JUNE 2019

IACP
International Association of Chiefs of Police

POLICE CHIEF

We can't solve what we can't see: How a lack of national police reporting obscures local problems

NBC news analysis: Police use of deadly force does not show an intent to kill

We're not afraid: Police demonstrate transparency by reporting use-of-force data

Let the data control the narrative on use of force

High-profile incidents lead to broad misconception: Now that police are universally tracking use-of-force incidents, the record will be set straight

Lawmakers propose change in police lethal force standard due to lack of data on use of force

Use-of-Force Reporting

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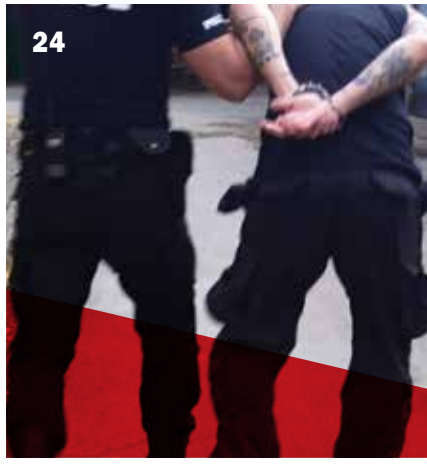

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Based on a need voiced by law enforcement leaders, the FBI developed the National Use-of-Force Data Collection to create a clearer picture of the use of force across the United States. Participation is voluntary, but all agencies are needed to tell the complete story.

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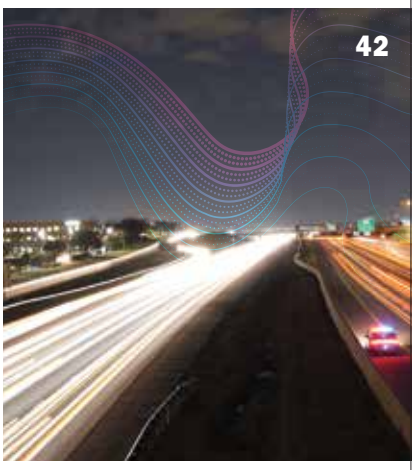
EVE M. GUSHES



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CONTRIBUTORS

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Karen J. Kruger

Karen J. Kruger is a former prosecutor with the Maryland Attorney General's Office. She is a past chair of the IACP Legal Officers Section. She currently serves as the Executive Director of the Maryland Police and Correctional Training Commissions and as legal counsel to the Maryland Chiefs of Police Association.

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Dr. James Greenstone

James Greenstone is a psychotherapist, negotiator, police officer, and police behavioral health specialist. Formerly, he served as the director of psychological services and an operational police behavioral health specialist for the Fort Worth Police Department. He has been in practice for 52 years and a police officer for 40 years.

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Chief Terry Young

Terry Young was named chief of Surprise Police Department in 2015, after five years with the agency. Previously, he served in the Maricopa County Sheriff's Office, where he retired as deputy chief. He is the legislative chair and 1st vice president of the Arizona Association of Chiefs of Police.

24

Apollo Kowalyk

Apollo Kowalyk, MA, served with the Edmonton Police Service for 25 years before retiring in 2018. He was a research fellow at the Police Executive Research Forum in Washington, DC, in 2006, and worked for the Solicitor General's Office in the Government of Alberta from 2008 to 2010.

24

Sergeant Joe Tassone

Joe Tassone is a 19-year member with the Edmonton Police Service. He spent several years in Tactical Section and remains involved in the Explosives Disposal Unit. He was designated as a use-of-force expert while assigned to the Training Section and currently serves as a patrol supervisor.

32

Jennifer Kniceley Sprouse

Jennifer Kniceley Sprouse is a writer-editor with the FBI's Criminal Justice Information Services Division. For nearly 10 years, she has written on topics related to the Law Enforcement Officers Killed and Assaulted (LEOKA) program, the recently developed National Use-of-Force Data Collection, and other criminal justice information services.

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Chief William Brooks

Bill Brooks has been a police officer for over 40 years and is chief of the Norwood Police Department. He serves on the IACP Board of Directors and represents the IACP on the FBI CJIS Advisory Policy Board. He is past president of the Massachusetts Chiefs of Police Association.

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Chief Robert Sage

Robert Sage is the current director of the Augusta Department of Public Safety and served previously as the chief of the Rose Hill Police Department for 14 years. He is the past president of the Kansas Association of Chiefs of Police and has served as a Kansas POST commissioner.

42

Chief Will D. Johnson

Will Johnson has 24 years of law enforcement experience and became chief of the Arlington Police Department in 2013. He is a former chair of the IACP Human and Civil Rights Committee and is currently an IACP vice president at-large, as well as a subject matter expert for DOJ.

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Captain Eve Gushes

Eve Gushes is a 29-year veteran of the Chicago Police Department, where she is currently assigned to the Force Review Unit. She was responsible for the development and implementation of the first-ever Force Review Unit in the Chicago Police Department in 2017.

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Chief Dan Flynn

Dan Flynn was appointed chief of police for the Marietta Police Department in 2007, prior to which he had served as chief to the Savannah and Savannah-Chatham police departments. He has 46 years of experience in law enforcement and is a two-time Georgia Chief of the Year awardee.

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EDITOR Gene Voegtlin

MANAGING EDITOR Danielle Gudakunst

GUEST EDITOR Tracy Phillips

PROOFREADER Margaret M. White

CIRCULATION ASSISTANT Mari Bryant

ADVERTISING SALES The Townsend Group, 301.215.6710

MEMBER SERVICES Christian D. Faulkner, Mara Johnston, and Rizalina Saleh

DESIGN TGD Creative Strategies and Solutions, tgdcom.com

EDITORIAL ADVISORS
Michael Fergus, Sarah Guy, Domingo Herraiz, Cari Jankowski, Kathleen Kelley, Emily Kuhn, Karen Maline, Rebecca Simonelli, Lynne Goto Uyema, and Erin Vermilye

LEGAL COUNSEL Howe & Hutton, Ltd.

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Telling Our Own Story

A Call for Police Leaders to Take Part in the National Use-of-Force Data Collection

Paul M. Cell
Chief of Police
Montclair State University Police Department, New Jersey

> "Even when the topic is difficult, we have a responsibility to our communities to be as transparent as possible."

I OFTEN HEAR LAW ENFORCEMENT OFFICERS OF ALL RANKS EXPRESS A DESIRE TO TELL OUR OWN STORY, TO TAKE BACK THE NARRATIVE, AND TO NOT LET THE MEDIA OR OTHERS CONTROL THE DIALOGUE. OFTEN, THE WISH IS TO DEMONSTRATE TO OUR COMMUNITIES THAT THE IMAGE OF POLICE THAT IS OFTEN PRESENTED BY THE MEDIA OR SPREAD THROUGH SOCIAL MEDIA LARGELY MISREPRESENTS THE PROFESSION AND PAINTS AN INACCURATE PICTURE OF WHAT OUR OFFICERS DO EACH DAY.

Unsurprisingly, much of today's discussion about policing focuses on the use of force. Police use of force is often a lightning rod for media attention and community scrutiny. All too often, a use-of-force of incident can garner national or even worldwide attention and draw criticism and scrutiny to the profession as a whole.

As we all know, managing uses of force by officers is one of the most difficult challenges facing law enforcement leaders. The responsibility of law enforcement officers to enforce the law, protect the public, and guard their own safety and that of innocent bystanders also comes with challenges. Interactions with uncooperative subjects who are physically resistant present situations that may quickly escalate. Ideally, an officer is able to gain cooperation in such situations through the use of verbal persuasion and other de-escalation skills. However, if the situation requires it, an officer's use of force to gain control in these and other circumstances is necessary.

The difficulty we collectively face is that these incidents are often presented to the public without the proper context and without an understanding of how rare use-of-force incidents actually are.

Sadly, some of the reasons behind the public's misconception about use of force lay at the feet of the police. By this, I mean that, until recently, the largest databases on police use of force were maintained by media organizations. Without having the data on use-of-force incidents, we let others establish and maintain the narrative about police use of force. The IACP, federal law enforcement partners, and other law enforcement organizations and agencies realized that this was both unacceptable and potentially harmful to community-police relations.

As a result, in January 2019, the FBI, working with the IACP and others, launched the National Use-of-Force Data Collection. Through this effort, the FBI now collects use-of-force information from U.S. local, state, tribal, and federal law enforcement and investigative agencies in the first-ever national database on police use of force. The program is voluntary and thus relies on agencies submitting their use-of-force statistics. Arguably one of the most important things for agencies to submit is a report of *zero* incidents for each month in which they don't experience

Access the Chief's Checklist, along with a sample memo and other information about the National Use-of-Force Data Collection, at theIACP.org/national-use-of-force-data-collection.

a use-of-force incident. Don't just think of this as a database for when incidents occur; it's more than that. Its purpose is to shed light on the facts about these incidents, including how rare they are, so we need every agency to participate.

Why is this effort so important?

Our goal as police leaders should be to tell the story of our work, including use-of-force incidents. Even when the topic is difficult, we have a responsibility to our communities to be as transparent as possible.

Only through this national collection process will we be able to identify and understand trends associated with use-of-force incidents and ensure that all information is being accurately collected and tracked.

Therefore, to assist our profession in telling its story, I am calling on my fellow police leaders to submit their agencies' data on use-of-force incidents to the national database.

The project focuses specifically on those incidents that result in the death or serious bodily injury of a person or that involve the discharge of a firearm at or in the direction of a person. Submitting the data is simple and is not time consuming.

Significantly, even if your agency has not had a use-of-force incident during the reporting period, you should still submit a "zero report" so the public and our communities have the full picture of the use of force in the United States.

To help guide agencies in this process, the IACP has developed a checklist for chiefs to assist you with the implementation of use-of-force data collection.

This effort is vital to our profession. It will allow law enforcement to truly tell our story and help enhance our relationships with the communities we serve. But it will only work if we all participate! I urge each of you to download the IACP checklist or visit www.fbi.gov/useofforce to find more information about this critical effort.

ONE OF THE MOST IMPORTANT THINGS FOR AGENCIES TO SUBMIT IS A REPORT OF

ZERO

INCIDENTS

FOR EACH MONTH IN WHICH THEY DON'T EXPERIENCE A USE-OF-FORCE INCIDENT.

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ASSOCIATION OFFICERS — 2018–2019

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PARLIAMENTARIAN
James McLaughlin Jr., Executive Director and General Counsel | Texas Police Chief's Association, 108 Cedar Hills Drive, Elgin, TX 78621

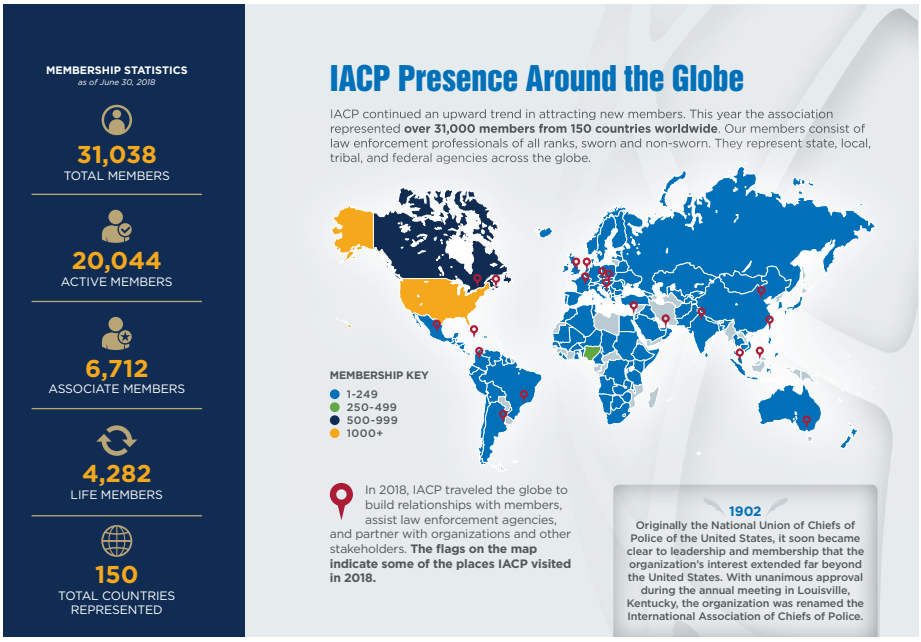
EXECUTIVE DIRECTOR AND CHIEF EXECUTIVE OFFICER
Vincent Talucci | International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

DEPUTY EXECUTIVE DIRECTOR AND CHIEF OPERATING OFFICER
Terrence M. Cunningham | International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

National Consortium on Preventing Law Enforcement Suicide

The first meeting of the National Consortium on Preventing Law Enforcement Suicide took place on April 30, 2019, where participants engaged in productive discussions that will drive the consortium's work over the next 18 months.

Learn more at theIACP.org/resources/document/law-enforcement-suicide-prevention-and-awareness.



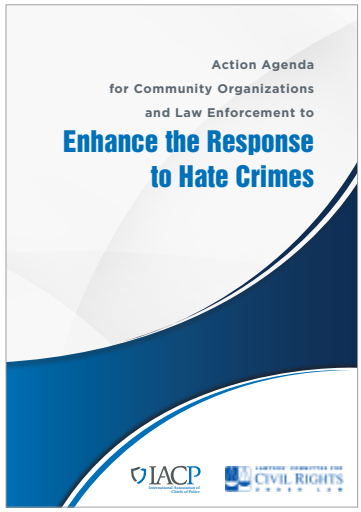
IACP Annual Report

Want to know more about the IACP's membership, leadership, and the work we've done over the past year? Check out our 2018 Annual Report—now available online—for information on membership, milestones, events, resources, and more.

Access the report at theIACP.org/about_iacp.

Correction

In the April 2019 *Police Chief*, the top image on page 34 portraying three versions of a man wearing a flowered shirt was erroneously flipped. The images were meant to portray the degradation of a good quality image through lossy data compression and should have appeared in the reverse order.



New Hate Crimes Resource

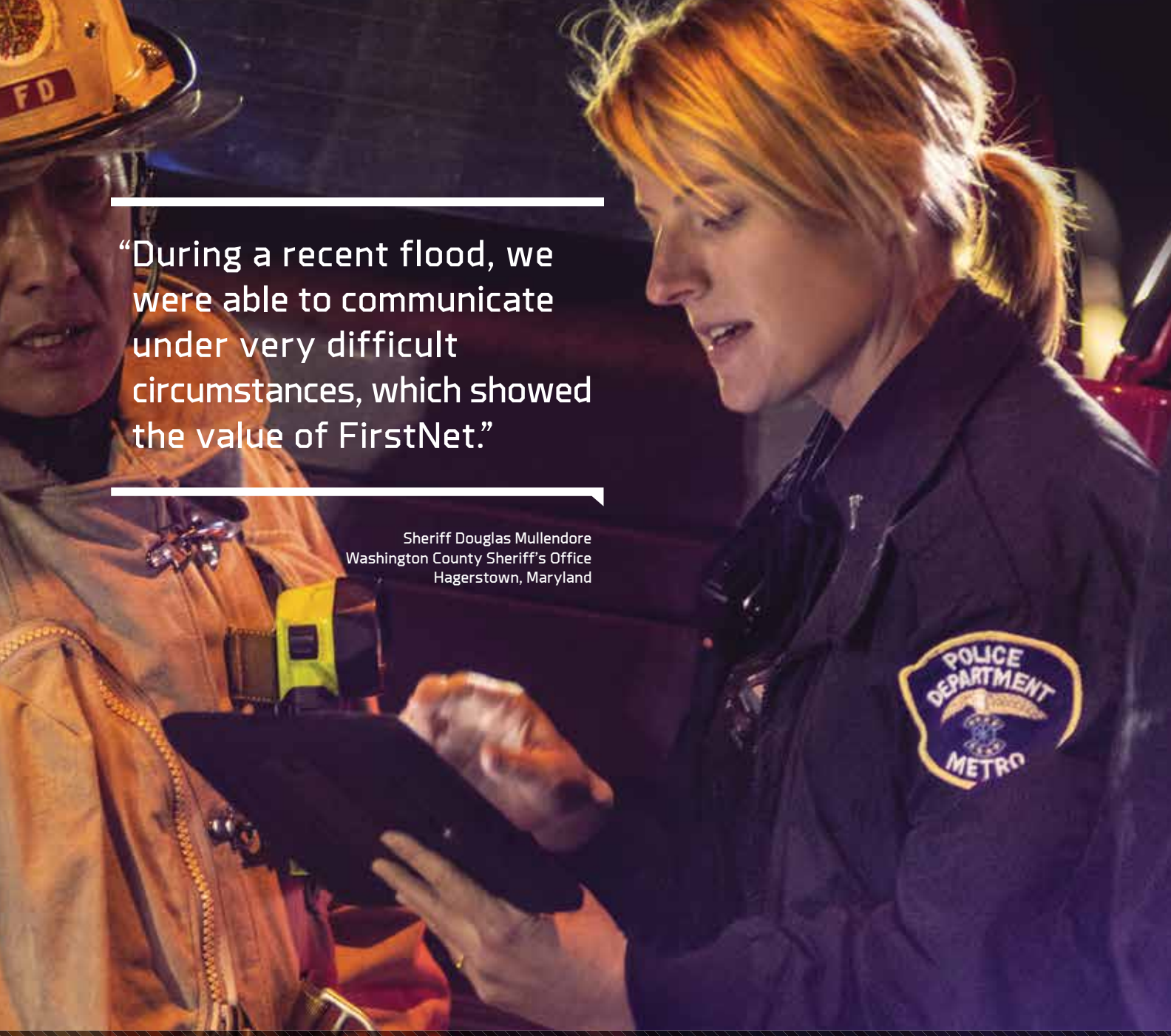
In partnership with the Lawyers' Committee for Civil Rights Under Law, the IACP has released an action agenda for enhancing the response to hate crimes. This action agenda is full of action items to help break down barriers and strengthen trust between law enforcement and the community to enhance the prevention, reporting, investigation, and successful prosecution of hate crimes.

The report and agenda can be found at theIACP.org.

DAID CONFERENCE AGENDA

A tentative agenda for the 2019 Annual IACP Training Conference on Drugs, Alcohol, and Impaired Driving is now available. Attendees can choose from more than 30 workshops across five tracks—Executive, DRE/DUI, Traffic, Toxicology, and Prosecutor—as well as attend five plenary sessions.

Learn more at theIACP.org/DAID Conference.



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Sheriff Douglas Mullendore
Washington County Sheriff's Office
Hagerstown, Maryland

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Q: What are some effective ways of maintaining community trust and transparency following a use-of-force incident?

A: It is critical that the agency has an action plan in place and provides as many details and updates on the incident as possible. However, these steps will not be effective if the community does not believe in the leader's integrity, based on the relationships that have been established with the community. Community trust and transparency is truly dependent on our ability to build and maintain relationships LONG before an actual incident occurs. Overt daily actions of building relationships establishes the trust needed during a crisis incident. When we begin to change our mind-set to understand the importance of building relationships during the good times for the bad times, we will transform communities and build trust and relationships with the community we serve.

Gina V. Hawkins
Chief of Police
Fayetteville Police Department, NC

A: When a serious use-of-force incident occurs, one of the most effective ways to maintain community trust is through timely communication. As soon as practical, consider calling together key community leaders and accurately sharing information about the incident that will not hinder the investigation. We have repeatedly watched as the absence of information leaves a vacuum that is filled by rumor, innuendo, and untrue social media posts that create a narrative that causes strife between the community and its police department. This could be countered by involving community leaders at the earliest possible time, thus ensuring accurate facts are shared and disseminated.

Robert Stevenson
Executive Director
Michigan Association of Chiefs of Police

A: As a state agency that investigates by request most, if not all, use-of-force incidents that result in death or serious bodily injury in Georgia, GBI agents work tirelessly to conduct independent and transparent investigations. The role of the GBI is to conduct a fact-finding investigation and turn the results over to the prosecutor that has jurisdiction. There is also a carefully thought out media plan that is executed by the GBI Public Affairs Office and the local agency involved with the release of initial information from the scene and subsequent information released once the investigation has been turned over to us. The intent and priority are to provide clear, accurate, and verifiable information as soon as possible, without compromising the investigation.

Natalie L. Ammons
Deputy Director of Public Affairs
Georgia Bureau of Investigation

A: After a use-of-force incident, accurate facts and data are invaluable in maintaining community trust. The importance of having accurately reported facts maintained by a credible agency that's motivated to ensure transparency and open communications with the public should not be minimized. Ongoing data collection programs have tremendous benefits to help build trust and transparency between law enforcement and the communities we serve. Therefore, participation is critical. I find it very encouraging for law enforcement and the public that the nationwide use-of-force information is being collected, stored, and analyzed by a very reliable organization. There is much to be learned as the data continue to be compiled, and the ability to openly share this type of information with our communities before and after critical events is essential to trusting, transparent relationships.

John Batiste
Chief
Washington State Patrol

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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: *What do you wish you had known before stepping into your leadership role?*

A1: *Chief Sean Marschke:* When I first became chief, I wish I would have known about the multitude of resources available from the IACP and my state chiefs association. Answers and resources 12 years ago were not accessible as they are online today, but they did exist. When you have questions, seek help from your neighboring jurisdictions' chiefs and the groups in which you are a member. Inquire with your state chiefs association to find out if it has a mentoring program. Most importantly, do not be afraid to ask for help when you need it!

A2: *Chief Deanna Cantrell:* In my first leadership role (sergeant), I wish I fully understood that I had a responsibility to more than just myself and my squad and that I could impact the entire organization and profession, both positively and negatively, depending on my leadership. As chief, I came from the outside, and I wish I knew the culture and whom to trust, without having to spend months figuring them out. Additionally, I wish I understood, as I do now, the dynamics of the city manager and police chief relationship. These are two of the highest-ranking, most visible profiles in a city, and they must have trust and a shared vision with a clear understanding of each other's perspectives for fair compromise.

A3: *Chief Paul Schultz:* Leadership is hard work. A leader can never rest on his or her laurels. Effective leaders are always honing their skills and working to improve the organization. As a new chief, I didn't have a firm grasp on the fact that good leadership is a 24/7 job. Leadership must be displayed on duty and off duty, as must role modeling and mentoring.

Some other areas that new and future leaders need to prepare for include managing conflict, understanding local politics, and balancing multiple responsibilities. Leaders, both new and experienced, must also stay current with new leadership approaches, theories, and best practices.

MEET THE MENTORS

Sean Marschke, Chief
STURTEVANT POLICE DEPARTMENT, WI

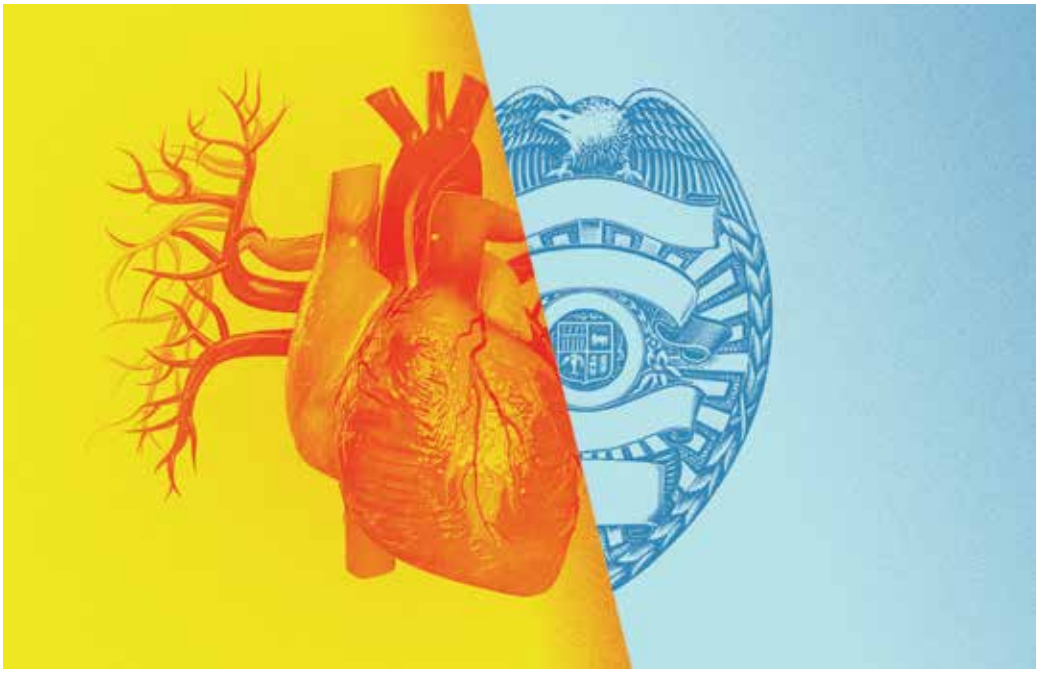
Deanna Cantrell, Police Chief
SAN LUIS OBISPO POLICE DEPARTMENT, CA

Paul Schultz, Chief
FORT MORGAN POLICE DEPARTMENT, CO

"Q" Do you have a question for our mentors? Email us at **EDITOR@THEIACP.ORG**, and you might see it in a future issue!

The Impacts of HIPAA on Law Enforcement

BY
Karen Kruger, Executive Director, Maryland Police and Correctional Training Commission



THE U.S. FEDERAL HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPAA) WENT INTO EFFECT IN APRIL 2003. SINCE THEN, QUESTIONS HAVE ABOUNDED ABOUT THE EXTENT TO WHICH HIPAA IMPACTS LAW ENFORCEMENT'S ACQUISITON OR DISSEMINIATION OF HEALTH INFORMATION.

This article seeks to clarify the mysteries of HIPAA and to simplify interpretations by examining three circumstances in which questions about HIPAA might arise: (1) where health or medical information would assist law enforcement in locating or apprehending a suspect; (2) under circumstances of a catastrophic health emergency, such as an influenza pandemic; and (3) when dealing with employee medical issues.

BACKGROUND

HIPAA is a statute enacted by the U.S. Congress governing privacy of patient health information. Rules interpreting the statute are found in Title 45 of the Code of Federal Regulations (CFR).[1] Generally, this privacy rule prohibits the wrongful disclosure of health information relating to an identifiable patient, otherwise known as protected health information (PHI).[2]

HIPAA regulates persons who have access to individually identifiable medical information *and* those who conduct certain electronic health care transactions, otherwise known as "covered entities," which are defined as (1) group health plans; (2) health clearinghouses, such as billing services; and (3) health care providers who bill for services.[3] The government is *not* a covered entity unless it is acting in one of these capacities, such as an administrator for employee health insurance plans or as a medical provider at a jail or prison that bills for those services.

Accordingly, while the privacy rule may *affect* how law enforcement obtains health information or records, it does not *govern* an agency's ability to maintain, use, or disclose information it receives in the course of law enforcement activities.

The HIPAA regulations are enforced by the secretary of Health and Human Services. Thus, even if HIPAA did apply to health information possessed by law enforcement agencies, no individual could file suit against an agency based on an alleged HIPAA violation since there is no private right of action under the statute.[4]

EXCEPTIONS FOR DISCLOSURE TO LAW ENFORCEMENT

The HIPAA privacy rule has numerous exceptions through which it seeks to balance the privacy of health information with the legitimate public need for disclosure. Specifically of interest to law enforcement are the exceptions for law enforcement access and for threats to public health.[5]

If a covered entity declines to provide information to law enforcement officers, officers should inform the person speaking on behalf of the covered entity of the exceptions for law enforcement. The U.S. Department of Justice provides the following summary of the exceptions.

- **Required by law:** When the laws of the state require reporting of certain types of wounds or other physical injuries to law enforcement agencies.[6]
- **Court order, or warrant, subpoena, or summons issued by a judicial officer:** When serving a court-ordered subpoena, the provider can (and must) produce the medical records.[7]

- **Grand jury subpoena:** When serving a grand jury subpoena, the provider can (and must) produce the medical records.[8]
- **Administrative subpoena or request:** Three specific requirements must be met: (1) the information sought is material to a legitimate law enforcement inquiry; (2) the request is specific and limited in scope to the purpose for which it is being sought; and (3) de-identified information could not reasonably be used (i.e., without social security number or name, the information would be useless as evidence).[9]
- **To locate or identify:** This exception permits access to eight types of individually identifiable information (but excludes DNA, dental records, body fluid, or tissue; a subpoena would be necessary).[10]
- **Information about a victim of a crime:** Information needed about a person who is suspected of being a victim of a crime… or to determine if someone else committed a crime… that cannot be delayed until the victim approves the disclosure.[11]
- **Crime on premises:** When the information is evidence of a crime that occurred on the premises (e.g., a nursing home, hospital).[12]
- **Reporting crime in emergencies:** When an emergency health care worker responded to a medical emergency outside the hospital, he may disclose to law enforcement information about the commission and nature of the crime; location of the crime and victims; the identity, description, or location of the perpetrator.[13]
- **Victims of abuse, neglect, domestic violence:** This exception is limited to specific scenarios; if possible, it is advisable to get a subpoena or the individual's agreement to use his or her medical information instead of relying on this exception.[14]
- **Coroners and medical examiners:** When the medical examiner or coroner needs the information to identify a deceased person, determine the cause of death, or perform her or his other duties.[15]
- **To avert a serious threat to health or safety:** When the disclosure "is necessary to prevent or lessen a serious and imminent threat to the health or safety a person or the public…; or… to identify or apprehend an individual… because of a statement by an individual admitted participation in a violent crime that… may have caused serious physical harm to the victim; or… the individual has escaped from a correctional institution or from lawful custody."[16]
- **Other important miscellaneous exceptions:** Including national security and intelligence; protective services for the president and others; and jails, prisons, law enforcement custody to safeguard the persons in custody or corrections employees who are in proximity to the persons in custody.

Thus, it is clear that a covered entity is permitted to disclose PHI about a person for the purpose of identifying or locating a suspect. Under HIPAA, the covered entity may disclose so-called "limited identifying information," including name, address, date and place of birth, social security number, blood type, date and time of treatment, date and time of death, and a description of distinguishing physical characteristics.

EXCEPTIONS FOR PUBLIC HEALTH

A covered entity is also permitted to disclose PHI to public health authorities and their authorized representatives for public health surveillance, investigations, and interventions. The following are specifically listed as permissible PHI disclosures for public health: child abuse or neglect; quality, safety, or effectiveness of a product or activity regulated by the Food and Drug Administration; persons at risk for contracting or spreading a disease; and workplace medical surveillance.[17]

The HIPAA regulations permit a covered entity to make disclosures of PHI to avert a serious threat to health or safety without the consent of the individual.[18] The public health exemption provides that a covered entity may disclose PHI without individual consent to a,

> *public health authority that is authorized by law to collect or receive such information for the purpose of preventing or controlling disease, injury, or disability, including… the reporting of disease, injury, vital events such as birth or death, and the conduct of public health surveillance, public heath investigations and public health interventions.*[19]

A "public health authority" is a public agency or entity "that is responsible for public health matters as part of its official mandate."[20] Because HIPAA does not regulate re-disclosure of information, the public health authority is not precluded from sharing PHI with law enforcement authorities.

RECORDS RELATED TO EMPLOYEE HEALTH

Since law enforcement agencies are not covered entities under HIPAA, the HIPAA privacy rules have no impact on internal operations relating to employee health and wellness. However, state medical privacy laws and provisions of the Americans With Disabilities Act may apply, and managers should consult with legal counsel when dealing with medical records. In every case, agencies should use care and discretion when dealing with an individual's medical records, but not be deterred from legitimate employment or law enforcement actions based on a misunderstanding of the scope of HIPAA.

NOTES:

[1]45 C.F.R. §§164.102-164.534.

[2]45 C.F.R. §162.103.

[3]45 C.F.R. §162.103.

[4]*Atkinson-Bush v. Balt. Wash. Med. Ctr., Inc.*, No. L-10-2350, 2011 WL 2216669, at *3 (D. Md. May 25, 2011), aff'd, 585 F. Appx. 161 (4th Cir. 2014).

[5]Covered entities also may disclose PHI without consent when national security or intelligence activities are implicated, 45 C.F.R. §164.512(k)(2) or when judicial or administrative proceedings are involved, 45 C.F.R. §164.512(e).

[6]45 C.F.R. 164.512(f)(1)(i).

[7]45 C.F.R. 164.512(f)(1)(ii)(A).

[8]45 C.F.R. 164.512(f)(1)(ii)(B).

[9]45 C.F.R. 164.512(f)(1)(ii)(C).

[10]45 C.F.R. 164.512(f)(2).

[11]45 C.F.R. 164.512(f)(3).

[12]45 C.F.R. 164.512(f)(5).

[13]45 C.F.R. 164.512(f)(6).

[14]45 C.F.R. 164.512(c).

[15]45 C.F.R. 164.512(g)(1).

[16]45 C.F.R. 164.512(j).

[17]45 C.F.R. §164.512(b).

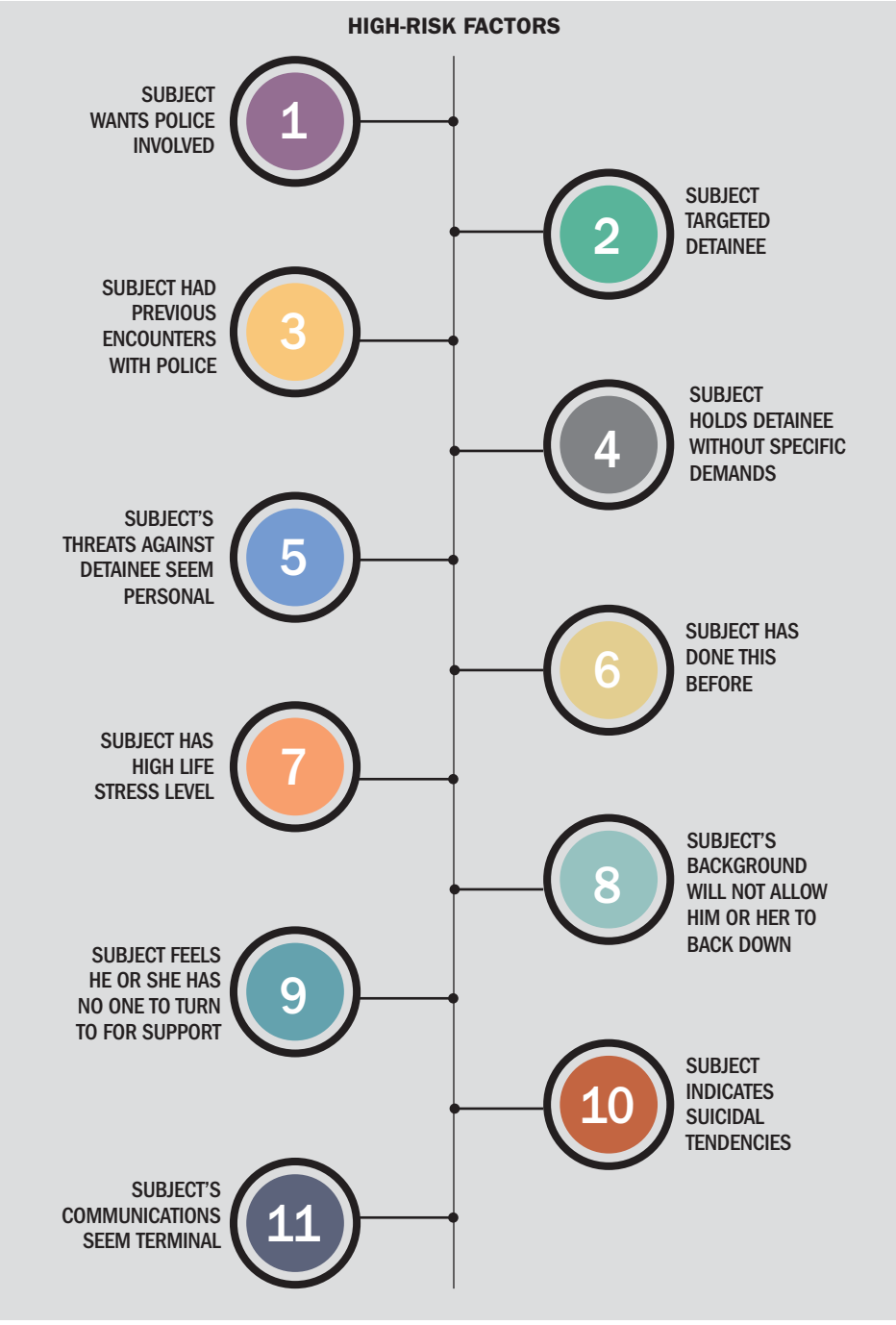
[18]45 C.F.R. §164.512(j)(i)(A).

[19]45 C.F.R. §164.512(b)(1)(i).

[20]45 C.F.R. §164.501.

BY
James L. Greenstone, EdD, JD, DABECI,
Fort Worth, Texas

Safety Concerns and Guidelines for Hostage and Crisis Negotiators



NEGOTIATORS ARE ASKED TO ATTEND TO "BAD GUYS" IN WAYS NOT USUALLY A PART OF POLICE WORK BUT THAT ARE ESSENTIAL TO NEGOTIATIONS AND TO THE PRESERVATION OF LIFE. THUS, THEIR ROLE CAN BE HIGH RISK. THE KEY TO SAFETY IN NEGOTIATIONS IS AWARENESS. THE RESPONSIBILITIES OF THE NEGOTIATOR BEGIN BEFORE ENCOUNTERING THE SUBJECTS AT HAND. THE NEGOTIATOR WHO HAS NOT PLANNED AHEAD RUNS THE RISK OF SERIOUS CONSEQUENCES—HE OR SHE MAY HAVE UNINTENTIONALLY CREATED ADDITIONAL STRESS, AND EVEN SUBSEQUENT DANGER, FOR ALL INVOLVED BY FAILING TO ADEQUATELY AND EFFECTIVELY PLAN. NEGOTIATING IS A DIFFERENT KIND OF POLICE JOB. IT CARRIES UNIQUE AND OFTEN LATENT RISKS THAT ONLY THE SERIOUS NEGOTIATOR CAN OVERCOME AND PREVENT.

RISK FACTORS IN HOSTAGE OR BARRICADE SCENARIOS

First developed by the FBI, a list of high-risk factors in a hostage or barricade situation has been identified to assist negotiators. These factors provide indicators suggesting a substantial risk of violence in the particular situation at hand. Note that the cumulative value of the factors may indicate even greater risk. If any of the factors are identified, SWAT and command should be notified of the risk and of the potential need for tactical intervention in order to resolve the situation.

Although not an exhaustive list, some of the high-risk factors include the following:

1. The purposeful actions of the subject in this particular hostage or barricaded scene would lead one to conclude that he or she wanted to get the police involved with him or her at this time.

> *Regardless of the situation and regardless of personal style, the negotiator must recognize that the potential for violence exists...*

2. The person being detained by the subject was specifically selected rather than being held as a matter of random circumstance.
3. The police have been called to deal with this subject before. The situation may have been similar to the current one, but also may have involved personal violence, restraining orders, the court system, or other similar problems.
4. Detention of another person without substantive demands, as would be found in a true hostage situation.
5. Threats against the person being detained that seem to be personal rather than general in nature. A hostage taker, for instance, may make threats to hurt or kill someone for not doing as he or she asks during the siege.
6. The subject has done this type of thing before.
7. The current or recent stress level in the subject's life is evaluated to be high and extremely significant to the person. The subject may be in crisis or have experienced singular or multiple crisis situations in his or her life that are not resolved or that he or she believe cannot be resolved. Remember, crisis is in the eye of the beholder.
8. The background and rearing of the subject in this situation is such that he or she believes that one cannot back down without being personally degraded as a person.
9. As part of the crisis or impending crisis in the subject's life, he or she feels that there is no one to whom to turn for nurture or support. The subject feels alone and isolated without the social support systems that most have and can turn to in times of severe stress and crisis.
10. The subject conveys that he or she is going to commit suicide. Take this seriously regardless of the context. People who talk about suicide do take their own lives. Even if the subject recants the threat, continue to monitor for the possibility of suicide and actively make plans to counter such an attempt or to suggest a rescue of the subject.
11. The subject's verbalizations seem to change direction and sound more and more like a final spiritual confession. This may happen in combination with a suicidal statement or stand alone. Remember that the direction in which they are headed is the same. The subject may ask you to tell his or her family certain things, have someone retrieve certain documents for him or her, and so forth. The subject may ask for extended time off of the phone in order to "take care of some things" or to "make some decisions." Listen carefully for this change of emphasis. From a negotiating standpoint, you may want to interrupt this line of verbalization rather than allow it to continue. If the subject cannot complete the confession, he or she may not feel that he or she can kill himself or herself. If you suspect suicide, regardless of the verbalizations to the contrary, you may want to try to keep the subject on the phone rather than allowing him or her to disconnect and remain alone.

CONCLUSIONS

It would be difficult to initiate a discussion of safety issues without taking note of and understanding the relationship that exists between safety procedures

GUIDELINES FOR HANDLING HOSTILITY AND HOSTILE GESTURES

1. Handle the problems of hostility by preventing them from happening in the first place.
2. Learn to attend to one's own senses in determining impending crisis during negotiations.
3. Remain in firm control at all times.
4. Enforce all ground rules that you may set during negotiations.
5. Allow the expressions of hostile feelings.
6. Be aware at all times of the potential for violence and hostility.
7. Use firmness in the face of hostility.
8. Realize that hostility can be a sign of impending crisis in the life of the subject.
9. Assess if guns, knives and other weapons are present. Keep this in mind as you proceed.
10. Do not forget that negotiation is a team process; it is also a safety mechanism.
11. Be sure the subject knows there is a police presence during negotiations.
12. It has been said that in situations of hostility or violence there is no such thing as a fair fight. Negotiators must prepare themselves with skills, protective measures, knowledge and back-up support in advance, and be prepared to use them in dealing with the actor.

and personal and situational awareness. All crisis situations are not alike. It is also true that interveners and negotiators develop individual styles in responding to crisis victims. Regardless of the situation and regardless of personal style, the negotiator must recognize that the potential for violence exists and that matters of safety and personal well-being must be dealt with as necessary.

Much of what the officer does before, during, and after a crisis scenario will make a difference in the area of safety. If the concern for safety factors becomes second nature to the officer, the likelihood of a positive outcome is increased. Beginning to self-orient to a mode of safety consciousness is crucial. This consciousness should include concerns for the welfare of the crisis victims and the negotiators. This is a team effort that requires team support and backup, and everyone needs to be on the same page.

Probably the negotiator's best tool to detect potential violence or the presence of weapons is his or her own communication and sensing capabilities. This often-unacknowledged asset is called an "inkling." At one time or another, most people have experienced inklings. These are partial awarenesses that are not clear or complete in terms of one's central awareness. It may be a sense that something is wrong or that there is more in the room or the area than meets the eye. The successful negotiator will have developed the use of these sensing devices in the skillful art of intervening and in personal and victim safety.

Sensing capabilities must be developed. They must be fine-tuned to give accurate information. Officers must be open to the information that the senses provide. Inklings, intuitions, "gut feelings," hunches, and fears are similar to red-flag alerts for the skilled negotiator.

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BY
Terry Young, Chief of Police,
Surprise, Arizona

Drive Wise, Surprise

A Simple Message with a Deep Traffic Safety Meaning

AS THE CHIEF OF POLICE FOR THE CITY OF SURPRISE, ARIZONA, TERRY YOUNG HAS THE PRIVILEGE OF ATTENDING NUMEROUS EVENTS THROUGHOUT THE CITY AND ENGAGING WITH COMMUNITY MEMBERS. ONE OF THE THINGS HE COMMONLY HEARS, A MESSAGE THAT HAS BEEN LOUD AND CLEAR, IS THAT THE COMMUNITY MEMBERS RANK TRAFFIC SAFETY AS A TOP PUBLIC SAFETY PRIORITY.

The data support this concern from community members. As a rapidly growing community, Surprise has seen a steady increase in traffic volume as well as traffic collisions. Not only were the number of traffic collisions increasing, but they were doing so at a growing rate. There was a 6 percent increase in traffic collisions in 2014, followed by increases of 8 percent the next year and 10 percent the year after that. It was clear that proactive measures were needed to stop this growth in traffic collisions and improve the overall traffic safety in the community.

Having identified this issue, the conversation turned to how the police department could best address it. Chief Young and his officers knew from experience that simply writing more tickets wouldn't resolve the issue. Whether addressing traffic safety risks, drug concerns, or property crime issues; enforcement alone will never be the best answer. In order to have a real impact on traffic safety in the community, the police department would need to work hand-in-hand with community members. The police partnered with the city's public works and communications departments and set out to find the right solution for the community.

Together, they developed an approach to address traffic safety concerns: the Drive Wise, Surprise campaign. This multifaceted campaign focuses efforts first and foremost on communication and engagement with the community. This comes in a myriad of shapes and sizes, the most unique being the campaign's traffic signs. In collaboration with the communications team, colorful, creative signs with key traffic safety messages were developed and strategically placed throughout Surprise.

In addition to the traffic signs, the police department also engaged its partners in the mainstream media to get the message out, leveraged the power of social media to reach large portions of the local population, and designed a new public service

announcement. Drive Wise, Surprise has also become a key component of the department's messaging during numerous community engagement events that Surprise police personnel attend throughout the year.

The final component of the campaign centers around increased enforcement. By applying Data-Driven Approaches to Crime and Traffic Safety (DDACTS) principles, the Surprise Police Department has strategically adjusted its enforcement efforts to focus on the areas where the data show these efforts will have the most impact. Additionally, increased grant funding from the Arizona Governor's Office of Highway Safety has allowed the police department to dedicate even more resources to proactive traffic enforcement with the end goal of reducing traffic collisions and improving overall traffic safety.

So far, the Drive Wise, Surprise campaign has shown positive results. In 2017, a year in which an increase of 10 to 12 percent in traffic collisions was anticipated, there was actually a decrease of 1 percent. This was the jurisdiction's first decrease in traffic collisions in several years. While 2018 did see an increase of 6 percent compared to 2017, the numbers were still below the projections calculated prior to the Drive Wise, Surprise campaign.

As a police department committed to providing extraordinary service, the Surprise police continually seek new opportunities to improve safety within the community. While they cannot foresee what technologies or laws will develop in upcoming years to improve traffic safety, one thing is clear: the Drive Wise, Surprise campaign will be at the heart of their efforts.

Drive Wise, Surprise: The message is simple, but the meaning is much deeper. When people are out on the roadways, whether driving a car, truck, or golf cart; riding a motorcycle; or even just going out for a walk or bike ride, they all share these roads together. All those on the roadway are neighbors; they are all someone's loved ones; and all are simply looking to get where they need to be safely. To ensure this safety, everyone has a role to play.

> ***"Whether addressing traffic safety risks, drug concerns, or property crime issues; enforcement alone will never be the best answer."***

In the words of Sir Robert Peel:

> *The police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.*

While the members of local police departments are those who are privileged to serve their community's needs full time, it is imperative that all community members make an effort to be more focused, more compassionate, and more patient on the roadways. Together, these combined efforts will go a long way toward increasing traffic safety in all communities.

IN 2017, AN INCREASE OF

10–12%

IN TRAFFIC COLLISIONS WAS ANTICIPATED,

BUT THERE WAS ACTUALLY A DECREASE OF

1%

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Sustenance and Joy

AS LAW ENFORCEMENT AGENCIES WORLDWIDE SEEK TO INCREASE TRUST WITHIN THEIR COMMUNITIES AND TO BUILD POSITIVE RELATIONSHIPS BETWEEN THEIR OFFICERS AND THE COMMUNITY MEMBERS THEY SERVE, NEW CONCEPTS ARE SPRINGING UP. ONE SUCH IDEA FROM A SMALL AGENCY IN MINNESOTA IS NOT ONLY IMPROVING COMMUNITY-POLICE RELATIONS, BUT IS ALSO HELPING MEET ONE OF MANY FAMILIES' GREATEST NEEDS IN ECONOMICALLY CHALLENGED NEIGHBORHOODS—FOOD.

New Brighton Department of Public Safety launched its Squad Car Bakery project in April 2018, and every Friday, teams of licensed police officers, volunteer reserve officers, public safety officers, and public safety volunteers distribute food randomly throughout the areas of need in their jurisdiction.

The idea came about from a social media post viewed by New Brighton Director of Public Safety Tony Paetznick, after which the agency reached out to its local food shelf to see if it had excess items that the public safety personnel could distribute each week. The food shelf was very open to the concept, and the operation was up and running with days of the initial conversation.

Giving back to the community and partnering with the community are both important elements of the New Brighton Department of Public Safety's mission, and, in the words of Director Paetznick, "The Squad Car Bakery is reflective of our agency's mission in terms of community partnerships and the service to and education of our residents by connecting them with the resources of the Ralph Reeder Food Shelf."

In addition, the Squad Car Bakery reduces food waste and brings awareness of the food shelf to residents who might have not known of this valuable community resource. "Many were unaware of the existence of the food shelf or how to access its services, so the police are helping to bridge that gap for these households," says Paetznick.

While the project was originally met with skepticism by some community members who thought there must be some underlying motive beyond building community-police relations and bringing awareness of the food shelf, the teams maintained their efforts, eventually earning residents' trust. Despite the early challenges, as it progressed, the project has been well-received in New Brighton. Originally, the delivery teams had to actively try to reach out to residents; now, the arrival of the Squad Car Bakery is expected and eagerly anticipated, with residents even sending out their young children to greet the teams. Community engagement officer Brad Krebsbach says, "It has developed into something I look forward to on a weekly basis. There was a feeling of the lack of trust among the residents prior to this program, but now the residents are waiting outside with open arms and smiling faces every week."

Paeztnick points out that the visits of the Squad Car Bakery are very intentional, so as to help the agency "establish positive police-community relationships with those populations who are sometimes hesitant to engage with local law enforcement."

So far, it's working. While the food is gratefully received, the community members are also getting to know the officers, thus building trust and appreciation for their role. One resident stated, "We love having the cops and volunteers out and about in our neighborhood… The program has given us even more respect for police officers."

The public safety personnel who have participated in the Squad Car Bakery initiative also have had very positive responses to the experience, often commenting on the rewarding experience of providing food to those who need it and seeing the recipients' reactions. Volunteer Gayle Christensen says, "The first time I went, I was overwhelmed with how we were received. They are so grateful not only for the food, but the conversations we have with them. Every week I find myself looking forward to these visits as are the people we see."

In the words of a New Brighton community member, the Squad Car Bakery "is a source of sustenance, joy, and care to my family, our neighborhood, and the city of New Brighton."

RECOMMENDATIONS

Do you think your community might benefit from the Squad Car Bakery concept? New Brighton offers some advice to make this type of initiative a success:

- Create a partnership with a local food market, food shelf, or food kitchen. They often have excess food that they would prefer to see distributed than go to waste.
- Develop a plan for staffing the project and deliveries—will you use sworn personnel, civilian staff, reserve officers, volunteers, or a blend of these groups?
- Keep up the effort even if the initial reception from residents is hesitant or unsure. Over time, the community's trust and acceptance will grow.

Does your agency have an initiative or project you'd like to see featured? Email us at **EDITOR@THEIACP.ORG.**

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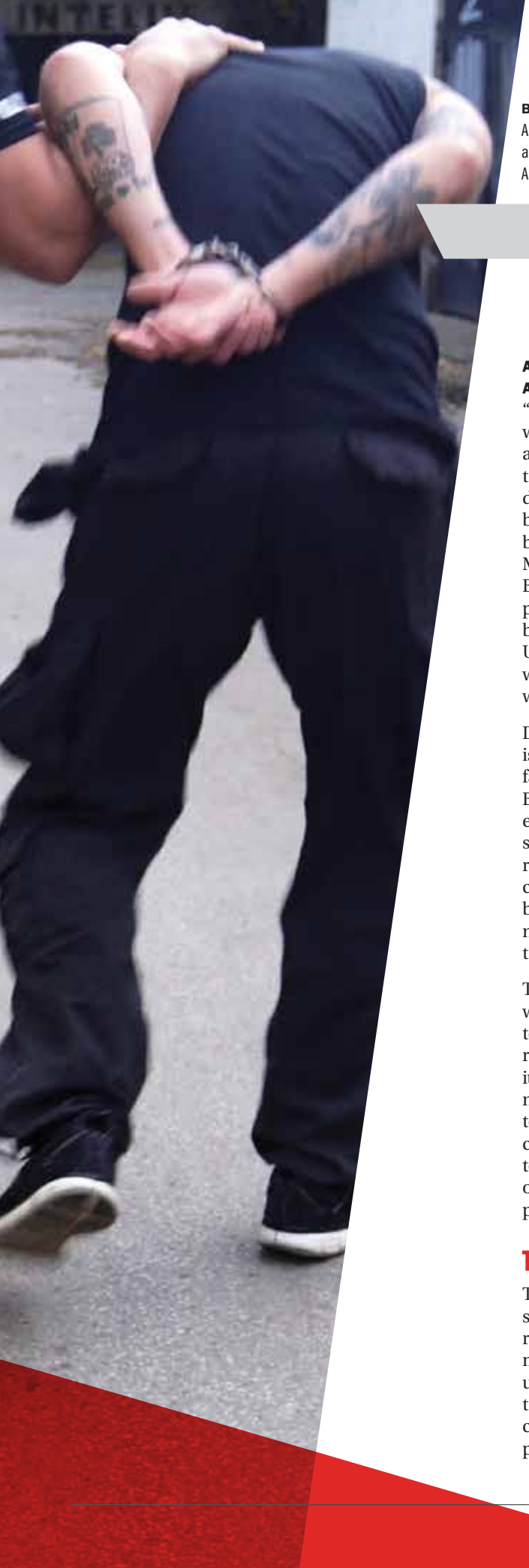
Closed-Loop Risk Mitigation Strategies for Use-of-Force Reporting



BY
Apollo Kowalyk, Police Officer (Ret.),
and Joe Tassone, Sergeant, Edmonton,
Alberta, Police Service

A CLAIM OF POLICE BRUTALITY IS AN UGLY, EMOTIONAL, AND POLITICALLY LOADED ACCUSATION. Police brutality is "the use of unnecessary and/or excessive force by police officers when handling civilians." It conjures up memories of racial tension and Vietnam-era protest movements; the idea found expression in the dark days of Rodney King, and became an activist lightning rod during the 2014 Ferguson unrest. However, the police have always been the subject of some degree of mistrust and public scorn, dating back to the early days of Sir Robert Peel and the fledgling London Metropolitan Police. A search of the archives of the long-defunct British newspaper *The Poor Man's Guardian* found mention of a public meeting taking place in 1833 in support of victims of "police brutality." The term apparently made its first appearance in the United States in a *Chicago Tribune* newspaper article from 1872, which reported the case of a prisoner who died of blunt force trauma while in police custody on a charge of public intoxication.

Despite the negative attention it attracts, especially when the divisive issue of race is involved, the use of force to maintain the rule of law falls within the authority of the police. The late police scholar Egon Bittner wrote an eloquent treatise on this subject in 1970 when he explained that the use of physical force, or implied threat thereof, serves as a means of coercion upon which police officers sometimes rely when making an arrest or acting to restore order in uncertain circumstances. Police sometimes encounter situations that cannot be resolved or diffused by reasoning or verbal judo; using force is nothing more than a means to an end, and, as such, remains part of the job.

Therefore, police officers should feel that they have nothing to hide when force is used appropriately as part of a measured response to a chaotic situation. The authority to use force when legitimately required to do so remains a foundational pillar of the rule of law, but its application now comes with greater responsibility. The old-school notion of "curbstone justice," the subtle nuances of which Bittner touched upon in his observations of policing, no longer has the tacit community support that George Kelling and James Wilson alluded to in their influential "Broken Windows" article when they spoke of "extralegal steps" being undertaken by Newark, New Jersey, foot patrol officers in the name of community safety.

TRANSPARENCY IN THE DIGITAL AGE

To say that the digital age has changed the rules of the game may seem trite, but it has created a seismic shift in the sociopolitical environment, the impact of which cannot be overstated. Law enforcement has to adjust its business model when it comes to reporting use-of-force incidents, no matter how minor they might seem at the time. Amid growing demands for procedural justice and the concomitant need for a higher level of scrutiny, having a robust reporting process has become mission critical within law enforcement.

Transparency is a hallmark virtue of policing in a liberal democratic society, but the combustible mixture of smartphones and social media platforms has given rise to citizen journalists, some of whom will engage in hyperbole in the absence of a formal police statement. Thus, the public's expectation of a timely response to questions about high-profile use-of-force incidents demands law enforcement's attention. Detailed media updates and the prompt release of body-worn video are proactive means by which police agencies can forestall negative public reaction to an event, but, as technology speeds up the news cycle, the need to react quickly to unwarranted criticism of police actions increases exponentially.

Police tactics, training, and the cagey instincts of experienced patrol officers continue to evolve in response to political pressure and a feeling of perpetual surveillance, resulting from the proliferation of CCTV cameras and ever-present smartphones. An officer's actions are evaluated in terms of whether they were reasonable, objective, and necessary, so consideration is now given to command presence, lawful placement and authority, environmental factors, and situational awareness when justifying the use of force—terminology that the current and incoming generations of police officers should understand and embrace.

Despite the impression that police officers are more professional and respectful toward the public than was the case a couple of generations ago, it seems that, in some circles, they still have to atone for the sins of their forebears. Public trust is a precious commodity, and law enforcement is in a sensitive position. Police officers become a lightning rod for criticism in part because they are often required to say "no" to people who are used to living in an increasingly permissive society. Therefore, as the coercive use of force becomes increasingly stigmatized, police officers must be seen as being in control not only of the situation but also of their thoughts and feelings. Tempers must remain in check as curbstone justice is no longer tolerated. Bittner's prophetic words are especially relevant today: "Those who fight the dreadful end up being dreaded themselves."

The stakes are high as community sentiment and legislative agendas in key states signal a growing sense of political activism aimed at addressing perceived police abuses of power. The unique nature of U.S. politics, where significant political decision-making often occurs at the state and local level, can expose police agencies to unexpected challenges. For example, the public's "right to know" was bolstered by the state of California's recent passage of bills SB 1421 and AB 748, which created new standards for disclosure affecting audio-video evidence as well as an officer's previous disciplinary actions and previous involvement in use-of-force incidents. AB-931, which would have changed use-of-force protocols in California, failed to pass, but might be resurrected this year. These legislative initiatives signal the coming dawn of a new era. Similar rules have been in place in Canada for a decade, and police agencies have adjusted their use-of-force frameworks and business models accordingly.

REPORTING AND RISK MANAGEMENT

With the evolving public expectations and legislation in mind, how much time is currently spent on risk management as far as the use of force is concerned? Since an effective and efficient reporting process can take years to properly implement and become a matter of routine within conventional police practices, law enforcement agencies should be upgrading their business models in the very near future, if not sooner.

So what happens after an officer uses force in the course of an arrest, regardless of whether the subject is injured? How can police agencies, large and small, teach their officers to articulate their actions in a way that effectively mitigates risk without causing them to retreat from the daily execution of their duties?

There are a small number of inviolate principles that underpin an effective report writing and approval process:

- Do not omit details as this can imply deceit. Assume everything is caught on camera!
- Follow a prescribed reporting structure and use plain language to build trust and credibility.
- Answer specific questions related to a situational rather than linear use-of-force model.
- Implement an objective, third-party review process for quality control purposes.

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The importance of independent review should not be underestimated. Once the use-of-force report has been completed in a timely manner and objectively reviewed prior to disclosure in terms of the fundamental principles of proportionality, necessity, and reasonableness, a secondary review should occur with an orientation toward coaching and mentoring. A proactive approach can also track use-of-force incidents, identifying trends that could increase risk for a police agency if left unchecked. When a new weapon system (e.g., conducted energy weapons) is introduced, its deployment and usage should be tracked to evaluate its effectiveness. For example, this type of data might show that the deployment of conducted energy weapons (CEWs) helps to reduce use-of-force incidents as subjects are less willing to resist arrest when a CEW is displayed.

A top-down approach toward building a review and oversight process that encourages the judicious use of force should involve supervisors and senior command staff identified through a clear chain of command to establish accountability. The police agency itself has a responsibility to enact unambiguous policies. Policy that is unintentionally open to a "nudge and wink" interpretation creates gray areas that can leave well-intentioned officers in legal peril. Ideally, training and tactics, reporting practices, and the review process work together as part of an agency-wide initiative, providing feedback from a training and competency perspective while holding officers accountable for clearly demonstrated abuses of authority or the unwarranted infliction of excessive force.

However, the decentralized and local nature of U.S. law enforcement presents a challenge. According to the most recent and reliable data available on state and local police agencies in the United States, only 7 percent of the 15,564 sheriff's offices, state police agencies, and local police agencies have more than 100 sworn officers, while 86 percent of all agencies have fewer than 50 officers. Use-of-force incidents occur primarily in patrol and among small police agencies. FBI data reveal that 71 percent of U.S. officers assaulted in the line of duty in 2017 were working in patrol at the time, many in one-member units. The *Washington Post* recently created a database that tracks police-involved shootings back to 2015. After running a statistical analysis of these shootings, researchers found that, in almost every case, a police shooting is "an individual, unrelated event that can't be predicted." Therefore, it stands to reason that risk management practices are just as important in small agencies, regardless of the size of their jurisdictions. The next flashpoint can occur anywhere, anytime. What happened to the Ferguson, Missouri, Police Department—a small local police agency—serves as a cautionary tale.

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MONDAY JUNE 24, 2019

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For questions, please contact **awards@theiacp.org**

A GENERATION AGO, THE USE OF FORCE INCIDENTAL TO ARREST BARELY RATED MENTION IN POLICE REPORTS.

NOW, IT IS OFTEN A REPORT'S PRIMARY FOCUS.

Complaints about the unnecessary and illegitimate use of force can generate massive lawsuits stemming from alleged police abuse that can actually threaten a community with bankruptcy, prompting it to disband its police department. Local police departments and sheriff's offices that are too small to accommodate the infrastructure needs of an effective third-party review process are especially vulnerable since small budgets leave little room for robust accountability frameworks and related training needs. But possessing a thorough review process and ongoing training is necessary in today's environment, where even the appropriate use of force can be misconstrued and amplified across multiple social media platforms by a vocal minority—sometimes with an almost vitriolic hatred—before an agency can get ahead of it. It's hard to deal with a bull in a china shop; it's better to prevent the bull from entering in the first place.

While body-worn video cameras may help minimize the risk of litigation, data storage and administration needs can render their use cost prohibitive for smaller agencies. As the debate continues, risk mitigation goals can be achieved by creating economies of scale through shared resources, similar to how police academies are funded.

Whereas a large police agency can afford the cost of a thorough review process and generates a large enough volume of work to justify the expense as part of its business model, small agencies could do the same via neutral third-party review of remotely accessible electronic reports and related video. Wireless mobility and the advent of electronic reporting makes it possible for small police agencies to communicate with a third-party reviewer in real time to obtain an objective review of their respective use-of-force incidents. This provides support for a coaching and mentoring process to support what Bittner described as a generational adjustment from a mentality that used to emphasize "physical presence and armed might" to one that encourages "peaceful persuasion and rational compliance."

A rigorous reporting system based upon clearly defined policies, with timely feedback to officers involved in use-of-force incidents, forms the basis for a closed-loop risk mitigation strategy. In accounting terms, everything is fully measured and fully reconciled. Officers can learn from the mistakes—and successes—of fellow officers, contributing to a higher level of competency and professionalism and reduced exposure to civil liability. Risk will never be eliminated, but this approach certainly reduces its potential for negative consequences.

CONCLUSION

Use of force is a hot button issue. A generation ago, the use of force incidental to arrest barely rated mention in police reports. Now, it is often a report's primary focus. Police chiefs bear a heavy burden as they are ultimately accountable for every use of force that occurs in their agencies. Whether their officers are breaking up a pool party or responding to a school shooting, chiefs are on the hook when things go sideways. Although the use of coercive force in policing is sometimes necessary, its application can be better managed through a business model that incorporates a synergistic blend of training, mentorship, and progressive discipline.

Public expectations may be high, but some things never change. It offers a sense of perspective, and perhaps hope, to remember that August Vollmer, a historic leader in policing, made this wry observation back in 1936:

> *The citizen expects police officers to have the wisdom of Solomon, the courage of David, the strength of Samson, the patience of Job, the leadership of Moses, the kindness of the Good Samaritan, the strategical training of Alexander, the faith of Daniel, the diplomacy of Lincoln, the tolerance of the Carpenter of Nazareth, and finally, an intimate knowledge of every branch of the natural, biological, and social sciences. If he had all these, he might be a good policeman.*

IACP Resources

- National Consensus Discussion Paper on Use of Force and Consensus Policy

theIACP.org

- "Canada's Use-of-Force Framework for Police Officers" (article)
- "The Many Facets of Law Enforcement Use of Force" (President's Message)

policechiefmagazine.org

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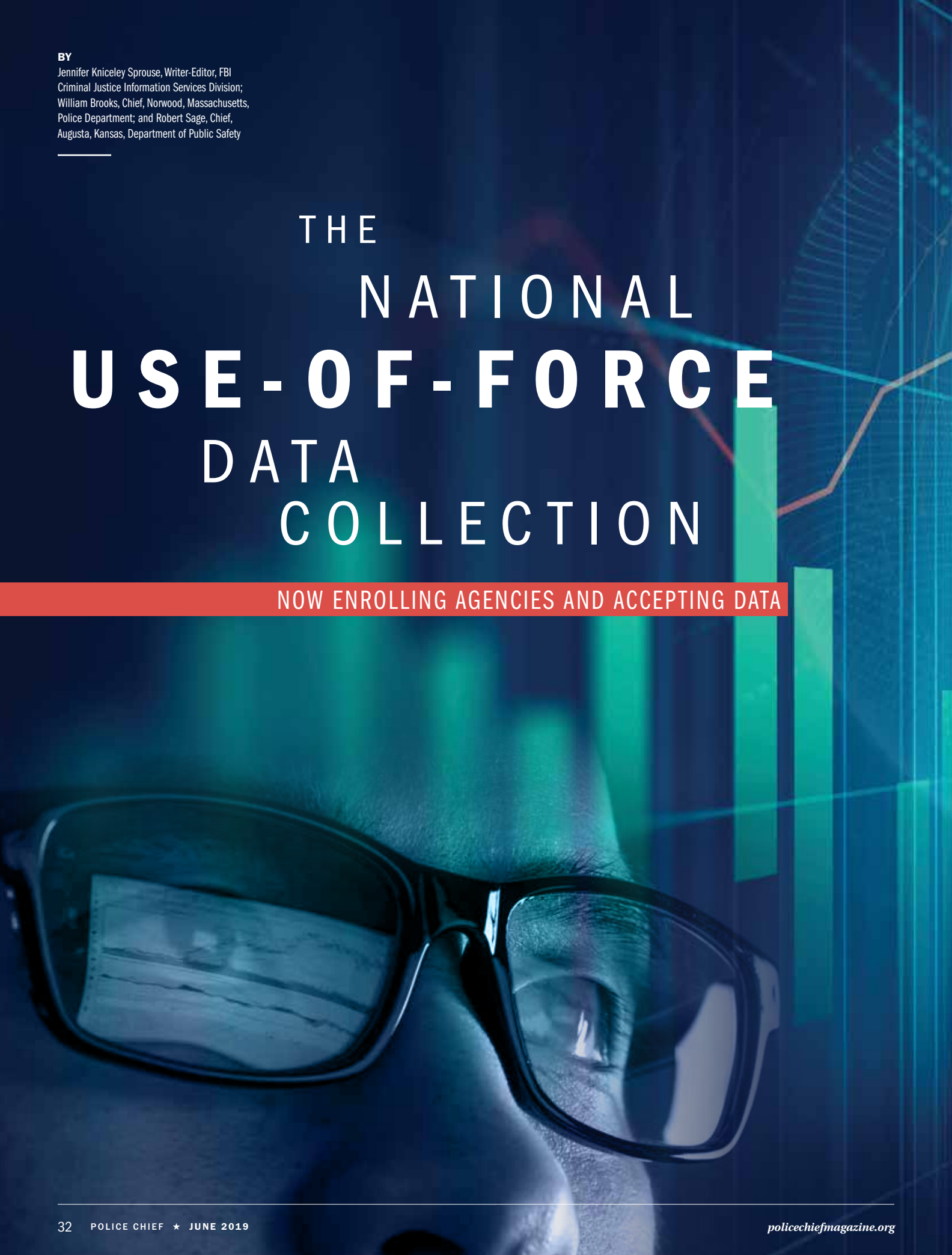
BY
Jennifer Kniceley Sprouse, Writer-Editor, FBI Criminal Justice Information Services Division; William Brooks, Chief, Norwood, Massachusetts, Police Department; and Robert Sage, Chief, Augusta, Kansas, Department of Public Safety

THE NATIONAL USE-OF-FORCE DATA COLLECTION

NOW ENROLLING AGENCIES AND ACCEPTING DATA



IN AUGUST 2014, LAW ENFORCEMENT OFFICERS AND THE PUBLIC TOOK NOTICE WHEN PROTESTORS IN FERGUSON, MISSOURI, ERUPTED WITH OUTRAGE after the death of Michael Brown following an encounter with the police. This incident became one of the first involving police use of force to be broadcast widely online through social media, as well as across television news and in print media. With members of communities using their phones to record and share police encounters in the time to follow, tensions that law enforcement agencies may previously have experienced primarily on a local level started to garner attention throughout the United States. As a result, a few media outlets began compiling their own accountings of police uses of force, often gathered from open sources.

At the same time, law enforcement leaders and officers began voicing the need for an official database that could provide a view of the frequency and nature of use-of-force incidents across the United States, based on uniform reporting by law enforcement agencies. Such a database would lead to the credibility, accountability, and transparency that many police departments and the public desired. To their credit, some U.S. law enforcement agencies were already engaged in reporting their use-of-force incident data to the public, but no system existed to allow these entities to voluntarily report such information on a U.S.-wide scale.

Fast forward five years, the FBI developed the database at the request and with the input of law enforcement leaders representing a number of organizations, including the International Association of Chiefs of Police. (See sidebar for a list of participating organizations.) Chief Robert Sage, Augusta, Kansas, Department of Public Safety, was recently appointed as the new chair of the National Use-of-Force Task Force and has been involved from the very beginning. He noted:

> *At the time the task force was created, there was tremendous coverage nationally from media outlets (and social media) that helped fan the fires of distrust and hatred toward law enforcement officers. The information that was being reported was frequently wrong and almost always incomplete. I wanted to be a part of something that would finally bring accurate and complete data about use-of-force incidents to the public stage. I also wanted to make sure our story was told.*

Chief Sage and the other leaders on the task force conceived a plan to collect meaningful and easy-to-track information; to make the data collection system free and simple to use; and, most of all, to encourage maximum participation by law enforcement agencies.

The National Use-of-Force Data Collection was not designed to look at each individual use-of-force incident or to make judgment calls about specific incidents. Instead, the voluntary data collection provides an opportunity to examine occurrences collectively, as a comprehensive view of circumstances, subjects, and officers involved in such incidents across the United States. Specifically, each month, the data collection gathers information about use-of-force incidents that result in the death or serious bodily injury of a person or involve the discharge of a firearm at or in the direction of a person. Agencies that do not experience any use-of-force incidents submit a zero report. Now that the database is a reality, the final and most important development activity is to expand the number of agencies participating in the data collection.

THE NATIONAL USE-OF-FORCE DATA COLLECTION TASK FORCE

The National Use-of-Force Data Collection Task Force includes representatives from the following organizations and groups:

- Association of State Criminal Investigative Agencies
- Association of State Uniform Crime Reporting Programs
- International Association of Chiefs of Police
- Major Cities Chiefs Association
- Major County Sheriffs of America
- National Organization of Black Law Enforcement Executives
- National Sheriffs' Association
- Police Executive Research Forum
- Local, tribal, and federal agencies

Homepage of the National Use-of-Force Data Collection portal application. The FAQs and Help link in the upper right corner provide information on entering incidents and using the site's various features.

PARTICIPATION IS CRITICAL

The most comprehensive, well-designed system in the world is meaningless without data. In order for the National Use-of-Force Data Collection to tell the complete story of these serious incidents, all U.S. law enforcement agencies need to participate and share their data. Some states have already recognized the need for transparency and accountability around this topic and have enacted laws to require their agencies to report use-of-force information. However, most states do not require reporting. The new federal data collection provides an opportunity for all agencies to voluntarily contribute data and create a clearer picture of use of force on a national level. Many local agencies have seen the value of reporting the information and are doing so voluntarily.

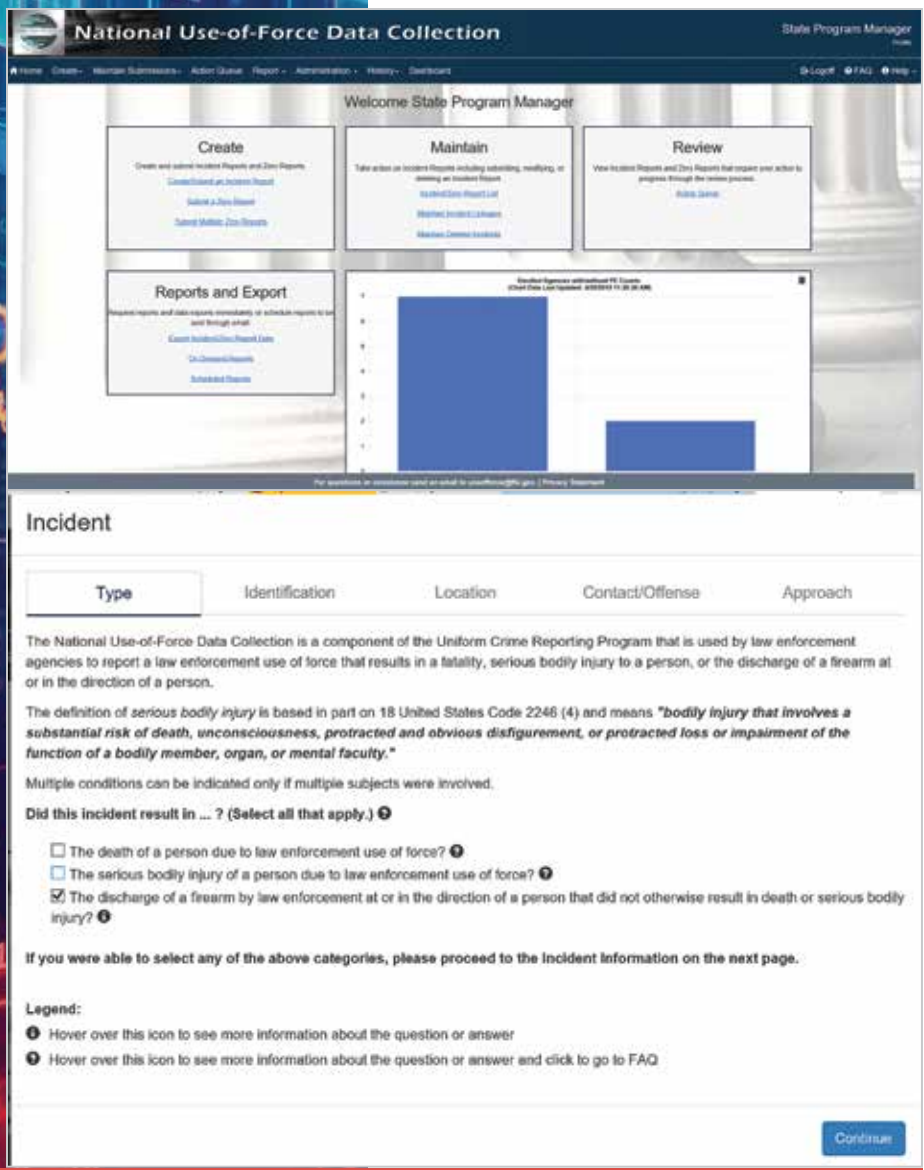
Law enforcement leaders from around the United States who support the National Use-of-Force Data Collection, along with FBI staff, have participated in various law enforcement conferences, meetings, and webinars to publicize the new data collection. These events have sparked meaningful discussion and have further highlighted the utility of the statistics and information the data collection will yield.

Chief Sage's agency is located in Kansas, which does not require law enforcement to report use-of-force incidents; doing so is entirely voluntary. Chief Sage commented,

> *We have an obligation to our officers and our community to know the facts surrounding incidents where force is used. Having that information will allow us to make fact-based decisions regarding tactics, equipment, etc., that could reduce these incidents in the future. If we can learn something about use of force and make changes that reduce or prevent officer and/or citizen injury without jeopardizing public safety, why wouldn't we?*

Chief William Brooks leads the Norwood Police Department in Massachusetts and serves on the IACP Board of Directors, as well as the FBI's Criminal Justice Information Services Advisory Policy Board. Massachusetts is another state without legislation mandating use-of-force reporting, but Norwood voluntarily participates. Chief Brooks encourages other agencies to do the same, "The public expects us to participate, and all police should participate in the new effort." He added, "I believe that the vast majority of police use of force is legal and justified, and the new data may help us show that."

Colonel Douglas Middleton is recently retired from his post as the deputy county manager of public safety (Henrico County, Virginia) and is the immediate past chair of the National



The incident report function is user friendly and ensures all pertinent data are recorded.

Use-of-Force Task Force. Colonel Middleton has previously discussed how the task force understood from the beginning that participation is crucial to the data collection's success.

> *The validity of the entire system and the process hinges upon accurate data and on that data being comprehensive. And, by that, I mean covering as many law enforcement agencies, nationally, as you can get to participate—local, state, and federal, college campuses, everybody. The database is only as good as what's put into it, so the greater the volume of information we have, the clearer and sharper the picture we have of what's happening with these incidents across the country.*

Law enforcement leaders understand that participation by agencies is critical. When the task force planned the data collection, it was developed to be straightforward and simple for an agency to contribute data—whether it is a small police department or a large federal agency. The FBI ran a pilot program that further refined the system and its processes.

INFORMATION SUBMITTED BY AGENCIES

Agencies that participate in the National Use-of-Force Data Collection are asked to enter incident information for use-of-force occurrences that include one or more of the following elements:

- Death of a person
- Serious bodily injury of a person
- The discharge of a firearm at or in the direction of a person

When reporting serious bodily injury of a person, agencies should use the following definition, based in part on 18 U.S.C. 2246 (4): "bodily injury that involves a substantial risk of death, unconsciousness, extreme physical pain, protracted and obvious disfigurement, or protracted loss of impairment of the function of a bodily member, organ, or mental faculty."

These three types of use-of-force occurrences, as well as the other data elements, were selected by the National Use-of-Force Task Force to be straightforward and easy to input within hours of an incident occurring. The sooner data are entered, the better. The data collection's guidelines recommend entering the data for the incident within 48 hours following the incident. Aside from the type of use-of-force incident, other data elements include questions about the incident, subject, and officer involved. (See the sidebar on page 38 for a list of the elements that are included in the database.)

Partial Entries Are Allowed

Because it is important to enter the data almost immediately after the incident, the system allows for partial entries and for data elements to be marked as "pending" or "unknown and likely never to be known." For instance, if a use-of-force incident results in the serious bodily injury of a person, but the additional details are not clear within the subsequent 48 hours, an agency can enter the basic data that allow the incident to be saved in the system. Just having these few facts in the system is useful. The basic data elements that must be entered to create an incident in the system include the following:

- The result of the use-of-force incident (death, serious bodily injury, or discharge of a firearm at or in the direction of a person)
- The agency's originating agency identifier
- The case number of the incident
- The date and time of the incident

Once these data elements are entered, the incident is saved. Additional details can be added later when they are known.

Zero Reports Are Important

For months during which no use-of-force incidents happen, agencies will submit a zero report by the 15th day of the following month. For instance, June 2019 zero reports are due on July 15, 2019. Zero reports are important because they clearly indicate that an agency had no use-of-force occurrences for that month. If no zero report is submitted, it leaves an ambiguous gap in the overall picture of use of force.

Chief Sage noted that his agency's internal use-of-force reporting includes incidents where officers have to use pepper spray, physical controls, and other types of force that did not cause any physical injury and do not meet the criteria for the National Use-of-Force Data Collection. For agencies like Augusta Police Department, which usually track more details, reporting to the National Use-of-Force Data Collection will take less time. Chief Sage noted,

> *I don't think the general public fully understands how much effort law enforcement agencies exert to monitor use of force and look for ways to reduce it or more safely apply it. It's not just the agencies' administrators—use of force is something every officer is concerned about.*

TWO OPTIONS FOR DATA SUBMISSION

In an effort to decrease financial and time burdens for agencies, the FBI and the National Use-of-Force Task Force developed two methods of data submission: (1) the National Use-of-Force Data Collection portal application and (2) a bulk data submission option. The portal application allows agencies to submit their data directly to the database, while the bulk data submission typically involves a state program that submits data for the agencies in a state all at once.

Chief Brooks and his staff at the Norwood Police Department enter their use-of-force data via the use-of-force portal application on the Law Enforcement Enterprise Portal (LEEP). Norwood does not experience many use-of-force incidents, but when it does, the police department typically files reports on each individual case and the details are not all in one place. For example, the report narrative may explain why the force was applied, but the booking information is where the subject's demographic information is reported. The chief noted the database pulls all the information together.

Agencies will need to find out if their state is using a bulk submission or if they should use the use-of-force portal

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DODGE LAW

COLLECTED DATA ELEMENTS

The National Use-of-Force Data Collection will include the following data elements:

Incident Information

- Type of incident (death or serious bodily injury of a person; the discharge of a firearm at or in the direction of a person)
- Date and time of the incident
- Total number of officers who applied actual force during the incident
- Number of officers from the reporting agency who applied actual force during the incident
- Location of the incident (address or latitude/longitude)
- Location type of the incident (street, business, residence, restaurant, school, etc.)
- Did the officer(s) approach the subject(s)?
- Was it an ambush incident?
- Was a supervisor or a senior officer acting in a supervisory capacity present or consulted at any point during the incident?
- What was the reason for initial contact between the subject and the officer (response to unlawful or suspicious activity, routine patrol, traffic stop, etc.)?
- If the initial contact was due to "unlawful or criminal activity," what were the most serious reported offenses committed by the subject prior to or at the time of the incident?
- If applicable, the reporting agency will enter the National Incident-Based Reporting System or local incident number of the report detailing criminal incident information on the subject and/or assault or homicide of a law enforcement officer.
- If the incident involved multiple law enforcement agencies, the agency will include case numbers for the local use-of-force reports at the other agencies.

Subject Information

- Age, sex, race, ethnicity, height, and weight
- Injury/death of subject(s) (gunshot wound, apparent broken bones, unconsciousness, etc.)
- Type(s) of force used connected to serious bodily injury or death (firearm, electronic control weapon, explosive device, blunt instrument, etc.)
- Did the subject(s) resist?
- Was the threat by the subject(s) directed to the officer or to another party?
- Type(s) of subject resistance/weapon involvement (threatened officer, threatened others, threatened self, active aggression, firearm, attempt to flee, etc.)
- Was there an apparent or known impairment in the physical condition of the subject? If yes, indicate which (mental health/alcohol/drugs/unknown).
- At any time during the incident, was the subject(s) armed or believed to be armed with a weapon?

Officer Information

- Age, sex, race, ethnicity, height, and weight
- Years of service as a law enforcement officer (total tenure, number of years)
- At the time of the incident, was the officer a full-time employee?
- Was the officer readily identifiable?
- Was the officer on duty at the time of the incident?
- Did the officer discharge a firearm?
- Was the officer injured?
- What was the officer's injury type (gunshot wound, apparent broken bones, severe laceration, unconsciousness, etc.)?

in LEEP to enter their data. Either way, agencies should still sign up for LEEP and the use-of-force portal application because all bulk data are transferred to the portal. Agencies will be able to obtain read-only access, meaning they can see their own data in the system and even use some of the system's data presentation features.

About the National Use-of-Force Data Collection Portal Application

The portal application is securely located on LEEP and maintained by the FBI. Using this application provides clear advantages—it requires no financial investment and allows agencies and state programs to manage all aspects of their use-of-force data, such as entering information, running reports, creating charts, and generating dashboards.

Users have described the National Use-of-Force Data Collection portal as easy to use and intuitive. In addition to the online form used for submission of use-of-force incidents, the portal includes a management process to delegate and customize control of the entries, modifications, deletions, and submissions. For instance, an officer or staff member can enter the data for an incident, then a supervisor can automatically be notified (in the system or with an email alert) that the incident is ready for review. The supervisor can approve the incident as entered or reject the incident and recommend changes or updates. The management process can be set for each step along the way, to include state programs as necessary, and ultimately the release of the data to the FBI.

Additional Resources in the Portal Application

The portal application was tested with users prior to the January 1 launch of the data collection. Developers responded to the testers' concerns and suggestions, resulting in an application that includes readily available resources to address users' questions.

FAQs and Help links can be accessed from the toolbar at the top of every page of the application. The FAQ link leads to a page with several broad topics, as well as a list of the most common questions. The most frequent questions involve how to respond to particular data elements, such as, "How should I answer the question: What were the subject's injuries?" The FAQs cover all of the data elements with more information on how to respond. The FAQs are particularly helpful if a concern arises about whether an incident should be reported.

The Help link includes viewable and printable quick guides with specific instructions and screen shots for various tasks in the portal application. The help link also leads to video demonstrations of how to use the application to submit incidents and zero reports, produce management reports, send reminders, and create charts, among other activities.

When users log on to the portal application, "What's New" notifications pop up and provide information about the most recent updates and enhancements to the system. "What's New" notifications, FAQs, and Help resources are convenient tools that can eliminate the need for formal training on the system. With that said, the National Use-of-Force Data Collection staff is also available to assist agencies.

Bulk Data Submission

The second method for agencies to report their use-of-force incidents is through bulk data submissions, most likely with other agencies in their states. The FBI accepts two different file formats, and the technical specifications for bulk submissions are available online at www.fbi.gov/services/cjis/ucr/data-documentation#use-of-force. It is important to note that agencies in states that are seeking to enter their state's data in bulk will likely have additional instructions and requirements from their states.

All agencies, even those reporting in bulk submissions, should still sign up for the portal application in LEEP. There they can view their own data that have been reported in bulk to the National Use-of-Force Data Collection's system, as well as use the system's tools to run reports and create charts.

BASIC STEPS TO BEGIN DATA REPORTING

Preparing to report data to the National Use-of-Force Data Collection is not difficult, but there are some milestones to achieve. The following steps are a practical guide put together by Chief Brooks that agencies can use to get started submitting information to the data collection via the portal application.

1. Designate which officers or staff members will be responsible for reviewing the agency's use-of-force incidents and submitting data to the National Use-of-Force Data Collection. For the Norwood Police Department, Chief Brooks chose the agency's training lieutenant to review and submit incidents to the data collection or to submit zero reports for months when no incidents occurred. Because the lieutenant already had the task of reviewing such incidents for legality and policy compliance, it made sense to have the lieutenant also provide the agency's monthly submissions to the new database. For larger agencies, of course, there will likely be more people designated with use-of-force reporting responsibilities. Everyone who needs to be involved in the data submission and review process should be identified.

2. Gain access to LEEP. Officers and staff members will each need a LEEP account to gain access to the use-of-force data collection portal. The online application for LEEP can be found at www.cjis.gov.

3. Email useofforce@fbi.gov and inform the FBI's use-of-force data collection staff of the intent to get a LEEP account and gain access to the use-of-force portal application. After applying for a LEEP account, agency personnel should immediately email the FBI's use-of-force data collection staff at useofforce@fbi.gov. The message should include the officers' and staff members' names and contact information and the fact that they applied for LEEP accounts in order to use the National Use-of-Force Data Collection portal. FBI staff can then work with LEEP to expedite review of the applications and granting of accounts.

4. Gain access to the National Use-of-Force Data Collection portal application. Once LEEP accounts are secured, users should log in to LEEP and click

Images courtesy of the FBI

FOR MORE INFO
For additional information on the National Use-of-Force Data Collection, visit the FBI's webpage at www.fbi.gov/services/cjis/ucr/use-of-force.

on the National Use-of-Force Data Collection icon. The icon links to the application for a use-of-force account. Once the application is submitted and accepted, users can access the National Use-of-Force Data Collection portal application to manage their use-of-force data.

5. Start entering data. Enter use-of-force incidents within 48 hours of occurrences, or enter a monthly zero report each month by the 15th of the following month. Portal application users can schedule the system to generate a reminder to enter data. (As long as staff members regularly enter data according to this schedule, their LEEP accounts will not close due to inactivity.)

6. Contact the Use-of-Force Help Desk if assistance is needed. The Use-of-Force Help Desk may be reached via telephone at 304-625-9998 or email at useofforce@fbi.gov. Phone calls and emails are answered or returned Monday through Friday, 8:00 a.m. to 4:00 p.m. (EST).

PARTICIPATION REQUIRED FOR PUBLIC RELEASE OF DATA

The nature of working in an environment dependent on external participation requires an organization to be agile and open to potential change. The FBI is required by the U.S. Office of Management and Budget to achieve minimum participation thresholds before any use-of-force data can be released to the public, in order to maintain a nationally representative and accurate message. Participation thresholds are measured by the number of law enforcement agencies releasing data to this collection. A minimum of 40 percent of the U.S. law enforcement agencies must be participating and releasing data for the FBI to provide minimal metrics to the general public. Therefore, the FBI will not publicly release use-of-force data until data quality standards are met to ensure the data are nationally representative and not misleading.

BE A PART OF "KNOWING WHAT WE DON'T KNOW"

For agencies considering participation in the data collection, both Chief Sage and Chief Brooks offered their own thoughts on why to participate. Chief Brooks said the obvious advantage is the volume of the data:

> *Even sharp fluctuations in data are statistically insignificant if the numbers are small, but with a large volume of reports, the fluctuations may tell a different story. Perhaps there will be differences in different regions of the country… There may be useful information that develops within a great amount of data. There's also a general transparency reason for reporting the data, in that the public expects it.*

In the same vein, Chief Sage noted that "we don't know what we don't know":

> *Use-of-force incidents are complicated, and each one is different. Media, because of constraints on time, article space, or competing news events, often have a difficult time fully reporting any event from all angles with complete, accurate information. Social media, unlike professional media, have no editors or professional processes to help guide their reporting or commentary. Narratives, rather than facts, are becoming more and more common. We have the facts. Why not share the information so we can change "we don't know" to a meaningful, fact-based, understanding of these incidents? Maybe the knowledge we (and the public) gain, and the changes that result, will save lives or prevent injuries in the future.*

Both Chief Brooks and Chief Sage see the National Use-of-Force Data Collection as a solution—a tool for law enforcement to know more about use-of-force incidents and to improve their ability to respond. When it comes to transparency and accountability, particularly from the public's perspective, there is more to lose from *not* submitting data. If there is an opportunity to learn more about use of force and even how to better handle situations where force may potentially be used, the information will be beneficial to both officers and the public.

Chief Sage provided these final thoughts:

> *Given today's social and political climate, are agencies prepared to answer these questions: Why aren't you collecting and reviewing data on your department's use-of-force incidents? Why aren't you participating in the National Use-of-Force Data Collection? We now have the ability to put facts into a narrative that often is void of the same. Why wouldn't we?*

IACP RESOURCES

- Sample Memo: Support for Participation in the National Use-of-Force Data Collection
- FBI Use-of-Force Data Collection Implementation Checklist

theIACP.org

- "Building Community Trust Through Transparency: The FBI's National Use-of-Force Data Collection" (article)

policechiefmagazine.org

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THE PURSUIT OF RELIABLE AND ACCURATE DATA

One City's Experience with Use-of-Force Reporting

POLICE USE OF FORCE CONTINUES TO BE A MUCH DEBATED, sometimes highly contested, issue for communities. Law enforcement officers face many complex and dynamic situations that may result in the use of force, and executives must strike the balance of providing transparent data while managing day-to-day operations and accountability. Regardless of agency size, at some point, every police and sheriff's department will respond to a critical incident involving some level of force. Being prepared to respond appropriately will have a dramatic effect on subsequent public and media scrutiny.

There is no national or global standard pertaining to the collection of force data. Agencies unilaterally decide what to collect, how to report data, and how to utilize data collection to improve operations and close training gaps. Absent a broader standard; departments should strive to remain in an advantageous position by implementing robust supervisory oversight and sound policies and maintaining useful data collection as it relates to force encounters. Data collection should be focused on providing management with real-time information to integrate into the training environment.

The FBI launched the National Use-of-Force Data Collection in January 2019. The effort is designed to promote more informed conversations about the circumstances and situations surrounding force application in the United States. While some police executives have been skeptical in signing onto the program, several criminal justice agencies and associations, including the International Association of Chiefs of Police, have endorsed the endeavor.

The Arlington, Texas, Police Department has established a methodology for how it approaches, reports, and responds to use of force, as well as officer training. Its experience is offered herein to allow agencies to explore lessons learned to better equip officers with the appropriate mix of training through data collection, trends, and tactics.

THE BEGINNING

In November 2017, the Arlington Police Department created a Force and Tactics Assessment Unit (FTAU). The unit was formed to help identify use-of-force trends within the department, by looking at aggregate data and analyzing national trends and case law surrounding force application.

The unit consists of a sergeant, two corporals, and a training development specialist. The vision of this new unit is to elevate emphasis on recruit and in-service officer training to ensure the department is meeting the highest standards possible while also maintaining officers in the field and giving them

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

Images courtesy of the Arlington Police Department

the best training and tools to achieve those goals. Using data and information readily available through the force reporting process has provided the unit an opportunity to create safety bulletins on tactics and make recommendations for policy changes to reduce employee stress, liability exposure, and organizational risks related to force.

The department's training division meets three times each year with a training advisory board made up of community members and training center staff to discuss recommended in-service training components for officers and employees. According to the Texas Commission on Law Enforcement (TCOLE),

> *the purpose and function of an advisory board is to serve the training provider by providing guidance in the establishment of curriculum, training needs, frequency & location of courses, standards for admission to training programs, class size, attendance requirements, and retention. This includes policies and procedures, as well as confirmation of compliance with TCOLE rules and other regulations.*

In addition to the state-required role of the training advisory board, the group also reviews departmental annual reports on use of force, pursuits, internal affairs, recruitment plans, and racial profiling, among other areas of focus.

The department has provided instruction to its officers on recognizing and responding to people experiencing a mental health crisis, a scenario that accounts for a high probability of being involved in a force encounter based on U.S.-wide statistics. Officers also received training in de-escalation tactics, and supervisory personnel received consent decree training to look at trends that typically cause greater risks to the agency based upon force encounters with the public. All of these efforts are focused on increasing officer wellness and safety.

FTAU ROLE AND RESPONSIBILITIES

The role of the FTAU is multifaceted, but the primary responsibility is reviewing every detail of each force encounter experienced by an Arlington Police Department officer. The team reviews a use-of-force encounter after it has progressed through a multistage supervisory review. The unit reviews the data from a force incident and then compares that to current training standards and tactics and reconciles those incidents with U.S. trends and policy implications. Examples of the information reviewed include the appropriateness of the force application with regard

to the suspect's behavior, alignment with training tactics, de-escalation options, and effectiveness of the force applied. Each force incident is cataloged so that data can be aggregated for organizational analysis at the broader level. Beginning in mid-2017, the FTAU team began reporting use-of-force incidents that result in death or serious injury to a person, as well as incidents when a police officer discharges a firearm at or in the direction of a person, to the FBI National Use-of-Force Data Collection. Due to this tracking and analysis, the unit has already been able to identify and make strategic changes with favorable results.

In 2018, the FTAU noticed a trend related to officers' overreliance on conducted electrical weapons (CEWs). After the trend was identified, the unit began issuing several training bulletins dealing with CEW limitations and safety considerations and began emphasizing this point in recruit and incumbent officer training. Continued research on the issue revealed an ever-growing body of case law, along with policy recommendations by organizations such as the Police Executive Research Forum (PERF) and the IACP, as well as from companies that produce and sell these devices. Overwhelmingly, the information indicated that a CEW should be used primarily in situations where the suspect is providing assaultive resistance to officers. The end result was a restructuring of CEWs on the organization's use-of-force continuum in addition to newly defined resistance levels.

Having a data collection unit staffed with experienced officers afforded the organization the opportunity to look beyond individual force encounters and combine their reviews with analyses of training and tactics. These data helped lead the unit to develop the curriculum being taught in the 2019 in-service classes to help officers when they encounter certain field situations with noncompliant and combative subjects.

PUBLIC FORCE REPORTS

Since the unit's inception less than 18 months ago, FTAU has helped with the development of a new training curriculum for police officers, detention officers, and police academy recruits. The purpose of this training curriculum is to ensure the department is on the cutting edge of technology while keeping up with trends across the United States.

The department publishes an external annual report of force incidents; the unit also produces an internal quarterly report so that relevant and important decisions can be made related to what officers are encountering in the field.

According to these reports, in 2018, the department initiated 312,460 contacts that resulted in 1,006 documented reports of force. This equates to force being used in less than half of 1 percent (0.3 percent) of all police contacts with members of the public. Without these data collection efforts, the department would not be able to identify important safeguards to assist officers and prepare them for the general experience of day-to-day contacts.

USE-OF-FORCE REVIEW PROCESS

There is a multistage review process for force reports that is composed of four levels. The first three levels of review include sergeants, lieutenants, and deputy chiefs. Once a force report is generated, those levels will conduct thorough reviews to ensure adherence to policies, laws, and training standards. The final level of review involves the FTAU, which will look at the aggregate applications of force and reconcile reviews with policy; training; and U.S. standards, trends, and case law. If there are inconsistent decisions between the two separate review processes, the case is forwarded to internal affairs for analysis. All reviews of police use of force involve an examination of the pre-event factors, the force incident, and post-event aftercare to ensure consistency with training and expectations.

CRITICAL INCIDENT RESPONSES

The Arlington Police Department employs a thorough response when responding to any critical incident involving force. The department released a use-of-force investigations policy to assist staff with investigative protocols that reinforce the tenets of the 21st Century Policing report. One of the critical elements of the policy includes a public safety information statement that requires officers involved in a critical incident to provide necessary and limited information to ensure both the safety of the public and effective police response. The purpose of public safety information is not to determine justification for using force nor to determine the factual accuracy as officer-involved incidents typically involve trauma for all parties involved. This statement is necessary to ensure

the immediate safety of the public and to ensure an effective police response is established.

Each stage of the on-scene investigation is codified into policy establishing the parameters and responsibilities of investigative units, public affairs officials, and administrative investigators. Once the scene is stabilized, and facts are vetted and known, staff assigned to provide media information coordinate the release of public information surrounding the force application and incident.

The department publishes public safety information according to best practices in the field of public information. This includes reviewing relevant body-worn digital media evidence and video from in-car cameras before formulating the public information statements. Social media platforms, including Twitter, Facebook, Instagram, and YouTube, are updated to provide transparent, real-time status updates deemed necessary to reduce the impact and likelihood of misinformation and rumors that can circulate following a critical incident.

THE FUTURE OF REPORTING

Reporting, compiling, and collecting data from force reports have been laborious tasks for several years. Arlington is not immune to the challenges that can occur when human entry systems and reviews are involved in the reporting processes. The department strives to implement the most accurate and efficient reporting mechanisms to identify trends and make operational decisions that permit the agency to better serve the public and protect officers.

The department is transitioning from a paper reporting format to an electronic entry process that will digitize force reports and give commanders real-time access to force reports. The previous method of generating a written paper force report and compiling data to develop, analyze, and conduct reviews required significant time and resources. The new method is envisioned to streamline processes related to force reporting and analysis.

The department has acquired a system to standardize reporting that has built-in modules that can be customized to departments' needs. Commanders, who in the past would have to wait for the paper force report to go through the chain of command, will now have access to those electronic reports through a web portal. This system will also be able to track instances where reviewing supervisors have returned the reports for corrections or to address minor policy violations or minor tactical errors. This electronic system will also allow police administrators to understand in real time the level and frequency of force being used in the field at any given moment.

In addition to individualized reporting processes, the department publishes a comprehensive annual use-of-force report for the public. The report, compiled by training center staff, is published on the department's website and social media platforms. This enhances the transparency of reporting mechanisms, and members of the public can be referred to the annual report when topics arise. This is in addition to other forums where force might come up, including the department's annual report that encompasses the whole department's storyboard and other highlights throughout the year that can be shared through corporate communication channels.

CONCLUSION

Executives know the importance of and rely on data-driven approaches in law enforcement. Analyzing and understanding the data can put an organization in a position to monitor and make changes as necessary to better serve the public and keep employees safe.

Departments should strive to collect the data sets that are important to their communities and provide value to the overall profession. The FBI National Use-of-Force Data Collection is a great starting place for critical incident reporting. Agencies that report on force through either annual reporting systems or other mechanisms can use the data and transparency of reporting

to enhance public trust when the topic of force comes up.

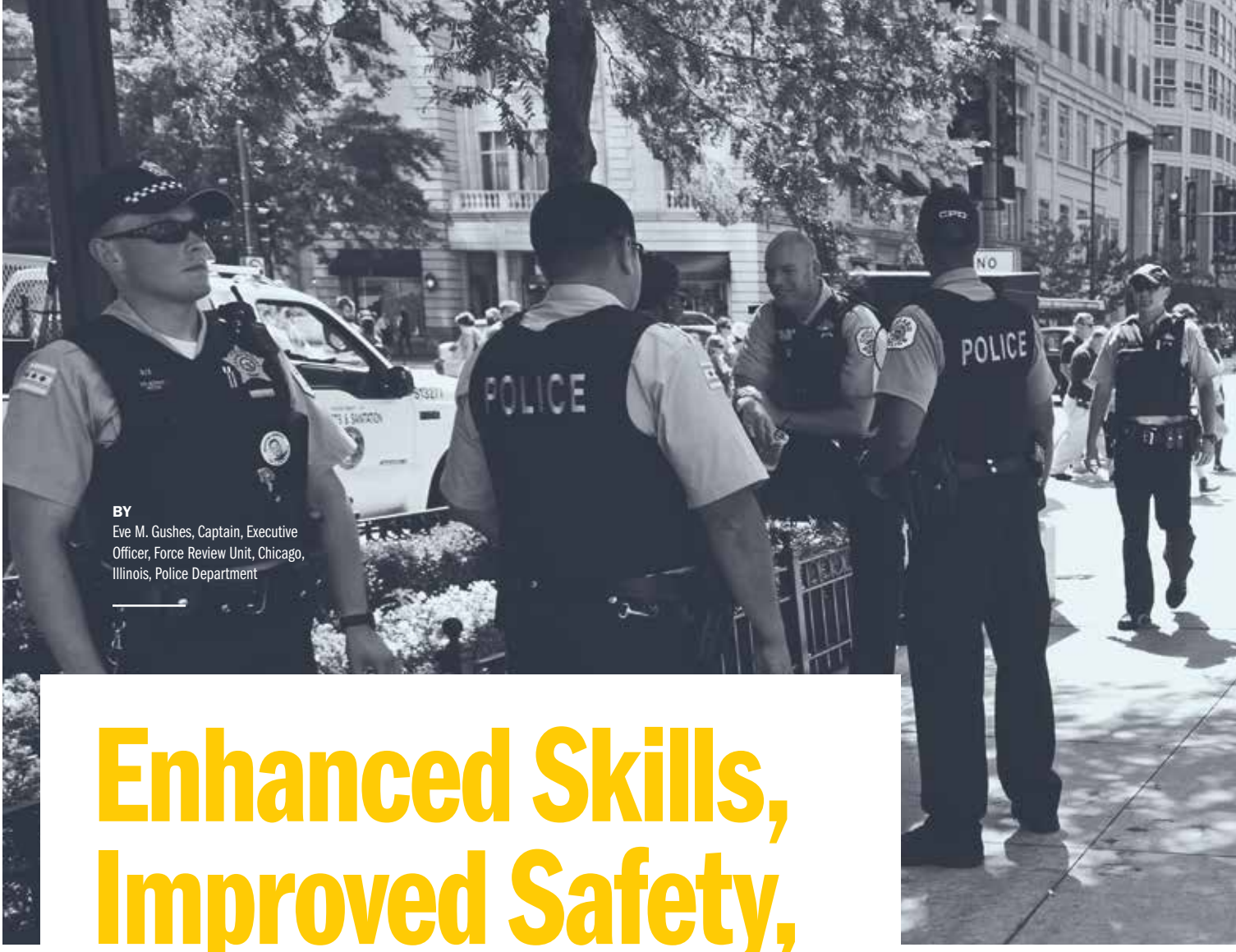
Navigating a critical incident involving force has a myriad of factors one must consider. There is no one-size-fits-all approach that executives can use as a road map. With that said, it is important to remain consistent in reporting methods and talk about the organization's storyboard when it comes to force training, public reporting, and an organization's unique experience.

The Arlington Police Department has blended technology, trends, and data to help train officers and provide them with the tools they need for officer safety. These tools will also help develop more community trust and further the department's goal of community policing, to help continue to make Arlington a great place to live. Participation in the FBI National Use-of-Force Reporting system is a key component to the Arlington Police Department's overall strategy.

IACP RESOURCES

- Officer-Involved Shootings Model Policy
- Use of Force Messaging Worksheet
- Assessing Use of Force Policies: How Does Your Agency Compare? (recorded workshop)

theIACP.org



BY
Eve M. Gushes, Captain, Executive Officer, Force Review Unit, Chicago, Illinois, Police Department

Enhanced Skills, Improved Safety, and Reduced Liability

A New Perspective on Force Review

ON JANUARY 13, 2017, THE U.S. DEPARTMENT OF JUSTICE PUBLISHED THE *INVESTIGATION OF THE CHICAGO POLICE DEPARTMENT*. The report focused heavily on the need for the Chicago, Illinois, Police Department (CPD) to improve not only the way policing in Chicago is conducted, but also the way policing is reported and evaluated. The CPD responded to this report and the findings of Mayor Rahm Emanuel's Police Accountability Task Force by releasing Next Steps for Reform, a framework for addressing several high-priority recommendations. The agency immediately started work to implement the promised reforms; aided by staff members from the nonprofit organization Civic Consulting Alliance, the agency began to break both reports into manageable projects where specific individuals were held accountable for tasks and outcomes.

One of the promised reforms included the creation of a Force Review Unit. The Chicago Police Department Force Review Unit was established in April 2017 under the direction of one captain and two sergeants. These leaders were tasked with creating a new unit within the department to review use-of-force incidents for the primary purpose of

Lya Cattel, iStock Unreleased

enhancing the skills of police officers to keep civilians and officers safe, as well as to reduce civil liability. After site visits to other large police departments including Los Angeles, California; Baltimore, Maryland; and Washington, DC, it became clear that Chicago's Force Review Unit would need to be different than its peers in those cities. The CPD Force Review Unit assesses incidents involving use of force and is authorized to make recommendations to the superintendent on systemic issues that may affect the use of force. Although these recommendations usually address the need for tactical improvements and new or revised training, they may also include recommendations for new or improved equipment and any other matters that could improve the future performance of CPD officers or the CPD as a whole. However, what makes the CPD Force Review Unit unusual is that it does not make determinations about whether a use-of-force incident was in policy or out of policy.

PARTITIONED RESPONSIBILITY

The CPD Force Review Unit is separate from both the Bureau of Internal Affairs and the Civilian Office of Police Accountability (COPA). With the exception of rare circumstances, the recommendations of the Force Review Unit are never disciplinary.

The CPD Bureau of Internal Affairs limits its investigations primarily to allegations of criminal conduct and serious municipal code violations. Unlike other municipalities, the CPD does not internally investigate allegations of excessive force or deadly force incidents by its members. Instead, the municipal code places the responsibility for investigating deadly force and serious accusations of excessive force on the COPA.

As a result, it became apparent that Chicago was missing an opportunity to provide feedback to its members on lower-level use-of-force incidents that

COPA'S INVESTIGATION RESPONSIBILITIES

- bias-based verbal abuse
- coercion
- death or serious bodily injury in custody
- domestic violence
- excessive force
- improper search and seizure
- firearm discharge
- electronic control weapon discharge that results in death or serious bodily injury
- pattern or practices of misconduct
- unlawful denial of access to counsel

CPD'S BUREAU OF INTERNAL AFFAIRS INVESTIGATION RESPONSIBILITIES

- criminal misconduct
- operational violations
- theft of money or property
- planting of drugs
- substance abuse
- residency violations
- medical role abuse
- all other complaints of police misconduct not under the purview of COPA

dx312, iStock Editorial / Getty Images Plus

could be turned into training opportunities to make both officers and civilians safer and to reduce the likelihood of civil litigation. The scope of the CPD Force Review Unit would, therefore, become specifically narrow to meet that specific need.

TACTICAL TRAINING OPPORTUNITIES VS. DISCIPLINE

With the COPA responsible for disciplinary investigations into allegations of excessive force, the CPD Force Review Unit was designed to bridge the gap that occurs when actions fall within the lines of policy but nonetheless present opportunities to improve tactical execution. These actions are deemed "tactical training opportunities," and officers now receive timely feedback that helps them hone their skills, limit civil liability, and keep themselves and members of the public safe during a use-of-force incident. Although Force Review Unit personnel are trained to identify specific actions and behaviors deemed tactical training opportunities, they are still bound—as are all CPD members—to report to COPA any conduct that rises to the level of a formal complaint if that action has not already been taken at the district level.

Prior to the launch of the Force Review Unit, the CPD did not have a formal after-action review process in place where its members regularly received feedback on their performance during use-of-force incidents. Officers would occasionally debrief with their partners after an especially unpredictable incident, or supervisors would occasionally offer informal feedback. However, there was no streamlined process to help officers become more proficient at tactics or learn to articulate with specificity the necessity of their actions. Officers needed a way to be able to practice mechanics absent the stress of discipline; thus, creating a feedback loop among officers, their supervisors, the Force Review Unit, and the Education and Training Division became a priority.

USE-OF-FORCE REPORTING REQUIREMENTS

CPD members are responsible at all times for truthfully and completely describing the facts and circumstances concerning any incident involving the use of force. Department members thoroughly document each reportable use-of-force incident through the Tactical Response Report (TRR), which saw an overhaul in recent months. In a significant change to policy aimed at improving transparency and accountability, the CPD now requires each officer who completes a TRR to write a narrative describing with specificity the use-of-force incident, the subject's actions, and the involved member's response, including force mitigation efforts and the specific type and amount of force used. However, officers involved in firearms discharge incidents (with or without injury) or in any use-of-force incident resulting in death are not required to complete the narrative portion of the TRR, as their statement will be documented by the COPA.

Department members forward their TRRs through the chain of command to a reviewing supervisor who is typically a sergeant. Sergeants ensure that the TRR is complete, locate and interview any available witnesses when appropriate, and ensure that an evidence technician is assigned to document any injury or allegation of injury to either the subject or the officer.

In keeping with recommendations made by the Department of Justice, lower-level use-of-force incidents are investigated at the district level by a supervisor at the rank of lieutenant or above. A great deal of responsibility rests with the lieutenant in that he or she is tasked with reviewing the entire use-of-force incident to determine not only if the TRR is complete, but also if the reporting member is in compliance with CPD policy.

HONING THE SKILLS OF POLICING FOR IMPROVED SAFETY AND DECREASED LIABILITY

TRRs that have been completed and reviewed at the district level are forwarded to the Force Review Unit for an after-action review. The unusual approach to force review in Chicago is possible because, for the most part, the comingling of discipline with tactical reviews has been eliminated. To date, the Force Review Unit has completed in excess of 500 reviews. Less than 1 percent of the reviews have been forwarded to the COPA for further investigation because appropriate action had already been taken at the district level.

Q

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At the Force Review Unit level, specially trained reviewers concentrate on providing timely feedback to officers regarding their use-of-force incidents. Reviewers are trained to be objective; there is no "Monday-morning quarterbacking," and reviewers are prohibited from inserting individual bias as to how a use-of-force incident was handled. Instead, department members are pointed to specific department orders, training bulletins, or e-learning modules for clarification and direction. Feedback is useful only if it is timely. To that end, the Force Review Unit has a goal of a 30-day turnaround for all reviews. In this way, officers can promptly practice tactical skills, which enhance muscle memory, as well as learn to eliminate the perpetuation of inconsistencies throughout their TRRs.

Currently, debriefing on identified tactical training opportunities takes place in two different ways, depending on the issue that is identified. If the issue affects officer or civilian safety, department members are referred to the Education and Training Division. Staff at the Education and Training Division review each referral to determine what type of training would most benefit the officer. Some officers receive individual training based on the actual incident with a certified use-of-force instructor. This allows officers to verbalize what they were thinking at the time of the incident and allows the instructor to probe for officers' understanding of the use-of-force policy. Some officers receive training in small groups when appropriate. Issues that are referred to the Education and Training Division typically include electronic control weapon training, control tactics skills training, and force mitigation training.

Whenever possible, it is preferable to have officers debriefed on tactical training opportunities at the district level by their immediate supervisors. The purpose behind this practice is three-fold. First, it alerts district-level supervisors to topics that can be discussed during roll call training. Second, it ensures that all supervisors in the officer's chain of command are alerted to training opportunities specific to individual officers. This allows supervisors to coach officers in real time moving forward. Last, it returns responsibility for supervision to frontline supervisors as required by the consent decree. Issues that are referred back to the district level for debriefing include articulation errors in the narrative portion of the TRR where an officer uses the correct level of force but describes incorrectly the force options that were used, and one-on-one review of General and Special Orders and department-issued training bulletins.

Regardless of whether debriefing or training takes place at the Education and Training Division or at the district level, it is customized for the individual officer and is done on a one-to-one basis whenever possible. Despite the size of the CPD and the number of TRRs that are processed, completing one-on-one debriefings or trainings for individual officers has not proven to be as labor intensive as it might sound. Absent extenuating circumstances, districts have 14 days to complete required debriefings and the Education and Training Division has 30 days to complete required retraining. An audit of outstanding debriefings and retrainings has shown compliance rising on a monthly basis. Over a six-month period, the number of late compliances fell from over 20 per month to an average of 7 as members become more familiar with both the debriefing and training process as well as the documentation steps that are necessary to record compliance.

IMPROVING ACCOUNTABILITY AND TRANSPARENCY

A robust and well-functioning accountability and transparency system in which CPD members are held to the highest standards of integrity is critical to the CPD's legitimacy and is a priority of the agency. To that end, the CPD Force Review Unit is exploring the use of software to produce interactive visualization dashboards of data on use-of-force incidents that are collected from TRRs. The goal of this effort is to create dashboards that allow the Force Review Unit to customize reports and drill down to officer, district-, or city-wide data to better identify significant trends regarding use-of-force incidents. These trends will then be used to project future training needs and, more importantly, will allow comprehensive data on use-of-force incidents to be disseminated in the CPD Annual Report for the first time.

LESSONS LEARNED AND EARLY SUCCESSES

The feedback loop that allows individual department members to access their own Force Review Unit recommendations has been well received in the department. Members are able to read a comprehensive summary of not only their use-of-force incident, but also the recommendations from the Force Review Unit that allow them to better hone their skills, improve officer and public safety, and decrease the potential for civil liability. When officers display the utmost professionalism and describe with specificity their use of force on the TRR, they receive positive feedback. Small gestures like this go a long way toward improving morale. Officers who receive one-on-one training for a tactical training opportunity see a noticeable improvement in their skills moving forward.

Perhaps the biggest success of the Force Review Unit to date has been identifying a citywide trend of officers failing to properly secure an electronic control weapon after it was deployed. After this trend was identified, the Force Review Unit was able to work directly with the Education and Training Division to identify the cause of the deficiency and to immediately begin to take measures to correct it. As officers received training on proper electronic control weapon handling, the number of errors in the field dropped dramatically. Removing discipline for tactical errors from the training process greatly increased the CPD's ability to take immediate action to ensure improved officer and public safety.

The success of the Force Review Unit moving forward is directly linked to effective communication between major department stakeholders. The Education and Training Division and the Research and Development Division have committed to providing resources to work in concert with the Force Review Unit not only to provide timely training, but also to examine existing CPD policy to determine if changes are warranted and substantiated by data. However, the most significant and noticeable change is the department's commitment to provide an avenue of two-way communication between individual department members and the Force Review Unit. There is now a dedicated unit within the CPD that members can turn to with questions regarding use-of-force incidents that will provide clear and comprehensive answers. For the first time, department members are able to hone their skills absent the stress of discipline.

IACP RESOURCES

- Electronic Control Weapons Model Policy
- Reporting Use of Force Model Policy

theIACP.org

- "Evaluating Use-of-Force Training Systems" (Tech Talk)

policechiefmagazine.org

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A Pivotal Shift

One Georgia Community Is Changing Its ALPR Model

BY
Dan Flynn,
Chief of Police,
Marietta, Georgia,
Police Department

THE MARIETTA, GEORGIA, POLICE DEPARTMENT (MPD) CARRIES OUT ITS MISSION TO PROTECT THE CITY AND THE CITY'S RESIDENTS WITH A TWO-PRONGED APPROACH:

1. Staying current with emerging technology systems
2. Earning and keeping the trust and cooperation of Marietta citizens

The way the MPD employs these two public safety strategies directly affects how law enforcement in Marietta continues to advance for the better. Most law enforcement agencies are familiar with automatic license plate reading (ALPR) systems that enhance police investigations and operations by automatically capturing an image of a vehicle's license plate and transforming the image into readable characters.

In one common application, the characters are then compared to plates entered in vehicles-of-interest databases, and law enforcement receives alerts when a match occurs.

With traditional ALPR usage, many visualize mobile systems mounted on police cars. However, recent advances in ALPR technology provide more dynamic implementation possibilities. Fixed ALPRs, in contrast to mobile, attach to common items such as traffic or utility poles, trailers, or buildings, providing 24/7 coverage of a specific area. One major advance is the development of solar energy to power fixed ALPRs. Thus, it is no longer necessary to tie the devices into power utilities or fund the cost of a power connection.

TRADITIONAL ALPR TECHNOLOGY IN ACTION

While traditional applications of ALPR systems have proven their worth to law enforcement in solving crime, apprehending criminals, and keeping communities safe, there's a catch. The widely used fixed ALPR systems are expensive, and, since there are limitations to public funding, fixed ALPRs are predominantly used at hotspots or problem areas.

Even where fixed ALPRs are deployed, they tend to be helpful in solving crimes that have already occurred, but not in preventing crimes or enabling police to interdict vehicles of interest when they are active. However, technology is now available to relay alerts from fixed ALPRs to on-duty mobile police units who can immediately move in and apprehend wanted suspects before they commit new crimes.

LIMITING POLICE EFFECTIVENESS

While law enforcement agencies yield high results from hot tag notifications, these alerts have proven to be of less benefit when sent from high-traffic roads. The speed of traffic on these roads means the suspect will have likely traveled far from where the notification was sent by the time police arrive in the area. The system's ability to map and track possible routes between the location of a crime is also dependent on placement frequency throughout the city, which is controlled by budget limitations.

Budget limitations with traditional units also play a role insofar as some police departments receive funding for ALPRs from third-party funding sources like foundations, grants, bonds, and community improvement districts. While this takes the burden of cost off the department, it opens a pathway to another obstacle: ALPR placement. In order to maximize the number of cameras received from funding, police departments often find themselves debating placement with their third-party camera providers.

COSTS

Extensive hardware, equipment, and database maintenance costs coupled with sophisticated machine learning software can end up running a total of $10,000—$30,000 per traditional unit. The steep price inhibits the number of applications, thus confining the highly intelligent ALPR systems to heavily trafficked roads and leaving out less-trafficked yet high-crime areas like parks and neighborhood streets. On the other hand, due to the use of solar power sources and cellular data transmission, emerging ALPR systems are more mobile. They can be leased and operated for a fraction of the cost per unit compared to traditional ALPR systems, and, therefore, deployed as needed on a temporary or permanent basis.

SYSTEM PLACEMENT CONSIDERATIONS

Ideally, ALPR placement is based on police crime analysis and strategic planning. Nevertheless, there are times when there have been headline-type incidents or public safety advocates clamor for placements in neighborhoods where crime analysis does not justify the expense of placing a traditional ALPR system. In addition, these types of considerations can prolong the time it takes to get a plate reader up and running and widens the window of opportunity for crime to occur in areas without surveillance.

ALPRs that employ the new emerging technologies can alleviate competing placement considerations because they are much less costly and more mobile and can be installed much more quickly than traditional devices.

PRIVACY CONCERNS

Long-term storage of tag data sometimes raises the suspicion of civil libertarians, painting a negative image of police using ALPR or camera images to infringe on the privacy of individuals.

When it comes to law enforcement camera surveillance, police departments have long held discussions with civilians about data storage and how it affects privacy. One particular public concern is that the data each security camera in a city stores could be used to track innocent individuals.

While this suspicion is unfounded, as police departments do not use camera footage for that purpose, it remains true that some people might be suspicious of government. Therefore, the development of policies restricting the purposes for which officers may use any form of camera or ALPR system—only to investigate crimes or accidents—and sanctions for improper usage are key.

PRIVATELY OWNED ALPR SYSTEMS

Private citizens, businesses, and community groups are more frequently purchasing and using ALPRs, building a community-police partnership for public safety. For several years, the MPD was using expensive fixed and mobile ALPR systems that were only available to police and other government agencies.

Those devices have continued to be effective; however, they were public safety tools that were not incorporated with the agency's community policing philosophy of partnering with the community for the purpose of crime prevention. Thus, when the MPD learned that low-cost privately or publicly owned ALPR systems were available, the department realized these systems provided a new array of possibilities for preventing and fighting crime.

The MPD was excited to see residential neighborhoods and business parks deploying their own new ALPR systems. More important, the department found that the residents using these systems were very willing to share their data and work with the police to keep their neighborhood safe. Thus, MPD began recommending and incentivizing the use of this new technology to groups of residents who wanted to improve the safety and security of their areas. MPD even purchased some of the new systems to be applied as needed to areas of concern in the city.

COMMUNITY APLR IN ACTION

As MPD began coordinating and working with the new ALPRs, they found the growing range of potential applications was congruent with the creativity and resourcefulness of the officers. The new systems are able to capture vehicles with license tags, paper plates, or no plates at all. In addition, the 30-day data storage window provided relief to residents with privacy concerns about traditional, police-utilized ALPRs.

> ***"The most powerful and effective crime-fighting, crime prevention tool in Marietta is the trust and cooperation of residents."***

What traditional fixed ALPRs lack in placement flexibility, these distributed community ALPRs provide with a pivotal shift in application. Their lower cost allows for a higher number of cameras installed throughout the city, increasing police effectiveness in closing investigations. Results prove that when cameras are distributed in neighborhoods; parks; apartment entrances; and other less-policed, private areas, law enforcement will have, on average, more time to respond to calls for service.

While Marietta police don't have direct access to privately owned ALPR footage, they work closely with communities that own these systems and leverage relationships to receive captured evidence in the event a crime occurs. The most powerful and effective crime-fighting, crime prevention tool in Marietta is the trust and cooperation of residents. While community trust and police technology might have split in the past, privately owned ALPR's have allowed a convergence in paths.

Marietta Police Department wants the community to be a safe place for all. By continuing to work closely and collectively while embracing new and emerging technologies, MPD and Marietta communities can achieve this goal together.

BY
Scott Harris, Freelance Writer

New Kinds of Disasters Call for New Disaster Response Tools

IN RECENT YEARS, THE WORLD HAS FACED NEW KINDS OF DISASTERS, OFTEN ON LARGER SCALES THAN THOSE IN THE PAST. AS A RESULT, FIRST RESPONDERS, INCLUDING LAW ENFORCEMENT PROFESSIONALS, NEED NEW CAPABILITIES, AS MEDICAL AND SEARCH AND RESCUE DUTIES EXPAND THE SCOPE OF WHAT POLICE ARE SOMETIMES CALLED ON TO DO.

Mass shootings are a well-publicized phenomenon, and data suggest they are on the rise. And while they are not as common as many other crimes, these crises leave a wider trail of bloodshed than the more frequent, smaller occurrences of violence, as shown by recent attacks in Christchurch, New Zealand, and Pittsburgh, Pennsylvania.

Natural disasters also appear to be a growing threat across the world. Wildfires, for example, have done greater than average damage over the past few years, with last year's Camp Fire in California burning more than 155,000 acres, making it the largest wildfire in the state's history. Police joined firefighters and other responders in battling the blaze and assisting with search and rescue efforts. In addition, many local police officers lost their homes during the fire. Additional recent disasters include a deadly mudslide in Myanmar; flash floods in Brazil; and a cyclone in southeast Africa, among many other natural crises.

As the landscape changes (sometimes literally), experts are reimagining and redesigning products, from tactical to medical, that can help police respond to new and emerging threats without adding unnecessary burdens to officers' already-heavy equipment footprint.

TACTICAL

Sometimes, the difference is in the details. If a seemingly minor component of disaster response can provide even a small advantage in time or utility, that can spell the difference between a favorable outcome and a more serious problem.

That kind of thinking is evident in the ladders created by Telesteps, a British Columbia–based manufacturer. Used by responders in the 2015 Paris terrorist attacks in Paris, France, among countless other situations, the ladders are durable, yet easy to deploy, use, and store.

"It's big when you need it, and it's small when you don't," said Julie Reeves, a Telesteps spokesperson. "It fits in the trunk of a car and weighs about 30 pounds, and it's easy for men and women to use because of the size and weight."

The company's 1800EP extension ladder stretches up to 14.5 feet. The 1600ET extends to 12.5 feet. Both are made from aircraft-grade aluminum, have a patented one-touch release, and fit in the trunk of a car. When folded, the ladders are designed to be carried under the arms, which helps prevent injuries.

Another compact tool, unmanned aerial systems, also known as drones, are gaining popularity in the public safety sector and beyond. Surveillance is a popular application for the vehicles; tasks related to disaster response are another. Public safety drones created by FLYMOTION, based in Tampa, Florida, are developed for the latter.

Image courtesy of Telesteps.

"It's a 24-7 response to disaster and emergency response. You get a 360-degree picture from above," said FLYMOTION CEO and Co-founder Ryan English. "You can detect a possible leak, you can drop CO_2O-activated life preservers or first aid kits."

English emphasized the scenario-based immersive training FLYMOTION provides to users. More than simple instructions in how to operate the vehicle, the immersive training is intended to impart full proficiency, so that users can take advantage of all the vehicle's functionality when faced with real disaster response.

"In an emergency, your motor skills are going to be stressed, so it's critical to know how to use [the technology]," English said. "Our folks train agencies not only to understand the technology but to be proficient."

The need for effective training illustrates that successful disaster response occurs behind the front lines, well before any disaster occurs. Another element of this pre-disaster preparedness is ensuring that equipment is properly tested and operational well before it is needed. For example, in many jurisdictions, law enforcement may need or use respirators more so than in the past.

In the event that police need respirators, they must be fit tested at least annually and whenever a new respirator is acquired. That may be relatively new territory for police compared with their fire and EMS colleagues.

"With law enforcement, I don't know if they're as properly trained in respiratory protection as fire," said Craig Simmons, international sales manager for OHD, LLLP, a manufacturer based in Hoover, Alabama.

According to Stephanie Lynch , OHD's product manager, the company's Quantifit fit tester can conduct the test three times faster than its competitors. "The Quantifit is different because we use air as the actual challenge agent, which is good because air is everywhere," Lynch

said. "So it's measuring the actual leak instead of measuring a concentration of particles."

When a ground response is preferred, the Guardian GT was built to fit the bill. A human-controlled, two-armed robot, the Guardian GT is designed both for heavy lifting and precision-oriented tasks. The robot can move heavy rocks and other debris in a controlled manner, perform fine-motor operations like cutting or drilling, and even erect temporary shelters or assist with evacuation.

"The Guardian GT is a first-of-its-kind large-scale industrial exoskeleton robot that provides both strength and dexterity for the operator," said Kristi Martindale, executive vice president and chief marketing officer of Sarcos Robotics, a developer based in Salt Lake City, Utah. "It can manipulate payloads of up to 1,000 pounds and can be tele-operated, allowing the operator to feel the scaled forces experienced by the robot arms using Sarcos' proprietary high-fidelity force reflection technology, whether the operator is riding inside the robot or not."

Sarcos also manufactures Guardian S, a smaller robot that weighs only 17 pounds but can still perform a diverse array of jobs relevant to law enforcement. "The Guardian S can provide advanced surveillance capabilities following a disaster, accessing dangerous or hard-to-reach places and removing law enforcement and disaster recovery workers from harm's way through the its tele-operating capabilities," Martindale said. "It can search for survivors under rocks or damaged infrastructure, detect the presence of harmful gases or other substances, and enable two-way real-time communication between the human operator and the robot."

MEDICAL

Many law enforcement agencies are likely familiar with tactical combat casualty care (TCCC). Developed through the U.S. Department of Defense, TCCC is a collection of techniques and strategies designed for trauma care in a military context, which has been adapted for use in public safety.

Given the emerging threat posed by mass shootings, trauma care has taken on new importance and, according to experts, is now due for an evolution that matches the kinds of tragedies that all modern police are preparing themselves to face.

"We're moving away from Band-Aids and ice packs. Now we're more on what it takes to save lives, and that must incorporate more medical," said David Rice, program manager for public safety with North American Rescue, headquartered in Greer, South Carolina. "We're beginning to think differently about active shooters and active threats. In a lot of places, it's still pretty old school. You have firearms training in one silo and medical in another. It should all be taken together."

North American Rescue offers products designed for law enforcement, military, and other industries, from airway management to ankle trauma, including what Rice said is an industry-leading tourniquet, the Combat Application Tourniquet, which can fully restrict blood flow and can be operated with one hand.

Different tools for stopping blood flow are particularly important, Rice said, given the short time intervals that can spell the difference in high-casualty scenarios. "If we are going to save people, you have about 3–5 minutes," Rice said. "You have to factor in response times and making the scene safe. If the first officers on the scene don't have medical on their minds, people are going to die."

Another medical supply company, Tactical Medical Solutions, supplies many police agencies, including the New York City Police Department and the Los Angeles, California, Police Department, with a menu of medical products designed specifically for the field.

"Time is ticking off the clock, and you can't just wait for the ambulance anymore," said Dan Stout, a training and sales consultant for Tactical Medical Solutions, which is based in Anderson, South Carolina. "You need to start thinking in terms of 25 or 30 casualties."

Among the company's more popular offerings is Tramedic, an advanced first-aid kit designed for wall mounting, similar to a fire extinguisher or AED. There are also special items designed for efficient evacuation, including the Foxtrot Litter, which is small enough to affix to a bag or other kit.

The company also offers its own tourniquet models, which Stout suggests should be a standard part of the officer uniform. "We encourage individual officers to keep the tourniquet or hemostatic agents on their belts," Stout said. "So when they get away from the car, they have the ability to take care of themselves or their brothers and sisters."

Image courtesy of Tactical Medical Solutions.

When crises occur, whether brought about by human hands or nature, police officers are going to be on the front lines of response, alongside other emergency services. Having the right tools at hand and ready to go can improve response times, increase effectiveness, and save the lives of both those being rescued and those doing the rescuing.

SOURCE LIST

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

- AmpliVox Sound Systems, LLC
- Armor Express
- Blueline Sensors, LLC
- Combat Medical
- Deep Trekker
- FLYMOTION
- H&H Medical Corporation
- Hoverfly Technologies, Inc.
- North American Rescue, LLC
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About Flock Safety

Flock Safety provides the most advanced crime-stopping technology for law enforcement agencies. With 24-hour license plate reading cameras, Flock gathers the number one type of evidence used by local police to solve and prevent crime. Flock Safety serves 270 cities in 30 states and helps police solve 1–2 crimes daily. Cities of any size can rely on Flock to capture the details detectives need. Flock Safety is a venture-backed startup based in Atlanta, Georgia.

flocksafety.com/falcon-alpr | 866.522.8863

Adjustable Height Belt Loop

The Vertical Universal Belt Loop (VUBL) is the first of its kind, enabling users to raise or lower their duty holster to one of three height positions while the holster is on the belt. This new design offers instant adjustment, especially convenient when officers go from field to vehicle to desk. The VUBL is designed for comfort and will not pinch or add pressure to the hip bone. It slides onto equipment belts and is available for belt widths of 2 inches or 2.25 inches. It is compatible with Safariland's Quick Locking System (QLS) and all Safariland three-hole pattern duty holsters.

www.safariland.com

Vehicle Guards and Dividers

Travall, Europe's leading brand for vehicle-specific pet and cargo area barriers and dividers, has expanded its product line to fit U.S.-model vehicles—many of which are popular fleet vehicles. The Travall Guard helps to keep equipment in the cargo and trunk areas of vehicles, improving driver safety. The products are manufactured to fit each specific vehicle model without modifications. Products contain durable steel construction, are easy to install, and come with a limited lifetime warranty. Many of the new Travall Guards and Travall Dividers will fit specific vehicles from brands like Ford, Chevrolet, Subaru, Honda, and Audi, among many others.

www.travall.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.**

Tactical Security Lockbox

Tuffy Security Products, a leading secure storage manufacturer, now offers four versions of its Heavy-Duty Tactical Security Lockboxes, built for law enforcement professionals to secure valuable tactical gear. These boxes are made to carry and secure a Model 870 shotgun, M-4 rifle, and a complete set of body armor. Tuffy lockboxes are made to fit Chevrolet Caprice, Impala, Malibu, Dodge Charger, Ford Crown Victoria, Interceptor models, and other vehicles that offer adequate space. The lockboxes are designed to fit into the trunk well of police cruisers and provide easy access to gear while ensuring very high levels of security.

www.tuffyproducts.com

Long Case

After much demand, Pelican Products introduced the Pelican Air 1745 Long Case. Now consumers can protect their long equipment in a case that is up to 40 percent lighter than other polymer cases. The 1745 Pelican Air Case boasts more than 5,900 square inches, making it the deepest Pelican long case. The 1745 Air case features an automatic purge valve, super-light proprietary HPX² Polymer, quiet rolling stainless-steel bearing wheels and a watertight O-ring gasket. It is also the first Pelican Air case to feature extremely tough Press and Pull latches that lock automatically but open with a light touch.

www.pelican.com

Rail for Precision Rifle

The innovator behind tactical/shooting gear, Crosstac, offers an ARCA rail solely dedicated to the Ruger Precision Rifle. The 16-inch rail with an M-LOK mounting system features three quick detach (QD) holes for various sling positions. The M-LOK Crosstac ARCA rail is explicitly designed for Ruger precision rifles with an M-LOK handguard. Whether used for precision long-range competition, long-distance hunting or law enforcement sniper duty, the CNC machined, Type 3 hard anodized stainless steel Crosstac ARCA rail accepts bipods, tripods, barricade blocks, and QD slings on the ARCA QD holes, eliminating the need for any other sling attachment system.

www.crosstac.com

Surveillance Tower

The Armored Group, LLC (TAG) and TerraHawk, LLC joined forces. TerraHawk will be known as TerraHawk built by TAG Specialty Vehicles. The company will offer teams involved in high-risk situations, such as SWAT and border patrol security, armored and unarmored vehicles outfitted with protective elevated surveillance towers. These towers provide viewing from high vantage points, giving responders better sight lines that may be critical to positive resolutions. The TerraHawk mobile surveillance tower enables a single law enforcement officer to operate the observation capsule which may be raised about 25-feet and offering 360 visibility, allowing law enforcement to observe a situation.

www.armoredcars.com

Carbine Rifle

DoubleStar Corp., manufacturer of high-quality U.S.-made assault rifle components, rifles, pistols, and edged weapons, introduces the ZERO Carbine Rifle. The ZERO delivers lead through a premium 16-inch 1:8 twist Wilson Air Gauged heavy barrel, providing the perfect mix of superb accuracy and mobility. The Alpha Compensator keeps the muzzle flat and fast, while the new Cloak handguard keeps the barrel cool and ventilated, all while providing a slim profile aluminum handguard that will accept all the necessary accessories. The rubber over-molded ERGO Grip provides a comfortable grip with or without gloves. The rifle is finished out with the rugged SOCOM stock.

https://star15.com

Cadet Program

Public Safety Cadets (PSC), working hand-in-hand with law enforcement and other public safety entities directly gives young people, intensive experience in the field. PSC is a nonprofit organization that aims to mentor, train, and prepare young men and women for a career in law enforcement, fire and rescue, or emergency medical services. It is an immersive experience and addresses education, physical fitness, practical training, character building, and other career and life skills. PSC cadets' range in age from 14 to 21. Scholarships and other awards will also be available. The organization anticipates adding at least 1,000 agencies and 10,000 cadets between 2019 and 2020.

www.publicsafetycadets.org

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As a member of the IACP, you understand the value and significance of belonging to the association.

Help strengthen the IACP's collective voice as the leading law enforcement organization, by joining the IACP in the Plus One Campaign. As an IACP presidential initiative, **the goal of the campaign is to have each current member bring one new member into the association.**

Through membership growth, the IACP's global network increases, enabling the association to continue to shape the future of the policing profession.

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By joining the IACP, I have reviewed and agree to the IACP's Privacy Policy which can found at www.theIACP.org/privacy-policy.

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.

+1

Membership Categories

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

❑ Active Member (*sworn command level*) $190

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❑ Service Provider $500
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❑ Student—Leader of Tomorrow University name: $30

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❑ University/College Police—Initial Member $50
❑ University/College Police—Additional members $15

By
Sara Dziejma, Project Manager, and Catherine Britten, Project Coordinator, IACP

Sound Guidance for the Profession

IACP Law Enforcement Policy Center

THE IACP IDENTIFIES LEADING PRACTICES AND PROVIDES SOUND GUIDANCE TO THE LAW ENFORCEMENT PROFESSION TO ASSIST IN DEVELOPING POLICIES FOR INDIVIDUAL DEPARTMENTS THROUGH THE IACP LAW ENFORCEMENT POLICY CENTER (POLICY CENTER). THE POLICY CENTER HAS ADOPTED A THREE-PRONGED APPROACH FOR DEVELOPING AND DISSEMINATING THIS INFORMATION TO LAW ENFORCEMENT PROFESSIONALS.

MULTIDISCIPLINARY WORKING GROUPS

The Policy Center relies on the IACP membership to participate on a volunteer basis by joining working groups to provide input on each topic under review. These multidisciplinary working groups review and refine content to ensure that the final documents outline best practices that reflect a comprehensive approach to the topic. Volunteers for each topic are drawn from IACP committees, sections, and divisions, as well as including other leading professionals in the field of law enforcement. If you are interested in using your subject matter expertise to help develop documents, please contact the Policy Center at policycenter@theiacp.org.

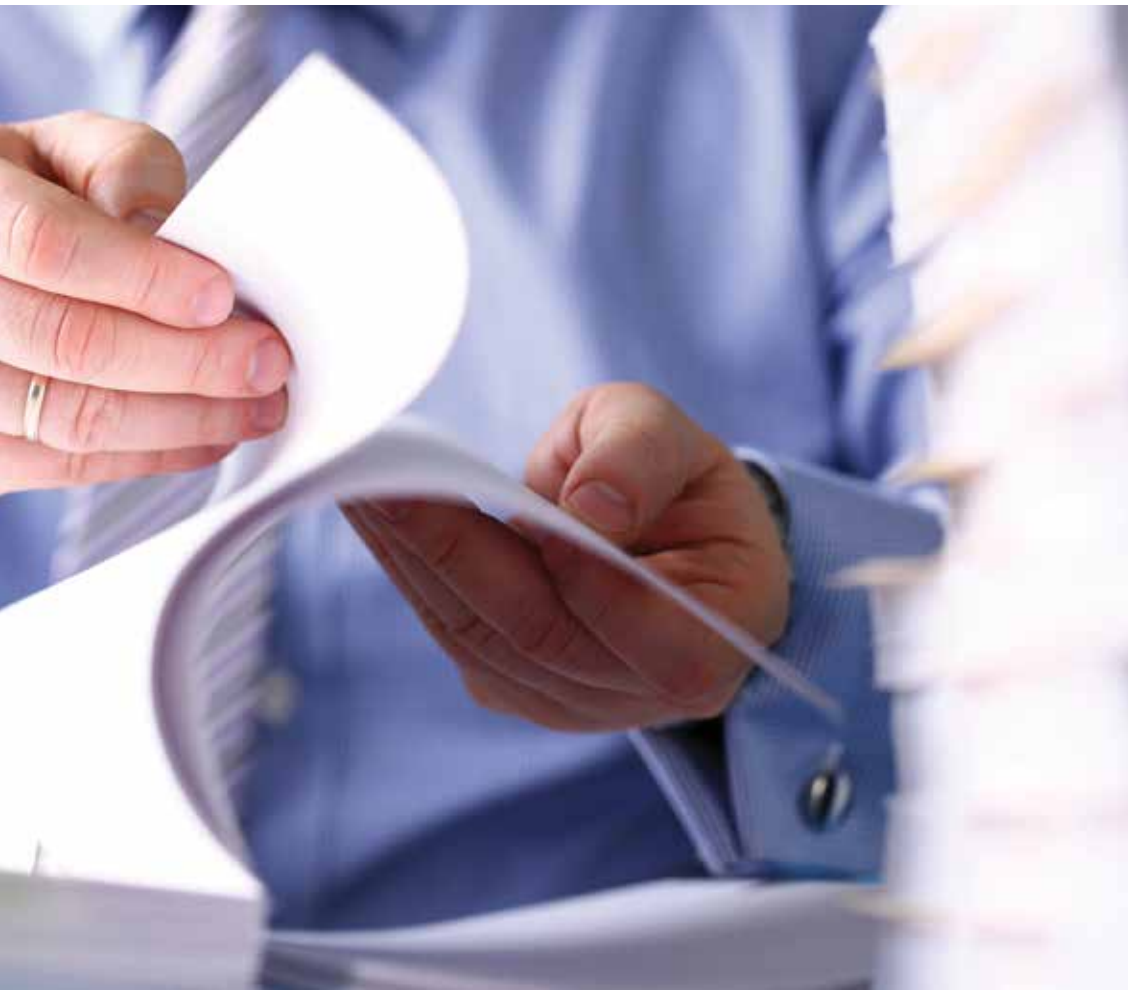
All updated documents are also peer-reviewed by the standing Policy Center Advisory Group. Through the involvement of numerous professionals with expertise in each topic, the Policy Center ensures that the documents it produces reflect the most comprehensive, collaborative approach to each topic.

ACCELERATED PUBLICATION SCHEDULE

Due to the working group process, Policy Center documents are more comprehensive—and publication is more frequent. In the first half of 2019, updated documents were published on 15 topics: Body-Worn Cameras, Bomb Threats and Response, Crowd Management, Domestic Violence, Employee Mental Health Services, Grooming and Appearance, Harassment and Discrimination, Investigations of Allegations of Employee Misconduct, Investigations of Officer-Involved Shootings and Other Serious Incidents, Juvenile Diversion and Custody, Line-of-Duty Deaths, Small Unmanned Aircraft Systems, Social Media, Standards of Conduct, and Volunteers. IACP members can access these and other policy documents by visiting the Policy Center at theIACP.org/policycenter.

NEW DELIVERABLE

Historically, the Policy Center produced three key deliverables—Model Policies, Concepts & Issues Papers, and "Need to Know" factsheets.



- *Model Policies* provide agencies concrete guidance and directives to law enforcement officers by describing, in sequential format, the manner in which actions, tasks, and operations are to be performed.
- *Concepts & Issues Papers* provide background information on the topic to support the Model Policy and answer the questions of "why" and "how." The paper explains why protocols were expressed in a particular manner; why the Model Policy requires, prohibits, or recommends certain actions; and how the directives can best be followed in the context of varied enforcement situations or incidents.
- *Need to Know…* documents are one-page overviews that synthesize the key points relevant to the topic.

However, the Policy Center has recently created a new deliverable—the *Considerations Document*.

The Considerations Document is intended to present items for agencies to take into account when developing their own policies on a topic. This format recognizes the importance that community expectations and jurisdictional law play in policy creation and aims to present best practices to the law enforcement field without dictating exact approaches.

For example, a Model Policy offers specific language on what steps should be taken and what should be allowed or prohibited, such as: "visible tattoos are prohibited by this agency," whereas the Considerations Document does not give specific recommendations but rather prompts agencies to consider what should be done in their agency: "agencies should consider developing guidelines regarding tattoos."

Model Policies will continue to be developed for select topics that have been deemed critical to the field of law enforcement. For these topics, bright-line guidance is preferred to ensure that IACP members have legally sound, evidence-based policies available for their use. All other topics will be converted into the Considerations Document as they are updated.

GET INVOLVED

The Policy Center relies on the expertise of its membership to create timely and comprehensive guidance on a variety of topics of interest to law enforcement.

If you are interested in participating in the Policy Center process, please contact us at policycenter@theiacp.org.

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Main e-Library Provides Powerful Range of Resources

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IACP Net's Main e-Library provides access to the latest solutions and innovations for the administrative challenges of law enforcement. With a selection of more than 75,000 resources, law enforcement users can locate in-depth reports, training videos, award-winning programs, ordinances, industry publications, podcasts, revenue generating ideas, and much more.

The following list is just a small sample of recent additions to the Main e-Library:

- "National Use-of-Force Data Collection Pilot Study Summary" (650546)
- "Video: Understanding Elder Abuse" (650483)
- "*United States v. Chatman:* An Ambiguous Statement Does Not Equal a Request for Counsel" (650341)
- "Podcast: Innovation With a Mission — Adapting Commercial Tech for Public Safety" (649998)
- "Federal Justice Statistics, 2015-2016" (650064)
- "Effectively Responding to Active Shooters in Healthcare Facilities" (650541)
- "Job Description: Corporal, Police Dept." (650484)
- "Police for Tomorrow: Creating a New Generation of Leaders" (650352)

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

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Tuesday, October 29

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2019

Week 1: August 19-23 • **Week 2**: September 16-20 • **Week 3:** November 4-6

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FIRST-LINE LEADERSHIP

The IACP's First-Line Leadership (FLL) training provides leadership and management skills to sergeants, corporals, master police officers, and other current and aspiring leaders. Training participants will:

- Enhance communication and manage change.
- Learn key themes of followership and motivation.
- Acquire leadership skills and risk management strategies.
- Learn to maneuver in political environments.
- Create community needs assessments.
- Address current critical policing issues.

Upcoming IACP Training Opportunities

ST. PETERSBURG, FL

2019

July 22-24

WICHITA, KS

2019

September 9-11

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IACP International Association of Chiefs of Police

LeadershipServices@theIACP.org

theIACP.org/LPO • theIACP.org/First-Line-Leadership

800.THE.IACP

TOP IACP BLOG POST

New Policy Center Documents Available – Seven Updated Topics!

The goal of the IACP Policy Center is to provide updated guidance on a variety of policy topics of interest to the field of law enforcement. The Policy Center focuses its operations on providing up-to-date documents for the topics that IACP members access the most—many topics are chosen based on interest and demand from the field.

In response to feedback from the IACP membership, newly updated documents are now available on seven topics.

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

MOST POPULAR IACP RESOURCES

IACP's website is full of useful resources for our members, including these frequently accessed documents:

- DAID Tentative Agenda
- Member Justification Kit
- Member Application
- Domestic Violence Model Policy

Access these resources and more at **theIACP.org**

TWEET of the month

TOP READ ITEM IN IACP MONTHLY APRIL NEWSLETTER

FBI Releases Report on Active Shooter Incidents in the United States in 2018

The Federal Bureau of Investigation (FBI) released a report titled *Active Shooter Incidents in the United States in 2018*. The report identifies 27 active shooter incidents and includes information regarding the shooters, casualty numbers, citizen engagement, and incident locations.

Access the report to read or download on the FBI website.

TOP *POLICE CHIEF* APRIL ONLINE BONUS ARTICLE

"The Hidden Costs of Police Technology: Evaluating Acoustic Gunshot Detection Systems"

By Emily Blackburn, Manager, Crime Analysis Unit, St. Louis, Missouri, Metropolitan Police Department, and Dennis Mares, PhD, Associate Professor, Southern Illinois University Edwardsville

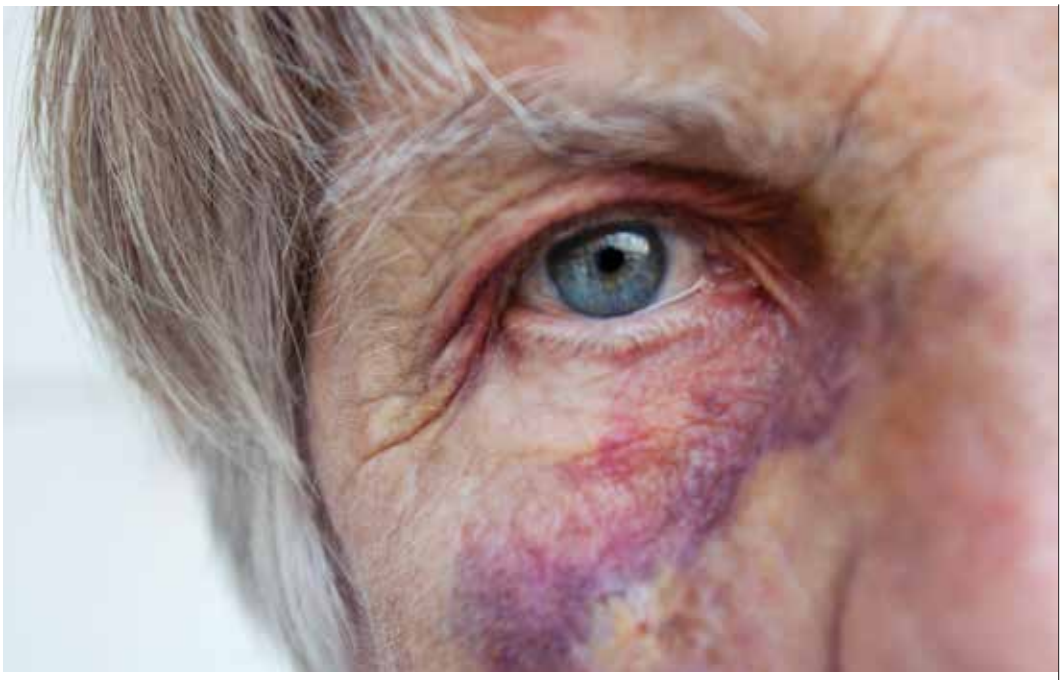
Read this article and more bonus content at **policechiefmagazine.org**

THIS MONTH'S QUOTE

"If there is an opportunity to learn more about use of force and even how to better handle situations where force may potentially be used, the information will be beneficial to both officers and the public."

"The National Use-of-Force Data Collection"
Pgs. 32–40

Identifying and Responding to Elder Abuse: An Officer's Role



IN THE UNITED STATES, APPROXIMATELY 1 IN 10 SENIORS AGED 60 AND OLDER WILL EXPERIENCE SOME FORM OF ELDER ABUSE. DESPITE THIS ALARMING STATISTIC, MANY JURISDICTIONS TODAY HAVE POLICE OFFICERS WITH LITTLE TO NO TRAINING OR EXPERIENCE WITH ELDER ABUSE.

There remain many misconceptions about what elder abuse is, how it manifests, and the differences between civil and criminal cases. Understanding the complex dynamics, nuances, and warning signs of elder abuse is vital for officers to help protect some of our most vulnerable community members and to add elder abuse as a priority for the law enforcement community. That is why the International Association of Chiefs of Police (IACP), with support from the U.S. Department of Justice (DOJ), Elder Justice Initiative (EJI), has created a series of training videos about elder abuse for patrol officers. The goal of this video series is to present information regarding the complexities of elder abuse and how law enforcement agencies and their partners can effectively respond to older victims.

IACP understands that patrol officers have many responsibilities, competing priorities, and limited time. Due to the constraints placed upon patrol officers, IACP created six training videos that are each between five and eight minutes long, which can be played during roll call or found online for officers to view. The training videos were shot on location around the United States and feature actual case studies, with officers, prosecutors, and advocates discussing their personal experiences with elder abuse cases. Some topics of the videos include understanding elder abuse, false imprisonment, financial abuse by a stranger, financial exploitation by a family member, physical abuse, and neglect. The training videos provide officers with the basics of what they need to know, including common types of abuse, red flags and potential indicators, suggestions on how and when to involve other resources, and recommendations on how to address elder abuse and protect our older community members. The police officers, detectives, and prosecutors interviewed discuss the challenges and rewards of protecting this vulnerable population. They also offer best practices grounded in the realities facing patrol officers. The IACP has also created a *Training and Discussion Facilitation Guide* to reinforce key information highlighted in the videos, to encourage discussion on additional topics, and to assist law enforcement in applying this information to their local communities.

It is crucial that police leaders remain dedicated to protecting communities from crime and violence. This duty encompasses a broad array of responsibilities, not the least of which is protecting vulnerable populations. The six-part video series is part of a larger effort to expand resources designed specifically for law enforcement officers in the field. These videos and other resources will help officers effectively communicate with victims, service providers, and investigators working elder abuse cases. Additionally, these resources will assist public safety emergency dispatchers in identifying potential cases of elder abuse before officers arrive.

The videos and additional tools and resources can be viewed or downloaded at **theIACP.org/elder-abuse.**

ADVANCE REGISTRATION FORM

Register online at theIACPconference.org

IACP 2019
OCTOBER 26-29 | CHICAGO, ILLINOIS
MCCORMICK PLACE CONVENTION CENTER

Use this form to save on registration fees until September 11, 2019. Beginning September 12, 2019 only online registrations will be accepted. Questions? Call 800-THE-IACP.

WAYS TO REGISTER

Go to **theIACPconference.org** and click on REGISTER NOW.

Only credit card payments are accepted online. Online registration will be open through the conference.

E-mail completed forms to **conf2019@theiacp.org**

Fax completed forms with credit card payments or Purchase Orders to: **703-836-4543**.
Due to registration volume, we cannot confirm fax receipt.

Mail completed forms with checks to:

IACP Conference Registration
PO Box 62564
Baltimore, MD 21264-2564 USA

Mail completed forms with Purchase Orders to:

IACP Conference Registration
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314 USA

Walk-in registration opens
October 25, 2019 at 1:00 p.m. at
McCormick Place West
2301 S. Martin Luther King Drive
Chicago, IL 60616

By registering for IACP 2019, your mailing/postal address will be shared with exhibitors and sponsors so that you may receive information on their products, services, and special events as they relate to the event.

☐ **Yes, I wish to share my mailing address with exhibitors and/or sponsors.**

☐ **Yes, I would like to receive emails from exhibitors regarding their conference activites and products.**

* Full conference registration fee includes access to all general assemblies, workshops, receptions, Exposition Hall, and Chiefs Night.

\+ Family refers to spouse or family member, not a business associate or fellow law enforcement colleague. Only the family member's name, city, and state will appear on his or her badge. Family members do not receive certificates for workshops. The Family member registration gives access to all General Sessions, Workshops, the Exposition Hall, and IACP's Chiefs Night on Monday evening.

Do NOT mail and fax form — charges may be duplicated. A cancellation fee is in effect through October 23, 2019. No refunds on or after October 24, 2019. Registration and attendance at IACP events constitutes an agreement by the registrant to the IACP's use and distribution (both now and in the future) of the registrant or attendee's image or voice in photos, images, video and/or audio recordings of such events without compensation or approval rights. All photos, images, and recordings are the property of IACP.

Source Code: **JKIT**

Check One:

☐ I am an IACP Member; Membership Number _____

☐ I am a Non-Member

☐ I am applying now for Membership (Use Section "B" below to join and check First Time IACP Member in Section "A".)

☐ I am the spouse or family member of _____ Their Member # _____

Full Name _____

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Title/Rank _____

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Email Address _____

FAMILY — complete a duplicate registration form if using different payment method.†

Name _____

Children (5 and Under) Name(s) and Age(s) _____

Children (6–18) Name(s) and Age(s) _____

A. CHECK APPROPRIATE REGISTRATION TYPE

☐ IACP Member* $425
☐ First Time IACP Member*. $370
☐ Non-member*. $600
☐ Family Member*† $150
☐ Children 6–18*. $45
☐ Children 5 and under*. . . . . FREE

Qualified attendees may register for the Free Exposition Hall Pass online at ***www.theIACPconference.org****.*

1-Day Pass and 2-Day Pass Registration will open online September 12, 2019.

B. IACP DUES

☐ YES! I would like to join the IACP and take advantage of the First Time Member Registration Rate of $370 (see the website for membership benefits and criteria), plus the dues amount below:

☐ Active Member. $190
☐ Associate Member – General. $190
☐ Associate Member – Sworn Officer $75
☐ Associate Member – Academic $190
☐ Associate Member – Service Provider. $500

C. ANNUAL BANQUET TICKETS

☐ YES! I would like to purchase tickets for the Annual Banquet to be held on Tuesday, October 29:
Tickets $100 each; # of tickets: _____

No refunds. Pre-Conference ticket sales end October 23, 2019 and will continue onsite October 25-28, 2019.

PAYMENT (No Registrations will be processed unless accompanied by payment in full.)

TOTAL AMOUNT TO BE CHARGED (Add A, B and C): $ _____

☐ **Purchase Order.** PO# _____

☐ **Check.** Make checks payable to IACP (U.S. dollars, drawn on U.S. banks only) and mail full payment (no cash) with completed form to: IACP Conference Registration, P.O. Box 62564, Baltimore, MD USA 21264-2564

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Chicago Hotel Information

Book early for best rates and selection at theiacpconference.org.

Questions? Contact onPeak, the official IACP 2019 housing partner, at iacphotels@onpeak.com or 1.866.524.7456.

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McCormick Place Convention Center
Chicago, Illinois
theIACPconference.org

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29	The Blackstone Hotel	$249.00
30	The Palmer House Hilton	$269.00
31	Westin Michigan Avenue Chicago	$249.00
32	Wyndham Grand Chicago Riverfront	$219.00

Rates as of 9/1/18. Rates are subject to change.

CALENDAR

JUN 28

University & College Police Section Mid-Year Meeting, VANCOUVER, BC

This IACP section will host its 2019 midyear meeting at the IACLEA Annual Conference. The midyear section meeting is an opportunity for members to network with each other and connect with section leadership through an open discussion forum of member concerns and emerging campus law enforcement issues.

theIACP.org/events/conference/2019-university-college-police-section-mid-year-meeting

JUL 8 — 10

SPPADS Conference, NASHVILLE, TN

The 2019 IACP SPPADS Conference is dedicated to advancing the principles and competency of professional law enforcement instructors. This event provides a forum for academy directors and instructors to exchange ideas, methods, practical experience, and to discuss critical issues as well as an opportunity to network with their peers.

theIACP.org/events/conference/2019-sppads-annual-conference

AUG 8 — 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/DAIDConference

AUG 19 — 22

SPPPOS Annual Meeting, OKLAHOMA CITY, OK

The 2019 State and Provincial Police Planning Officers Section (SPPPOS) Annual Meeting provides networking opportunities, information, exchange, and access to the latest policies and best practices to facilitate positive change in state and provinicial police agencies.

theIACP.org/events/conference/2019-spppos-annual-meeting

OCT 26 — 29

IACP Annual Conference & Exposition, CHICAGO, IL

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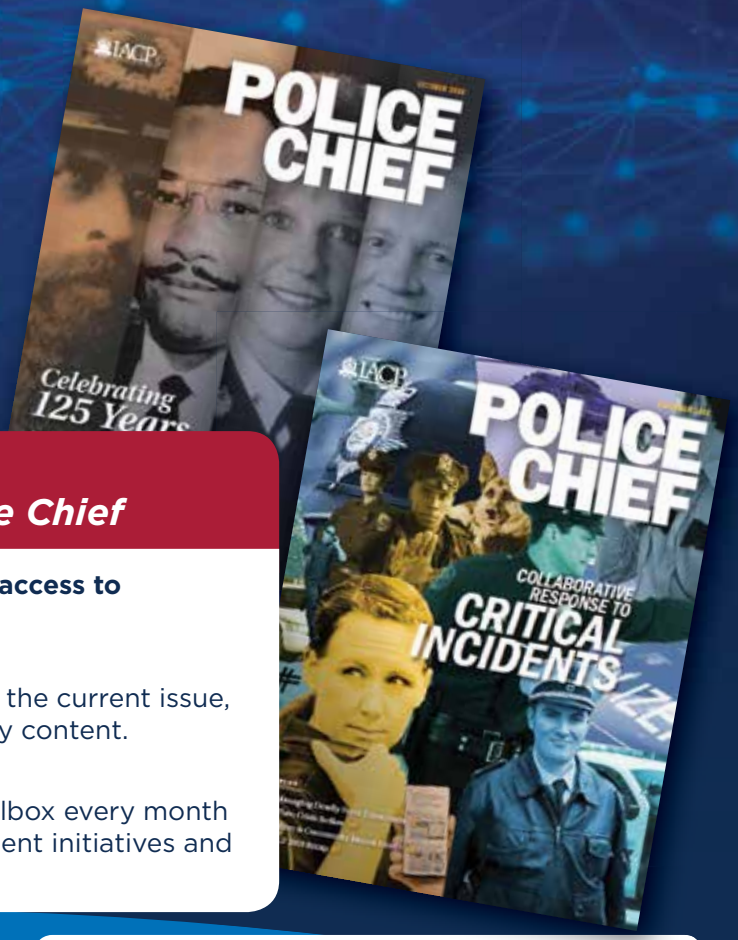

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