sworn strength of 675 officers. Over a year before the shooting, the department noticed an escalating trend that involved the use of simulated firearms such as airsoft, BB, and replica guns in criminal offenses.

Due to the alarming increase in the use of fake guns, the department launched an educational campaign on social media and afforded news reporters the opportunity to see the striking resemblance of fake guns to real guns from criminal seizures. The objective of the campaign was to raise public awareness of the dangers associated with using simulated firearms, discuss the frequency in which officers encountered this threat on the streets while investigating crimes, and demonstrate the fact that no level of training for police employees would allow officers to readily distinguish real versus fake firearms in the real-life scenarios officers face every day.

The Incident

In November 2017, the holiday shopping season was in full swing when the Arlington Police Department found itself embroiled in a national news story after an officer used deadly force on a suspect carrying a simulated firearm. Black Friday weekend (a significant shopping weekend that follows the U.S. Thanksgiving holiday) started out like any other year. Shoppers filled a local retail mall that is the anchor to a large economic corridor in Arlington. At the culmination of this busy weekend, a

suspect traveled to a local park and telephoned 911 to report that he was carrying a gun and would use it on police if they tried to stop him. Officers were dispatched to the location in an attempt to search for an individual who might be in mental distress.

Unbeknownst to responding officers, this suspect had previously fled from a traffic stop a few days prior and was also close friends with a local drug dealer who was killed by police after he shot multiple officers during the execution of a drug search warrant. Investigators believe that the suspect went to the mall after calling 911 from the city park and committed a misdemeanor theft offense at a sunglass retailer inside the mall. Two uniformed officers, one on-duty and one working in an off-duty capacity for the mall, responded to the theft call. These officers did not know the identity of the suspect nor were they aware of the previously mentioned 911 call. As an officer began to confront the individual regarding the theft, the suspect pulled out a handgun, pointed it directly at the uniformed officer in a busy common area of the mall, and jumped on an escalator moving toward the second floor of the mall.

The officer discharged his firearm—striking the suspect multiple times. Responding officers provided emergency first aid, and the suspect was transported to a local hospital to be treated for serious injuries sustained in the encounter. The handgun wielded by the suspect was found to be a simulated handgun capable of firing pellets.



Response and Communication

There was immediate misinformation on social media that there was an active shooter at the mall. News media descended onto the scene and national media outlets began reporting the shooting incident. Within an hour of the incident, the narrative was beginning to shift from an active shooter to professed disbelief that an officer would be so reckless as to use deadly force in a crowded mall. Social media reports emerged that suggested the suspect involved in the deadly force encounter was unarmed and had his hands up when the officer fired.

As communities experience these types of incidents, leaders must acknowledge that rapid misinformation can spiral out of control and be spread throughout cities, and sometimes even a whole country, in a short amount of time. It's imperative that law enforcement organizations are prepared to respond factually with confirmed, vetted information that can counter false narratives that emerge. Public information officers should have written plans in place with pre-scripted social media posts that can assist in quickly disseminating basic information during an incident or crisis. People want and need to know that their community is safe and want to know the facts related to police action.

One of the first action items the Arlington Police Department confronted was correcting the false active shooter narrative. This event was an isolated incident involving a police use-of-force. Once it was confirmed that no other people than the suspect and officers were involved, department social media platforms published information that dispelled the fear and perception that a shooter was on the loose. This largely reduced the national news outlets' coverage.

Agency leaders then focused on crafting the right messages to share vital information with the community. The department knew that a simulated firearm, not an actual firearm, was used by the suspect. There was no reason to not release this information. The strategic approach was to release this information while also focusing on the work that had been completed over the past year on educating the public about the threat that fake guns pose.



The next component of the messaging strategy included countering the false narratives advocated by some who sought to divide the community and undermine law enforcement's credibility. A plan was developed in coordination with the Tarrant County Criminal District Attorney's Office to release photos from mall surveillance footage showing the suspect pointing the simulated firearm at the officer. Careful attention was given to preserve due process rights for all involved, but these photographs virtually eliminated the response from individuals with misinformation or seeking to stir up trouble.

LEADER-DRIVEN MESSAGING

Law enforcement leaders who have a presence on social media can leverage their voice by pushing critical messaging through their individual social media accounts. The public information officer (PIO) can then re-post the messaging from their chief executive onto all other departmental outreach platforms. This technique allows leaders to convey the seriousness of the incident and speak directly to the community without having to go on camera with the news media. As the most recognizable face of the agency, the leader must be seen managing the event, whether through direct communication on social media, talking to the masses through news media, or physically showing up at the scene. Any of these approaches or a combination of them can be used, depending on the type of incident.

Effectively monitoring media reporting of the incident should also be a primary goal to ensure traditional news media outlets are getting the facts of the story correct. In instances where errors are noticed, a quick phone call from the

PIO to the news desk can rectify those issues. Social media assessments should also occur so that the organization has an awareness of the local or national conversation taking place in order to adjust messaging to ensure the department is communicating effectively.

For police leaders, message penetration should always be of concern during a major incident. It's not enough to count followers or likes on social media platforms and posts. PIOs should be able to analyze a post to determine the reach and to ensure the right messaging is getting to the right people.

The ultimate goal in this case was to clear this incident as quickly as possible from the news cycle and to return the mall to normal business operations. An ineffective police response or an ineffective communication strategy could hurt the business reputation of the mall and ultimately cause financial harm to the city. The police response to an incident must take into consideration all aspects of community harm that can occur—even types of harm that might not normally be associated with police responsibilities. There are many opportunities to achieve this goal, including conducting a final news conference that details the facts that are known at the time. In this particular case, the department was able to release warrant affidavits, 911 calls, and other items that told the story of what happened and left little room for reporters to request additional follow-up information. By Tuesday morning, two days after the incident, news coverage had moved on to other topics, and the department was able to refocus back to core duties. In addition to keeping the community and media informed, it was equally important to keep the property owner involved and included throughout this process.

EFFECTIVE COMMUNICATION TIPS FOR CRITICAL INCIDENTS

- Obtain basic, vetted facts and confirm what you can.
- Develop key messages to restore order and mitigate the incident.
- Publish posts on social media to complement your media strategy.
- Instill a media monitoring plan to ensure reporting is accurate.
- Film press conferences and publish the videos on department social media platforms.
- Ensure employees are informed by releasing corporate communications prior to media releases.
- Have relationships in place with major media venues beforehand.
- Coordinate information release with external stakeholders.

Police executives need to recognize that agencies should never try to control the media but rather manage the effectiveness of the organization's message. Redirecting the narrative to center around the facts of the case should be the primary focus versus trying to "control" the narrative in its entirety. Executives should understand that careful planning, execution, and evaluation of information releases take center stage during critical incidents and be prepared for that element of incident response. ♡

IACP RESOURCES

- [Police-Media Relations Model Policy](#)
- [Use of Force Messaging Sheet](#)
- [Officer-Involved Shootings: A Guide for Law Enforcement Leaders](#)

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WHEN CRISIS STRIKES

BY

Chris Hsiung, Captain, Special Operations Division,
and Katie Nelson, Social Media and Public Relations
Coordinator, Mountain View, California,
Police Department

Successfully Navigating Your Agency's Narrative in the Digital Age

THE AGE OF NEWS BY THE HOUR IS OVER. TODAY'S WORLD IS ONE WHERE NEWS IS BY THE MINUTE, WHERE MERE SECONDS MAKE OR BREAK THE ACCUMULATION AND DISSEMINATION OF INFORMATION TO THE MASSES. Change has never been more embraced or more accelerated, and that is in no small part due to the incredible growth in the ways in which news is shared.

With the advent of social media, traditional crisis communication strategies have become suddenly obsolete. In just a few years, the control of the narrative in a crisis has switched from total reliance on first responders for updates that were relayed via the evening news to total assurance that someone will have a smartphone in hand to capture a critical photo or video, with or without context. The need to feed the public's appetite for information is more real than ever and so, too, is the need for agencies to capture control of the narrative early to ensure they have a pivotal voice in telling their communities the facts and rebutting fears and falsehoods.

For too long, law enforcement agencies have fallen back on the decades-old practice of waiting until all information is in hand before updating the media and residents. This was a fairly concrete and foolproof way to cultivate a centrality of output for information prior to the mid-2000s. There was one source for confirmation—the agency. “Just the facts, ma’am” was prioritized above quotes from bystanders or culled tweets from social media for stories. Journalists often would wait or were required to wait to get information sourced directly from the agency prior to publication.

In June 2007, the first iPhone was introduced; less than one year prior, Facebook had officially allowed anyone over the age of 13 with a valid email address to hold an account. Twitter began operating in March 2006, and, suddenly, the Internet and the connection provided by social media platforms allowed news to travel quickly, becoming a vital part of communication between people. This advent of broader news was not only extremely popular, but powerful, as evidenced by the role of social media in sharing and even playing a role in breaking news events, such as the revolution in Egypt in 2011.

With the changes in the way in which information is shared, the media cycle has had to evolve to meet this new flow of information and to stay relevant. Journalists no longer need to wait to hear from agencies to learn how situations have changed over time—they can see it for themselves on their own phones, and they have quickly adapted.

Now, the news that is printed in newspapers or shown on television is often obsolete. Journalists' stories live and thrive online, where updates are constant; where sources share new information in a constant stream; and where, if law enforcement agencies are not careful, their voices can and do get lost because they either fall behind or fall back on the traditional “wait and see” methods of communication.

It must be understood that information can and does change. But, the perception of how willing an agency is to communicate information should not be in flux. To believe that news will wait because the agency is not ready to publicize it is a fallacy. News is instantaneous, and agencies should operate

with the mentality that someone at the scene of a crime will always have the opportunity to beat agencies to their own stories by livestreaming or posting photos from within the crime scene tape.

CADENCE

While timely information dissemination is of utmost importance, having a consistent flow of information during an incident cannot be understated. Lack of information during a crisis can and does lead to rumors and false information.

Successful social media messaging is a two-sided coin. One side represents the ability to effectively use social media platforms to share factual information during a crisis. The other is the ability to effectively engage a community and develop trust and relationships online, *prior* to a crisis. If an agency is not effective in growing its digital community over time, it will not have much of a community to hear the agency's message when a crisis strikes. Worse yet, if a department crisis potentially represents a breach of community trust (e.g., an officer being arrested or a high-profile use-of-force incident), the agency will not have any credit built up in the bank of community trust from which to withdraw in order to avoid irreparable damage to community-police relations. These credits can be built only over time, through a long-term commitment to genuine interactions, transparency, and trust.

While the concept might sound daunting, in actuality, the road map to building a successful digital community is already inherent in law enforcement culture. Successful policing in the 21st century relies on forming partnerships with the community, being visible,

and employing procedural justice in policing practices. These tenets also apply online.

The amount of time people spend online is only increasing. In 2018, Pew Research noted that 88 percent of adults ages 18–29 used at least one social media site to interact and engage. Those under the age of 65 were also prominent social media users of at least one site, with the proportion hovering between 60 and nearly 80 percent. Those who are often the hardest to reach, those over the age of 65, actually show the fastest growth rate in adapting to social media, with nearly 40 percent of that age group using at least one social media site.

PLATFORMS

Understanding how the community prefers to receive information is a vital component to ensure not only that a social media strategy is relevant, but also that the information is actually being read and shared. While some

platforms are content-limited due to their preference for video or pictures (e.g., Instagram, Snapchat, and YouTube), other platforms do promote a visual as well as informational component that marry the options for agencies to both show and tell the story.

Facebook

For those agencies on social media, the use of Facebook has been vital. It is by far the largest social platform in the world with more than 1 billion users worldwide, but as the company faces ongoing scandals involving privacy concerns and the spreading of false information, it has restricted people's ability to engage with Pages, a designation which all law enforcement entities are placed under when they create accounts on the platform. The reasoning to the restriction—to mitigate erroneous narratives—has been somewhat masked by Facebook's position that it is encouraging a preference for "person-to-person" interactions.

Twitter

Twitter is a major platform for journalists to receive and disseminate information—the company has stated about four out of five media representatives use the platform for information sharing. While only roughly 24 percent of social media users prefer the platform, a staggering hundreds of millions of tweets are still sent per day, thus resulting in information getting lost in the shuffle.

Nextdoor

Nextdoor is a more recent platform that offers what no other social media site does—it hyperlocalizes content to reach the people who live in the area affected. With users in more than 200,000 neighborhoods across the United States, Nextdoor automatically opts users in to receive their local agency's information once they sign up for the platform, and the platform even has an "alert" option that can be utilized in emergencies and crises.

While there is no clear top option or "one-size-fits-all" solution for social messaging, the more aware agencies are of where their community members like to engage, the more prepared law enforcement will be when a crisis hits and information needs to be disseminated quickly.

HOLDING STATEMENTS

The importance of saying something, even when there is nothing new to report, cannot be overstated. When news breaks, a phenomenon known as the "newsjack" occurs. In this short amount of time, total control of the narrative can potentially belong to the agency. It is in these few moments that an agency must showcase its willingness to be open about a situation at hand.



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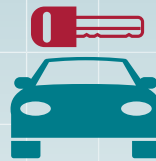
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“
If an agency is not effective in growing its digital community over time, it will not have much of a community to hear the agency’s message when a crisis strikes.
”

The court of public opinion is relentlessly strong, and if an agency is not willing to share as much as possible as early as possible, the balance in the bank of community trust will deplete rapidly. After these first few moments, agencies will rarely again have the chance to be the first to share the news and the first to ensure that what is shared is accurate. Once anyone with a phone has access to an event, departments will be struggling to maintain control of what information is and isn’t released. The perception versus the reality of the situation will be dictated by what is more enticing to see, and, if an organization can lead the way in information release—the equivalent of digital crowd control—agencies will see a noticeable appeasement in the rushed judgement by others, both online and in the community.

Holding statements serve two purposes: they keep curiosity and rumors at bay while simultaneously allowing investigators to pull together information for a more well-rounded and thorough release. But remember, consistency in holding statements is crucial. Interval messaging (a short statement every 15–20 minutes) will not only effectively control the narrative, it will also ensure that others who may otherwise turn to locals to try and glean understanding from a situation will instead be looking at and listening to the agency for updates.

THE CASE FOR ONE-ON-ONE INTERVIEWS

Press conferences have come to be known by many as shooting galleries for the chief executive standing at the podium. They can be rowdy affairs that can devolve into incongruous questioning, which can then lead to frustration and result in misunderstandings. The danger of waiting to disseminate information until a press conference is the time it takes (generally two to three hours) to set one up. In the absence of consistent messaging during that time, rumors and misinformation can run rampant. If press conferences are a preferred approach, they must be paired with a constant flow of information already coming out of any agency via social channels. That way, the press conference is more of an opportunity for agencies to summarize information and provide sound bites for the media.

While press conferences serve their purpose in certain circumstances, a suggested (and often successful) alternative is one-on-one interviews, as demonstrated by the following example.

In April 2018, the Mountain View Police Department (California) found itself embroiled in what many believed to be a difficult incident involving a shooter who opened fire at the YouTube headquarters in the city of San Bruno, roughly 40 miles north of Silicon Valley. The Mountain View officers, just 12 hours before the tragedy occurred, had contacted the would-be shooter sleeping in her car, which had been reported missing as part of a missing person’s case out of the San Diego area. Because the woman’s car had

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been flagged, officers proceeded to question her about her whereabouts and how she ultimately came to be in the area. Critical questions—including repeated questions about her mental state—were asked, but the contact was extremely low-key, and the woman was more than cooperative.

At the time of the shooting, body-worn camera footage of the original interaction with the woman had been reviewed and sent to San Bruno Police Department but was not available to the public. In the absence of the video, the media and public questioned the officers' encounter with the suspect and suggested the narrative that the YouTube shooting could have been prevented had officers intervened by searching the woman's car (illegally) or taking her weapons. When people began inquiring not only about the interaction, but also about the nature of police work, the legality of vehicle searches, and more, it became clear that the issues needed to be addressed both with city residents and with the press. However, so many theories by uninformed people after the fact were leading to repeated questions, unnecessary assumptions, and a general breakdown in what was fact and what was fiction, including by those in the media.

To ensure that messaging points remained consistent, journalists were invited to conduct one-on-one interviews with the Mountain View chief of police. Not only did this provide a semblance of privacy and individualistic care to each media outlet, it ensured that the line of questioning was done in a space that was most comfortable for the department. It put the chief in front of the camera to show a much larger audience the facts of the case, as well as to refute those who had peddled a false narrative based largely on opinion and little on the truth. It also sent a message internally that the leadership had support for patrol work and that the head of the department was more than willing to share that support publicly. Within a day, the news cycle had moved almost entirely away from the department after news agencies showcased the interview, which largely squashed the sensationalized speculation from both people and media outlets.

One-on-one interviews, particularly in times of crises for agencies, not only provide a reprieve from the constant onslaught of repeated questions, but they also insulate the agency's extended exposure to those who are often ignorant of daily police work. One-on-one interviews hone an agency's response by providing a single space with a single point of contact, and, in the eyes of the community, taking the care needed to discuss a serious situation also bodes well for trust and transparency.



WHEN CAMERAS AREN'T THE ANSWER

Facetime in front of a camera can and does often resolve much of the speculation and sensationalism around brewing controversies and crises involving law enforcement agencies. However, there are rare times when stepping in front of a lens may prove detrimental to the agency and its narrative. This negative effect could be for a variety of reasons, but primarily, it can often revolve around the fact that other agencies are involved and that, while law enforcement were involved, they were secondary players in the incident.

For example, in July 2018, Mountain View Police Department officers responded to reports of a possible theft in progress at a local grocery chain. The alleged suspects, as described

in a dispatch call, were minorities. While the officers quickly determined once they arrived that no crime had occurred, a week later, the family involved went to the press to report that the incident was one of racial profiling.

It is in instances like this one where careful consideration for those involved and how these cases play out in a larger narrative must be taken. Social media responses and any opportunities for interviews with media representatives should be carefully crafted.

Such incidents are extremely emotional moments, and that element should be a priority point in messaging. Business professional Danny Meyer, founder of the Shake Shack restaurant chain, stated "It's not about who's right or wrong. It's that the customer feels heard." Replace the word "customer" with "resident" or "community." The people that officers care for every day are watching how an agency responds to internal and external trials.

Moments on camera are brief, at most. While those brief moments can play a role when the need is there, other times, statements of humanity and ones that come directly from an agency in writing versus through the news outlets speak volumes. They allow an agency to showcase just how personal it can be, and it gives a community, both digital and in-person, an opportunity

to not be distracted by the badge they see, instead focusing on the voice that speaks to them on the most basic of levels.

CRISIS COMMUNICATION PLANNING

“Effective crisis preparedness begins with the right mindset, and a willingness and commitment to change the areas of your business [organization] that do not coincide with this mindset.”

—Melissa Agnes, Crisis Ready

Crises come at two points—when they are least expected or at the worst possible times. In either case, preparation is ultimately what will make or break an agency’s ability to effectively respond to the need for information and the expediency in which it is shared.

A crisis communications plan and tabletop exercises at least once a year are standard. But in these traditional methods of training, one change can monumentally increase effectiveness of a department’s communication strategy. The public information officer (PIO) plays a critical role in the dissemination of information, particularly on an agency’s social media channels. Therefore, rather than have the information filter down through the agency hierarchy, give the PIO a seat at the table. Allow these communication professionals to listen and participate in the decision-making process. This ensures that all information that is released is cleared across the board, and it also provides an opportunity to contain information that is not yet releasable. Best practices should ensure a public agency is not only the first to the narrative, but also that it’s always correct in what it releases. There is no room for error.

Defaulting to traditional methods of information simply because “what you know” feels safer than the reality of just how fast news spreads is becoming increasingly detrimental to police agencies. The delays allow others to move in and shift the narrative away from the primary source—the traditionalism allows only for a fueling of rumors and misconceptions or misunderstandings.

Agencies need to take a proactive stance in sharing information and keeping people updated on what can and cannot be released. For example, when Southwest Flight 1380 experienced engine failure in April 2018, which resulted in the company’s first fatality in its 50-plus-year history, the airline did not hesitate to speak out. Less than 24 hours after the incident, the two pilots of the plane issued statements that were shared across the airline’s social media channels. While the company could do little in terms of talking about the actual ongoing investigation, they instead went to the heart of the matter. They spoke to the emotions of the crew, passengers, and public in a time when, in truth, that was all most wanted to hear.



Many will understand the need for time to investigate, but more immediately, they want to know the measure of humanity an agency can and will display in times of crisis. To speak in such raw terms may be daunting, but it is absolutely rewarding.

This is not the first time Southwest deferred to others to let them share their messaging strategy. Everyday customers interact with a host of Southwest social media managers. The humanization of an airline not only encourages a feeling of comradery between passengers and an organization, it also empowers the customers to persuade others to fly the same airline. The client creates a community, which, in turn, creates a support

system. Sounds familiar, doesn’t it? Similarly, if an agency engages at this level with their residents, it too will see that everyday interactions will build support for critical moments when the community is watching, knowing the agency is there to respond.

IN REVIEW

The changing tide of information sharing and the ever-increasing rise in the use of social media across the world has heightened the velocity of information gathering and dispersal. It should be clear that this is not a trend; this is the new normal.

Agencies who are not utilizing all possible access points to digitally tell their story are missing out not only on the daily narrative that is being shared among their followers and their residents, but also critical points of contact for when a crisis hits. To resist the change now is to all but ensure an agency’s messaging tactics are obsolete and lose the opportunity to tell the true, accurate story.

The time for change is now. The time for optimal utilization of an agency’s digital footprint is now. The time to fall back on “what you know” because it is considered a safe option has long passed. An agency’s story should be told by that agency, not by those around them. Any messaging should be shared by that agency, not dictated by others, especially when the need for an agency’s voice in the most crucial moments rises above all else. ♡

IACP RESOURCES

- Nextdoor 101 for Law Enforcement (training video)
- “Telling a Story Through Social Media”
- “PIO ‘Jump Teams’: Cross-Jurisdictional Crisis Support”

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BY

J.V.N (Vince) Hawkes, Commissioner (Ret.), Ontario Provincial Police

OUR PEOPLE, OUR COMMUNITIES

Ontario Provincial Police's Mental Health Strategy for Crisis Response

NOT EVERY CRITICAL INCIDENT INVOLVES A PERSON WITH A WEAPON OR MASS CASUALTIES; OFTEN ENOUGH, A CRISIS INVOLVES ONLY ONE PERSON OR A FEW PEOPLE AND CENTERS AROUND A PERSON AFFECTED BY MENTAL HEALTH ISSUES. LIKE MANY AGENCIES, THE ONTARIO PROVINCIAL POLICE EXPERIENCES THESE CRISIS SITUATIONS— INTERNALLY AND EXTERNALLY— AND NEED TO BE PREPARED TO RESPOND.

Mental health is an important topic that has garnered significant attention worldwide over the recent years. When it comes to mental health, every organization, community, and individual is affected one way or another. In any given year, one in five people

in Canada experience a mental health crisis or illness. The Ontario Provincial Police (OPP) recognizes these facts and has made mental health a priority for its people and communities with the development and implementation of a Mental Health Strategy in 2015.

The OPP employs nearly 9,000 people, consisting of 6,000 uniformed personnel and approximately 3,000 civilians. In addition, there are almost 800 auxiliary staff supporting the agency's detachments in five regions and one traffic division throughout the province. As one of the largest deployed police services in North America, the OPP understands the importance of a healthy workforce and supporting its members with the resources and education needed to promote the best possible physical, mental, and spiritual health.

A career in policing brings many rewards and opportunities; however, there are demands and stresses that go along with them. At the OPP, people are recognized as the agency's greatest asset. A healthy workforce is pivotal to providing sustainable and effective police services.

THE BEGINNING

In October 2012, the Ontario Ombudsman released the report *'In the Line of Duty': Investigation into How the Ontario Provincial Police and the Ministry of Community Safety and Correctional Services Have Addressed Operational Stress Injuries Affecting Police Officers*. A total of 34 recommendations were made in the report, 28 of which were directed toward the OPP.



The Ontario Ombudsman report provided an opportunity for the OPP to implement relevant, comprehensive, and evidence-based program initiatives that support the health, safety, and wellness of its employees, auxiliaries, retirees, and families.

Two significant outcomes of the OPP's response to the recommendations were the creation of the OPP Wellness Unit in 2014 and the development of the OPP Mental Health Strategy, *Our People, Our Communities*, in 2015.

The OPP's Mental Health Strategy contains two distinct but linked components: (1) Supporting Our People: Healthy Workforce and (2) Supporting Our Communities: Police Interactions with People with Mental Health Issues. The two components share common values and concerns, and several

priority activities complement one another. The strategy is the result of extensive research, along with community and stakeholder consultation, that focuses on improving outcomes for people with mental health issues.

The goals of OPP's Mental Health Strategy are to ensure the OPP's response to mental health needs and related incidents is consistent and efficient and works to mitigate risks and victimization. By using a collaborative service-delivery approach, the OPP aims to connect individuals with the services and support they need.

OUR PEOPLE

The OPP's Wellness Unit focuses on expanding mental health education and training; reducing stigma and

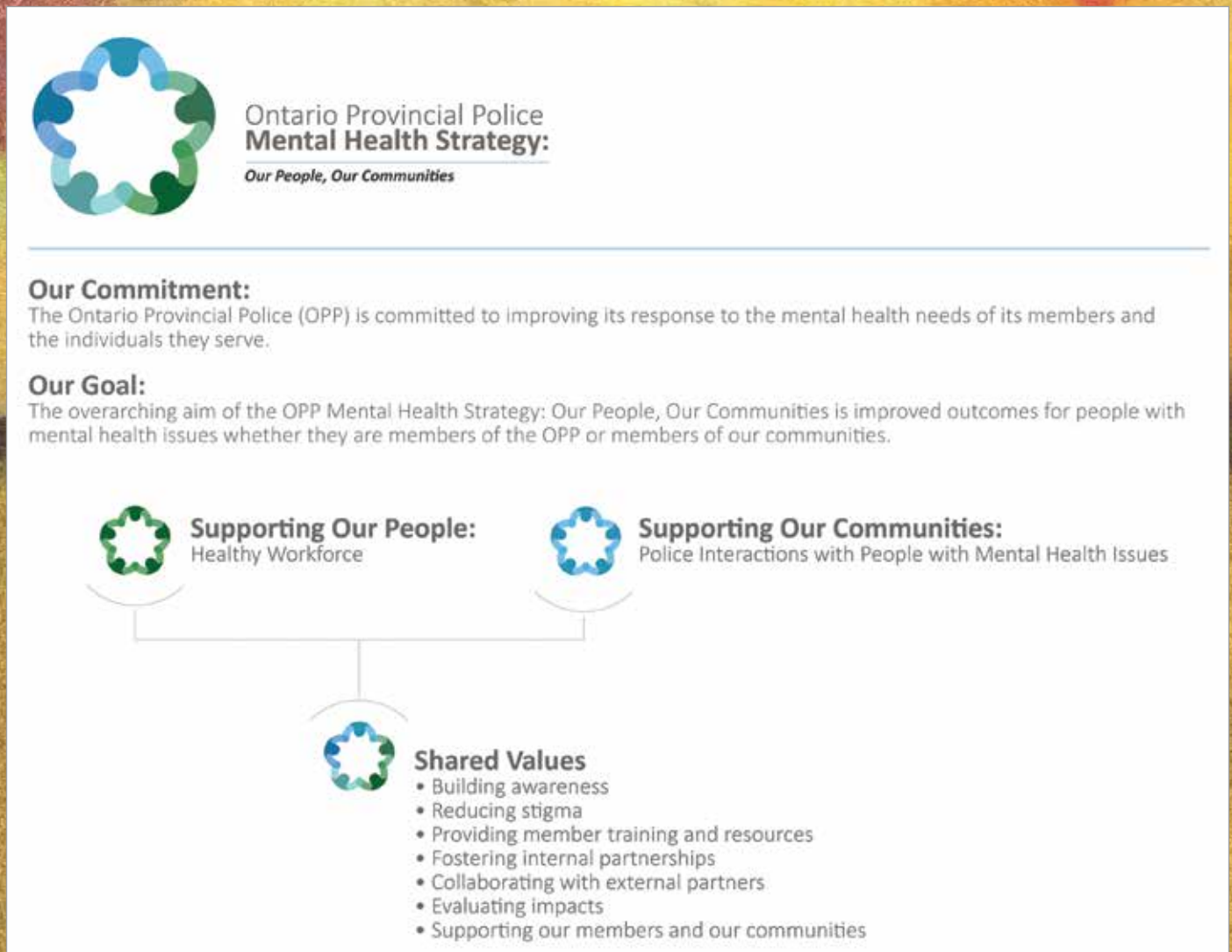
building awareness; increasing capacity and standardization in the Critical Incident Stress Response/Peer Support Program (CISR/PS); and improving the overall well-being of OPP personnel, auxiliaries, retirees, and their families.

Wellness initiatives are based on the OPP's three-tier model of Recognize–Educate–Support to demonstrate the various approaches to a comprehensive health and wellness program. Since 2013, the OPP's Wellness Unit has experienced a steady increase in awareness and engagement with wellness programs and services.

Recognize

The OPP provides internal support to its members through CISR/PS teams. Members of these teams are trained in individual and group crises and suicide

FIGURE 1: OPP MENTAL HEALTH STRATEGY



intervention to be able to respond immediately to a critical incident, as well as to individual requests for support. CISR/PS teams are available in every OPP region. Members, including those on leave; retired members; OPP auxiliary; and families of OPP personnel, can contact CISR/PS team members at any time. The use of these resources has grown over time; the number of people accessing and engaging with a CISR/PS team member in 2017 was 23 percent higher than in 2013.

A core protective factor for mental health is a sense of belonging and the presence of a social network. Social ties, including intimate relationships, family, friends, colleagues, and acquaintances, can enhance mental

health and the sense of well-being. The OPP encourages a supportive work culture, which includes positive relationships among peers, supervisors, managers, auxiliaries, retirees, families, and community members.

The OPP's Wellness Check Program is a quick online tool to support members in the identification of declining or poor mental health and to help determine the early signs of distress in order to encourage early intervention.

Members have the opportunity during the Wellness Check to indicate whether they would like to be contacted by a CISR/PS team member for support, information, or resources. Individual results from the Wellness Check are

confidential and anonymous, unless members voluntarily provide contact information or certain circumstances exist. The results of the OPP Wellness Checks are summarized and mapped to the Mental Health Continuum Model to provide a general organizational picture of mental health in the OPP and to inform wellness program decisions. As of July 2018, more than 10,000 Wellness Checks have been completed with 67 requests for contact by CISR/PS members.

The Early Intervention Program (EIP) is a confidential, proactive, voluntary, and nonpunitive wellness tool to support the positive mental health and wellness of OPP members as they meet the demands of their professional and

personal lives. It provides an opportunity for members to self-report occurrences that could be considered a critical incident in their experience. As of July 2018, the EIP plug-in has been accessed 124 times by members and supervisors since it was piloted in February 2018.

Consistent with the OPP's strategic commitment to a healthy workforce, the OPP is committed to maximizing data in the deployment of its resources, and effectively using metrics and analytics to inform programs and services development. This is as necessary for workforce commitments as it is for operational ones. It is essential that healthy workforce programs are grounded in research and evidence.

It may be too early to draw formal conclusions of the wellness programs' effectiveness; however, employees self-identifying critical incidents that could impact their mental well-being could indicate a positive shift in culture, a reduction in stigma, and increased self-awareness.

Educate

Education and training are important in building awareness and reducing stigma about mental health issues. The Road to Mental Readiness (R2MR) is a mental health training program that was developed by Canada's Department of National Defence and then adapted for policing. It focuses on educating employees about mental health, mental illness, and resiliency. The R2MR training program also seeks to reduce the stigma of mental illness, promote mental health in the workplace, reconceptualize how members think and talk about mental health and mental illness, help members identify poor mental health in themselves and others, and create a more supportive environment.

One of the core training concepts in the R2MR program is the Mental Health Continuum. This continuum illustrates changes in mood, sense of humour, sleep, energy level, and social interaction to indicate where people are in the continuum of mental health.

Ideally, everyone would be in the green zone, but normal stressors can move people into the yellow or orange zone. The R2MR program teaches people how to best manage these normal changes and to recognize when they need help.

To date, the OPP has provided the R2MR training program to more than 8,000 employees. The OPP has expanded the program to include auxiliary members, and it is mandatory for all employees.

Support

The OPP has implemented several programs and initiatives designed to support its members' personal fitness and wellness. The THRIVE program provides members with a holistic approach to health and well-being including fitness and nutrition coaching.

Additionally, the OPP offers an employee and family assistance program (EFAP), which provides a comprehensive range of support services including counseling. The OPP introduced employee and family liaisons to develop and implement support, education, training, and outreach services for OPP employees, auxiliaries, retirees, and families. The number of engagements with an employee or family liaison in 2017 at the OPP was five times higher than in 2015, and EFAP usage has steadily increased across the same time period.

Subject matter expert support and guidance is also available to supervisors and managers for matters related to wellness and mental health, occupational health and safety, the processes associated with disability management, physiological health sciences, and associated task-specific training.

Analytics

The OPP Research Baseline utilizes a comprehensive mental health assessment to evaluate OPP mental health programs and inform the development and enhancement of other wellness initiatives. The 2016–2017 OPP Research Baseline was administered to more than 5,300 provincial constables and civilians (non-managers). In 2018, the OPP Research Baseline was offered to supervisors at the sergeant level and above, civilian managers, and specialists, and it will be expanded to include auxiliary members in 2019.

Findings from the 2016–2017 OPP Research Baseline indicate that members are using protective factors like family and social supports, optimism, and healthy coping strategies to support overall well-being. The findings also confirm that OPP wellness programs and services are in alignment with the protective factors identified by members and support the OPP's Mental Health Strategy and the healthy workforce priority of the strategic plan.

OUR COMMUNITIES

Police are often called as first responders to noncriminal social disorder situations that usually arise from mental health issues. In Canada and many Western countries, police interactions with people experiencing mental health issues occur frequently. By engaging community partners in the

FIGURE 2: ROAD TO MENTAL READINESS – MENTAL HEALTH CONTINUUM



local response to people with mental health issues and by increasing early referrals to mental health partners, the OPP can improve the overall service response to individuals with mental health issues.

Challenges

Police interactions with persons with mental health issues continue to be a matter of concern for the police, the public, and the media. These interactions have been the subject of inquests and inquiries into the police-involved deaths of individuals with mental health issues. In order to address the challenges associated with governing police interactions with people with mental health issues, a number of priority areas were identified in consultation with the Ontario Association of Chiefs of Police and Canadian Association of Chiefs of Police.

The areas of focus include collecting accurate data on police interactions with people with mental health issues, increasing police officer training, creating policy and protocols relating to crisis intervention to address the issues of transfer of care and transportation of people with mental health issues, and developing collaborative community-police mental health response models. In 2014, the OPP established a working group to address the focus areas as part of the OPP Mental Health Strategy, which set out priorities: leadership, data collection, transfer of care protocols, training, and collaboration.

Leadership

Strong leadership is required at all levels of the OPP to ensure successful implementation of the strategy. Research and consultation also confirmed the need to involve mental health service providers and people with lived experience in the oversight and ongoing development of the strategy.

OPP members who specialize in the area of mental health at the provincial, regional, and detachment levels have been assigned the role and responsibilities of mental health coordinators.

Data Collection

In May 2014, the OPP introduced the interRAI Brief Mental Health Screener (BMHS), a standardized, science-based mental health screening form, into its operations. The BMHS helps police officers communicate more effectively and consistently with medical professionals about why a person is being brought to a hospital for psychiatric assessment. If an officer does not need to bring the individual to a hospital, the screener is used to document any referrals made to local community mental health services. It is also a powerful mental health data collection tool for the OPP.



ONE MIND CAMPAIGN

The International Association of Chiefs of Police's One Mind Campaign seeks to ensure successful interactions between police officers and persons affected by mental illness. The initiative focuses on uniting local communities, public safety, and mental health organizations so that the three become "of one mind."

Proudly, the OPP was the first Canadian police agency to join the One Mind Campaign, making a pledge to implement promising practices over a 12- to 36-month time frame. These practices emphasize sustainable partnerships, meaningful policy, and the provision of mental health first aid and crisis intervention team training.

Learn more: theIACP.org/projects/one-mind-campaign

The data from the BMHS is used in the development of training scenarios within block training, ensuring that the scenarios designed for police officers reflect the most common types of mental health occurrences.

Transfer of Care Protocols

OPP officers often spend significant amounts of time in hospital emergency rooms with persons experiencing mental health crises awaiting assessment until transfer of care can be assumed by the health facility. These extended delays aggravate the stigma associated with mental health issues. They also absorb significant police resources that could be devoted elsewhere.

Approximately one-third of OPP detachments have a transfer of care protocol with local hospitals. Tools and templates have been developed to support efforts for more efficient transfer of care of individuals experiencing a mental health crisis.

Enhanced Training

The OPP is committed to providing mental health training for all of its members. Topics include de-escalation techniques, anti-stigma strategies, and awareness of basic mental health crises, among others.

"We applaud the OPP for putting forward a comprehensive and compassionate Mental Health Strategy. This is a truly forward-thinking document, which addresses the complex issue by taking a two-pronged approach: improving interactions with individuals living with mental health problems and meeting the mental health needs of service personnel."

MENTAL HEALTH COMMISSION OF CANADA, 2015

TABLE 1: OPP MENTAL HEALTH CALLS FOR SERVICE 2013–2017

YEAR	MENTAL HEALTH ACT CALLS FOR SERVICE	OFFICER TIME SPENT
2013	13,784	74,923
(BMHS implementation) 2014	14,348	81,024
2015	13,819	87,647
2016	15,521	98,793
2017	17,252*	113,736†

*Numbers reflect actual MHA calls for service (rather than reported). As per the BI Cube (BI Cube last updated March 31, 2018, data extracted April 6, 2018).

†As per the BI Cube (BI Cube last updated March 31, 2018, data extracted April 6, 2018).

The OPP continues to work with mental health experts and people with lived experience to enhance and develop mental health training that will be delivered through a variety of methods. To date, more than 1,200 OPP members have completed crisis intervention training with continued training being delivered regionally across the province.

Facilitating Development of Police Mental Health Collaborative Response Models

The OPP works with local community partners to develop, implement, and oversee collaborative response models of service delivery that are structured based on the local needs and services of each community.

Nearly half of all OPP detachments have a collaborative response model memorandum of agreement (MOA) signed with community stakeholders. The MOA formalizes multiagency collaboration between police and local

community mental health and health care agencies. This collaboration supports frontline response to people in crisis, with the goal of improved access to medical care for these individuals when required. These agreements continue to be developed across the province.

Law enforcement referrals to community support services across the province have increased by 3.8 percent since the launch of the OPP's Mental Health Strategy in 2015.

COMMITMENT TO CONTINUOUS IMPROVEMENT

Mental health is an ongoing issue. The OPP continues to expand and address the priorities surrounding mental health while working in collaboration with its stakeholders. The OPP's commitment to continuous improvement will ensure that evaluations of supports and programs are used to assess service delivery and measure overall success.

It is through an integrated and coordinated effort that the shared values of building awareness, reducing stigma, providing member training and resources, fostering internal partnerships, collaborating with external partners, evaluating impacts, and supporting both members and communities are put into practice.

Despite the OPP's challenges with post-traumatic stress disorder and mental illness within its ranks, the agency is committed to continuing to improve the OPP's response to the mental health needs of its members and the communities they serve. ♡

IACP RESOURCES

- *Improving Officer Response to Persons with Mental Illness and Other Disabilities*
- *Responding to Persons Experiencing a Mental Health Crisis Model Policy*
- *Peer Support Guidelines*

theIACPorg

BY

Randy Gluck, Public Safety Sales Manager, Cape

Public Safety Beyond the Limits of the Sky



TODAY, SMALL UNMANNED AIRCRAFT SYSTEMS (SUAS)—DRONES—GIVE ORGANIZATIONS VISIBILITY AND ACCESS TO A LEVEL OF INFORMATION AND INSIGHT LIKE NEVER BEFORE. UNMANNED AERIAL VEHICLES (UAVS) ARE CAPABLE OF UNCOVERING UNTAPPED OPPORTUNITIES ACROSS A VARIETY OF INDUSTRIES—FROM OIL AND GAS AND AGRICULTURE, TO TELECOMMUNICATIONS AND CONSTRUCTION. AND, WHILE IT MAY STILL BE SOME TIME BEFORE CONSUMERS LOOK TO THE SKY FOR THEIR PACKAGES OR FOOD DELIVERY, SUAS ARE ALREADY MAKING A BIG IMPACT ON PUBLIC SAFETY.

In an emergency, advanced technology can mean the difference between a life saved or lost. Whether assisting with a traffic call

or responding to a fire or a missing person's report, today's first responders and public safety officials rely on speed, functionality, and efficiency to get the job done. With sUAS technology more accessible and easier to use than ever before, law enforcement agencies around the world are better able to equip their teams with the innovative tools they need to do their jobs more efficiently and improve the safety of their communities.

THE EVOLVING ROLE OF SUAS IN PUBLIC SAFETY

As equipment and resources continue to advance, sUAS are likely to play a bigger role in assisting law enforcement and first responders. These sUAS provide increased situational awareness, including real-time visibility and

intelligence to better assist officers and personnel with on-scene information and updates. Traditionally, getting officers in the field at the level of needed visibility has been a major challenge. Physical constraints, such as the distance, terrain, or dangerous weather and conditions, have often prevented teams from getting real-time aerial visibility, making situations more difficult to navigate. Beyond physical limitations, agencies often lack the needed resources and internal experts vital to maintaining constant visuals on situations and are forced to do more with less, potentially compromising safety and valuable time. Additionally, the limitations of time and expenses required to quickly and effectively cover needed ground and bring in outside

resources and equipment such as helicopters for overhead visibility put agencies in a tight spot when the right resources and support are needed most.

Regardless of the situation, whether it's a response to an emergency or a search and rescue operation, the ability to gain visibility and access real-time information through full sUAS telepresence enables teams to make quick and accurate decisions, helping to find and constrain criminals; support victims; and, ultimately, save lives.

In addition to assisting officers and first responders, aerial visualization and real-time data can significantly improve operations. With access to aerial intelligence, agencies can better allocate resources

and reduce costs, increase productivity and efficiency, and improve safety and protection for their personnel.

ABOVE AND BEYOND EXPECTATIONS

As safety concerns rise—in part due to recent terrorist attacks at public events—communities expect local law enforcement to have access to the latest tools and technology to keep them safe. In a recent study, 84 percent of U.S. residents see technology as a critical investment for safety and expect first responders to leverage the best possible tools to ensure the public's well-being. In fact, respondents cited investment in tools and technology that keep residents and visitors safe as the single most important area for city budget allocation.

Safety is also an important factor for people when deciding where to live (95 percent), which events to attend (82 percent), and where to vacation (93 percent). Investing in technology and tools to better operate is critical to ensuring public safety in communities.

BUILDING COMMUNITY SUPPORT

As sUAS technology becomes an increasingly integral part of public safety operations, it will be critical to address the public perception of sUAS usage and existing privacy concerns. According to research, U.S. consumers are ready to embrace these systems as a public safety tool. In fact, 71 percent of today's consumers support law enforcement's use of sUAS in their community, and 62 percent explicitly say they would feel safer if their local first responders used such technology to protect their communities. But the study also highlights a gap in consumer knowledge, and the public's understanding of

drones is still limited. In fact, the study shows that 55 percent of U.S. consumers know what a "drone" is, but admit to knowing little about them.

EDUCATION AND TRANSPARENCY

Today, with nearly 70 percent of consumers considering privacy and surveillance to be a concern when it comes to sUAS use for public safety, education about both sUAS use and impact will be instrumental for both improving public perception and enabling widespread adoption.

Ensuring the public feels comfortable with sUAS usage is crucial to garnering public trust and strengthening community relations. The survey showed that a majority of U.S. consumers agree better education (84 percent) and transparent communication (88 percent) about how sUAS can improve public safety and how the technology will be used can ease concerns about sUAS initiatives from public safety agencies. In fact, the study found that the more community members understand about sUAS and their usage, the more support local agencies and municipalities will have when launching and expanding programs that leverage drones for public safety.

SUCCESS AROUND THE WORLD

While full-blown sUAS public safety programs are still in the early stages in the United States, cities around the world are already finding success with the integration of drones into daily operations. In Ensenada, Mexico, for example, sUAS significantly reduced crime and improved safety throughout the city. The Ensenada Municipal Police Department (DSMP) reported that, in only four months, the use of sUAS helped to reduce the city's crime rate by more

than 10 percent, with more than 500 arrests directly attributed to sUAS.

Additionally, the agency's use of sUAS led to a 30 percent decrease in home robberies, a 25 percent decrease in violent robberies, and a 22 percent decrease in vehicle thefts. With UAVs able to arrive on scene within specified coverage areas within roughly one minute, the DSMP officers are able to gain complete visibility into situations before arriving on scene, keeping them and the local community safe. Beyond crime reduction, sUAS equipped with the telepresence software reduced nonemergency call response times by 95 percent and emergency call response times by 90 percent, illustrating the real impact this technology can have on community safety.

WHAT'S NEXT

As the need for sUAS technology continues to accelerate and public support for it grows, law enforcement agencies will continue to develop and implement programs for the expanded use of sUAS. In an initiative aimed at helping to enable the safe expansion of sUAS integration in the United States, the Unmanned Aircraft System (UAS) Integration Pilot Program (IPP) was announced in late 2017. Overseen by the Federal Aviation Administration and the U.S. Department of Transportation, the UAS IPP is a big step forward for the United States, with the ability to shape the regulatory environment and the future of sUAS. The cities, public organizations, and corporate partners selected to participate will be at the forefront of defining what sUAS regulations will look like and, ultimately, what the expansion of sUAS use across industries will entail.

Public safety is a core focus of the UAS IPP, and law enforcement is one of the most likely industries to see the impact of the program, with a number of participating municipalities and their private sector partners developing initiatives aimed at improving the safety of communities.

In Chula Vista, California, sUAS are incorporated into daily emergency response efforts, acting as crucial tools of first responders for more than 10 hours each day. According to Roxana Kennedy, Chula Vista chief of police,

Drones are not a replacement for officers, they are an enhancement. They play a critical role in giving our officers and first responders a comprehensive understanding of situations and serve as an innovative and powerful tool to efficiently assess and assist in our daily operations.

THE TIME IS NOW

Perhaps more than any other technology to date, sUAS offer the ability to streamline and improve operations at law enforcement agencies. Beyond driving efficiencies, sUAS are enabling safer communities and safer officers.

In the public safety sector, access to full aerial visibility can mean the difference between life and death. Unmanned aerial systems are a critical tool for law enforcement agencies and first responders, and the results to date show that the sky is no longer the limit when it comes to keeping communities safe. ♡

BY

Scott Harris, Freelance Writer

Safety and Tactical Use Are Key to Accessories



LAW ENFORCEMENT PROFESSIONALS KNOW FULL WELL THAT DANGER LURKS BEYOND THE MORE DRAMATIC INCIDENTS THAT ATTRACT THE LION'S SHARE OF PUBLIC ATTENTION.

According to the U.S. Bureau of Labor Statistics, more police fatalities in the United States occurred on streets or highways than in any other place in 2014, the last year for which data were available. A motor vehicle was the primary source of injury in 41 percent of all fatal incidents.

Deidre Goodwin has seen that danger at close range. Once, while directing traffic in a busy downtown Atlanta intersection, she had a close call that left her unharmed but changed her life nonetheless.

"We had a traffic light out at a major intersection in Atlanta," Goodwin said. "The speed limit posted was 45 miles per hour, and the average speed was about 50. I and my colleagues were standing out in the middle of the intersection. I don't know if the driver was texting or what, but I had to turn sideways to prevent him from hitting me."

After some reflection, Goodwin sold her house, cashed out her retirement

account, and set to work on something that would keep her and her fellow officers safer while directing traffic or working in similar situations. The result was the HaltzGlove, a reflective glove that has earned a sterling reputation for its reflective power.

The HaltzGlove also reflects a wider need within public safety. In the law enforcement community, uniforms and accessories need to meet rigorous standards for safety and durability. But with so many purposes and so many possible tasks represented in such a relatively limited space, these items need to be more than functional, they need to be tactical. And with the job of law enforcement itself in constant flux based on wider societal changes, each item needs to check off more than just one box.

"The day we stop growing as a profession is the day we're in trouble," said Don De Lucca, public safety ambassador of Las Vegas, Nevada-based Wrap Technologies. "There's only so much real estate on the uniform or the duty belt. You have to think: Would you use this? And how would you use this?"

In the case of HaltzGlove, the answer to the first question appears to be a

resounding "yes." Goodwin's gamble has paid off, and she has created a glove far more reflective than similar gloves. In the daytime, a HaltzGlove offers visibility from 1,000 feet away. At night, it is tested for 1,250 feet of visibility. "It's easier for drivers to see you, and it's easier for you to communicate with them," Goodwin said.

The safety of both officers and civilians is the top mission for the BolaWrap, developed by Wrap Technologies as a fully nonlethal option for restraint. The BolaWrap discharges an eight-foot Kevlar cable that is designed to entangle an individual up to 25 feet away.

Weighing less than 12 ounces, the device can be affixed to a variety of places on the belt or uniform. Although a greater force option will inevitably be justified in certain cases, the BolaWrap is effective at restraining a person without using force of any kind. This, De Lucca said, can be especially valuable in cases when an individual may have difficulty understanding or complying with commands because of a mental health condition, which might explain why BolaWrap is gaining enormous popularity in agencies large and small around the United States.



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“It fills a gap in policing,” De Lucca said. “[Police] have become the de facto social services. Some of the current options don’t look good in the eyes of the public, and just because you can use it doesn’t mean it’s right. Everything an officer does is seen one way or another. It’s good when you can gain compliance without pain. We use this so you don’t have to put your hands on them and secure them.”

Helmets are an indispensable part of the uniform, and Team Wendy, a manufacturer headquartered in Cleveland, Ohio, is adding functionality to the helmet, while removing guesswork.

“We see it as a complete system,” said Joe Nagy, Team Wendy’s law enforcement market manager. “Lots of features a la carte, rails, shroud, etc. We incorporate night vision, thermals, rails, and more. You don’t need a regular helmet and a riot helmet. It’s just one helmet.”

Team Wendy offers several helmet models for law enforcement, with the top model being the EXFIL Ballistic. Standard with each helmet are an accessory mounting system, a Zorbium foam liner that allows for a communications headband, customizable comfort pads, and a lanyard-compatible Wilcox shroud.

Each helmet also features a boltless retention system that adjusts to each individual head shape for ideal fit and comfort. “Instead of two points of contact, it’s like a belt,” Nagy said. “It conforms to your head in 360 degrees. You find that true fit. That’s important when you’re the one who’s wearing it for hours and hours on end.”

Of course, the uniform itself has to have a tactical edge as well as function. Geography can make a difference in uniform needs, and Incline Village, Nevada-based Mountain Uniforms helps make sure each uniform is a fit, metaphorically as well as literally.

“Every agency has a different climate,” said Kim Stearns, managing director for Mountain Uniforms. “You have a breathable shell in Miami or Virginia and 200-gram insulation for North Dakota. They don’t have the option of getting a cup of coffee and going inside and staying warm like a regular consumer.”

Originally founded as an outfitter for ski patrol units and similar applications, Mountain Uniforms now creates customized pieces for law enforcement. Police agencies can tailor their apparel to color, style, and climate to help create a unique “brand” for the agency that they can “lock in” with the company to use and reuse indefinitely.

“There is flexibility in design and construction, whether it’s fabrics, colors, or insulation,” said Stearns. “They can order the same uniform, season after season and year after year. They get to create the message and define how they want to look and what functions they need to do their job.”

Of course, not every uniform accessory needs to serve a tactical or safety purpose. As community leaders and protectors, it is important for officers to look the part and for officers to look their best at ceremonial events or any other time. Eiseman-Ludmar has long been a leader in dress uniform accessories,



from shoulder boards to collar brass to patches. Eiseman-Ludmar offers all its products through its website, while continuing to accept telephone orders.

Whether preparing for a tactical operation, encountering extreme weather conditions, serving in the

field, or participating in a special event, officers can stay safe and exude professionalism by choosing the right tools and accessories. ♡

SOURCE LIST

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

- Aker International, Inc.
- ATS Armor LLC
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POLICE CHIEF

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

2019 POLICE CHIEF CALENDAR

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

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

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



NEXT GENERATION NON-LETHAL: BOLAWRAP 100

www.wraptechnologies.com

The BolaWrap 100 is a hand-held remote restraint device that discharges an 8-foot bola-style Kevlar tether at 640 feet per second to entangle a subject at a range of 10–25 feet. Developed by national award-winning inventor Elwood Norris, the small but powerful BolaWrap assists law enforcement to safely and effectively control encounters, especially those with subjects in mental crisis.



BolaWrap is a restraint tool developed to provide a safe distance between subject and officer. It does not rely on pain compliance and is specifically designed to be deployed early in an engagement. Inflicting pain often escalates potentially violent encounters. BolaWrap's non-threatening form allows time to de-escalate and provide needed support.

Wrap Technologies, Inc., a publicly traded company (OTCQB: WRTC), is an innovator of modern policing solutions. The Company's sales team has successfully demonstrated its flagship product, the BolaWrap 100, to more than 60 agencies with many events garnering positive community engagement including extensive TV and print media reports. Based on product input from participating agencies, the announcement of a new patent-pending green line-laser accessory, and the Company's recent \$13.86 million raise, the Company expects to commence selling an enhanced version of the BolaWrap 100 with the new laser late in the fourth quarter for deliveries in early 2019.

www.wraptechnologies.com



Emergency Trailers

ProPac Experts presents emergency response trailers. ProPac emergency trailer specialists assist customers with every step from design through delivery. After defining the mission and refining the trailer, it will then be time to outfit and stock. ProPac experts partner with each customer to determine

the best location and fit for all interior cargo design. The ProPac Crime Scene trailer provides two distinct areas. The front of the trailer can be used as an office or workspace, and the rear can be used for evidence collection and processing. The two sections are separated by a partition wall. Layouts can be adjusted to meet customer needs.

<https://propacusa.com/emergency-trailers>

E-Tools Cabinet

The Durabook E-Tools Cabinet is designed for customers in various markets, allowing laptops and tablets to be stored in a secure cabinet for charging, network management, and software updates. This multi-drawer, universal cabinet solution supports any device (not just a Durabook) with a display of up to 15.6". The E-Tools Cabinet can be configured with a network switch and comes standard with RJ-45 and AC power connections to each drawer. Four variations of the Durabook E-Tools Cabinet are available, including 5- and 10-drawer solutions that are fixed or on rollers.

www.durabookamericas.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.



FAA-Approved Cargo Hook

The FAA approved Robinson's R66 cargo hook installation. The optional cargo hook carries external loads up to 1,200 lbs. and, for external load operations, the R66's maximum gross weight increases from 2,700 lbs. to

2,900 lb. The cargo hook installation includes an onboard systems hook, right- and left-seat controls (allowing for solo flight from either seat), a left-seat hydraulic switch, and a left-seat start button. A load weight gauge and a second set of engine power gauges (torque and gas temperature) are located in the left door sill, allowing the pilot to monitor engine operations while keeping an eye on the external load.

www.robinsonheli.com

Sunlight-Readable Waterproof LCD Monitor/TV

TRU-Vu Monitors, a leading supplier of industrial-grade LCD monitors and touchscreens, has released a new 43" super-bright outdoor waterproof maintenance-free sunlight-readable monitor. It is ideal for use in nearly any environment where bright light, water, dirt, dust, or airborne contaminants would destroy a standard monitor. The new SXOBH-43-XTR offers the latest advancements in image quality and the ultimate protection against the elements. The 43" screen features 1920 x 1080 full HD resolution and over 2,500 nits of brightness (10X brighter than a standard monitor). The screen is optically bonded, which enhances image quality and increases durability.



www.tru-vumonitors.com



Under Rear Seat Lockbox

Tuffy Security Products has unveiled its Model 343 Under Rear Seat Lockbox for 2014 to current Chevy Colorado/GMC Canyon Crew Cab pickup trucks.

The Model 343 is a full-width formfitting lockbox designed to mount under the rear seats of the pickup. Comprised of powder-coated 16-gauge steel, the security lockbox features more than 2,100 cubic inches of storage space that is further protected by Tuffy's patented Pry-Guard locking system with a 10-tumbler double-bitted security lock. Tuffy Security also incorporates an exclusive Pin-Lock hinging system with built-in weather seals to further protect the contents of the box.

www.tuffyproducts.com



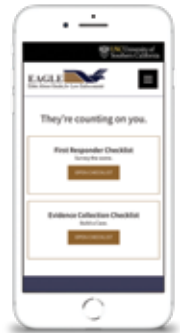
Tether-Powered Drone System

Hoverfly Technologies Inc., the United States' leading tether-powered drone (UAS) manufacturer, presents its high-tech enterprise level solution, LiveSky Centry, to commercial security practitioners and end users. The new model showcases how drones can be used as a force multiplier to augment labor costs by allowing control of multiple tethered drones from a single security operations center. The LiveSky Sentry configured with Hoverfly's new SkyBox and cloud-based remote operating software comes in three design configurations to meet most outdoor security requirements.

www.hoverflytech.com

Online Elder Abuse Guide

Law enforcement and first responders have a new resource to assess and document elder abuse with EAGLE, the new online Elder Abuse Guide for Law Enforcement. Most importantly, EAGLE checklists help law enforcement systematically survey a scene to document and collect evidence. EAGLE was developed by the National Center for Elder Abuse (NCEA) in conjunction with law enforcement officials from five states, USC's Keck School of Medicine, UC Irvine's Center of Excellence on Elder Abuse and Neglect, and the USC Leonard Davis School of Gerontology. This project was funded by the U.S. Department of Justice's Elder Justice Initiative.



<http://eagle.trea.usc.edu>

Chemical Detection Armband

Morphix Technologies presents its Chameleon Chemical Detection Armband, an easy-to-use, inexpensive, wearable, reusable armband that can hold up to 10 cassettes, each of which detects a particular toxic chemical and changes color upon detection. One color indicates the absence of toxic gas. When two colors appear in the window, the user knows it is time to take action. Designed for use in arctic, tropical, and desert conditions, the Chameleon Chemical Detection Armband can even be immersed in water.



www.morphitec.com

High-Performance Tires

BFGoodrich Tires introduces two of its most popular car and light-truck tire lines in new fitments for the most widely used police pursuit vehicles. The tires are designed and made in the United States and have been accepted on the U.S. Government's Cooperative Approved Tire List (CATL), which lists tires capable of handling police duties. Whether law enforcement agencies are seeking ultra-high performance or all-season capabilities from the tires on their fleets, the new products from BFGoodrich meet the stringent demands of police duty vehicles in a previously limited marketplace. The BFGoodrich Advantage T/A Sport is now available in three CATL-approved sizes common to law enforcement vehicles.



www.bfgoodrichtires.com



TRANSIT TERRORISM: BEYOND PELHAM 1-2-3

BY

Henry I. DeGeneste, Senior Vice President and Director of Corporate Security, Prudential Securities, Inc., New York, New York, and Deputy Sheriff John P. Sullivan, Executive Planning Council Staff Unit, Los Angeles County Sheriff's Department, California

In John Gody's 1973 novel, *The Taking of Pelham One Two Three*, four extortionists hijack a southbound IRT subway train on New York's Lexington Avenue line and demand \$1 million ransom. When this book and its movie version were released, transit terrorism was just that: surely fictional. Experiences in the past two decades, however, have removed the threats faced by transit systems from the realm of fiction and placed them squarely in the realm of reality.

TRENDS IN TERRORISM

Terrorism remains a sinister yet poignant force in world affairs. A wide variety of groups with political, nationalist, and increasingly radical ethnic and religious foci continue to embrace terrorism as a means of spreading their message and influencing political discourse. During this period of time, terrorist groups have become more violent—with individual incidents yielding greater injury and death—and have shown an increasing tendency to select infrastructural targets including transit systems, power lines, and communications nodes.

While terrorist assaults against transportation targets are not

new—particularly those against aviation targets, including hijackings and bombings—recognition of the threat against subways, buses, and railways is only now emerging despite historical precedents.

RAIL-DIRECTED TERRORISM— A HISTORICAL SAMPLER

Railways and rail transit systems provide highly visible targets that are often representative of government authority. They also carry large numbers of people in a concentrated space. Due to their systemic nature, they are susceptible to extensive disruption. In addition, rail vehicles—particularly urban subways or commuter lines—are virtually impossible to secure.

IACP Through the Years article reprints reflect the eras in which they were first published and should not be construed as necessarily reflecting the IACP's current view or stance on topics.

In celebration of IACP's 125th anniversary, each 2018 issue of Police Chief includes a republished article from the magazine's history, which dates back to 1934. This article is from the February 1996 Police Chief.

Islamic extremists; Armenian nationalists; the Provisional IRA; Basque, Sikh and Tamil separatists; Peru's "Sendero Luminoso"; and Japan's "Chukaku-Hu" (Middle Core), among others, have employed rail-directed terrorism. Consider the following incidents:

- 1986, Chile: 78 rail-directed/explosive-related incidents.
- 1986, Italy: Attack on Train 904, 50 km from Bologna, killed 12 and injured 198.
- 1985–86, Japan: Extensive assaults on Tokyo subway by Chukaku-Hu. One notable 1985 attack on 34 nodes of the Japanese National Railway stranded 18 million commuters by destroying electronic signals.
- 1980, Italy: Bologna station bombing killed 40 and injured 291.
- 1974, Italy: Attack on train Italicus, 40 km from Bologna, killed 12 and injured 48.

In these assaults, as well as in several IRA campaigns against the London Underground, terrorists were able to exploit the open, target-rich environment of transit systems to ply their craft.

RECENT TRANSIT TERRORISM

Recent events have confirmed the continuing threat of terrorism against transit targets. As "conventional" transportation targets such as airlines, airports, and cruise ships have adopted strengthened security measures, it seems some terrorists have shifted the focus of their assaults to "softer" transit targets. In 1995 alone, the roster of terrorist (or suspected terrorist) assaults against transit includes the Amtrak sabotage incident, the Paris bombing campaign, fire bombings of high-speed rail cars in France and Switzerland, the Tokyo/Yokohama assaults, along with a series of bus bombings in Palestine and Israel.

The following is a brief sampler of these assaults:

- 17 October 1995, Paris: Subway car bombed at Orsay Museum station by GIA (Armed Islamic Group) injures more than two dozen.
- 9 October 1995, Arizona: Amtrak Sunset Limited derailed by unknown saboteur(s), 27 miles east of Hyder, Arizona, kills one, injures more than 100. Manifesto by "Sons of Gestapo" left at scene. Investigation continues.
- 6 October 1995, Paris: Bombing outside subway station entrance injures 13 persons.
- 21 August 1995, Jerusalem: Rush-hour bus bombing believed to be executed by Hamas kills five, injures 70.
- 25 July 1995, Paris: Bombing in underground station of RER commuter line kills seven, injures 80. Bomb explodes in sixth car of an eight-car, double-deck, train entering Saint-Michel station at about 1730 hrs.
- 24 July 1995, Tel Aviv: Bus bombing kills six, injures 31.

One other cluster of terrorist assaults against transit occurred in 1995. This was the group of chemical attacks on subway lines and railway stations (as well as department stores) in Tokyo and Yokohama, Japan. These assaults by the millennialist sect Aum Shinrikyo ("Supreme Truth") served as a grim reminder that exotic agents, including chemical and biological weapons, could be employed. In fact, they have become part of the arsenal of terrorism.

TERRORISM AND THREATS TO TRANSIT SYSTEMS

Terrorism is both a national and international problem. While typically viewed as a political, military, or police concern, terrorism can have profound effects on the transit industry. Terrorist attacks against transit can severely disrupt the operation of transit systems, erode public confidence, and pose new challenges to the police service.

Rail transit systems contain a variety of components that could be targeted



by terrorists. These include stations, rail cars, tracks, switches, signals, yard and layover facilities, traction power sources and substations, bridges, tunnels, and the rail central control facility. Targets at bus systems include bus terminals, exclusive bus ways, and the buses themselves. Each of these components should be assessed to determine the consequences of a variety of assaults against each on people (i.e., level of impact) and system operations (i.e., criticality).

TARGET SELECTION... WHY TRANSIT?

Terrorists are frequently highly motivated, well-trained, and possessed of little regard for the external moral consequences of their actions. They do, however, seek maximum publicity (media exposure) for their efforts. Advantages enjoyed by terrorists attacking a transit system include the ability to choose among a wide range of targets, select the method of attack, and determine the time of attack (i.e., the ability to utilize surprise). In other words, terrorists can choose the location, method, and time of their assaults.

Transit systems are attractive, viable targets for a number of reasons. They carry large numbers of people within concentrated, predictable areas and timeframes. They are accessible (since they provide easy user access). Finally, their target-rich infrastructure, which often covers extensive geographic areas, frequently renders effective countermeasures impractical.

Transit terrorism can generate fear and anxiety among the traveling public, causing people to alter their lifestyles and, in some cases, limiting discretionary travel. Major service disruptions could not only tie up the transit system, but could have serious impact on local economies. The vulnerability of transit when viewed in light of target-hardening at airports, seaports, and commercial and government facilities confirms the potential

reality of continued assaults against transit.

The threat against transit targets is not limited to direct conventional political or radical ethnoreligious terrorism. Quasi-terrorist acts (i.e., acts similar in impact with traditional criminal motivations, including extortion) such as bomb threats, the Fulton Street fire-bombing on the New York City Subway or the Long Island Rail Road shooting, as well as the secondary impact of off-system incidents (such as the World Trade Center bombing, which affected transit operations on the NYC Subway and PATH commuter line) reinforce the importance of preparing for the consequences of transit terrorism.

RESPONSE AND PREPAREDNESS

The fictional Pelham One Two Three incident was resolved in large part due to the efforts of a detective who was intimately familiar with the transit system. This detective effectively coordinated a response, fully integrating the resources, knowledge, and skills of transit personnel. Responding to actual transit terrorism requires such coordination among police and transit personnel and more.

First, transit police and system managers must recognize the reality of the threat. They must then develop and continually cultivate a comprehensive crisis response capability. Such a response capability must incorporate variable levels of response for a number of threat thresholds, as well as adequate training for all personnel in addressing each threshold. At each threshold, attention should be given to adopting changes to operational procedures that enhance security and minimize risk. Such operational procedures must be developed with input from both transit and police emergency response personnel. Examples include passenger announcements advising riders to be aware of and report unattended packages to transit or police

personnel, the closing of certain system facilities (such as public restrooms), and heightened police patrols.

PREVENTION AND PREPARATION

While not all incidents can be prevented, steps can be taken to harden the system, prepare personnel, and better manage threats. The cornerstone of preparation is awareness. System personnel need to be cognizant of the threat, understand vital and vulnerable system components, and regularly monitor these sites for tampering or suspicious devices. Awareness must be incorporated into an ongoing threat management program.

Such a program requires coordination between the police and transit system and must be linked to an effective intelligence component that analyzes threats and supports informed decision-making about system actions. The Tokyo Sarin Disaster underscores the vital role such a program can play in identifying and analyzing precursor events with an eye toward preemption. Detailed, continuing planning and analysis help make such an approach a reality.

A unified command, control, and communications structure for addressing threats against the transit system must be developed. Persons (or positions within an incident command structure) who can make decisions and determine system responses (i.e., evacuation, limited service, suspended service, etc.) must be designated.

All system personnel and responding personnel must be familiar with the command structure and potential contingency plans. All too often, detailed plans are developed, yet sit in a binder or drawer—their contents unknown and therefore useless in an emergency. Such complacency must be avoided before the incident. Plans should define command paths, outline options, and catalog resources needed for response.

Technical specialists, such as bomb search advisors, special weapons/hostage rescue teams, urban search and rescue (USAR) teams, search dogs, emergency and disaster medical teams, heavy construction equipment and operators, should be identified. A full range of logistical support should also be listed. Items to consider in the logistics annex to such a preplan include predesignated staging areas along with sources for obtaining replacement rail cars, track and ballast; supplies for building temporary stations and bridges; potential alternate rights-of-way; alternative measures for train control; etc.

INCIDENT RESPONSE

Effective response and incident resolution depend upon effective command and control. Responders need to know who's in charge and what their own roles are. They must be able to communicate with their commanders, among themselves, and with responders from a variety of disciplines, including police, fire, emergency medical, transit, utilities, humanitarian support, etc. The response framework should link field responders with command personnel responsible for managing the incident and link field commanders with persons responsible for resource allocation at regional levels—such as in a regional Emergency Operations Center (EOC). Finally, the incident structure must anticipate the tensions arising between rescue and investigative needs, as well as the tensions between investigations and rapid restoration of service.

Actual incident response, recovery, and restoration depend upon access to ongoing situation and resource status reports to command decision-makers. These reports should be communicated through standardized, predesignated formats and channels familiar to all responders. The use of standardized multi-hazard organizational formats such as the Incident Command System (ICS) or California's Standardized Emergency Management System (SEMS),

which incorporates ICS at field and EOC levels, should be considered. The development and use of predesignated, trained "command teams" experienced in supporting crisis decision-making, operational planning, intelligence, and logistics should also be considered. Such teams should include dedicated interagency liaison officers and media relations (public information officer) specialists.

EXERCISES AND TRAINING

Emergency responders build confidence in crisis management skills through experience. Training is essential. Transit personnel at all levels—from bus driver or train operator through senior management—must receive training in emergency measures, including the response to terrorism. This training should be conducted in concert with police and other response agencies. Such training (including responding to a crisis, coordinating the response, evacuating personnel, developing safe bomb-search procedures, assessing system status, providing logistical support, and developing operational plans) should be interdisciplinary whenever possible. It should be reinforced through exercises, including regular field drills and table-top scenarios. Whenever possible, key command staff should respond to actual incidents at other systems to act as field observers, in order to gain insight into problems faced and lessons learned.

The transit environment poses unique challenges to police and emergency responders. Electrified track, catenary wires, automated switches, alternative fuels in buses, tunnels, and a wide variety of transit vehicles themselves pose risk or can inhibit response.

These challenges are especially acute in planning or executing tactical response to hostage/barricade scenarios on buses and rail cars—particularly in subway, tunnel, or elevated settings. The need for regular exercises by hostage rescue teams and tactical

planners cannot be overstated. Special operations teams, crisis negotiators, and transit police and operations personnel should regularly conduct joint table-top exercises and walkthroughs to ensure system awareness. Periodic drills should test the planning concepts developed during table-top scenarios.

An ongoing commitment to exercising, along with critiques of exercise performance and actual incidents, should form the basis for continuing refinement of plans, procedures, and training needs.

CONCLUSION

Terrorism is frequently a form of proxy warfare that can yield intentional disaster. Transit systems—subways, commuter railways, high-speed international trains, buses, and transport terminals offer attractive targets to terrorists throughout the world. Police, transit operators, and emergency responders must consider the threat of transit terrorism when building their response capabilities. While timely intelligence—by police and government security agencies—can prevent some acts, effective response capabilities are often the only tool available. Ongoing planning, training, exercises, and the development of a command-and-control capability that integrates planning/intelligence, operations, and logistics components into a cohesive response structure are essential. Such actions can save lives, mitigate the impact of transit terrorism, support investigative activities, and contribute to the rapid restoration of service. These capabilities, which integrate police and crisis transit response activities, can lead to effective incident management and reduce the attractiveness of transit targets, thus potentially reducing the threat against transit and preventing additional incidents. ♡



IACP  **2018** October
6-9
Orlando
FLORIDA

 **IACP**
International Association of
Chiefs of Police

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TO THE FOLLOWING ORGANIZATIONS FOR
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REPORT OF THE 125TH ANNUAL IACP CONFERENCE AND EXPOSITION ORLANDO

On October 6–9, 2018, more than 18,000 law enforcement professionals, vendors, and family members attended IACP 2018 in Orlando, Florida. Those at the event attended workshops to learn about best practices, research, and innovations in the field; visited the exposition hall to see and experience the newest tools and technologies available to law enforcement; and networked with colleagues from around the globe.

Photographs by EPNAC



4 days

18,285 total attendees

83 countries represented

687 exhibitors

19.5 hours of exposition

257 workshops



IACP 2018

“

Policing unfortunately has become the social safety net... they are being asked to do things that are well beyond what law enforcement should be doing because of failures in other parts of our communities and our systems.

—Karol Mason

”



2018 CRITICAL ISSUES FORUM

Are We Better Off? The Impact of Reform on Policing and Community Safety.

MODERATOR: SHIMON PROKUPECZ, CRIME AND JUSTICE REPORTER, CNN

PANELISTS: LOUIS DEKMAR (Chief, LaGrange, Georgia, Police Department) · CERELYN DAVIS (Chief, Durham, North Carolina, Police Department) · KAROL MASON (President, John Jay College of Criminal Justice) · and HEATHER MACDONALD (Fellow, Manhattan Institute)



2018 GLOBAL PERSPECTIVES SERIES

#MeToo, Now What: Shifting Cultural Norms in the Workplace and Leading the Way

MODERATOR: JOSH MARGOLIN, SENIOR INVESTIGATIVE REPORTER, ABC NEWS

PANELISTS: JENNIFER EVANS (Chief, Peel Regional Police, Ontario) · MARCIA THOMPSON (Director of Support Services, University of Chicago, Illinois, Police Department) · ROSIE HIDALGO (Senior Director of Public Policy, Casa de Esperanza) · and TOM TREMBLAY (Retired Chief, Consultant, Thomas Tremblay Consulting & Training)

“

Treat anyone who comes forward with a report of sexual abuse across the whole spectrum, with dignity, creating an environment of trust, creating an environment where people know it is taken seriously and it is investigated, and that has consequences.

”

—Rosie Hidalgo

“

In moments of danger and despair, you are the reason we never lose hope, because there are men and women in uniform who face down evil and stand for all that's good and just and decent and right... you are people of tremendous courage and strength.

”



FEATURED SPEAKER

Donald J. Trump, U.S. President



2018 KEYNOTE SPEAKER

Stanley McChrystal, U.S. General (Army-Ret.)

“

We started on a foundation of trust and common purpose... you start by building small teams... And the way you do it is by pushing individuals to build their confidence and their competence. And then you do it in small teams, so bonds are built between those people, so they are effective as a team.

”



“

We've been talking about partnerships and information sharing for a long time now. And there's a reason for that. We need to stick together. We need to rely on each other for information, for experience and best practices, for new ideas and new ways of looking at old problems.

”



IACP SPEAKER SERIES

Christopher Wray, FBI Director

IACP 2018

Workshops & Education Sessions

One of the top reasons to attend the IACP Annual Conference and Exposition are the numerous education sessions available to attendees. With more than 250 workshops covering a wide breadth of law enforcement-related topics, attendees have the opportunity to gain innovative and practical information they can take back to their agencies.



Chief George Kral
@gkraltoledo

Follow

This year's @TheIACP conference was fantastic. I'm looking forward to bringing some new best practice ideas back home to my @city_of_toledo.



7:14 PM - 9 Oct 2018

Top Attended Sessions at IACP 2018

THE Z GENERATION:
How They Communicate, Learn, and Engage – How This Impacts Your Agency

POLICE RECRUITMENT AND RETENTION: It's Everyone's Job

SECURING SOFT TARGETS:
Actionable Strategies for Securing Events and Open Spaces in Communities

DE-ESCALATION – WHAT DOES THIS MEAN? Use of Force Legal Standards and Tactics

LEADERSHIP IN POLICE ORGANIZATIONS:
A Necessary Investment for Positively Developing Your Leaders and Influencing the Organizational Culture

AMBUSHES AND UNPROVOKED ATTACKS:
Assaults on Our Nation's Law Enforcement

RECRUITING: What's Working? What's Not?

KEEPING PROTESTS PEACEFUL: What Works and What Matters to Prevent and Respond to Civil Disturbances

TONE AT THE TOP, MESSAGE IN THE MIDDLE: High Reliability Leadership in Today's Open Society

LEARNING LESSONS FROM SCHOOL ATTACKS THAT ALMOST HAPPENED



Attendees Speak Out

“ The conference is an avenue to be equipped with knowledgeable ideas.

“ Absolutely one of the most talked about sessions since I returned to my department. This is the kind of thinking and evolution of our work that has to happen. I will be reviewing the content on the IACP site. (*Strategic Disengagement with Persons in Crisis: A De-Escalation Policy Overview and SWAT Implementation*)

“ This was a great session! Bringing young people from different communities in to speak was something that I haven't seen done before, and it made it very easy to see how people can be stereotyped, both the public and the police. I wish many other leaders could have seen it or that the video presentation be made available so that my department and others could show it to all officers. (*Increasing Peace and Justice: Youth and Police as Partners*)

“ Hands down the most amazing 90-minute presentation I've ever attended. Fantastic! (*Police Recruitment and Retention: It's Everyone's Job*)

IACP 2018



Expo Hall

The IACP 2018 Exposition included 687 exhibitors and was open for 19.5 hours across three days, giving attendees ample time to explore the Expo Hall and engage with exhibitors to learn about and try out new tools, gear, and technologies. From uniforms and body cameras to smart wearables, training simulation systems, and helicopters, the products and services on display covered the full spectrum of law enforcement needs for today and the future.

The Expo Hall also featured the Solutions Presentation Theater where experts shared best practices and product solutions; the Entertainment Zone where attendees could catch conference highlights and check on the score of the big game; and the Relaxation Zone, with complimentary seated massages and snacks.





IACP HUB

Central to the Expo Hall was the Hub, where attendees could pick up copies of IACP resources and publications, use download stations to access even more resources, speak with IACP staff, learn about IACP Net, and participate in a myriad of professional development services, such as resume reviews, media training, and professional headshots.

The Hub also hosted the Quick Hits series, short, 20-minute presentations that covered a variety of topics important to law enforcement, allowing attendees to fit education into their Expo Hall experience.

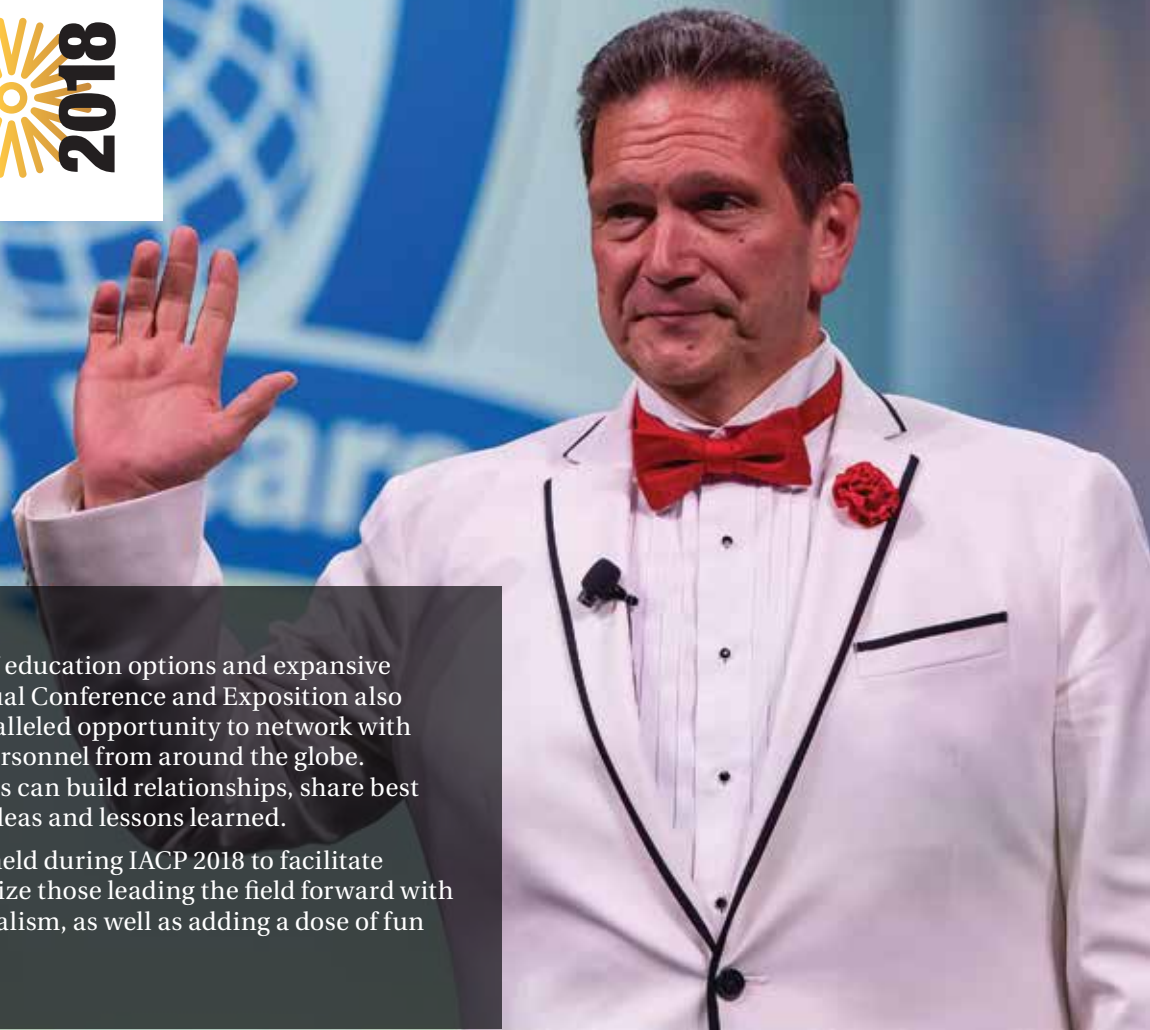


“*Love the Hub talks... this was an important and well-done talk!*”

—IACP 2018 attendee



IACP 2018



In addition to the range of education options and expansive exposition, the IACP Annual Conference and Exposition also offers attendees an unparalleled opportunity to network with fellow law enforcement personnel from around the globe. Across four days, attendees can build relationships, share best practices, and exchange ideas and lessons learned.

A number of events were held during IACP 2018 to facilitate networking and to recognize those leading the field forward with excellence and professionalism, as well as adding a dose of fun and celebration.



The incoming IACP President, Paul M. Cell, and the 2018–2019 Board of Officers are sworn in.



The Expo Hall officially opened with a ribbon cutting by IACP President Louis M. Dekmar and Orlando Police Chief John Mina, along with representatives of the IACP 2018's platinum sponsors (Axon, CentralSquare Technologies, FirstNet/AT&T, Microsoft, Motorola Solutions, and Verizon).



Law enforcement leaders gather at the annual banquet to recognize IACP Leadership Award winners and to celebrate IACP's 125th anniversary.



The IACP Board of Officers and IACP sections, divisions, and committees met at IACP 2018 to share information and develop strategic goals and plans, review association resolutions, and engage in discussion on key law enforcement issues.



Delegates from numerous countries gathered in the International Delegates Lounge and during the International Delegates Luncheon.

The much-anticipated social event of IACP 2018, Chiefs Night, was held at Universal Studios Orlando, where attendees enjoyed entertainment, food, and networking.

THANK YOU, ORLANDO



The IACP thanks all those involved for their contributions to a successful 125th IACP Annual Conference. We wish to particularly thank the following groups:

- City of Orlando, Florida
- Orange County Convention Center
- Orlando Police Department
- Visit Orlando
- Orange County, Florida
- Orlando business community
- Orange County Sheriff's Office
- Conference sponsors (see page 66)



John Mina

SHERIFF-ELECT, ORANGE COUNTY
ORLANDO POLICE CHIEF (RET.)



Buddy Dyer

ORLANDO MAYOR



JOIN IACP IN 2019 IN CHICAGO, ILLINOIS!
Visit theIACPConference.org for dates, registration information, and other details.





IACP/TARGET

POLICE OFFICER OF THE YEAR AWARD

The IACP is proud to once again partner with Target to recognize exemplary performance in professional policing from law enforcement agencies around the globe. The IACP/Target Police Officer of the Year Award recognizes the daily sacrifices made and honors the heroic achievements of law enforcement's finest. Four remarkable individuals were selected from the numerous applications and were recognized at this year's IACP Foundation Gala at the 2018 IACP Annual Conference and Exposition in Orlando, Florida.



The IACP and Target are proud to announce that **School Resource Officer Mark Dallas of the Dixon, Illinois, Police Department** is this year's IACP/Target Police Officer of the Year Winner.



The IACP and Target commends all the finalists for their bravery, dedication, and commitment to keeping communities safer.

THANK YOU TO OUR SPONSORS

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POLICE OFFICER OF THE YEAR FINALISTS



OFFICER TAYLOR RUST
PLANO, TEXAS,
POLICE DEPARTMENT

On the evening of September 10, 2017, the Plano, Texas, Police Department received a weapons call from a residential neighborhood. A gunman – who earlier that evening had been escorted out of a bar for brandishing weapons – entered the home of his estranged wife, where she was hosting several friends and colleagues. Upon entering the premises, the shooter opened fire in the backyard and then in the living room, killing his estranged wife and seven others, and wounding one.

Plano Police Department Officer Taylor S. Rust was in the area when he received the call to respond to the scene. When he arrived in the alley, there were no rear house numbers visible to identify the address, but the sound of three long bursts of gunfire led him to the exact house. Despite having no backup, Officer Rust entered through the backyard. There he encountered several bodies and a woman who confirmed there was gunfire inside. Believing anyone inside of the house would be killed if he didn't intervene, Officer Rust advanced towards the house, again, without waiting for backup.

As he opened the back door of the house, he saw several more bodies. The gunman suddenly appeared from a hallway with an AR-15 assault rifle on a sling, in the ready position, and appeared to be hunting for more victims. The suspect turned to face Officer Rust and the victims with his rifle. Before the suspect had a chance to harm more people, Officer Rust immediately shot and killed the suspect, saving the lives of four civilians.

The IACP and Target commends all the finalists for their bravery, dedication, and commitment to keeping communities safer.



**PATROLMAN-SRO
MARK DALLAS**

DIXON, ILLINOIS,
POLICE DEPARTMENT

On the morning of May 16, 2018, in Dixon, Illinois, an armed subject entered the main entrance of Dixon High School. The subject moved from the entrance toward the auditorium, where the entire senior class had gathered to rehearse for their graduation ceremony. In the hallway lobby of the auditorium, the subject positioned himself behind a vending machine, threw aside a sweatshirt, and fired several shots at a teacher walking by.

Within seconds, upon hearing the shots, Dixon Police Officer Mark Dallas, who was on duty at the high school, exited the athletic director's office down the hall from the auditorium and confronted the subject. The subject fled, and Officer Dallas pursued. During the foot pursuit, the subject fired several rounds at Officer Dallas. Officer Dallas returned fire, striking the subject twice—once in the right hip and once in the right shoulder. The subject – who was later identified as a 19-year-old Dixon High School student – was taken into custody by Officer Dallas and responding officers. Officer Dallas was not injured in the exchange of gunfire. Besides the subject, who suffered non-life-threatening gun wounds, no injuries were reported that day.



**TROOPER
NATHANIEL DAWSON**

WASHINGTON STATE PATROL

On October 23, 2017, at approximately 9:00 p.m., Trooper Nathaniel Dawson of the Washington State Patrol attempted to conduct a traffic stop on a black sedan going 69 MPH in a posted 55 MPH zone. Instead of stopping, the driver led Trooper Dawson on a six-minute pursuit with speeds exceeding 100-MPH. The sedan pulled off the road into a residential driveway, where two gunmen armed with AK-47 assault rifles immediately exited both sides of the car and began to fire at Trooper Dawson and his patrol vehicle.

Trooper Dawson exited his vehicle just as multiple rounds began to strike the front windshield, grill, and driver seat of his car (38 in total). Trooper Dawson escaped injury by taking cover behind his vehicle. From a position of cover, Trooper Dawson returned fire and wounded the suspect driver. Despite the hail of bullets penetrating his vehicle, Trooper Dawson calmly keyed his microphone to radio for assistance.

While other local officers were on their way to the scene, Trooper Dawson continued to scale the area to ensure he was not being advanced upon. The suspects fled into the dark and away from Trooper Dawson.

Trooper Dawson's decision to return fire likely deterred the suspects from further closing in on him and motivated them to retreat and discontinue their attack. Trooper Dawson's immediate response prevented the suspects from entering the home nearby and harming the residents. The suspects were apprehended a few days later.



SERGEANT LUIS CELIS

CITY OF DORAL, FLORIDA,
POLICE DEPARTMENT

In the early morning hours of Friday, May 18, 2018 the Doral, Florida, Police Department received several calls in reference to an active shooter at the Trump National Doral Hotel. Before entering the lobby where he opened fire, the gunman brought down the resort's large American flag, which was flying outside of the complex. In the resort's lobby, he threatened employees with a firearm and draped the American flag across the lobby registration desk. The subject made several 911 calls advising of the shooting as he fired his weapon.

When police officers from Doral and Miami-Dade responded, the subject tried to lure them into the resort's lobby by raising his arms up in the air as if surrendering, only to then fire at them with a gun hidden from view. Officers engaged with the subject, returning fire but noticed their rounds were not penetrating the lobby's thick glass, and called for fire to cease. As other units arrived, they began forming an entry team to locate and neutralize the subject.

Simultaneously, Doral Police Sergeant Luis Celis tactically approached the resort and entered the lobby area through the south side door. Like the other officers, Sergeant Celis was confronted by the subject's gunfire as he tried leaving the front desk. Sergeant Celis returned fire, and the subject fled down a nearby stairway. Sergeant Celis ran after the subject, located, and captured him. Sergeant Celis noticed the subject had been wounded and immediately requested medical assistance for him. Sergeant Celis then ordered back-up officers to secure the immediate scene. Because of this combined police effort, the subject was successfully neutralized and apprehended before his actions caused injury or death to civilians.

BY

Jessica Dowd, Project Coordinator, Strategic Communications and Outreach, IACP

New and Improved IACP Website:

Preparing Law Enforcement for the Challenges of Today and Tomorrow



MANY INDIVIDUALS DRAWN TO LAW ENFORCEMENT ARE NATURAL-BORN PROBLEM SOLVERS. BECAUSE OF THIS, COMMUNITIES OFTEN EXPECT LAW ENFORCEMENT TO SOLVE WHAT SOMETIMES SEEMS TO BE AN INFINITE NUMBER OF PROBLEMS, RANGING FROM THE PREVALENCE OF DOMESTIC ABUSE TO THE INCREASED COMPLEXITY OF CYBERCRIME. ON TOP OF THESE ISSUES, LAW ENFORCEMENT, AS A PROFESSION, FACES ITS OWN CHALLENGES: RECRUITING AND RETAINING QUALITY PERSONNEL, MAINTAINING OFFICER SAFETY AND WELLNESS, AND HANDLING RISING OPERATING COSTS AND DECLINING BUDGETS. SUCCESS IN THE LAW ENFORCEMENT PROFESSION THUS REQUIRES BEING PREPARED FOR AN EXTREMELY DIVERSE SET OF CHALLENGES.

Law enforcement professionals can prepare themselves to address these challenges by accessing the resources available at the International Association of Chiefs of Police (IACP) website, theIACP.org. TheIACP.org houses a multitude of policy documents, research studies, and day-to-day resources critical to law

enforcement and public safety. Recently, to align with industry trends and best practices, the IACP enhanced and improved the website, adding features designed to help individuals and agencies easily find and access the resources they need. While the look and feel of the website have changed, its goal remains

constant: to provide law enforcement personnel, sworn and non-sworn, the resources needed to protect and serve.

TOPIC AREAS: ENHANCE YOUR SUBJECT MATTER EXPERTISE

Law enforcement professionals need to be familiar with a wide range of issues.

“

The IACP.org houses a multitude of policy documents, research studies, and day-to-day resources critical to law enforcement and public safety.

”

For this reason, one of the most valuable additions to the IACP website is the capability for users to browse through resources by topic. The website now has 22 topic areas by which its content is organized, including Community-Police Relations, Crime & Violence, Global Policing, Investigations, Leadership, Research & Evidence-Based Policing, Technology, and more. To access a list of resources related to a specific topic, select the “Topics” tab in the left-hand navigation menu from any page within the website.

IMPROVED SEARCH: FIND THE PRECISE RESOURCES YOUR AGENCY NEEDS

While, as stated, law enforcement agencies around the world do face shared challenges, each agency also faces its own, specific set of challenges. The enhanced search function on the redesigned IACP website enables users to find the exact resources they need for their agencies and communities, including webinars, videos, audio files, training keys, resolutions, policies, and printable guides. To find a specific type of content related

to a particular topic, select the “Search” button in the left-hand navigation menu, enter a keyword, and then filter the search results by content type.

MEMBER CENTER: ACCESS EXCLUSIVE, ACTIONABLE INFORMATION

Membership in the IACP greatly benefits professional development and offers members the opportunity to bring enhanced knowledge and skills back to their communities. The Member Center is a new addition to the IACP website that brings together all of the resources exclusively

available to members. These resources include the IACP Law Enforcement Policy Center documents, Training Keys, Critical Issues messaging sheets, IACP preferred retail discounts, and an IACP member directory. To access all the content that the Member Center has to offer, go to the bottom of the left-hand navigation from any page and select “Log In.” Law enforcement professionals and website users who are not IACP members can gain access to the Member Center by selecting “Join” and becoming a member of the association. ☑



Special Offer for IACP Members



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ALERT



RESTORE

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YOU SAVE. YOU SUPPORT.
www.theiacp.org/Welcome-to-IACPpreferred

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YOUR MEMBERSHIP COUNTS
www.theiacp.org/Welcome-to-IACPpreferred



Forms Library

Updating Forms Has Never Been Easier



For over 25 years, IACP Net has brought agencies a cutting-edge information network. IACP Net's Forms e-Library is a valuable resource for any department looking to update its forms. Topics range from administration to property inventory, human resources, and evidence control, plus many more!

All forms are downloadable in various file formats, so subscribers don't have to reinvent the wheel. Choose from over 4,000 form samples in use at other departments, including the following:

- Employee Performance Discussion Form (648992)
- Critical Incident Reporting Form (645032)
- 10 Hour Shift Scheduling Form (637679)
- Interview Questionnaire (644977)
- Use of Force Report (646543)
- False Alarm Notification Form (646538)
- Body Worn Camera Footage Request Form (646822)

To access these and other forms, login to IACP Net today at <http://iacpnet.com>. For a demonstration or training, call the IACP Net hotline at 800.227.9640.





TOP IACP BLOG POST

2018 IACP Leadership Blog Series – Community Policing

This new IACP blog series recognizes winners of 2018 IACP Leadership awards for their achievements, leadership, and contributions to law enforcement and their communities. The first post in the series provides a snapshot of the agencies and projects that won five community-policing related awards:

1 IACP/CISCO LEADERSHIP IN COMMUNITY POLICING AWARD 

2 IACP/ECOATM LEADERSHIP IN CRIME PREVENTION AWARD 

3 IACP LEADERSHIP IN CIVILIAN LAW ENFORCEMENT/MILITARY COOPERATION AWARD 

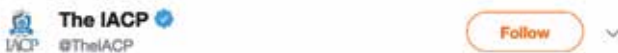
4 IACP LEADERSHIP IN VICTIM SERVICES AWARD 

5 IACP/SECURITY INDUSTRY ASSOCIATION MICHAEL SHANAHAN LEADERSHIP IN PUBLIC/PRIVATE COOPERATION AWARD 



Read about the winners of these awards and other posts at theIACP.org/blog-news-releases

TWEET of the month



@TheIACP President Cell is at the **@OSCE** meeting in Vienna discussing future policing strategies and how to address trends and changes in a globalized world.



11:16 AM - 22 Oct 2018

TOP READ ITEM IN IACP MONTHLY OCTOBER NEWSLETTER

2019 Tech Conference CALL FOR PRESENTATIONS

Visit theIACP.org/tech-conference to see more details about the 2019 IACP Technology Conference or to register.



TOP IACP RESOURCES

1. Responding to Persons Experiencing a Mental Health Crisis Model Policy
2. Identifying and Responding to Elder Abuse: An Officer's Role



Access these and more at theIACP.org

TOP POLICE CHIEF SEPTEMBER ONLINE BONUS ARTICLE

Three Areas of Consideration for Solving Recruitment Challenges

By Shawn Walker, MBA, Former Chief of Police, Prairie Band Potawatomi Nation

THIS MONTH'S QUOTE

“ The age of news by the hour is over. Today's world is one where news is **by the minute**, where mere seconds make or break the accumulation and dissemination of information to the masses.

”

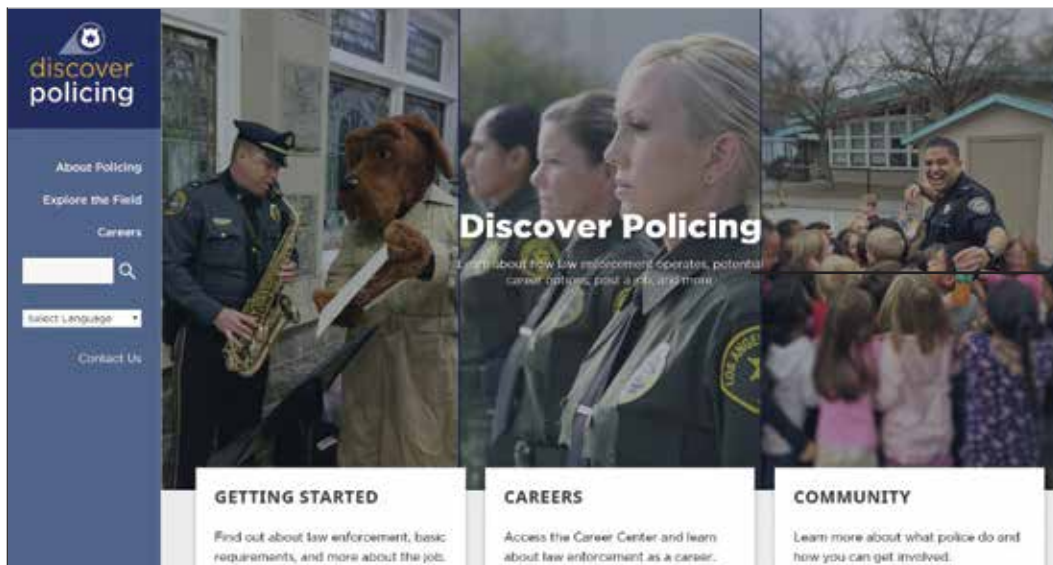
“When Crisis Strikes” pgs. 40–47.

Discover Policing: New Design and Enhancements

THE IACP IS DEDICATED TO PROVIDING RELEVANT RESOURCES TO ASSIST LAW ENFORCEMENT AGENCIES WITH COMMUNITY ENGAGEMENT, RECRUITMENT, AND RETENTION, AND THE DISCOVER POLICING WEBSITE IS DESIGNED WITH THOSE COMPLEMENTARY GOALS IN MIND. THE WEBSITE PROVIDES VISITORS WITH INFORMATION ABOUT THE WORK LAW ENFORCEMENT OFFICERS DO AND ANSWERS QUESTIONS ABOUT HOW TO BECOME AN OFFICER, WHILE ALSO PROVIDING A CAREER CENTER FOR THOSE INTERESTED IN ENTERING THE PROFESSION. THIS WEBSITE IS A HELPFUL RESOURCE FOR INDIVIDUALS LOOKING TO START A CAREER IN LAW ENFORCEMENT AND SERVES AS AN INFORMATIONAL TOOL FOR COMMUNITY MEMBERS WHO WANT TO LEARN MORE ABOUT LAW ENFORCEMENT.

In October 2018, the IACP launched a new design for the Discover Policing website with support from the U.S. Department of Justice, Office of Community Oriented Policing Services. The site has been reorganized into three distinct sections—About Policing, Explore the Field, and Careers—for easy navigation by law enforcement, prospective recruits, and community members.

The Discover Policing website contains information about the law enforcement profession, the recruitment and academy process, and law enforcement as a first or second career. The new design is mobile-friendly



and includes a translation function to reach broad audiences.

ABOUT POLICING

This section includes “A Call to Serve,” which aims to educate and inspire visitors on the nature of police work. On this page, users will find the IACP’s Law Enforcement Oath of Honor and information about the various types of law enforcement agencies. A commitment to service is central to community-police relations, officer safety, and a successful law enforcement career. This page focuses on the different ways that law enforcement officers serve the public while maintaining the safety and welfare of their communities.

EXPLORE THE FIELD

In this section of the website, visitors can participate in a virtual ride-along that includes 10 typical police work scenarios. The

scenarios cover topics ranging from responding to a shoplifting complaint to writing a report. Dispersed throughout the scenarios are self-assessment questions designed to assist the participant in understanding if law enforcement might be a good career fit. At the conclusion, the participant can see how his or her work values and interests align with the field as a potential career. This tool can also be used with Police Explorers, Citizen Police Academy attendees, and other community groups to help them understand police officers’ roles and responsibilities.

CAREERS

The IACP career center houses law enforcement job postings from across the world. This comprehensive resource assists recruiters in selecting qualified candidates, serves as a centralized place to post

job openings, and provides tools to help interested applicants improve their resume. Agencies can post entry-level jobs at no cost.

COMING SOON

In the coming year, new content will be added to the Discover Policing website to include topical brochures, blogs, and podcasts about the basics of law enforcement. These resources will help community members learn more about what law enforcement officers do and why they do it, as well as assisting agencies in how to communicate some of today’s challenging topics with the communities they serve. Visit DiscoverPolicing.org to see all these features and more. ☺



IACP Membership Application

International Association of Chiefs of Police
P.O. Box 62564
Baltimore, MD 21264-2564
Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

DO NOT USE

Name: _____ (Please Print)
First Middle Initial Last

Title/Rank: _____

Agency/Business Name: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

Send mail to my Business Residence Address

E-mail: _____

Website: _____

Have you previously been a member of IACP? Yes No

Date of Birth: (MM/DD/Year) ____/____/____ I am a sworn officer. Yes No

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

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

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

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

Education (Highest Degree): _____

Date elected or appointed to present position: _____

Law enforcement experience (with approx. dates): _____

I have an Active Member Sponsor – Their name is: _____

I do not have an Active Member Sponsor. The IACP Executive Director will sponsor new members without a sponsor. Please allow for additional time in processing your application.

Amount to be charged _____ (U.S. dollars only—Membership includes subscription to *Police Chief* magazine valued at \$30. Student members receive online *Police Chief* magazine access.)

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

Charge to: MasterCard VISA American Express Discover

Cardholder's Name: _____

Card #: _____ Exp. Date: ____/____

Cardholder's Billing Address: _____

Signature: _____

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

Membership Categories

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

Active Member \$150
(sworn command level)

Associate Member:

General \$150

Academic \$150

Service Provider \$250

Sworn Officer—Leader of Tomorrow \$75
(sworn non-command level)

Student—Leader of Tomorrow \$30
(full-time students/not employed in a full-time position)
University name: _____

Optional Section Memberships:

(IACP Membership is a prerequisite for Section Membership)

Capitol Police Section \$30

Defense Chiefs of Police Section \$15

Drug Recognition Expert (DRE) \$25

Indian Country Law Enforcement \$25

Intl Managers Police Academy & College Training \$25

Law Enforcement Information Management (LEIM) \$25

Legal Officers \$35

Mid-Sized Agencies Section \$50

Police Foundations Section \$20

Police Physicians \$35

Police Psychological Services—initial processing fee \$50

Public Information Officers \$15

Public Transit Police No Charge

Railroad Police No Charge

Retired Chiefs No Charge

Smaller Department \$20

S & P Police Alumni Section No Charge

S & P Police Academy Directors No Charge

S & P Police Planning Officers No Charge

University/College Police—Initial Member \$50

University/College Police—Additional members \$15

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

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

Contact information for all members can be found online in the members-only IACP Membership Directory.

Associate Members are indicated with an asterisk (*) All other listings are active members.

ALBANIA

Tirana

Begu, Majlinda, Commissioner, Albanian State Police
Murataj, Aida, Chief Commissioner, Albanian State Police

ARGENTINA

Buenos Aires

Itzcovich Griot, Alejandro Jose, National Director, PSA Airport Security Police
Serrano, Claudio Enrique, Commissioner General, PSA Airport Security Police

ARMENIA

Yerevan

Galstyan, Ashkhen, Major, US Embassy Yerevan
*Harutyunyan, Lusine, Third Level Counselor, US Embassy Yerevan
Zohrabyan, Zepyur, Senior Lieutenant, US Embassy Yerevan

AUSTRALIA

AUSTRALIAN CAPITAL TERRITORY

Canberra

*Bailey, Andrew, Detective Superintendent, Australian Federal Police

QUEENSLAND

Brisbane

*Coates, Kerry, Student, Charles Sturt Univ
Pengelly, Mark E, Inspector, Queensland Police Service

Milton

*Doran, Craig, Chief Executive Officer, COMtrac

BAHAMAS

Nassau

*Brown, Dornell, Assistant Superintendent of Police, Royal Bahamas Police Force
Cash, Paul, Assistant Superintendent of Police, Royal Bahamas Police Force
*Curry, Anton Van, Corporal, Royal Bahamas Police Force
*Gaitor, Cleveland B, Constable, Royal Bahamas Police Force
*Hamilton, Antoine, Sergeant, Royal Bahamas Police Force
*Hanna, Brandon R, Constable, Royal Bahamas Police Force
*Jennings, Coran, Inspector, Royal Bahamas Police Force
*Knowles, Nicole L, Corporal, Royal Bahamas Police Force

*Lewis, Dwayne, Sergeant, Royal Bahamas Police Force

McKenzie, Janet, Assistant Superintendent of Police, Royal Bahamas Police Force

*Neely, Tameka, Constable, Royal Bahamas Police Force

*Nesbitt, Arnold, Corporal, Royal Bahamas Police Force

*Paul, Euvunka, Inspector, Royal Bahamas Police Force

*Petty, Jake L, Corporal, Royal Bahamas Police Force

*Roker, Mark A, Corporal, Royal Bahamas Police Force

*Rolle, Grafton G, Corporal, Royal Bahamas Police Force

Strachan, Eugene, Assistant Superintendent of Police, Royal Bahamas Police Force

Thompson, Debra R, Assistant Superintendent of Police, Royal Bahamas Police Force

*Thompson, Jerone J, Police Sergeant, Royal Bahamas Police Force

*Tucker, Birthchell E, Constable, Royal Bahamas Police Force

New Providence
*Coakley, Sonteino, Corporal, Royal Bahamas Police Force

BANGLADESH

Dhaka
Alam, Mohammed Masud, Additional Superintendent of Police, Bangladesh Police

Patwary, Mohammad Javed, Inspector General of Police, Bangladesh Police

Gazipur
Shamsunnahar, Superintendent of Police, Bangladesh Police

BELGIUM

Brussels
*Heselwood, Kenneth J, Chief Inspector Ret, Zone de Police Brussels

CANADA

ALBERTA
Calgary
*Samuels, Charles H, Medical Director, Centre for Sleep and Human Performance
*Vanderschee, Wendy, Staff Sergeant, Calgary Police Service

Edmonton

*Brown, Breanne, Staff Sergeant, RCMP
*Collins, Leilani, Sergeant Major, RCMP
*Levesque, Dianne, Sergeant, RCMP
*Patry, Joanna, Sergeant, RCMP
*Ramkissoon, Rita, Business Strategies Manage, RCMP

Grande Prairie

Kokesch, Kelly, Superintendent, City of Grand Prairie Public Safety

Medicine Hat

*Eastman, Gail, Psychologist, A Better Life Consulting & Counselling

Valleyview

*Respet, Carolin, Inspector, RCMP

BRITISH COLUMBIA

Abbotsford
*Scott, Angela, Constable, Abbotsford Police Dept

Chilliwack

*Carr, Rochelle, Corporal, RCMP

Courtenay

Philip, Debra, Island District OCC Commander, RCMP

Maple Ridge

*Luca, Michelle, Sergeant, RCMP

Nanaimo

*Mattes, Sarah, Sergeant, RCMP

North Saanich

*Rivet, Paul, Sales Director, Sintelix

Surrey

*Chauhan, Raman, Office Manager, RCMP

NEW BRUNSWICK

Fredericton
*Harty, Joan, Constable, Fredericton Police Force

Quispamsis

*Henderson, Mary, Inspector, Kennebecasis Regional Police Force

NOVA SCOTIA

Dartmouth
*Keddy, Charla, Staff Sergeant, RCMP

Halifax

*Nichols, Carolyn, Staff Sergeant, Halifax Regional Police

NUNAVUT

Iqaluit
*Dillon, Lurene, Corporal, RCMP

ONTARIO

Aurora
*Handley, Kyle, Lead Psychologist, York Regional Police Service

Cambridge

*Bonn, Brenna, Staff Sergeant, Kennebecasis Regional Police Force
*Kaur, Anoop, Internal Auditor, Waterloo Regional Police Service
*Moore, Amy, Sergeant, Waterloo Regional Police Service
*Smiley, Penny, Senior Director, Waterloo Regional Police Service

Kenora

*Gervais, Cheryl, Sergeant, Treaty Three Police Service
*Rupert, Tricia, Detective Sergeant, Treaty Three Police Service

Kingston

*Armstrong, Carol, Corporal, RCMP

Lindsay

*Hagarty, Deborah, Detective Constable, Kawartha Lakes Police Service

London

*Bonnert, Janine, Detective, London Police Service

*Johnson, Angela, Sergeant, London Police Service

Mississauga

*Saito, Pat, Ward 9 Councillor, City of Mississauga

Orilla

*Hanlon, Sharon, Staff Sergeant, Ontario Provincial Police

*Tuck, Shelly, Sergeant, Ontario Provincial Police

Ottawa

*Biles, April, Constable, RCMP

*Chandonnet, Line, Manager Pension Policy Center, RCMP

*Gondo, Liliane, Peer to Peer Support Coordinator, RCMP

Jaswal, Uday, Deputy Chief Investigations and Support, Ottawa Police Service

*Latvala, Kirsten, Public Complaint Analyst, RCMP

*Maisonneuve, Elaine, Program Officer, RCMP

*Miller, Krista, Sergeant, RCMP

*Onks, Sherri, Assistant Legal Attache, FBI

*Payer-Denney, Celine, Manager Pay Standards, RCMP

*Reid, Marie-Josée, Manager NCS, RCMP

*Sohm, Jason, Director General Operations & Platform Support, RCMP
*Williams, Janyne, Senior Policy Analyst, RCMP

Quispamsis

*Becker, Anika, Inspector, Kennebecasis Regional Police Force

Toronto

Coxon, Shawna, Deputy Chief of Police, Toronto Police Service
*Dhaliwal, Svina, Director Finance & Business Management, Toronto Police Service

Whitby

*Rhoden, Steve, Detective, Durham Regional Police Service

Windsor

*Lawrence, Jill, Staff Sergeant, Windsor Police Service

QUEBEC

Montreal

*Barabe, Christian, Account Executive, Motorola Solutions Inc
*Segal, Jennifer, Sergeant, RCMP

St Jean Sur Richelieu

*Letang, Caroline, Corporal, RCMP

Westmount

*Champagne, Julie, Constable, RCMP
*Labranche, Karine, Manager OCC, RCMP

*Lavallee, Marie Eve, Staff Sergeant, RCMP
*Thibeault, Sophie, Inspector, RCMP

SASKATCHEWAN

Regina

*Ellis, Trevor, S/Sergeant, RCMP

*James, Jocelyn, Unit Manager Communications Centre, RCMP

*Jarocki, Michelle, Staff Sergeant, Regina Police Service

*Jasper, Lori, Business Manager, RCMP

*Reavley, Denise, Sergeant, Regina Police Service

CAYMAN ISLANDS

Georgetown

Walton, Kurt, Deputy Commissioner of Police, Grand Cayman Islands Police Service

COLOMBIA

Bogota

Fabian Laurence, Cardenas Leonel, Brigadier General, Colombian National Police
Hermes Eliecer, Maya Perdomo, Mayor, Colombian National Police
Jose James, Roa Castaneda, Coronel, Colombian National Police



DOMINICAN REPUBLIC

Santo Domingo

Aldrin Bautista, Ney, Mayor General, National Police

Cabrera Sarita, Rafael, Brigadier General, National Police

Ortega Brito, Pablo Francisco, Colonel, National Police

FRANCE

Paris

Delville, Thierry, Delegee Ministeriel, Ministere de L'interieur

HONDURAS

Tegucigalpa

Osavas Olibera, Luiz Alonzo, Lieutenant Colonel/ Sub-Comisionado, Honduran National Police

INDONESIA

Jakarta

Silitonga, Daniel Tahimonang, Criminal Investigative Division/KBP, Indonesian National Police

IRAQ

Baghdad

Al-Bahrani, Ayad, Brig General/Director, Ministry of Interior

Al-Janabi, Muwafaq, Lt General/Deputy Minister, Ministry of Interior

KOSOVO

Pristina

Berisha, Muhamet, Chief of Staff, Kosovo Police

Jelliqi, Sadete, Chief Regional Investigations, Kosovo Police

LIBERIA

Monrovia

Soko, Marcus D, Director General, Liberia Drug Enforcement Agency

MACEDONIA

Skopje

Jakimovski, Toni, Head Internal Affairs Sector, Ministry of Interior

Stankovski, Toni, Assistant Director, Ministry of Interior

Tasevski, Sasho, Director of Police, Ministry of Interior

MEXICO

Mexico City

Navarro Rodriguez, Edith Araceli, Head of Support Office, Mexico Federal Police

MOLDOVA, REPUBLIC OF

Chisinau

*Dekanoidze, Khatia, International Consultant, US Dept of State INL

NEPAL

Kathmandu

Adhikari, Ganesh Prasad, Additional Chief Investigation Director, National Investigation Dept

Basnyat, Dhuru, Deputy Inspector General of Police, Nepal Police

Shrestha, Suraj Kumar, Deputy Inspector General, Nepal Armed Police Force

NETHERLANDS

Leiden

*Welch, James, Student, Leiden Univ

NIGERIA

Abuja

*Abah, Lawrence, Sergeant, Nigeria Police Force

Acheneje, Abdulkarm, Assistant Superintendent of Police, Nigeria Police Force

Alhaji, Baba Mallam, Chief Superintendent of Police, Nigeria Police Force

Chukwuemeka, Ebere Chimechefulum, Superintendent of Police, Nigeria Police Force

Hamman, Maryam, Superintendent of Police, Nigeria Police Force

Igwebulke, Uchenna Leonard, Superintendent of Police, Nigeria Police Force

*Iiyasu, Bello, Inspector of Police, Nigeria Police Force

Kabir, Abubakar Mohammed, Deputy Superintendent of Police, Nigeria Police Force

Ojeifo, Adekoye Ezekiel, Superintendent of Police, Nigeria Police Force

*Okoh, Justin, Principal Executive Officer, Ministry of Police Affairs/Interior

Onuoha, Uka O, Assistant Superintendent of Police, Nigeria Police Force

Rabo, Mohammed Isa, Assistant Commissioner of Police, Nigeria Police Force

Thomas, Kadiri Agbokha, Chief Superintendent of Police, Nigeria Police Force

Agege

Yemisi, Yavunaduo Temitope, Superintendent of Police, Nigeria Police Force

Alimoisho

Anyanwu, Kingsley Emeka, Chief Superintendent of Police, Nigeria Police Force

Tsar, Tarzan, Chief Superintendent of Police, Nigeria Police Force

Asaba

Ugbe, Patience, Chief Superintendent of Police, Nigeria Police Force

Calabar

Ugbo, Irene, Deputy Superintendent of Police, Nigeria Police Force

Ibadan

*Alaga, Jelili Ajani, Sergeant, Nigeria Police Force

Ikeja

Felix, Akindale Femi, Superintendent of Police, Nigeria Police Force

Nkiruka, Ugwu Gladys, Superintendent of Police, Nigeria Police Force

Ikoyi

*Giwa, Musa Yusuf, Principal Detective Superintendent, Economic & Financial Crimes Commission

Justice, John, Assistant Detective Superintendent, Economic & Financial Crimes Commission

Mojibola, Adekunbi, Assistant Detective Superintendent, Economic & Financial Crimes Commission

Lagos

*Adeshina, Babata Fatai, Inspector of Police, Nigeria Police Force

*Aiyedogbon, Theophilus, Supernumerary Police Officer, Nigeria Police Force

*Emmanuel, Adi Abayomi, Police Operative, Nigeria Police Force

Job, Bamidele, Chief Superintendent of Police, Nigeria Police Force

Mowe

Adekunle, Adeniyi Jacob, Superintendent of Police, Nigeria Police Force

Port Harcourt

Ohagba, Chika K, Deputy Superintendent of Police, Nigeria Police Force

Osayomore, Aigbogun, Assistant Superintendent of Police, Nigeria Police Force

Yenegoa

Hitler, Agbalalah Eseimokumoh, Superintendent of Police, Nigeria Police Force

PAKISTAN

Islamabad

*Hashim, Mamoon, Police Program Specialist, US Dept of State INL

Satti, Nasir Mehmood, Deputy Inspector General of Police, Islamabad Capital Territory Police

*Sullivan, George, Police Program Officer, US Dept of State INL

Lahore

Chattha, Sohail, Senior Superintendent of Police, Police Service of Pakistan

Chaudhry, Sultan Ahmad, Deputy Inspector General of Police, Police Service of Pakistan

Mazhar, Muhammad Farooq, Additional Inspector General of Police, Punjab Police

Shahkar, Faisal, Inspector General of Police, Police Service of Pakistan

Quetta

Yousaf, Agha Mohammad, Deputy Inspector General of Police, Police Service of Pakistan

Sheikhupura

Virk, Sarfraz Khan, Senior Superintendent of Police, Govt of Pakistan

PHILIPPINES

Pasay City

Weaver, Mark R, Acting Provincial Director, Tawi Tawi Provincial Police

Quezon City

Mukaram, Madzgan M, Acting Provincial Director, Tawi Tawi Provincial Police

Sermonia, Rhodel O, Police Community Relations Group, Philippine National Police

SAUDI ARABIA

Dhahran

*Al-Mashan'An, Majed S, Shift Supervisor, Saudi Aramco

*Hasoosah, Ali M, IND Skills Instructor, Saudi Aramco

Hawiyah

*Al-Marri, Mohammad R, Security Supervisor II, Saudi Aramco

Ras Tanura

*Alshali, Hamad W, Security Shift Coordinator, Saudi Aramco

Riyadh

*Aldossari, Dohaim I, Security Liaison Officer, Saudi Aramco

*Alhaqbani, Abdullah, Security Manager, Saudi Public Security

Yanbu

*Basendwah, Mohammed H, Shift Supervisor, Saudi Aramco

SERBIA

New Belgrade

*Dordevic, Dragana, Security Affairs Officer, US Dept of Justice ICITAP

TAIWAN

New Taipei City

Teng, Hsueh-Hsin, Deputy General Commander, The Third Special Police Corps

Taipei City

*Chen, Wei-Hsu, Officer, National Police Agency Taiwan

*Wang, Che-Chang, Vice President, Wibase Industrial Solutions Inc

TRINIDAD AND TOBAGO

Port of Spain

*Harripersad, Roger, Student, Univ of Southern Caribbean

UNITED KINGDOM

Middlesbrough

*Hall, Simon, CEO, Coeus Software Ltd

UNITED STATES

ALABAMA

Birmingham

*Hunter, Gertrudis A, COO/ Executive Director Social Services, Angel's Arm's Ministry LLC

Jones, Alicia, Resident Agent In Charge, ATF / Justice

Homewood

Peterson, Keith, Patrol Lieutenant, Homewood Police Dept

Montgomery

Tew, Neil, Assistant Executive Secretary, Alabama POST

Mount Vernon

Reynolds, Byron F, Chief of Police, Mount Vernon Police Dept

ALASKA

Anchorage

Nolder, Josh, Captain, Anchorage Police Dept

Sims, Cornelius, Lieutenant, Alaska State Troopers

ARIZONA

Gilbert

*Meng, Breana, Assistant Town Attorney, Town of Gilbert

Kingman

Kunert, Evan, Deputy Chief of Police, Kingman Police Dept

Mesa

Cutler, Jeffrey B, Commander, Mesa Police Dept

Phoenix

*Martin, Catherine, Finance Section Chief, Maricopa Co Attorney's Office

Tucson

*Cassen, Rebecca F, Legal Advisor, Tucson Police Dept

Window Rock

Henderson, Michael, Captain, Navajo Police Dept

Moore, Henry K, Captain, Navajo Police Dept

Silversmith, Ronald, Captain, Navajo Police Dept

Yuma

Lucas, Donnie, Chief of Police, US Army Yuma Proving Ground

ARKANSAS

Forrest City

Lee, Deon, Chief of Police, Forrest City Police Dept

Fort Smith

Risley, Levi, Chief of Police, Arkansas Colleges of Health Education

Hot Springs

Everton, Walt, Assistant Chief of Police, Hot Springs Police Dept

Little Rock

Dyer, Andre, Lieutenant, Little Rock Police Dept

*Godfrey, Brittany, Patrolman, Little Rock Police Dept

Paragould

Stovall, Todd, Chief of Police, Paragould Police Dept

Trumann

Redman, Jonathan, Assistant Chief of Police, Trumann Police Dept

ARMED FORCES AMERICAS

Bryan, Roberto, Deputy Director, International Law Enforcement Academy

ARMED FORCES EUROPE

Nuckols, Shan, Colonel/ Special Agent, AFOSI

CALIFORNIA

Arcadia

*Flores, Stan, Sergeant, Arcadia Police Dept

Atherton

*Lauder, Gary, Managing Director, Lauder Partners LLC

Auburn

*Laughlin, Lenora, Detective, Placer Co Sheriff's Office

Baldwin Park

*Kuberry, Christopher, Lieutenant, Baldwin Park Police Dept

Beverly Hills

*Alatorre, Audra, Detective, Beverly Hills Police Dept

***Diamond, Lynnsey, Police Officer, Beverly Hills Police Dept**

***Nguyen-Lieu, Stephanie, Police Officer, Beverly Hills Police Dept**

Canoga Park

***Riggs, Catherine, Sergeant, Los Angeles Police Dept**

Cathedral

Walker, Travis, Chief of Police, Cathedral City Police Dept

Chula Vista

Thunberg, Eric, Captain, Chula Vista Police Dept

Compton

Wu, William, Chief of Police, Compton School Police Dept

King City

Masterson, Robert, Chief of Police, King City Police Dept

La Verne

Paz, Nicolas, Chief of Police, La Verne Police Dept

Long Beach

Berry, Chris, Captain, US Dept of Veterans Affairs Police

***Hernandez, Jeanette, Marketing Manager, ECAMSECURE**

Los Angeles

***Ajanel, Juan, Senior Information Systems Analyst, Los Angeles Co Sheriff's Dept**

***Holwager, David, Lieutenant, Los Angeles Co Sheriff's Dept**

Lopez, Alfonso, Captain, Los Angeles Police Dept

Randolph, Daniel L, Captain, Los Angeles Police Dept

***Trance, Peter, Lieutenant, Los Angeles World Airports Police**

Oakland

***Mooningham, Casey, Sergeant, Oakland Housing Authority Police Dept**

Pinole

***Palmini, Will, Sergeant, Pinole Police Dept**

Pomona

Robinson, Dario, Chief of Police, California Polytech Pomona Univ

Sacramento

Dickson, Samuel T, Assistant Chief, California Hwy Patrol

Dust, Mike, Chief, California Hwy Patrol

Jenkins, David, Captain, California Hwy Patrol

Linson, Jeremy A, Lieutenant, California Hwy Patrol

Lonewolf, Jeremiah, Special Agent in Charge, Bureau of Indian Affairs

Ray, Amanda L, Assistant Commissioner, California Hwy Patrol

Salinas

Cupak, Bryan, Commander, Salinas Police Dept

San Francisco

Spradlin, Ryan L, Special Agent in Charge, US Dept of Homeland Security ICE HSI

San Jacinto

***Herritt, Brian, Chief of Public Safety, Soboba Dept of Public Safety**

San Jose

Troy, Tommy, Captain, San Jose Police Dept

San Juan Capistrano

Diggins, Raymond, Captain, California Hwy Patrol

Santa Barbara

***Addison, Jimmy, Public Safety Manager, Seek Thermal**

Suisun City

Crone, Jeremy, Commander, Suisun City Police Dept

Tracy

***Graham, Richard, Sergeant, Tracy Police Dept**

Ventura

***Beckett, Mike, Captain, Ventura Co Sheriff's Office**

West Sacramento

Daugherty, Jason, Lieutenant, California Hwy Patrol

Mann, James W, Captain, California Hwy Patrol

Yosemite

***Montoya, Jason, Supervisory Park Ranger, National Park Service**

COLORADO

Colorado Springs

***Lichti, Robert, Officer, Colorado Springs Police Dept**

***Modral, Natascha, CEO, Mercurial Security Solutions LLC**

Denver

McFarlane, John, Division Chief, Colorado Rangers

Evans

Ranous, Dan, Commander, Evans Police Dept

Fruita

Krouse, David, Chief of Police, Fruita Police Dept

Greenwood Village

Gullickson, John, Special Agent in Charge, US Secret Service

Severance

Siderfin, Misty, Chief of Police, Town of Severance Police Dept

CONNECTICUT

Fairfield

***Gagner, Michael, Lieutenant, Fairfield Police Dept**

New Haven

***Holt, Amy, Director of Administration Public Safety, Yale Univ Police Dept**

Norwalk

Walsh, James, Deputy Chief of Police, Norwalk Police Dept

Waterbury

Ponzillo, Michael L, Captain, Waterbury Police Dept

DISTRICT OF COLUMBIA

Washington

Alcoke, Matthew, Section Chief, FBI

Alles, Randolph, Director, US Secret Service

Almeer, Hamad, Security Attache, Bahrain Office of the Security Attache

Arruda, Ted, Deputy Assistant Director, US Secret Service

Benner, Derek N, Acting Executive Associate Director, US Dept of Homeland Security ICE HSI

Bennett, John, Special Agent in Charge, FBI

Blasher, Amy C, Unit Chief, FBI

Brest, Christopher, Supervisory Special Agent, FBI

Buckley, Timothy, Special Agent in Charge, US Secret Service

***Cecia, Eda, Program Analyst, Engility Corp**

***Comolli, Alexandra, Staff Operations Specialist, FBI**

***Cunningham, Tyra, Special Agent, ATF / Justice Dept**

Delacourt, Paul, Assistant Director in Charge, FBI

Delgado, Tina, Section Chief, FBI

DeSarno, Matthew, Special Agent in Charge, FBI

Ehrie, Gregory, Special Agent in Charge, FBI

Emad Abdulhafedh, Saja, FSN, US Dept of Justice ICITAP

***Feltham, Gerard, Federal Agent, Australian Federal Police**

***Gibb, Bryan, Director of Public Education, National Council for Behavioral Health**

Groh, Timothy, Deputy Assistant Director, FBI

Habersaat, Mark, Special Agent in Charge SOD, US Secret Service

Harkins, Brian, Supervisory Special Agent, FBI

***Hawthorn, Lauren, Program Manager, FBI**

***Haynes, Tom, National Sector Chief Communications, InfraGard**

Hess, Bernard, Deputy, US Marine Corps

Hirt, John, Special Agent in Charge CSC, US Secret Service

***Jeon, Hyun Jung, Student, American Univ**

Johnson, Robert, Assistant Director, FBI

Keazer, Joanne, Deputy Assistant Director SII, US Secret Service

***Kelly, Jackie, VP Legislative Affairs, American Trucking Assn**

***Lester, Susan E, Student, American Univ**

Maguire, Jacqueline, Acting Assistant Director, FBI

Miller, Matthew, Deputy Assistant Director OPO, US Secret Service

***Milovanovic, Maja, Project Coordinator, US Dept of Justice ICITAP**

Moman, Carl Christopher, Associate Director/CAE, US Dept of Homeland Security ICE HSI

***Navarrete, Leo, Law Enforcement Advisor, US Dept of Justice ICITAP**

Ornato, Anthony, Special Agent in Charge PPD, US Secret Service

Paarmann, Brian, Special Agent in Charge, FBI

***Parker, Robert, Supervisor, District of Columbia Housing Authority**

Perazzo, Stephen, Special Agent in Charge CID, US Secret Service

Peterson, Jeffrey, Special Agent in Charge, FBI

Prince, David A, Deputy Assistant Director, US Dept of Homeland Security ICE HSI

Quesada, Luis, Section Chief, FBI

Rommel, Eric, Special Agent in Charge, FBI

Sharp, Johnnie, Special Agent in Charge, FBI

***Sheets, James, Liaison Specialist, FBI**

***Smith, Randy R, Senior Executive, US Marine Corps**

Sobocinski, Thomas, Section Chief, FBI

Spencer, Charles, Special Agent in Charge, FBI

Sporre, Eric, Special Agent in Charge, FBI

Stanton, Roger C, Assistant Director, FBI

***Stuberg, J Michael, Senior CT Advisor, US Dept of Justice ICITAP**

Sullivan, James M, Senior Law Enforcement Advisor, US Dept of Justice ICITAP

Sutphin, Michelle, Special Assistant, FBI

Sutton, David, FBI Police Chief, FBI

Tabb, Jay, Executive Assistant Director, FBI

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This project was supported, in whole or in part, by cooperative agreement number 2017-CR-WX-K001 awarded by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

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**Jacobsen, Duane, Chief Financial Officer, Blocksafe*

**McBride, Cameron, Chief Legal Officer, Blocksafe*

**Santos, Brian, Business Developer, Blocksafe*

Deceased Members

Seymour Jones, Deputy Assistant Director (ret.), FLETG, Brunswick, Georgia (life member)

Joseph Kelly, Chief of Police (ret.), Tustin, California; Laguna Woods, California (life member)

Edward Ring, Chief of Police (ret.), Edgewater, New Jersey (life member)

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theIACP.org/Planning-Designing-and-Constructing-Police-Facilities

CALENDAR

FEB
18
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19

Officer Safety & Wellness Symposium, SAN ANTONIO, TX

The IACP Officer Safety and Wellness 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
20
—
22

Division Midyear Meeting, AUSTIN, TX

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

theIACP.org/division-midyear

APR
24
—
26

Policy Council Midyear Meeting, ORLANDO, FL

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

theIACP.org/policy-council-midyear

MAY
20
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22

Technology Conference, JACKSONVILLE, FL

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

theIACP.org/Tech-Conference

AUG
8
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9

CARE Conference, ANAHEIM, CA

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

theIACP.org/care-conference

AUG
10
—
12

DAID Conference, ANAHEIM, CA

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

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

OCT
26
—
29

IACP Annual Conference & Exposition, CHICAGO, IL

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