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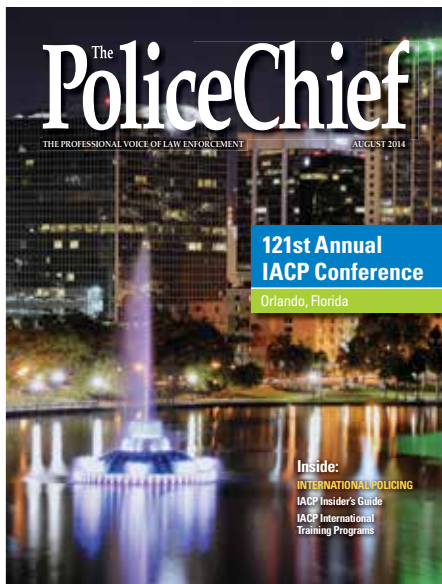
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Our Fight to Prevent Human Trafficking

When we hear about human trafficking, it is easy to think it is not happening in our communities and that federal law enforcement agencies handle those crimes. However, this most often is not the case.

The human trafficking epidemic is a global problem that can and does occur in almost every state and community. Like many of the challenges we face as law enforcement professionals, it is one that calls for a united effort and effective partnerships in order to be truly successful. This was recently demonstrated in June 2014, when the Federal Bureau of Investigation (FBI), working with state, local, and federal law enforcement partners, and the National Center for Missing and Exploited Children (NCMEC) successfully completed Operation Cross Country VIII with 54 FBI field divisions nationwide. The effort included enforcement actions in 106 cities with officers from more than 400 local, state, and federal law enforcement agencies and resulted in the recovery of 168 children who were being victimized through prostitution and the arrest of 281 pimps on state and federal charges.

In fact, since 2003, more than 3,400 children have been rescued in such operations, with 1,450 convictions of traffickers (including 14 life sentences), and more than \$3.1 million in assets have been seized from those who traffic in children. As FBI Director James Comey recently stated, "These are not children living in some faraway place, far from everyday life. These are our children. On our streets. Our truck stops. Our motels. These are America's children."¹

As law enforcement leaders, no matter where you are located or what size agency you lead, there are measures you can take to help combat and prevent human trafficking. Both education and collaboration are key elements to winning the fight against human trafficking. It is imperative that you educate the officers in your agency on human trafficking, both labor and sex trafficking, and how to recognize and respond to it. Your force also needs to be aware of how to investigate both the supply side (pimps and traffickers) and the demand side (buyers) of human trafficking. Both must be stopped in order to make a difference.

Community-wide education is also important. Inform your community members and

As law enforcement leaders, no matter where you are located or what size agency you lead, there are measures you can take to help combat and prevent human trafficking.

local businesses, such as taxis or other transportation suppliers, hotels and motels, and schools and youth-serving groups how to report human trafficking. Your community is your eyes and ears and can help when it comes to investigation and enforcement.

Strength comes in numbers, so be sure to collaborate with local, regional, and state human trafficking task forces, as well as specialist units and coalitions. These partnerships should also include local partners that provide services for victims of human trafficking, such as advocates, medical practitioners, and faith-based organizations.

Be sure that you check out the several resources that are available to you and your

agency to assist in this effort, including the following:

- The IACP law enforcement guide and roll call training video *The Crime of Human Trafficking: A Law Enforcement Guide to Identification and Investigation* (www.theiacp.org/portals/0/pdfs/CompleteHTGuide.pdf)
- The newly released VERA Institute of Justice *Screening for Human Trafficking: Guidelines for Administering the Trafficking Victim Identification Tool* (www.vera.org/sites/default/files/resources/downloads/human-trafficking-identification-tool-and-user-guidelines.pdf)
- The Department of Justice's Office for Victims of Crime (OVC) and the Bureau of Justice Assistance (BJA), *Anti-Human Trafficking Task Force Strategy and Operations E-Guide* (www.ovctac.gov/taskforceguide/eguide/Default.aspx)

In addition, at the 2014 Annual IACP Conference and Expo in Orlando, Florida, in October, the IACP and the Department of Justice's Community Oriented Policing Services (COPS) Office, in partnership with the FBI, will be releasing a series of roll call training videos and tools targeted to front-line officers on how to recognize and respond to child sex trafficking.

It is my hope that you will find these resources beneficial as law enforcement professionals and will disseminate them among your colleagues. Together we can work to protect victims and stop the supply and demand of human trafficking. ❖

Note:

¹James B. Comey, "Keeping America's Children Safe" (Press Conference on Operation Cross Country VIII, Washington, D.C., June 23, 2014), <http://www.fbi.gov/news/speeches/keeping-americas-children-safe> (accessed July 18, 2014).



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

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September

- Sept. 8-12, 2014 - **Management of the Small Law Enforcement Agency**- Louisville, KY
- Sept. 15-19, 2014 - **Trends and Techniques in Internal Affairs** - Louisville, KY
- Sept. 22-25, 2014 - **Crime Prevention Through Environmental Design** - Louisville, KY
- Sept. 29-30, 2014 - **Background Investigation** - Birmingham, AL
- Sept. 29 - Oct. 3, 2014 - **Chief Executive Leadership** - Louisville, KY - **FULL***

October

- Oct. 1-3, 2014 - **Working, Controlling and Managing Major Cases** - Birmingham, AL
- Oct. 6, 2014 - Feb. 13, 2015 - **72nd CODC** - Sanford, FL - **FULL***
- Oct. 15-17, 2014 - **Working, Controlling and Managing Major Cases** - Louisville, KY
- Oct. 20-24, 2014 - **Chief Executive Leadership** - Central Valley, NY

November

- Nov. 3-7, 2014 - **Trends and Techniques in Internal Affairs** -Athens, GA
- Nov. 3-7, 2014 - **Basic Death and Homicide Investigation** - Birmingham, AL
- Nov. 10-14, 2014 - **Managing Within Your Budget - Financially & Operationally** - Louisville, KY
- Nov. 17-21, 2014 - **Intelligence Preparation of the Beat** - Louisville, KY

December

- Dec. 15-19, 2014 - **Management of the Small Law Enforcement Agency** - Central Valley, NY

***Additional dates and locations available. Check our website for our 2015 course schedule.**

For more information or to register:

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THE DISPATCH

Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

MEMBERS SPEAK OUT

In June, *Police Chief* asked your opinion about education requirements for officers. Here's what you said.

What education level do you believe should be required for entry-level law enforcement officers?

"All entry-level law enforcement officers should enter into an agency with a high school diploma. We have a wider range to choose from, and some applicants who don't have post-secondary degrees but have other skills and abilities that are desired would be left out."

Michael J. Persley, Captain/District Commander, Albany, Georgia Police Department

Due to Supreme Court and other court rulings in conjunction with constitutional issues faced each day, a police officer needs a basic education in criminal justice and its components, as well as being one who uses critical thinking at the times when necessary. Complex changes in departmental rules add to the continual pressure for an officer to have a strong grasp on writing skills, cognitive thinking, discerning right and wrong, [and] being able to understand cultural diversity from many fronts in our ever-changing technological world... Minimal education, an associate degree; preferred bachelor's."

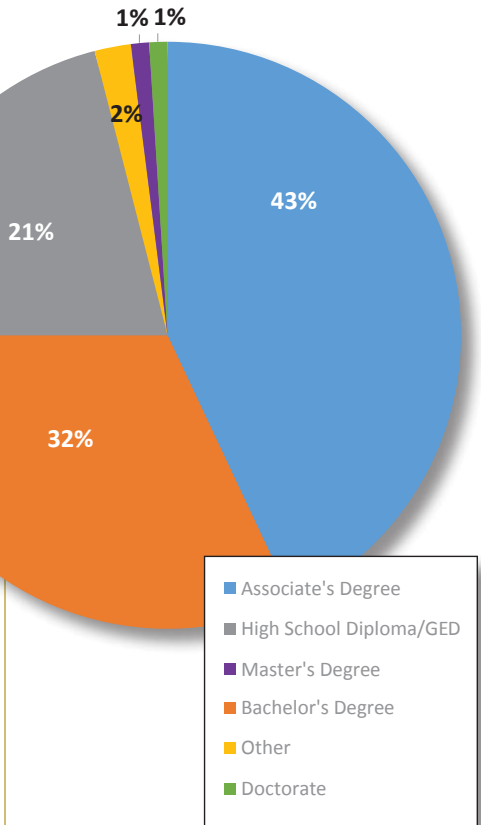
Thomas Hannah, Assistant Police Commissioner, U.S. Virgin Islands Police Department

"There's more to L.E. than chasing and locking up 'bad guys.' Officers now must be able to process/analyze various types of info, possess sound problem-solving skills, and communicate in various ways. There is also a lot of non-traditional police work—such as grant writing, budgeting, research, and planning—that, depending on the size of your agency, might have to be assigned to an officer vs. a civilian specialist. College attendance and/or military service helps individuals mature and teaches them organizational and communication skills, among other things. The skills and experiences individuals gain from these two institutions is extremely valuable in policing."

T.P. Laguna, Captain, Manassas City, Virginia Police Department

I am most interested in core qualifications such as strong work ethic, honesty, appearance, trustworthiness, and others. Bring me those credentials, and I'll assist you with a college education."

David B. Mitchell, Chief of Police, University of Maryland Campus Police



"Our pool of qualified candidates that have two-year degrees seem to have less problems with the use of authority that is placed upon their shoulders. They come to us with 'life experiences' that other candidates just don't have."

Andy Garrett, Public Safety Director, Mount Juliet, Tennessee, Police Department

FROM OUR READERS

Did an article stir your interest or remind you of your own experiences?

Do you have a comment you want to share with other Police Chief readers? Send a note to letters@theiacp.org and you may see your letter in The Police Chief!

YOUR TURN ◀▶

Which forensic science disciplines has your department used in an investigation?

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IACP Opposes Any Proposal to Dissolve the ATF

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

There is a legislative proposal in the works that would dissolve the U.S. Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). The International Association of Chiefs of Police (IACP) strongly opposes any proposal that would abolish or diminish the ATF.

The ATF is, and has always been, a vital partner to state and local law enforcement in the shared mission of safeguarding citizens and reducing violent crime in U.S. communities. The close working relationship between the ATF and state and local law enforcement agencies is essential in continuing efforts to protect neighborhoods from violent criminals and organized criminal organizations, prevent the illegal use and trafficking of firearms, and combating the illegal use and storage of explosives and bombs that can be used in acts of terrorism. Years of effective partnership between ATF and state and local law enforcement have created a force multiplier that has been highly successful in reducing violent crime.

By dissolving the ATF, state and local law enforcement in the United States would lose a key federal partner and potentially leave communities vulnerable to further violence.

Appropriations

With the U.S. Congress out of session for the month of August and a limited number of days when both chambers will be in session in September, the time remaining to pass the Fiscal Year (FY) 2015 spending bills before the end of the fiscal year on September 30 is quickly running out.

A government-wide continuing resolution is likely, with Congress resuming work on the appropriations bills after the November 2014 elections.

Planning to Meet with Your Congressional Member?

While U.S. House and Senate members are back in their home states and districts during the August recess, you may be planning to sit down

to speak with them about key legislative issues effecting your department. If so, you may want to mention the following items.

Bulletproof Vest Partnership (BVP) Grant Act:

The BVP Grant Program, a lifesaving program whose charter expired in 2012, provides federal funds to state and local law enforcement departments to assist in the purchasing of personal body armor. Ask your congressional member to support and sign on to the Bulletproof Vest Partnership Grant Program Reauthorization Act (S. 933/H.R. 988).

U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives:

Inform your senators and representatives of the importance of ATF's partnership with law enforcement and voice your opposition to any proposal that diminishes the power and/or effectiveness of the agency.

Military Surplus Program (1033 Program):

There have been discussions around legislative proposals that would reform the U.S. Department of Defense (DOD) 1033 Program that permits the Secretary of Defense to transfer excess DOD supplies and equipment to state and local law enforcement agencies for use in their law enforcement duties. Potential reforms could include preventing the transfer of the following items: automatic weapons, including those that are .50 caliber or greater; tactical vehicles, including highly mobile multi-wheeled vehicles, armored vehicles, and mine-resistant ambush-protected vehicles; armored drones; and aircrafts. If your agency has procured equipment from the Military Surplus Program, it is important that you inform your congressional delegation of the program's importance to your agency and how the equipment under question has been beneficial in your operations.

Appropriations:

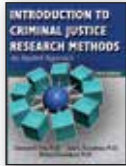
- If meeting with your senator, ask that during Senate floor consideration or conference of the FY 2015 Commerce, Justice, Science (CJS) and Related Agencies Appropriations bill that he or she support an amendment similar to the one authored

by Congressman Jerry McNerney (D-CA) to provide funding for the COPS Technology Grant Program. The COPS Technology Grant Program awarded grants to more than 3,000 law enforcement agencies across the United States until 2010. The amendment would restore the program and allow law enforcement agencies to purchase advanced technologies to help make officers safer, better informed, and more effective and efficient.

- When meeting with your U.S. House or Senate member, tell him or her you are opposed to any amendment or proposal that would prohibit the Department of Justice from spending any funds to enforce U.S. federal laws related to marijuana in states that have passed medical marijuana initiatives. The IACP advocated against the passage of this amendment, referred to as the Rohrabacher (R-CA) amendment in the House CJS Appropriations bill; however, it passed. Your delegation needs to hear from you so the Senate does not pass a similar amendment and the conference bill is devoid of the House-passed amendment.
- The U.S. House-passed FY 2015 Transportation-HUD Appropriations Bill included an amendment authored by Representative John Fleming (R-LA) that would prohibit federal funds from being used to purchase and acquire automatic license plate readers or any camera that collects or stores vehicle license plate numbers. Let your representative know that you were opposed to the passage of this amendment, and explain how license plate readers are an effective tool for your agency and law enforcement. In addition, ask your senators to not pass a similar amendment or agree to the House-passed amendment at conference.
- Ask that your U.S. House and Senate members oppose an amendment or proposal that would restrict local, state, and federal law enforcement agencies from buying or operating unmanned aircraft systems (UAS). ❖



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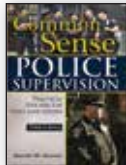
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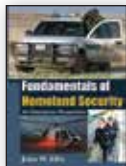
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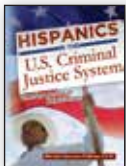
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Prevention, Compassion, and Survival: Managing the Health of First Responders

By Rob Hilvers, MD, Emergency Responders Health Center, Boise, Idaho

A seemingly healthy 45-year-old police officer on a routine patrol shift receives an emergency 3 a.m. dispatch call. Almost immediately, the physiologic “fight or flight” response ensues; the officer experiences escalated blood pressure and heart rate, which is further compounded as he engages in intense exertion at the scene. Will this officer return to his family at the end of his shift, or will he be among a number of first responders who suffer a fatal heart attack before underlying cardiac disease is ever detected?

What if the police officer in the above scenario, upon being hired into the force, had access to a comprehensive annual wellness program focused on prevention and early detection strategies? Would specialized care have mitigated occupational stressors, lowering the risk of cardiac episodes and increasing the likelihood of a safe return home?

In 2007, Stefanos Kales published his landmark study in *The New England Journal of Medicine*, which demonstrates a significantly higher risk of on-duty cardiac death among police officers and firefighters—22 percent and 44 percent, respectively—compared to the general population (15 percent).¹ While Kales’ findings raised awareness of the increased health risks experienced by first responders, they also raised additional questions. For instance, are higher cardiac death rates due to an increased predisposition for coronary disease among police officers and firefighters, or are they the result of the unique stressors experienced by first responders during their shifts in the line of duty? While the prevalence of coronary artery disease (CAD) and the risk of cardiac death among active-duty firefighters has been well documented, less attention has been given to the corresponding risk among police officers.²

The Emergency Responders Health Center (ERHC) in Boise, Idaho, was established in 2004 (three years before the publication of Kales’ study) to manage the specific medical needs of police, fire, and emergency medical services

Founded in response to specific needs cited by the Boise Fire Department dive team, ERHC has evolved to offer highly specialized, proactive care designed to address the elevated health and injury risks experienced by all first responders.

(EMS) responders with the simple mission of “Prevention, Compassion and Survival.” Founded in response to specific needs cited by the Boise Fire Department dive team, ERHC has evolved to offer highly specialized, proactive care designed to address the elevated health and injury risks experienced by all first responders. The center’s primary areas of focus include cardiovascular disease, sports medicine, cancer screening, and behavioral health. ERHC offers comprehensive annual exams, preventative guidance, continuity care, and worker’s compensation care for approximately 15 Idaho police, fire, and EMS agencies. Services are not only adapted to each respective profession and its unique associated risks, but also are customized further to each individual patient.

In response to heightened concerns surrounding heart attacks in the line of duty, one of the pillars of ERHC outreach is cardiovascular screening, awareness, and education. Based on their elevated risk to experience a cardiac arrest, police officers undergo advanced heart screenings designed exclusively for first responders and not yet available to the general population. During an annual exam, mainstream patients are likely to undergo minimal screening to include a blood pressure check, blood lipid panel analysis, fasting glucose, and family history assessment. At most, patients identified with elevated risk will undergo a resting EKG test. Conversely, emergency responders seen at ERHC undergo aggressive cardiac surveillance to include standard assessments paired with cardiac stress testing (age-stratified), abdominal circumference measurements, and comprehensive baseline questionnaires.³ Health screenings are further adapted to the unique occupational exposures of different first responder professions.

The ERHC’s specialized annual exams are used to generate individual cardio-risk assessments, which are graphed into “heart scores” using a proprietary Fire and Police Metabolic Syndrome Score. Each officer’s score includes seven risk traits known to increase coronary heart disease: five metabolic syndrome traits (abdominal circumference, blood pressure, fasting glucose, triglycerides, and HDL cholesterol); aerobics capacity (VO₂ max); and tobacco use. Each of the seven health indicators is depicted in corresponding zones to provide a readily understandable, visual representation of the officer’s current health status: green (optimal), yellow (concerning), and red (high-risk). Patients’ health indicator scores from the prior two years are plotted for comparison to demonstrate whether or not they are making the necessary adjustments in their fitness, nutrition, and lifestyle choices. Additionally, comparing scores provides a base for personalized health education. Each officer’s composite score is also compared with the aggregate scores of his or her peers (with individual confidentiality strictly maintained). This trending and comparative data has often proven the greatest motivator for behavioral change among patients by providing both a visual reminder and a concrete target.

In addition to undergoing the thorough risk assessment described, a number of ERHC patients are also eligible to participate in cutting-edge arterial scans hosted by the Saint Alphonsus Research Institute in Boise. Because a heart attack can be the first—and final—signal of underlying heart disease in as many as one-third of cardiac arrest fatalities, cardiologists are seeking better tools to predict, detect, and reverse heart conditions at the earliest possible stage.⁴ The role of “traditional” risk

10 BEST PRACTICES FOR FIRST RESPONDER CARE

1. Recruit the Right Team Captain

Look for versatile primary care physicians who are willing to adopt an advanced set of clinical standards that exceed mainstream norms and who display a passion for wellness and preventative medicine. ERHC patients have benefitted from seeing a physician with a background in family medicine, sports medicine, and emergency medicine, which facilitates more comprehensive care. A dedicated doctor willing to undergo (1) advanced training in treating musculoskeletal injuries and (2) training to safely administer cardiac stress testing will prove to be a superior provider. Further, the right physician will respect and embrace the unique police and first responder culture.

2. Custom-Fit Your Facility

Advanced medicine requires an advanced facility outfitted with state-of-the-art amenities and equipment. In January, the ERHC celebrated the grand opening of its new dedicated health center, featuring a cardiac stress testing system; digital X-ray technology; pulmonary function spirometer; vision screening equipment; hearing testing audiometer and sound booth; a fitness/physical therapy room; and a welcoming conference room/kitchen for wellness and cooking classes.

3. Uphold Confidentiality

At the ERHC, confidentiality is an unwavering law, ensuring its credibility and earning the patients' trust. While all health care professionals have a commitment to protecting patient privacy (and adhering to federal regulations governing such), the ERHC understands that first responders' careers may hinge on perceived levels of fitness. The center's primary commitment is to the health and safety of individual patients; health assessments are strictly non-punitive and are used only to guide personalized wellness education. Protected health information is never shared with unauthorized parties—including supervisors or department administrators.

4. Emphasize Routine Preventative Maintenance

Comprehensive annual wellness exams are essential to detect, treat, and increase awareness about concerning health trends and to address modifiable risk factors. The ERHC's emphasis on prevention and early detection is fostered by building a strong and consistent patient-provider relationship over the course of a first responder's career. Participation requirements vary among the departments served—the majority of partnering fire departments require 100 percent adherence to an annual visit schedule, while most police agencies simply make the ERHC program available to their officers (with some encouraging participation in the form of modest financial incentives).

5. Specialize Your Standards

The ERHC has customized its clinical protocol in three ways: (1) toward the unique needs and culture of first responders in general; (2) toward specific risks and essential job tasks associated with diverse emergency response professions; and (3) toward the needs of respective patients, who vary greatly in age, physical abilities, medical histories, and genetic predispositions. The ERHC has aligned its practice to address specific occupational stressors and exposures through above-standard screening, taking into account NFPA 1582 guidelines, OSHA standards, and the stated preferences of local agencies. A one-size-fits-all approach is ineffective and does not serve patients' best interest.

6. Provide a Map to Wellness

Every ERHC patient receives a comprehensive, four- to five-page health assessment summary, featuring personalized physician notes, the proprietary Fire and Police Metabolic Syndrome Score, and a graph that compares his or her individual health-risk data with the aggregated data of peers across the region. By creating a personalized biometric profile paired with customized clinical education, the ERHC is able to provide a visual motivator to engage patients in healthier lifestyles toward achieving realistic wellness goals.

7. Equip Responders to Care for Themselves

The ERHC philosophy is simple: "Prescribe Lifestyle; Minimize Medicine." The clinical team works to educate responders about nutrition as a disease prevention strategy. Center staff members also stress the importance of high-intensity interval training on aerobics fitness/ VO_2 max, post-exercise metabolism, and exercise's impact on insulin sensitivity. In addition to personal health coaching sessions, regional symposia (on topics such as cardiac disease and cancer screening) provide an opportunity to invite local physicians, therapists, dietitians, and other experts to speak and interact with active duty and administrative first responders. All regional police, fire, and EMS professionals are invited at no cost.

8. Harness the Power of Positive Peer Pressure

Studies have identified "crew cohesion" as a powerful motivator among close-knit police, fire, and EMS groups. The support of a cadre of responders working toward similar wellness objectives—and a little healthy competition among coworkers to arrive at their targets—should be encouraged to promote a cultural shift in attitudes toward wellness.

9. Rely on Your Crew

The ERHC routinely engages area wellness experts in outreach. As noted previously, the ability to consult with other specialists, such as orthopedic, emergency medicine, and cardiology professionals, has brought ERHC service delivery to a level above conventional primary care.

10. Align Finances with Clinical Function

Rather than allowing the "business model" to drive its medical practice, the ERHC has adopted a "global fee" that has enabled its clinicians to reinvest their time in performing thorough medical evaluations, reviewing diagnostics, providing personalized clinical education, and developing trusted relationships. This model allows for reimbursement by health trusts or departments on a per capita basis (a flat fee for each enrolled patient for basic-level services), rather than a complicated billing system. In use since 2005, the fee structure was determined by averaging the cost of annual exams over five years. This allows a simple, equitable, and transparent method to bill for annual wellness exams. In addition to supporting the center's vision for medicine, global fees have significantly reduced administrative expenses. ♦

factors (e.g., hypertension, cholesterol, family history, tobacco) as a primary cause of heart attacks is well understood; however, these indicators alone do not explain the increased propensity for CAD-related death among on-duty police officers. Non-traditional risk factors, including inflammation-boosting chronic stress; issues related to shift work (e.g., endocrine dysfunction, circadian rhythm sleep disorders); and the combination of extreme exertion, hyperthermia, and inhalational exposures of toxic fumes and particles must also be considered.

In 2013, the author was invited to collaborate with Steven Writer, MD; Pennie Seibert, PhD; and

the Saint Alphonsus Regional Medical Center on an ongoing study to determine (a) if CT scans to detect arterial calcium plaque could serve as effective predictors of CAD and heart attack in first responders; (b) whether this plaque burden could be reversed through nutrition, fitness, and lifestyle changes; and (c) if first responders' increased awareness of their personal risk would increase their adherence to healthy choices, leading to improved health status.⁵ Following eventual completion of the study, the team hopes to address all three primary study questions while measuring the prevalence and severity of CAD among police officers as an under-recognized, high-risk population.⁶

The ERHC has worked to continually refine its service delivery over the past 10 years and currently is working to further enhance the care of first responders by integrating a clinic dietitian, sports physical therapist, and health coach, as well as working to build a fitness testing and injury prevention program. The health center's success can be replicated in other communities committed to giving back to their police officers and other first responders. With an emphasis on preventative medicine and advanced screenings based on specific occupational risk, the ERHC approach has not only served first responder patients well; it is highly consistent with the evolution of health care toward the specialized management of populations and the avoidance of hospitalizations and emergency room (ER) visits in the first place. In time, the methodology refined through the ERHC and similar clinics is likely to be highly applicable to the mainstream population. By taking bold steps to improve their own wellness, police officers and other first responders will be modeling healthy choices—protecting their citizens in yet another way. ♦

Notes:

¹Stephen N. Kales et al., "Emergency Duties and Deaths from Heart Disease among Firefighters in the United States," *New England Journal of Medicine* 356 (2007): 1207–1215.

²In 2008, seven Boise police officers were admitted to the St. Luke's Regional Medical Center emergency room for respiratory distress following their role in responding to a multi-structure neighborhood fire. Fortunately, there were no cardiac casualties among this group, but the event raised awareness of their largely unpredictable risk.

³For stress testing, ERHC relies on the Gerkin treadmill protocol to assess for advanced coronary blockage and arrhythmias and to provide a VO₂ max estimate. This aerobics capacity testing has been especially useful in providing feedback to individual responders about their current level of physical fitness and tracking trends in their health indicators over successive years.

⁴Lijia Chen, Michael Chester, and Juan C. Kaski, "Clinical Factors and Angiographic Features Associated with Premature Coronary Artery Disease," *Chest* 108, no. 2 (1995): 364–369.

⁵Radiation dose <1.0 to 1.3 mSV (millisieverts), approximately 10 to 18 percent of the dose of a standard chest CT scan, or the exposure of approximately 10 chest x-rays.

⁶The researchers leading the CAD study are Steven Writer, MD, Saint Alphonsus Regional Medical Center (Boise, Idaho) and Pennie S. Seibert, PhD, Boise State University, and Saint Alphonsus Regional Medical Center.

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RESEARCH IN BRIEF

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

Regional Police Cooperation Through the MARRI Project

By Trpe Stojanovski, PhD, Professor, University "St. Kliment Ohridski"–Bitola, Macedonia, and Director of MARRI Regional Center; Stojanka Mirceva, PhD, Assistant Professor, University "St. Kliment Ohridski"–Bitola; Katerina Krstevska, PhD, Assistant Professor, University "St. Kliment Ohridski"–Bitola; Rade Rajkovevski, PhD, Assistant Professor, University "St. Kliment Ohridski"–Bitola; Tomi Jakimovski, MSc, University "St. Kliment Ohridski"–Bitola, and National Representative in MARRI Regional Center; and Aleksandar Stojanovski, LL.M., "Rijksuniversiteit Groningen," The Netherlands

Regional police cooperation has proved important to law enforcement and security efforts across the world, but the execution of cooperation becomes challenging when the Western Balkans region is analyzed. Ten or fifteen years ago, police services were part of the war conflicts in the region; today, they promote security. The challenges of regional police cooperation include perceptions of state sovereignty; legally determined

police cooperation; convergence through regional trainings, cultural diversity; language barriers; and combating organized crime. All of these issues demand police cooperation.

In 2009, the Migration, Asylum, Refugees Regional Initiative (MARRI) BORDAIRPOL began, creating and growing channels of communication between the Border Police Services in the main airports in Tirana, Albania; Sarajevo, Bosnia and Herzegovina; Sofia, Bulgaria; Zagreb, Republic of Croatia; Skopje, Republic of Macedonia; Chisinau, Republic of Moldova; Podgorica, Montenegro; Bucharest, Romania; and Belgrade, Serbia, in southeastern Europe. The idea behind MARRI is to support international airports in their efforts to counteract irregular migration, combat terrorism and crime, and ensure a high level of security on a sustainable and permanent basis. The project is planned to run through 2015.

In late 2013, an evaluation regarding cooperation among border police units at the above-mentioned airports was conducted via a standardized questionnaire, to which more than 50 percent of recipients responded. The criterion for the selection of interviewees was their active involvement in the BORDAIRPOL project activities, and included strategic heads of border police services; operational commanders of airport border police; heads of units, shift leaders, and advisors; experts from partner countries; representatives from international organizations; and MARRI state officials. The questionnaire included sections that asked respondents to evaluate the current state of information exchange as compared to before BORDAIRPOL.

The survey results showed improved cooperation and information exchange, characterized by strong relationships, mutual respect, and confidence among members, which is attributed to various methods of cooperation introduced by the project, including annual meetings, joint regional trainings, study visits, workshops seminars, and joint operations. The establishment of formal information exchange mechanisms, such as formal telephone and fax numbers and email addresses; a secure BORDAIRPOL website; and alerts regarding identified new *modi operandi* or false documents, were also recognized by respondents as factors in improving cooperation. It can also be noted that beside improved cooperation, the outcomes of BORDAIRPOL have significantly improved the existing capacities of border police in international airports, particularly in the areas of cooperation and information exchange, analytics and risk assessment, daily work performance, operations, and training.

The respondents to the survey also suggested the development of activities in several areas that could contribute additionally to the improvement and extension of cooperation, such as cultural training, compatible technology, language training, and legal training, among other suggestions.

Conclusions

The results of the study indicated three primary conclusions regarding international cooperation and the BORDAIRPOL project.

- International and regional cooperation among border police at international airports can be successful only if the various agencies are



International and regional cooperation among border police at international airports can be successful only if the various agencies are able to share important information swiftly and easily.

able to share important information swiftly and easily.

- Networks for cooperation, established on a solid basis with formal methods for cooperation and mechanisms for exchange of information, represent important means to increase the efficiency and substance of regional cooperation.
- The approach implemented by BORDAIRPOL reflects on national strategic priorities and contributes to coordination of common activities with other countries and international stakeholders and enhances cooperation on national, regional, and international levels.

The project's benefits extend beyond the improvement of information exchange mechanisms to have a broader inter-regional impact. Through its emphasis on international and regional cooperation, BORDAIRPOL contributes toward joint efforts of the participating countries to tackle the complex and diverse phenomena of irregular migration, the trafficking and smuggling of human beings, and document security. To read a more comprehensive report on the results of BORDAIRPOL thus far and the results of the questionnaire, please visit *Police Chief* online at www.policechiefmagazine.org. ❖

Research projects profiled in Research in Brief are typically peer-reviewed and have been released to a professional audience. However, despite not possessing those characteristics, the BORDAIRPOL survey was selected for inclusion to highlight the importance of international cooperation efforts by the law enforcement community.

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Plumhoff v. Rickard: *The Use of Deadly Force in High-Speed Pursuits and Qualified Immunity*

By IACP Legal Officers Section

As many officers and police executives know from experience, high-speed pursuits all too often end with tragic consequences. Police officers must balance the goals of law enforcement with the public's safety (and their own) in such situations, which requires officers to make split-second decisions affecting the safety of citizens in harm's way, the safety and well-being of the pursuing officers, and the safety of the fleeing suspect who is risking many more lives than his or her own.

The case of *Plumhoff v. Rickard*, decided unanimously by the U.S. Supreme Court on May 27, 2014, involves the use of deadly force against a suspect who led police officers on a dangerous chase reaching speeds of over 100 miles per hour and who continued to try to escape even after the police had him cornered.¹ The court was asked to decide whether police officers, in order to stop a fleeing driver from putting further individuals at risk, were entitled to qualified immunity for their actions in applying deadly force. In determining whether qualified immunity was appropriate, the court looked at whether the officers infringed upon the Fourth Amendment rights of the fleeing driver, and, if they had, whether those rights were clearly established either constitutionally or statutorily.

On July 18, 2004, a patrol officer with the West Memphis, Arkansas, Police Department pulled over a vehicle for having only one operational headlight. As the officer approached the vehicle, he noticed an indentation in the windshield, "roughly the size of a head or a basketball," and glass shavings on the dashboard, indicating that the windshield had been broken recently; he also observed beer in the car.² The officer approached and asked the driver, Donald Rickard, if he had been drinking. After denying that he had been drinking, Rickard then was asked to produce his license. Because Rickard became nervous and failed to provide his identification, the officer asked the driver to step out of the vehicle.³ Rather than comply with the request, Rickard sped away, leading the officer and others who had been called for backup, on a high-speed pursuit.

The officer was joined by five other police cruisers, which pursued Rickard east on I-40. At one point, the officers attempted to stop Rickard using a "rolling roadblock," but they were unsuccessful. After passing more than two dozen vehicles and weaving through traffic at a high rate of speed (exceeding 100 miles per hour), Rickard exited the highway and, after making contact with an officer's vehicle, spun out into a parking lot where his vehicle collided with another officer's vehicle. Officers quickly reacted in an effort to corner the driver, who was attempting to escape. Two officers exited their vehicles, and one, with his gun in his hand, pounded on Rickard's passenger-side window. Rickard made contact with yet another police vehicle, and he rocked his car back and forth, with tires spinning, indicating that he was hitting the accelerator while his bumper was flush against a police cruiser. One officer fired three shots into Rickard's vehicle, after which, Rickard reversed in a 180-degree arc and fled onto a different street, narrowly missing another officer. Officers then fired 12 additional rounds into Rickard's vehicle, after which the driver swerved off the road and crashed into a nearby building. Rickard and his passenger both died from a combination of gunshot wounds and injuries sustained in the crash that ended the chase.⁴

Rickard's daughter filed the underlying action under 42 U.S.C. § 1983, alleging that the officers used excessive force in violation of the Fourth Amendment.⁵ The officers moved for summary judgment, asserting "qualified immunity" from suit. Generally, qualified immunity protects government officials from civil suits filed against them in execution of their duties. Individual lawsuits are permitted to proceed, however, if the official is deemed to have violated the rights of a plaintiff and if those rights were clearly established at the time the official's conduct occurred.⁶ Qualified immunity is not a defense to liability; rather, it prevents an official from being subject to any lawsuit at all.⁷

The district court rejected the qualified immunity defense and denied the officers' motion for summary judgment, holding that "the facts here do not support a finding that a reasonable officer would have considered the fleeing suspects a clear risk to others."⁸ The

officers appealed, but the Sixth Circuit affirmed the lower court's decision. An appeal was taken to the U.S. Supreme Court, which agreed to hear the case. The officers argued that they did not violate Rickard's Fourth Amendment rights and that their conduct did not violate any Fourth Amendment rule that was clearly established at the time of the events in question.

Excessive force, which is used to effectuate a seizure, if deemed unreasonable, is considered to be a violation of the Fourth Amendment. In determining whether the use of force is appropriate, courts look to balance the particular intrusion of rights against the governmental interest being advanced.⁹ If the intrusion upon a person's rights is deemed greater than the governmental interest, the use of force will be considered unreasonable. Likewise, if the governmental interest is so substantial that it compels such an intrusion of rights, it will be deemed reasonable. In such use-of-force cases, the standard for reasonableness is based upon what a reasonable officer on the scene would do under the same circumstances.¹⁰ This reasonableness standard acknowledges that an officer often must act on limited knowledge in emergencies or urgent situations that do not permit lengthy deliberation.

In this case, the court utilized this analysis in assessing the specific facts at hand to determine whether Rickard's Fourth Amendment rights were violated as a result of the use of excessive force. Having concluded that the use of deadly force was severely intrusive, the court then examined the governmental interest involved. In particular, the governmental interest here was deemed to encompass more than simply a law enforcement purpose, as it directly pertained to the safety of the officers involved in the high-speed pursuit, as well as pedestrians and drivers who were within harm's way. In determining the strength of the governmental interest, the court looked to the facts of the case—the excessively high speed of the fleeing vehicle, the number of vehicles that were passed, the likelihood that the driver would continue to engage in speeding (if not stopped)—in addition to the fact that the driver was attempting to escape when the first shots were fired by police.

After review of all the facts, the court concluded that when officers attempt to terminate

a high-speed chase that threatens the lives of those involved in the pursuit, as well as innocent bystanders, police officers do not violate the fleeing individual's Fourth Amendment rights, even if their use of force puts the fleeing suspect at risk of significant injury or death.¹¹ In doing so, the court reinforced its holding in *Scott v. Harris*, which addressed a similar set of facts involving the use of deadly force in a high-speed pursuit endangering innocent lives.¹²

Regarding the number of rounds fired at Rickard's vehicle, the court recognized that when authorized to use lethal force, officers are instructed to keep shooting until the threat is neutralized.¹³ As such, the court determined that the number of shots fired in this situation was reasonable. Moreover, it also noted that even after all the shots had been fired, Rickard still managed to drive away and continued driving until he crashed.¹⁴ The respondent argued that the presence of a passenger in the front seat of the car should factor into the analysis as to whether the number of shots fired was reasonable. However, the court determined that the Fourth Amendment rights of the passenger cannot be "vicariously asserted," and the passenger's presence in the vehicle cannot enhance Rickard's Fourth Amendment rights.¹⁵ In so ruling, the court noted that it was Rickard who placed his passenger's life in danger, and he could not benefit from his disregard for her safety.

The court next addressed the question: Even if the officers did violate the fleeing driver's rights, were those rights clearly established? As mentioned above, officers can be sued in their individual capacities only if they violate a person's rights and those rights were clearly established at that time.¹⁶ This standard suggests that the nature of a right must be sufficiently definite that any reasonable officer, taken from the viewpoint of the defendant, would have understood that he or she was violating it. Generally, this requires either a controlling precedent or a series of cases persuasive enough to suggest that a right had been infringed.¹⁷ This goes to the idea that an officer infringing upon a right should know that he or she is doing so, and that prior cases or statute have put him or her on sufficient notice. The court in this case, however, found no controlling authority issued prior to this incidence that would suggest lethal force was a violation of rights in this particular situation. As such, the court held that even if the officers had violated Rickard's rights, it was not clearly established, and, thus, did not prevent qualified immunity.¹⁸

This holding corrected the Sixth Circuit's conclusions in balancing the factors used in determining whether the Fourth Amendment is violated when police officers utilize deadly force in ending a dangerous high-speed chase in which innocent lives hang in the balance, and whether, even if a violation has occurred, the officers are immune from suit under qualified immunity. An officer must exercise his best, split-second judgment as to whether lethal force is necessary to prevent a suspect from engag-

ing in a life-endangering chase. Provided those decisions are objectively reasonable, they are shielded from lawsuits under qualified immunity.

It is also important, however, to recognize that the facts of this case led to the ruling by the U.S. Supreme Court. In this instance, the court recognized not only the danger that Rickard posed, but also the potential for future danger if he were to continue fleeing. As such, the ruling in this case is fact specific, and the facts involved in other pursuits may not justify the use of lethal force to end the pursuit. ❖

Notes:

¹*Plumhoff v. Rickard*, 188 L. Ed. 2d 1056 (U.S. May 27, 2014).

²*Id.* at 1062, citing *Estate of Allen v. West Memphis*, 509 Fed. Appx. 388 (CA6 2012) and at 1063, n.1.

³There was a passenger in Mr. Rickard's vehicle, Kelly Allen, who was seated in the front passenger seat; *Id.* at 1062.

⁴*Plumhoff*, 188 L. Ed. 2d at 1063.

⁵Every person who, under color of any statute, ordinance, regulation, custom, or usage, of any State or Territory or the District of Columbia, subjects, or causes to be subjected, any citizen of the United States or other person within the jurisdiction thereof to the deprivation of any rights, privileges, or immunities secured by the Constitution and laws, shall be liable to the party injured in an action at law, suit in equity, or other proper proceeding for redress, except that in any action brought against a judicial officer

for an act or omission taken in such officer's judicial capacity, injunctive relief shall not be granted unless a declaratory decree was violated or declaratory relief was unavailable. For the purposes of this section, any Act of Congress applicable exclusively to the District of Columbia shall be considered to be a statute of the District of Columbia."

⁶*Saucier v. Katz*, 533 U.S. 194.

⁷*Pearson v. Callahan*, 555 U.S. 223 (2009).

⁸*Estate of Allen v. City of W. Memphis*, 509 Fed. Appx. 388 (6th Cir. Tenn. 2012) quoting *Estate of Allen v. City of W. Memphis*, 2011 U.S. Dist. LEXIS 5606 (W.D. Tenn. Jan. 19, 2011).

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

¹⁰*Id.*

¹¹*Plumhoff*, 188 L. Ed. 2d at 1068.

¹²*Scott v. Harris*, 550 U.S. 372 (2007).

¹³*Plumhoff*, 188 L. Ed. 2d at 1068, citing *Estate of Allen v. City of W. Memphis*, 509 Fed. Appx. 388, 392 (6th Cir. Tenn. 2012).

¹⁴*Id.*

¹⁵*Id.*

¹⁶*Saucier*, 533 U.S. at 201.

¹⁷*Malley v. Briggs*, 475 U.S. 335, 341 (U.S. 1986).

¹⁸*Plumhoff*, 188 L. Ed. 2d at 1069.

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Homeland Security Success through Law Enforcement Collaboration

In the shadow of last year's Boston Marathon bombing, large public gatherings require local law enforcement agencies to shoulder significant security responsibilities, placing high demands on police tactical planning, resources, and budgeting. The sheer number of participants or attendees and the high profile of such events make them potential targets, while simultaneously increasing the challenges faced by law enforcement. For example, the Toyota Grand Prix of Long Beach, California, in April 2013 drew 180,000 spectators. To ensure public safety during this high-profile event, the Long Beach Police Department requested assistance from U.S. Customs and Border Protection (CBP).

Long Beach is one of the United States' busiest seaports, and CBP maintains a large local presence in the area to inspect cargo. To ensure the safety of those attending the Toyota Grand Prix, CBP personnel used mobile X-ray equipment to screen attendees' bags and backpacks at the entrance to the road race, and K-9 detector teams from CBP stood on alert during the three-day event.

By collaborating with law enforcement partners, CBP—with air, land, and sea resources placed along U.S. borders in airports and at seaports—fulfills our security mission and supports fellow police entities.

I took the helm as CBP commissioner in March 2014, bringing a career of local law enforcement experience to the country's largest law enforcement agency with more than 60,000 personnel. My deep understanding of and direct experience with the challenges of leading a local police force reinforce my commitment to working in partnership with local law enforcement at every practical opportunity. As a former officer and chief of police (and a life member of IACP), I recognize the important role of local law enforcement in U.S. security and public safety.

CBP is an integrated border security agency, charged with keeping terrorists and their weapons out of the United States while facilitating lawful international travel and trade. However, you are the first responders. You are in the communities that we in federal service have pledged to protect. There is no better way to secure our homeland than to help train, support, and—when necessary—stand shoulder-to-shoulder with our state and local counterparts to prevent crime and terrorism. When CBP collaborates

The objective of homeland security is part of the mission of every police organization, whether or not those words appear in its name—and it's only through continued collaboration that we collectively will achieve that objective.

with our state, local, and international law enforcement partners, we fulfill our mission.

Sharing Expertise through Training

Assisting with security at crowded public events is just one facet of CBP's collaboration with state and local police. CBP also provides training to state and local law enforcement agencies across the United States. At the Border Patrol Academy, for example, training slots not filled by Border Patrol personnel go to police organizations on request. These train-the-trainer programs have covered topics useful to all law enforcement, such as active shooter response, emergency driver and vehicle pursuit, and vehicle immobilization. CBP's Advanced Training Center in West Virginia has hosted hundreds of local and state law enforcement

officers for trainings in hazardous materials response, emergency medical response, and other important topics.

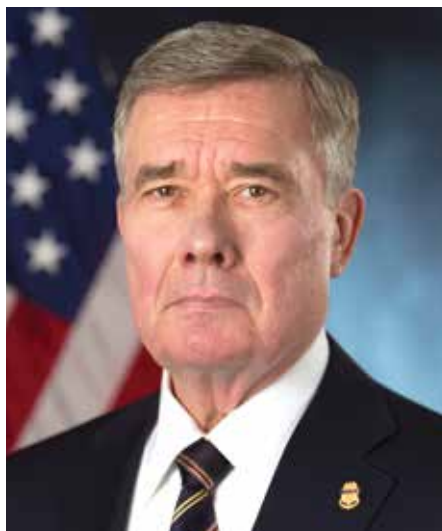
Additionally, CBP's Canine Centers in Front Royal, Virginia, and El Paso, Texas, offer some of the finest training available for canines and their handlers. Our staff expertise in training canines in vehicle searches is unsurpassed. Police officers have come from as far away as Hawaii for CBP's canine train-the-trainer instruction and recertification on search and rescue and detecting smuggled humans, drugs, weapons, and currency.

All of this instruction offers clear homeland security benefits. By helping officers protect their communities, the United States is more secure overall.

Intelligence Collaboration Connects the Dots

Beyond training assistance, CBP's investigative and intelligence cooperation with other law enforcement agencies at every level of government synthesizes the best available information and assets to keep the United States safe and secure.

At U.S. intelligence centers, law enforcement agencies come together to address possible threats, and we participate in many of these collaborative efforts. For example, CBP has personnel detailed to the Texas Fusion Center, which is overseen by the Texas Department of Public Safety (DPS). When state and local police make arrests, on-site CBP personnel can check the suspects' background to find criminal links to border activity. Our recent research on two names received from Texas DPS led to the identification of 42 vehicles and more than 100 subjects associated with cartel and smuggling activity. Such vital partnerships allow CBP and local law enforcement to connect the dots and create a more robust law enforcement system.



***R. Gil Kerlikowske, Commissioner,
U.S. Customs and Border Protection,
Department of Homeland Security***

In every case of cross-organizational intelligence cooperation, CBP and other law enforcement professionals can access their agencies' resources to bring a wider perspective to the problems at hand. When an event is happening live and front-line personnel need to know the immediate potential for harm, it is critical to get information quickly from every available source.

All-for-One Law Enforcement Mission

While I can speak to what CBP can do to help local and state police, we know that successful law enforcement relies on what all jurisdictions can bring to the effort. At the Super Bowl held on February 2, 2014, one of the United States' highest profile annual events, CBP fixed-wing and rotary aircraft assisted the New Jersey State Police with aerial video downlinks that fed multiple command centers. Our non-intrusive inspection equipment and personnel screened vehicles entering the vicinity, and CBP's partnership with other law enforcement agencies was crucial to the security success of the event.

The objective of homeland security is part of the mission of every police organization, whether or not those words appear in its name—and it's only through continued collaboration that we collectively will achieve that objective. ❖

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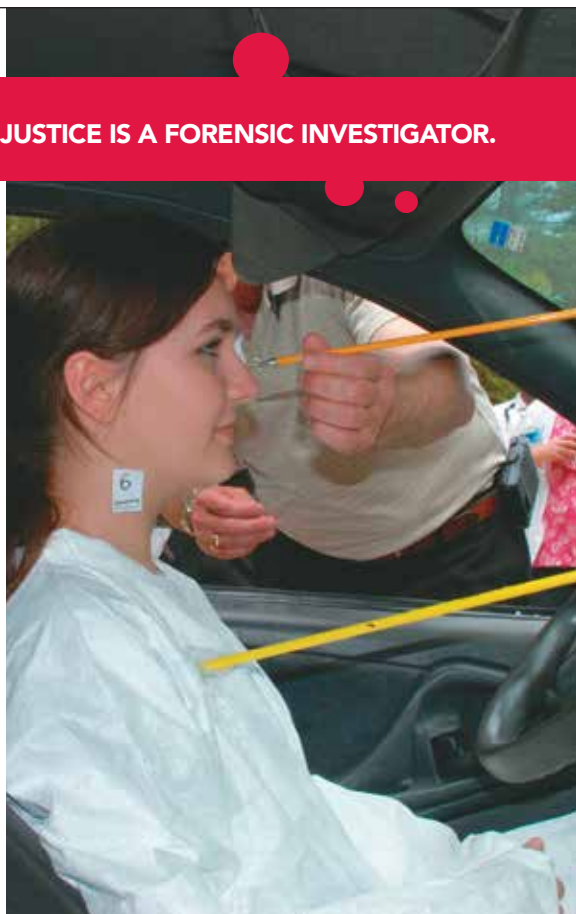
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Where do the good ideas come from?

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

VIEVU Unleashes “Straight Shooter 25”—A No-Cost Startup Program for Cops Needing Body Cameras

VIEVU announces “Straight Shooter 25,” designed for agencies needing to capture video evidence from the “Officer’s Perspective.” Priced at \$25 per month, Straight Shooter 25 includes the recently released rugged LE3 HD camera, VERIPATROL secure file management software that includes in-car mobile viewing, and free cloud storage access. There are zero upfront or additional costs.

VIEVU cameras are used in more than 3,100 law enforcement agencies, including the Oakland, Houston, Dallas, Atlanta, and Phoenix police departments. Agencies continue to deploy body-worn video (BWV) cameras as studies continue to show their benefits. A study of the Rialto Police Department in California showed an 88 percent decline in complaints filed against officers and a 60 percent decline in use of force.

The LE3 is a highly secure HD video camera designed for law enforcement. The LE3 was built to make operation simple with its large slide on/off switch for easy activation in stressful situations. VIEVU’s accompanying VERIPATROL software exceeds current evidence standards and prevents tampering, editing, or deleting video using a FIPS 140-2-compliant file authenticity process. It also prevents unauthorized access if the camera is lost or stolen.

Commander Michael Kurtenbach of the Phoenix, Arizona, Police Department’s Maryvale Precinct explained why the Phoenix Police Department decided to deploy BWV cameras on its patrol officers: “In March 2010, there was an unfortunate incident—a physical confrontation at a crime scene that occurred between a Phoenix city council member and a police officer. As a result of that confrontation, it became evident at that time there was a clear divide between the Phoenix Police Department and the community we serve.”

“While the cameras improved transparency and helped the department repair and gain trust, we also saw that the technology was helping our officers do their jobs significantly better, which was pretty amazing and was an unintended benefit,” Kurtenbach said.

For information please visit www.vievu.com.

WVU Launches Multi-Faceted Safety Mobile App to Campus Community

West Virginia University is furthering its commitment to campus safety with the launch of the LiveSafe app, which provides students, faculty, staff, community members, and visitors an on-the-go way to connect with authorities.

LiveSafe is a free mobile application for Apple and Android devices that empowers the campus community to expedite the identification and response of any actions in progress, safety concerns, or potential threats. Kristina Anderson, a survivor of the 2007 Virginia Tech shooting that killed 32 students and injured 17 others, created the app.

WVU Student Government Association and the WVU Police Department collaborated to bring the mobile safety app to campus.

“One year ago, I ran on a platform of campus safety, and it was my goal to bring a mobile safety application readily accessible to students through a collaborative effort with university police, and we were able to make this idea a reality for our university,” said Jacob Evans, student body vice president. “We are starting the implementation phase, and in order for it to be as successful as possible, we highly urge all students to download, install, and use this app.”

LiveSafe, which is used on 10 other campuses across the country, enables increased safety by creating a new, two-way channel of communication between the community and safety officials. LiveSafe provides users a suite of emergency services, including options to

- report an anonymous tip (photo, video, and text options) about a suspicious act taking place.
- call campus police or 9-1-1 in an emergency situation.
- view a map of the town with the latest information on crimes that have been reported over a specific length of time.
- notify friends in real time of your location and safety through a one-button monitoring service or an electronic escort service.

With LiveSafe, safety officials are able to better identify and assess threats, prevent crimes, and save lives, said WVU Police Chief Bob Roberts.

“The LiveSafe app will help to open the communication lines between WVU Police and our community to help prevent crimes across cam-

pus,” Roberts said. “LiveSafe allows every community member with a smartphone the opportunity to have a direct connection with police at all times to help ensure the safety of our citizens.”

The university community is encouraged to download the app and use it to report crimes, safety hazards, or suspicious activity. This service, however, will not replace the current WVU Alert text message system, which is the best way for the university to report emergencies to the community. The app will work in collaboration with other current services at WVU in an ongoing effort to maintain and provide a safe academic environment.

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

Independent Validation of the GE Healthcare Life Sciences and NetBio Rapid DNA System: A Fundamental Step toward Responsible Adoption by Law Enforcement Agencies

GE Healthcare Life Sciences and NetBio named several of the laboratories participating in the comprehensive developmental validation of DNAscan Rapid DNA Analysis System. Leading international and U.S.-accredited NDIS participating forensic laboratories are independently evaluating the overall system from “swab-in to profile-out.”

Chris Carney, supervisor of the DNA Investigative Support Database, Florida Department of Law Enforcement, added, “The validation of a Rapid DNA system with an integrated Expert System is a critical step towards enabling suspects to be identified, included, or excluded from the scope of the investigation while they are still in law enforcement custody. Our role as forensic scientists is to examine Rapid DNA technology and ensure the law enforcement agencies we support are equipped with an independent assessment of what this technology can do for them at the booking stations in the future.”

Results of the comprehensive multi-laboratory validation process, which includes meeting an extensive set of FBI Quality Assurance Standards, will be used to seek NDIS approval to enable forensic laboratories to submit STR profiles generated by the DNAscan System to CODIS. It is also a critical step toward the ultimate goal of obtaining approval for the DNAscan System to be used by

law enforcement as part of the routine booking procedure.

Dr. Farida Alshamali, Deputy General Director for Technical Affairs, Dubai Police Crime Laboratory, noted, "We are excited to be a part of a group that is establishing the value of Rapid DNA analysis for law enforcement. Having DNA results in 90 minutes could speed up investigative leads, prevent future crimes, and provide safer communities."

In addition to NetBio, some of the laboratories participating in the developmental validation of the DNAscan System include Alabama Department of Forensic Sciences; Florida Department of Law Enforcement; Michigan State Police; and Dubai Police Crime Laboratory. ❖

For more information, visit www.gehealthcare.com.

IACP WORKING FOR YOU

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

IACP Foundation

Tens of thousands of law enforcement officers are injured or disabled every year. Many of those injuries, including felonious assaults against officers, are potentially predictable and preventable. The IACP Foundation supports IACP's efforts to promote officer safety and support injured and fallen officers and their families. The foundation also honors those in the law enforcement community who have made the ultimate sacrifice or been permanently disabled through programs such as the Fallen Officer Fund and the SELECT Scholarship Program, which provide financial support and scholarship opportunities for the families of officers killed or permanently disabled in the line of duty.

The foundation's premier event is the Foundation Gala, which is held during the IACP Annual Conference each year and highlights heroism through the IACP/Target Police Officer of the Year award.

For more information on the IACP Foundation, please visit www.theiacp.org/Foundation or contact Amanda Burstein at burstein@theiacp.org.

Discover Policing

Discover Policing is an online resource for those interested in exploring policing as a career, as well as those seeking law enforcement jobs. The website, managed by IACP with funding from the Office of Community Oriented Policing Services (COPS), offers information on the various law enforcement careers available to potential applicants, the application and hiring processes, and why one might consider policing as a career. There are also resources for educators and an online mentoring center.

In addition, Discover Policing hosts a full-featured job board where job seekers of all ranks, from entry-level to chief executive, can search for vacancies, post their résumé, and sign up for emailed job alerts. Employers can create their own accounts, post vacancies directly to the site, and search thousands of qualified résumés.

Visit Discover Policing at <http://discoverpolicing.org>.

Cyberbullying Tip Card for Law Enforcement

The IACP, in collaboration with the National Center for Missing and Exploited Children (NCMEC) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, U.S. Department of Justice, has launched a new resource, "Preparing and Responding to Cyberbullying: Tips for Law Enforcement." The resource is a tip card providing guidance on cyberbullying prevention, preparation, response, and investigation for law enforcement administrators and first responders. ❖

Access the free resource online at www.theiacp.org/cyberbullyingresources or request hard copies by contacting us at iacpyouth@theiacp.org or 1-800-THE-IACP x 830. The electronic version is also available in Spanish.



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Registration for this Institute cannot be accomplished online. To register and for more information, please contact Laura Renenger at 703-836-6767 x274 or renenger@theiacp.org.

For more information: www.theiacp.org/WLI

For information on the course, visit www.theiacp.org/training.

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Week 1: September 15 – 19, 2014
Week 2: October 6 – 10, 2014
Week 3: November 10 – 14, 2014

Pennsylvania

Upper Gwynedd Township Police Department
Leadership in Police OrganizationsSM (LPO)
Week 1: September 29 – October 3, 2014
Week 2: November 3 – 7, 2014
Week 3: December 8 – 12, 2014

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Vancouver Police Department
Leadership in Police OrganizationsSM (LPO)
Week 1: October 20 – 24, 2014
Week 2: November 17 – 21, 2014
Week 3: December 8 – 12, 2014

Washington

Spokane Police Department
Leadership in Police OrganizationsSM (LPO)
Week 1: January 12 – 16, 2015
Week 2: February 9 – 14, 2015
Week 3: March 16 – 20, 2015

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AMERICAN GUNS in the Caribbean

By David Baines, OBE, CCM, Mst (Cantab) Commissioner of Police, Grand Cayman Islands and President of the Association of Caribbean Commissioners of Police.

Weapons of mass destruction operating in slow motion” is one of the metaphors used to describe the impact of U.S.-sourced firearms upon the communities and countries of the Caribbean and, specifically, the threat to the region’s young males. However, the violence that was originally focused on young males has spilled over into whole communities—police reported the murders of more than 60 children in Jamaica alone since January 2013.¹

Clearly, the presence of guns is not a small-scale matter for the region. Jamaica is one of the countries most affected by an influx of weapons, and it seized over \$30 million worth of guns and ammunition between January 1 and May 24, 2014. That

one country also reported more than 450 shootings over the same time period.²

The latest figures for average homicides per 100,000 people show the Caribbean averaging just under 30 homicides per 100,000, although some islands have shown rates as high as 56 homicides per 100,000.³ In contrast, the United States averages 4.7 homicides per 100,000 people; and the rates in Canada and the United Kingdom are 1.6 and 1.0, respectively.⁴

With these figures in mind, it’s essential to note that there are no firearm manufacturers in any Caribbean country, nor is there a “right to bear arms” within the islands’ various laws or constitutions. The only exception to this statement is the U.S. Virgin Islands, which also has one of the

highest homicide rates in the Caribbean. There is heavy oversight and strict regimes in place to determine whether a person may legitimately own a firearm, underpinned by mandatory sentences for illegal possession of firearms with up to 10 years imprisonment upon first conviction. Nonetheless, the gun violence and homicide rates routinely position the region as one of the most dangerous in the world.

Tracing the Path of U.S. Firearms to the Caribbean

The U.S. Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) has recognized the problem of U.S. firearms making their way to the Caribbean and is working with law enforcement in the region. ATF

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PROJECT TRIAGE CUTTING THE HOMICIDE LEVELS AND SAFEGUARDING OFFICERS

Project Triage is an initiative to provide front-line officers in the Caribbean with a trauma kit in the hopes of preserving the lives of the officers who face growing violence on a daily basis. The project grew out of the testimony of the former police chief of St. Croix, Chris Howell, who addressed the Association of Caribbean Police Commissioner's Annual General Meeting, regarding his experience being ambushed by criminals with AK47 assault rifles while on counter-robbery patrol.

Howell told of being hit twice by high-velocity rounds, one of which almost severed his forearm before striking his partner who suffered severe facial wounds and lost an eye. However, he also spoke of a simple triage kit that he had immediate access to. This enabled him to quickly stem the blood loss with hemostatic gauze and a tourniquet, which gave the emergency medical services time to get to him.

As Howell pointed out, two out of every three officers shot or stabbed in the line of duty, die not of the wound but because they bleed out.* Access to emergency supplies or care during the first critical moments after an injury can be the difference between life and death for officers. His powerful story has inspired Caribbean police chiefs to support Project Triage and move toward the provision of a trauma kit for every front-line officer in the Caribbean.

When the project began in May 2013, approximately 320 of the 40,000 officers in the Caribbean were equipped with trauma kits. The past year has seen efforts to secure funding and begin equipping operational officers. Those 320 trained and equipped officers had risen to 4,000 by May 2014.¹ It is a start, though there is a long way to go.

The logic is simple: if officers are equipped to have the best chance of

survival, they can also help save other victims of gun and knife violence. Collectively, law enforcement safety efforts just might begin to stem the levels of homicide that place the Caribbean at the wrong end of the "homicide chart toppers." ♦

To learn more about Project Triage, visit the website at <http://projecttriage.org> or check it out on YouTube under AACP Project Triage.

Notes:

*Joy Blackburn, "Former St. Croix Police Chief Leads Charge to Get Trauma Kits for All Local Peace Officers," *Virgin Island Daily News*, December 9, 2013, <http://virginislandsdailynews.com/news/former-st-croix-police-chief-leads-charge-to-get-trauma-kits-for-all-local-peace-officers-1.1597873> (accessed June 27, 2014).

¹These numbers are based on kit sales to Caribbean countries and updates provided to the author directly from countries' commissioners.

Director B. Todd Jones, in an address to the Association of Caribbean Commissioners of Police, described the Caribbean as the United States' "third border" and committed to prioritizing the need to address criminality relating to firearms

As is all too evident, drug routes are fought for by various crime syndicates. Regrettably, the prevalence of gang violence has increased the market for firearms. Already, the number of gun dealers in Florida exceeds 3,500, and the number is growing to meet the increased demands (legitimate and illegitimate) in the region.⁵ A recent article identified more than 7,500 gun dealers in the region near the U.S.-Mexican border, many of which are used by criminal gangs to source weapons, which, in turn, fuel organized crime and gang violence. As the United States moves to counter the Mexican drug cartels and shipment routes into the United States, a return to the traditional

drug smuggling routes of the 1980s via the Caribbean appears inevitable.⁶

The position of the Caribbean as the hub through which illicit drugs are trafficked from the production sites in South American countries to market countries in North America and Western Europe has ensured that criminal gangs are routinely securing guns to facilitate their drug activities in the Caribbean and fuelling the turf wars to secure control of the lucrative trade. In response to the increasing violence and availability of U.S.-sourced guns, ATF has provided two firearms experts, one located in Kingston, Jamaica; the other in the Port of Spain, Trinidad and Tobago, in order to better support and coordinate law enforcement between Caribbean nations and the United States. Their expertise has been valuable in ensuring best evidence principles are applied in concert with timely action. U.S.-based agents support the effort

to trace firearms back to their original purchasers in the United States.

This tracing is especially important because guns purchased (often legally) in the United States may appear days, weeks, or years later at crime scenes across the Caribbean. Recent seizures that demonstrate the U.S.-Caribbean nexus include a Glock used in Kingston, Jamaica, that was purchased weeks earlier in a Florida gun store and a .357 Magnum revolver recovered in an anti-gang operation in the Cayman Islands that was identified as stolen from a police station in Florida eight years earlier.

The means of initiating that tracing is critical and has required the provision and utilization of the ATF eTrace system by all Caribbean nations. eTrace is a web-based system that can identify who originally purchased a specific gun from a federal firearms licensee or gun store.

ATF experts are able to quantify the weapons being recovered in the region and the potential illicit smuggling routes used. As of May 2014, their analysis estimated that 70 percent of all weapons recovered in the northern Caribbean islands originated in the United States, and 50 percent of guns in the southern Caribbean were U.S.-sourced, with the remainder likely originating in South American countries.⁷

Establishing the Trafficking Routes

In an effort to better understand the scale of the illicit arms trade and identify linked

This coordinated effort will, in part, address the gaps in national police capabilities where forensic capabilities routinely accepted in developed nations simply do not exist, adding further problems to stemming gun and gang violence in the Caribbean.

crimes, the Association of Caribbean Commissioners of Police has fully endorsed the implementation of RIBIN (Regional Integrated Ballistics Information Network), which is a version of the U.S. NIBIN system, with a focus on the presence of ballistics centers and laboratories in the Bahamas, Jamaica, Barbados, Trinidad and Tobago, and Belize.

In these five "centers of excellence," ballistic laboratories process all forensic samples, casings, and bullets, while neighboring islands forward their shell casings or bullets for entry on the Bulletrax or Brasstrax software technology. This technology identifies linked crime scenes or matches shell casings or bullets to a specific gun in the system.

The results have been immediate for operational intelligence and gun tracing operations. One firearm alone was identified in connection with 40 different shootings in Jamaica. Currently, the Caribbean law enforcement leaders are working to electronically link the five centers to permit the tracking of weapons across national borders, with the intent to ultimately coordinate with eTrace to identify the sources, suppliers, and smugglers in the United States. Caribbean law enforcement eagerly awaits the first linkage of guns or crime scenes that transcend national boundaries as a further means of identifying how guns are illegally transported around the region. This coordinated effort will, in part, address the gaps in national police capabilities where forensic capabilities routinely accepted in developed nations simply do not exist, adding further problems to stemming gun and gang violence in the Caribbean.

Linking crime scenes and gun usage across international boundaries does more than just secure evidence of linkage; it may also identify the routes and methodology used by criminals to secure illegitimate weapons. That knowledge will enable law enforcement agencies to better target resources and efforts against errant gun dealers, straw purchasers, or criminal elements "milking the system" by purchasing guns legitimately in order to sell them illegally.

Hopefully, it will also enable intelligence-led and focused policing for border security officers and law enforcement officers, rather than the generalist approach of searching cargo. The millions of tons of cargo that arrive in the Caribbean nations from the United States render untargeted action limited, at best, and pointless, at worst. The information gathered from tracing clearly offers benefits for all elements of Caribbean and U.S. law enforcement, from local agencies to border patrol.

Conclusion

One thing that connects all cops, despite different badges, different laws, and different capabilities, is a shared purpose; a bad

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Notes:

¹"60 Kids Murdered in 17 Months," *Trinidad Express*, June 2, 2014, <http://www.trinidadexpress.com/news/60-kids-murdered-in-17-months-261602831.html> (accessed June 27, 2014).

²Jermaine Francis, "\$30M Gun Seizures," *The Gleaner*, May 31, 2014, <http://jamaica-gleaner.com/gleaner/20140531/lead/lead1.html> (accessed June 27, 2014).

³Lou Mattei, "V.I. Homicide Rate Still Among World's Highest," *Virgin Islands Daily News*, January 24, 2013, <http://virginislandsdailynews.com/news/v-i-homicide-rate-still-among-world-s-highest-1.1434291> (accessed June 27, 2014).

⁴UN Office on Drugs and Crime, *Global Study on Homicide 2013: Trends, Context, Data*, March 2014, http://www.unodc.org/documents/data-and-analysis/statistics/GSH2013/2014_GLOBAL_HOMICIDE_BOOK_web.pdf (accessed June 27, 2014).

⁵ATF, "Listing of Federal Firearms Licensees (FFLs)–2014," s.v. Florida, <https://www.atf.gov/content/firearms/firearms-industry/listing-FFLs> (accessed June 27, 2014).

⁶Wilson Andrews et al., "Arming Mexico's Drug Cartels," *The Hidden Life of Guns*, *Washington Post*, Dec. 13, 2010, <http://www.washingtonpost.com/wp-srv/special/nation/guns/arming-mexicos-drug-cartels> (accessed June 27, 2014).

⁷U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives (report to Association of Caribbean Commissioners of Police), ACCP Annual General Meeting, May 2014.

guy with a weapon is the same thing the world over, and armed criminals pose the same threat wherever they are and whatever badge the defending officers wear.

This has proven true for Caribbean law enforcement officers through the outstanding support from their U.S. counterparts, not only from the ATF and the Federal Bureau of Investigation, but from police departments in Miami, Broward County, and Orange County, Florida, and other, farther areas with significant Caribbean populations. Collectively, law enforcement officers are more effective when they work together and support one another instead of operating in isolation. ❖

In an effort to ensure continued cooperation, open communication lines, share experiences, and seek increased support, Grand Cayman Commissioner David Baines addressed the Florida Police Chiefs Association in July 2014.



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Policing the FRONTLINES OF PEACE

By Andrew Carpenter, Chief of the Strategic Policy and Development Section, Police Division, Office of Rule of Law and Security Institutions, Department of Peacekeeping Operations, United Nations

In an era of ever-greater globalization and unprecedented availability of information from across the globe at the speed of a key-stroke, the realm of international policing and police peacekeeping continues to be underexposed. It is infrequently discussed by the mainstream media, rarely captured in print by academics or publishers, and remains mostly absent from the curricula of police training establishments worldwide.

While #InternationalPolicing and #Police-Peacekeeping may not be trending on Twitter or mentioned in many agencies' strategic plans, there is a whole other world of policing that officers need to know about. It's the thin light-blue line that's policing the frontlines of peace in the world's hottest of hotspots: the United Nations Police (UNPOL).

Across the street from the iconic United Nations (UN) Headquarters Secretariat building in mid-town Manhattan, there's a fairly anonymous office building on 44th and 1st that, in the style of TV's *The Man from U.N.C.L.E.*, houses the New York-based elements of the United Nations Police Division. Here, behind the plain-glass windows,

60 police officers and policing experts drawn from almost as many countries undertake duties of planning, managing, and staffing the UNPOL components of multinational, multidimensional overseas expeditionary peace operations in fragile and post-conflict environments worldwide. A further 40 members of the United Nations Police Division are forward-based at the UN base in Brindisi, Italy, and form the UN Standing Police Capacity, a rapidly deployable team designed to "fast start" the setting up of UNPOL components in new missions or provide seasoned specialist advice to existing ones.

Where Are These Missions?

At the end of April 2014, there were more than 12,500 police officers from 87 different countries serving in 13 UN Peacekeeping Operations and 5 UN Special Political Missions. The locations in which these UNPOL serve range from Iraq (UNAMI); Afghanistan (UNAMA); and Darfur (UNAMID)—the largest UNPOL presence with more than 4,500 officers—to the Abyei enclave

(UNISFA), a municipal territory disputed over by both Sudan and South Sudan; Cyprus (UNFICYP)—the longest serving UNPOL component, there since 1964; and the Central African Republic (MINUSCA), the newest site, which already has a handful of the expected 1,800 UNPOL deployed.

Since the turn of this century, more than 100,000 police officers have temporarily left their home jurisdictions and parent agencies in order to be seconded by their respective countries to don the UNPOL light-blue beret. Thousands more police officers have worn the green beret of the African Union (AU), the cobalt blue of the European Union (EU), or the yellow of the Organization for Security and Co-operation in Europe (OSCE). While the UN continues to deploy the largest numbers of police internationally, it does not have a monopoly. Its partner regional or sub-regional organizations also routinely deploy multinational field missions with international police components. In many cases, multiple missions can be found operating alongside each other with the shared

aim of assisting host-state counterparts in serving and protecting the world's most vulnerable citizens in societies striving to recover from conflict.

What Do These Missions Do?

In 1999, UNPOL was deployed both in Kosovo and Timor-Leste in order to fill the "bluehole," a domestic policing and other law enforcement void.¹ In both cases, UNPOL assumed responsibility for all hands-on policing duties, while continuously working with other international partners and domestic stakeholders to establish, train, and deploy a credible and sustainable local replacement. This required not only a thorough understanding of applicable laws, but, in some cases, the creation and passage of new statutes that ensured policing practices consistent with international norms and standards in crime prevention, criminal justice, human rights, and humanitarian law were established.

While another executive policing mission is currently unlikely, UNPOL has been called upon to assist with the provision of Urgent Temporary Measures under the auspices of MINUSCA at the request of

the national authorities in Bangui, Central African Republic, in order to "maintain basic rule of law and fight impunity." This has generally been understood to mean strengthening domestic capacity where possible and substituting UNPOL capacity where necessary.

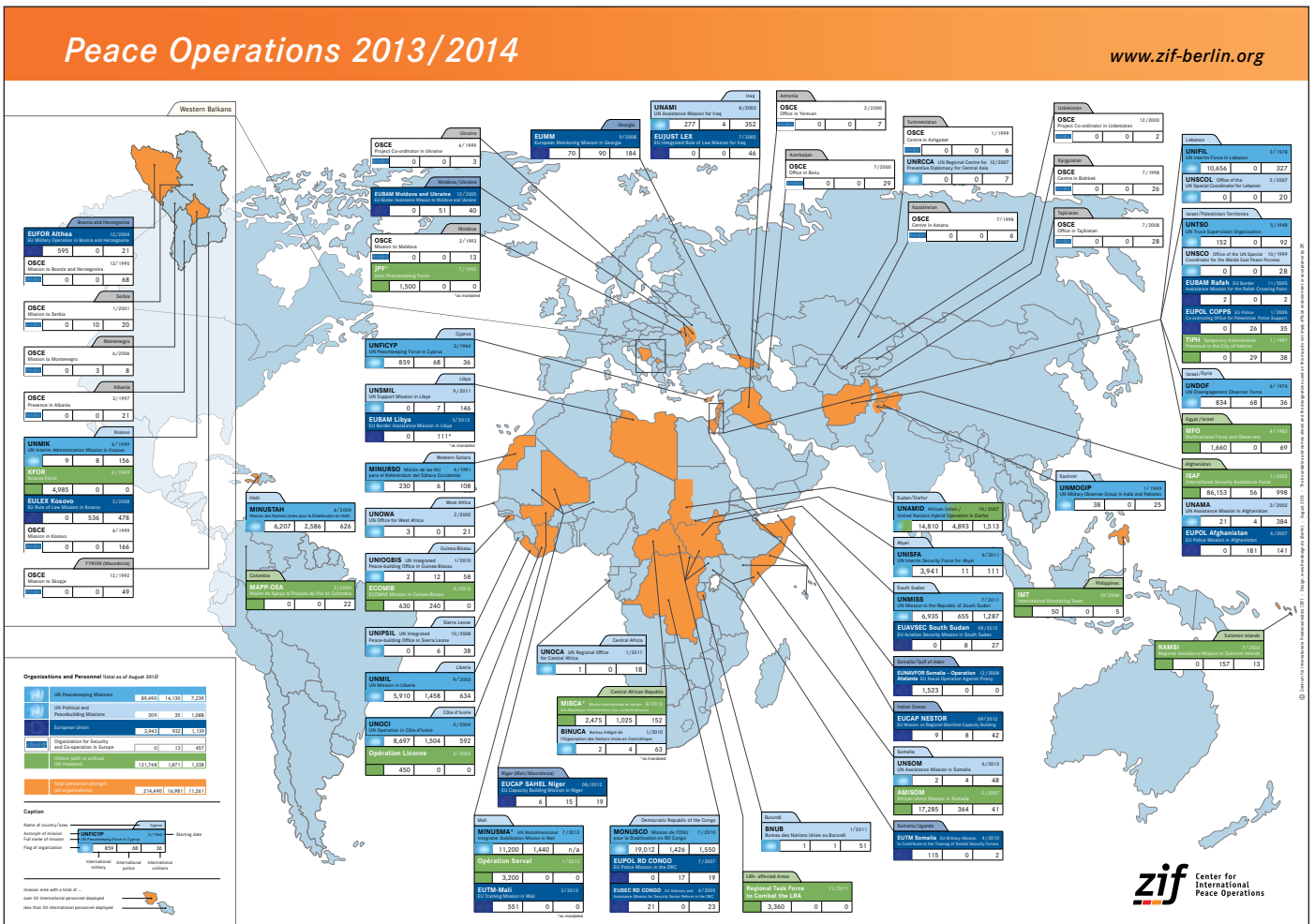
However, in the vast majority of cases, the UNPOL component does not have substitutive executive policing powers, but is, instead, charged with monitoring, mentoring, and advising counterparts from the host-state police and other law enforcement agencies to strengthen their capabilities; providing operational support to ensure that the rule of law is not lost in a wave of re-ignited secondary conflict, sexual and gender-based violence, mass public unrest, or serious and organized criminal activity; and assisting with the building and development of the capacity, integrity, and resilience of police institutions.

This is easier said than done. Police reform is difficult and contentious enough within a society at peace with sufficient resources and the political will to address the task with both rigor and vigor. Assisting in police reform in a territory recover-

ing from conflict, managing a variety of security concerns and development agendas, and lacking the most essential equipment for even basic policing is difficult and complex. It can prove challenging even for an official who has grown up in the community, understands the culture and history implicitly, speaks the same language both literally and metaphorically, and has ample years of insider's experience within its policing structures.

Then there are questions of whose policing it should be. Is the status quo ante to be restored even if it was an underlying cause or irritant to the earlier conflict? Should a technocratic approach be allowed to create a perfect hybrid of the best parts of contemporary policing from around the world, when that whole model exists nowhere else and no one has any certainty of whether it will actually work or how to afford or maintain it? Shall the lead donors be allowed to mirror policing in their own image, assuming they intend to maintain a long-term relationship with the beneficiary country?

Perhaps more importantly, who gets to decide this? Should the policing model be determined by a transitional authority



Map of worldwide peacekeeping operations in 2013–2014

Source: Center for International Peace Operations (ZIF), Berlin: 2013



unlikely to be elected in the inevitable new elections? Should the host-state policing professionals determine their own needs? What of civil society and the general public who are the clients of the service? The list of questions goes on, right down to seemingly tangential and minor questions, such as “should the police patrol car be advised to pull over the offending motor vehicle from in front or from the rear?” which, on closer inspection, speaks directly to issues of officer safety.

Developing Operational Standards

There is no easy answer for many, if not most, of the questions surrounding police reform, nor can simple activity be permitted to substitute for a strategy in these matters. In the light of the dramatic expansion and increasing complexity of mandates and the reoccurrence of the tasks given to UNPOL, the United Nations Office of Internal Oversight Services strongly recommended the development of a United Nations Police doctrine. Later that year, a panel of experts assigned to review the Police Division emphasized the need for a strategic doctrinal framework for police in peacekeeping missions. This overarching policy architecture is known as the Strategic Guidance Framework for International Police Peacekeeping (SGF).

The main rationale behind developing a cohesive SGF is to enhance the effectiveness of UN Police peacekeeping through more consistent, harmonized approaches to the provision of public safety, police reform, and support to host-state police services and through a more sophisticated recruitment of international staff with the necessary specialized skills and experience.

The development of the SGF began with two meetings at the 2011 Annual Meeting of the International Association of Chiefs of Police in Chicago, Illinois. The first meeting was designed to identify and gather for the first time the directors of international policing from as many as possible of the 193 member states of the UN and to engage with them in order to capture their vision for UNPOL and suggestions for how this vision could be realized through a policy framework. The second meeting was intended for those who have the responsibility for training international police peacekeepers and looked to identify current challenges and the ways such a framework could address them.

The results of the two Chicago meetings were an appreciation that the number and variety of missions the UNPOL of the 21st

century handles would have been impossible to predict in the 1960s, and it remains likely that UNPOL will continue to transform as new challenges emerge. Therefore, the purpose of an SGF would not be to seek to limit this change, but to facilitate it by enshrining a few basic guiding principles and providing member states of the UN with a menu of services from which to select when formulating new missions, as well as promoting a clarity in terminology that would facilitate communication and improve the chances that the vision behind a mission’s mandate will be ultimately realized. These services would include all those activities that UNPOL has performed competently in the past, as well as areas into which it might expand if there were an appropriate need and requisite resources were provided. The Chicago meetings’ participants also called for regionally based follow-up discussions in order to be able to assist the UN Police Division in framing the SGF.

During 2012–2013, five such regional consultative meetings were held, with the generous support of the Royal Norwegian Ministry of Foreign Affairs, in Indonesia (Asia-Pacific), Argentina (Latin America and the Caribbean), Ukraine (Euro-Atlantic), Jordan (South Asia and Middle East), and Ethiopia (Africa) in conjunction with the African Union. These meetings, attended by senior police executives from more than 100 member states of the United Nations, key regional organizations, and INTERPOL, helped enhance the clarity of what the core functions and organizational structure of UNPOL should comprise. Despite being conducted across multiple regions and in a number of different languages (e.g., English, Arabic, French, Russian, and Spanish), there was very little variation in the concepts produced, and there was a broad consensus on clearly delineating the scope and activities of UNPOL in post-conflict states.

This was, in turn, further refined into the Policy on UN Police in Peacekeeping Operations and Special Political Missions, which was promulgated on February 2, 2014, and provides the first official definition of the role of UNPOL: “to enhance international peace and security by supporting Member States in conflict, post-conflict and other crisis situations in their quest to realize the ideal of an effective, efficient, representative, responsive and accountable police service of the highest professional standard possible.”² Moreover, the policy identifies four core competencies of UNPOL: administration, capacity building and development, command, and operations.

For more information about the United Nations Police Division and the work of UNPOL, visit www.un.org/en/peacekeeping/sites/police.

With the advent of the policy, the scale and dimensions of the SGF begin to take shape, and the various police guidance materials that either already exist or are currently under development can be placed within the framework in a meaningful context. For example, training courses will soon be formally linked back to the official guidance documents on which they should have been based in the first place, and duplicative research processes and guidance development on the same topic should be dramatically reduced by having the SGF as a central reference point for not only UNPOL, but also recipient states, donors, implementing partners, and other regional organizations. The primary outcome of the SGF will be enhanced delivery by UNPOL in the field.

What Does UNPOL Deliver?

The development of a policy and framework is about helping to deliver a sustainable peace with real security and real justice, not simply prolonging the absence of conflict. It's about assisting with the maintenance of public order so that people feel safe enough to step outside their homes without the fear of being kidnapped or murdered. It's about contributing to the prevention and disruption of criminal and terrorist networks so that children can have a childhood, an education, and a future that

doesn't include someone putting a gun in their hands, murderous thoughts in their heads, or narcotics in their veins. It's about supporting specialized investigations so that teenagers have a chance to fulfill their dreams and become the next generation of leaders in their communities and not just the victims of predators or traffickers. It's about promoting the establishment of accountability and oversight mechanisms that allow parents to raise their families without having to negotiate daily dealings with armed thugs and corrupt officials. It's about helping to restore the basics of human dignity to those who may have lost everything else in the crucible of conflict. ❖

Note: The views expressed in this paper are those of the author and do not necessarily reflect the views of the United Nations.

Notes:

¹Reference to Kosovo should be understood in full compliance with United Nations Security Council resolution 1244 and without prejudice to the status of Kosovo.

²DPKO/DFS, *United Nations Police in Peacekeeping Operations and Special Political Missions*, § D.2, [http://www.challengesforum.org/Global/Forum%20Documents/2014_SGF_Oslo/000358-AH-and-HL\(1\).pdf](http://www.challengesforum.org/Global/Forum%20Documents/2014_SGF_Oslo/000358-AH-and-HL(1).pdf) (accessed June 24, 2014).



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A Rapid Response for a Safer World:

The INTERPOL Travel Document



By The INTERPOL Travel Document Unit

Police services across the globe operate in a world transformed by the transportation and Internet revolutions. While largely beneficial, these changes have also facilitated globalized crime, with criminals exploiting technological advances to further their activities. In order to meet the growing challenges of fighting crime in the 21st century and to continue providing the best tools and services to its member countries, INTERPOL constantly strives to develop innovative and cutting-edge solutions to global challenges in policing and security. INTERPOL has therefore developed its own secure global police communications system operating 24/7, as well as mobile devices that enable law enforcement to remotely access INTERPOL's databases from the field. It is in this same perspective that, in 2009, INTERPOL created its own international travel document—the INTERPOL Travel Document—to facilitate the immediate deployment of specialized officers to a member country, thereby enabling the organization to promptly answer whenever and wherever there is a call for assistance in a crisis situation (e.g., natural disasters or terrorist attacks) or in the organization of a major international event (e.g., sporting events or international summits).

Police officers around the world know INTERPOL is the largest international law enforcement organization, but few can clearly define its role or how the organization can help them in their daily work. INTERPOL is first and foremost a police organization, whose mission is to prevent and fight crime through enhanced cooperation and innovation on police and security matters.

Police officers know that response time is critical to protecting their communities, and like any other law enforcement agency, INTERPOL is judged by its response time to those it protects and supports. Today, thanks to the development of technology and advancements in communication tools and transportation, the average police response time to an emergency call has been significantly reduced in much of the world. As a police organization, INTERPOL shares the same priority regarding response time, and it aims to provide the best and the most rapid support at the request of any of its 190 member countries.

Visa Facilitation for Law Enforcement Officials

INTERPOL's strength in combating transnational crime is derived from its diversity and its ability to connect police across the globe, even where diplomatic

relations do not exist between particular countries. However, this same asset poses an equally great challenge to the work of the organization. INTERPOL support teams are composed of experts and police officers from all over the world, each subject to different visa requirements; therefore, one of the most significant hurdles to the speed and ease with which assistance can be provided to those countries requesting it is obtaining the appropriate visas. When a country requests assistance, it can take anywhere from 24 hours to eight weeks for law enforcement personnel to be issued with visas and arrive at the scene, which is much too long in cases of urgent need. With more than 100 nationalities represented at the INTERPOL General Secretariat, more than 3,000 international business trips organized per year, and 200 specialized teams deployed around the world, there is an irrefutable need for a tool to facilitate the global travel of law enforcement officials in a more timely manner.

As stated by INTERPOL Secretary General Ronald K. Noble, "Criminals can cross borders swiftly and effortlessly, while our Heads of National Central Bureaus, law enforcement colleagues, and even our General Secretariat staff are slowed down or stopped because of legitimate, but time-consuming visa requirements and bureaucratic international red tape, which constitutes a major impediment to keeping the world safe."

The INTERPOL Travel Document is thus a vital operational tool. In order to expedite the travel of authorized law enforcement officials, member countries agree to assign visa facilitations for INTERPOL Travel Document holders. This allows each member country to select the arrangements that best suit it within the limits of its national laws. To ensure the most rapid assistance possible to member countries, INTERPOL recommends that the countries grant either a visa waiver or a visa upon arrival to holders of the Travel Document. Member countries may also assign additional conditions of entry to Travel Document holders, as long as they still ensure the quick entry of officials. For example, a country may require officials to present a letter of invitation issued by national authorities or the INTERPOL National Central Bureau (NCB) in the country to verify the holder's identity and purpose of travel.

Unlike the United Nations Laissez-Passer, the INTERPOL Travel Document is not a diplomatic document and does not grant any additional privileges or immunities to its holders. Additionally, it must always be presented in conjunction with a valid national passport. Those eligible for the Travel Document include staff of the INTERPOL General Secretariat and INTERPOL NCBs, as well

as law enforcement officials required to travel on INTERPOL-related business. The Travel Document is issued only to officials whose applications have been validated by both the head of their country's NCB and the INTERPOL General Secretariat. The INTERPOL Travel Document may be used by officials only when carrying out official duties on INTERPOL-related matters—in other words, to help to prevent or combat crime; to respond to a major crime or disaster; to provide training, expertise, or support to the law enforcement needs of a member country; or to participate in an INTERPOL meeting or conference. The

document cannot be used when traveling for personal reasons.

Promoting Travel Document Security

The INTERPOL Travel Document comes in two formats: the INTERPOL e-Passport Booklet and the INTERPOL e-Identification Card. Both are legally equivalent international travel documents that comply with the standards of the International Civil Aviation Organization (ICAO) and the International Organization for Standardization (ISO). When the INTERPOL Travel Document initiative was launched, its ambition was not only to enable law enforcement officers to

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carry out their duties, but also to set new standards in travel document security and identity management. INTERPOL therefore chose to partner with France-based Morpho (Safran Group), a leading supplier of identification, detection, and e-document solutions, and U.S.-based Entrust and Data-

card Group, global leaders in securing digital identities and information, to produce the INTERPOL Travel Document. These global private sector leaders in travel document security have offered their technology, expertise, and equipment to design this new, innovative, and secure police coopera-

tion tool. Both formats of the Travel Document include the most advanced identity document security features to protect from counterfeiting and falsification, including a 3D Photo IDTM, Kinegram PCI, and OVI-SPARK technique. In fact, the INTERPOL Travel Document is the only passport in the world to have a 3D photo.

The security of such a powerful police cooperation tool not only relies on technological innovation, but also requires the implementation of strict identity management and data protection procedures. The INTERPOL Travel Document adheres to strict procedures defined in a Security Charter, which was adopted by member countries during the 2012 INTERPOL General Assembly. Under the monitoring of the Commission for the Control of INTERPOL's Files and the INTERPOL Travel Document Committee, the organization takes all necessary measures to protect information security and to ensure that no misuse of data occurs and that no unauthorized persons have access to any data pertaining to the holders. As an example, in order to enroll for an INTERPOL Travel Document, all applicants must physically present themselves to provide their biometric data (fingerprints, 3D photo, and signature) and present their national passport. All Travel Documents are produced and



72 Recognizing member countries

issued on-site at the INTERPOL General Secretariat, and all personal data are stored in an encrypted central database. Furthermore, national authorities responsible for border protection can verify the validity of any Travel Document 24/7 by contacting the INTERPOL Command and Coordination Centre via their respective NCBs. Both INTERPOL Travel Documents are also recorded in international travel documents databases including Edison, Keesing, and PRADO, which publish technical descriptions of travel documents to enable the verification of their validity. In addition, INTERPOL conducts strict biannual validity checks to ensure that holders continue to be eligible. INTERPOL sanctions countries that fail to comply with this inventory procedure by invalidating all Travel Documents issued to their officials and registering them in INTERPOL's Stolen and Lost Travel Documents (SLTD) database.

1914–2014: 100 Years of International Police Cooperation, 100 Recognizing Countries

With more and more countries joining the initiative every day, the INTERPOL Travel Document has become a critical tool

for international police cooperation. As of August 2014, 80 percent of INTERPOL member countries had requested Travel Documents for their officials, and 72 countries from all regions of the world had recognized the INTERPOL Travel Document and granted a visa facilitation to its holders. Regional organizations such as the African Union, African Regional Police Chiefs Organizations, Association of Southeast Asian Nations Chiefs of Police, Commonwealth of Independent States, Economic Cooperation Organization, and European Union have also endorsed the initiative.

As the Travel Document's efficiency depends on the number of countries accepting it, INTERPOL launched the 100 Years, 100 Recognizing Countries initiative in January 2014 to mark the centenary of

the first International Criminal Police Congress, held in Monaco in 1914. The idea of INTERPOL was born during this meeting, which brought together police officers and judicial authorities from 24 countries in order to combine police cooperation efforts. At the time, international police cooperation was a mere idea. No one could have imagined that one day, 190 countries would cooperate to address transnational crime. To honor this legacy and celebrate 100 years of international police cooperation, INTERPOL has set a goal to reach the symbolic number of 100 member countries recognizing the INTERPOL Travel Document at the 83rd INTERPOL General Assembly session, to be held in Monaco November 3–7, 2014. ❖

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A Holistic Approach to Sexual and Gender-Based Violence

By Jimmy Hodari,
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for International
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Sexual and gender-based violence (SGBV) has been a widespread problem for women and girls in Rwanda, both during the 1994 genocide and in the current peacetime. While SGBV incidents dropped in number after the war and genocide, the patterns of violence continue even today. Gender-based violence is probably the most socially tolerated of human rights violations, and, in Rwanda, spousal battery, sexual abuse, and rape are prevalent, with 57.2 percent of all GBV cases committed by women's husbands or partners, according to a masculinity study that was conducted by the Rwanda Men's Resource Center.¹

Women and child abuse are perpetrated mostly by men. This is likely due to negative masculine behaviors and attitudes that derive from gender-based cultural beliefs and practices and is accentuated by Rwanda's recent history, in which rape was used as a weapon to de-humanize and inflict suffering on female survivors of genocide. Although

the Rwandan government seeks to provide an environment that fosters effective protection of women's and children's rights and welfare, SGBV remains a challenge.

Prevention and Response Strategy

The Rwanda National Police (RNP) realized in 2001 that a special desk was necessary to comprehensively investigate cases of SGBV and to conduct mass campaigns as a prevention mechanism. From 2009 to 2013, the police received and handled approximately 12,827 cases of women abuse and child defilement across Rwanda. Of these cases, more than 82 percent of the victims were girls under 18, whereas adult women represented approximately 17 percent of victims.²

Through advocacy and networking with Global Fund, the First Lady of Rwanda, Madam Jeannette Kagame, was able to establish infrastructures covering different suitable services for women at Kacyiru Police Hospital such as a women's pavilion and a maternity ward project to support women empowerment, along with the prevention of mother-to-child HIV transmission.

In 2009, RNP established the Isange One Stop Centre (IOSC) to provide a holistic package of services in one place to reduce on the costs and time spent by victims before accessing services and to encourage timely justice. Located at the Police Hospital, the IOSC draws its name from the Kinyarwanda word *Isange*, meaning "feel

at home." The IOSC strategies encompass several mechanisms.

Prevention Strategies

The IOSC initiative objectives include bringing together different actors for increased accountability to SGBV prevention and response; building the capacity of police and other service providers for improved service delivery; improving networking between partners; increasing community awareness on SGBV prevention and response; and increasing communication between service providers and survivors of SGBV to improve access to services.

In addition, prevention efforts by the IOSC project include the establishment of community policing committees and partnerships with local leadership, women councils, committees for gender-based violence, and faith-based organizations. These provide effective communication channels for investigation and working to change attitudes regarding SGBV. Other undertakings involve networking with government, non-governmental organizations, and donor agencies to build a stronger synergy for the accountability, resource mobilization, and advocacy required for effective service delivery to GBV survivors.

Response Strategies

In addition to prevention efforts, IOSC provides comprehensive, timely, affordable, quality services to child and adult survivors

of domestic and gender-based violence and is accessed by men, women, and children, including Rwandan nationals and non-national survivors. The center provides referral and specialized services in areas such as medico-legal, gynecology and obstetrics, mental health, legal and investigations, and psychosocial, as well as safe room and social integration services. Many of the services are free of cost, and survivors who stay in the safe room are provided for in terms of food, clothing, shelter, and other necessities.

IOSC Services

The services and organization of the Isange Centre are based on the principles of survivors' choices and consent, confidentiality, and respect for the dignity and rights of survivors. The center is open 24 hours a day to avoid loss of evidence and be available to survivors who change their minds about receiving care and treatment.

The Reception—Social Worker

Survivors who come to the center are met by a social worker trained in basic counseling skills, who will give the survivor adequate information to make an informed choice regarding the services available. The responsibilities of the receiving social worker include the following tasks:

- Provide information and orientation to survivors about their rights and the services available at the center.
- Open a file on each survivor with all necessary details to identify the patient. All information collected at the center is strictly confidential and may be shared with people outside the center only with the signed consent of the survivor.
- Provide adequate and suitable information to allow survivors to choose the kind of care and treatment they want and respect the choice of the survivor.
- Guide survivors to the appropriate service providers (police, medical, or psychosocial) based on the survivors' decision.
- Use good judgment and guide survivors in a state of shock or unable to talk or express themselves to psychosocial services.

It is the role of the social worker to keep the best interest of the survivor in mind and not generalize between cases. The individual needs and wishes of the survivor should guide the direction of service, even if this means that evidence will be lost in some cases.

The Medical Service Provider

The medical service providers also base their services rendered on the survivors'

wishes and the principle of informed consent. With the consent of the survivor, the medical service provider may perform the following services:

- Complete and comprehensive medical care in order to treat injuries and emergencies, prevent diseases, and collect evidence of a crime.
- Collect and protect evidence of a crime according to the standards of the judiciary.
- Report the case to the police, if necessary. If a survivor is under 18 years of age, the medical service provider must report the situation to the police if it is suspected that a crime has been committed. If a survivor is over 18 years of age, then it is the survivor's choice as to whether the crime is reported.
- Open a medical file for each survivor or, when applicable, complete the file started by a psychosocial service provider.
- Complete request forms if the case is reported to the police and the police request an expert opinion.

If a medical provider is the first to provide service to the survivor, he or she will take the file and accompany the patient to the psychosocial service provider. Alternatively, the medical service provider will accompany survivors to the police or a social worker.

The Psychosocial Service Provider

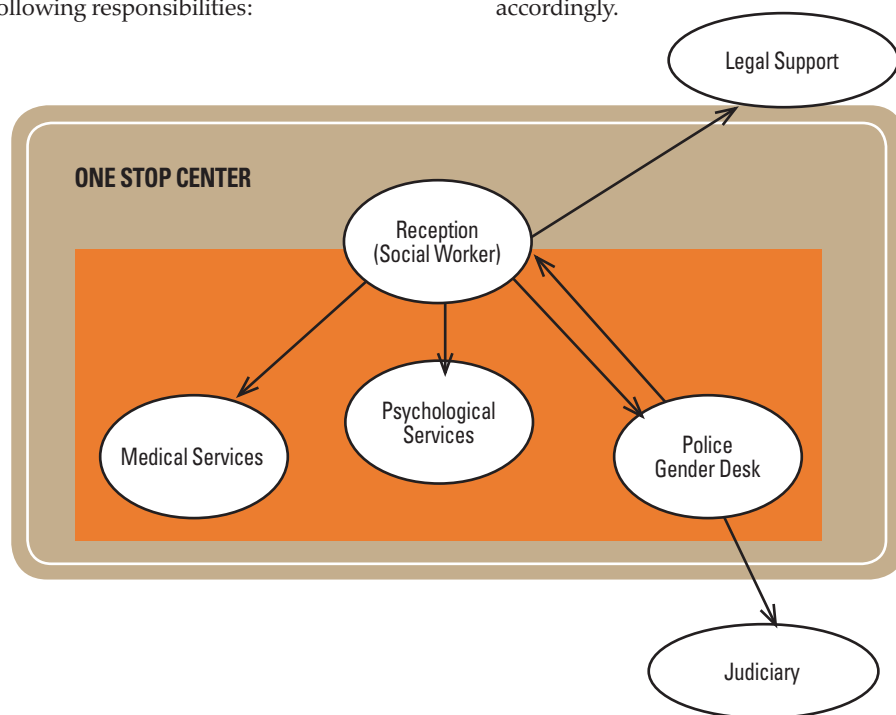
Psychosocial service providers have the following responsibilities:

- Provide complete and comprehensive psychosocial care according to the needs and wishes of the survivor.
- Open a file for each patient or complete a file started by the medical service provider.
- Determine if it is safe for the patient to return home or if the Safe Room should be used. The decision should be made in consultation with the police and medical services in order to take into account all risk factors.
- Perform appropriate follow-up on the case to ensure the survivor's safe reintegration into family and community life. This should be undertaken through close work with the social worker assigned to the case.

Investigation—Police Officer

If a case is reported at the police SGBV desk within the IOSC, the police will open an investigation, which includes the following steps:

- Compile a report on the case for judiciary investigation that includes crime scene investigation and the collection of physical evidence (by medical professionals).
- Request an expert opinion from the medical service provider, if necessary for the investigation.
- Forward the file with all the case information and evidence to other judicial authorities (e.g., prosecutor's office).
- Consider the safety situation for the survivor and follow up with the case accordingly.





The code of conduct for the IOSC applies to all professionals working at or in partnership with the center. All of the professionals are aware of this code of conduct and support each other in respecting it fully.

In order to effectively implement the above strategy, the National Police established free telephone hotlines (3512, 3029, and 112) operating across all of Rwanda to enable victims to report incidents of SGBV and receive immediate responses. Other hotlines have also been established, including ones at the military (3945) and prosecution gender desks (3677) to facilitate inter-agency responses to SGBV survivors.

Scaling up of the OSC Project

Following the success of the one-stop model, by 2013, Rwanda National Police, with the strong support of the government and in collaboration with other stakeholders, had established nine other one stop centers (OSCs). In 2013, a National Scaling-up Strategy for One Stop Centers in Rwanda was developed to put in place 43 OSCs covering all 30 districts across the country.

Sustainability

The sustainability of the initiative lies primarily in the existence of a very strong political will and the existing policy and legal frameworks necessary for a successful implementation. The laws on prevention and punishment of SGBV are in place, and

the Rwandan government is committed to the implementation of related international commitments, such as the Convention on Elimination of All Forms of Discrimination Against Women, Convention on the Rights of the Child, Beijing Platform for Action, and the United Nations Millennium Development Goals.

The concept of coordinated and centralized service delivery in an OSC, based in a government health center and in close proximity to the police, is also sustainable since all the human resources, including the medical staff, police officers, clinical psychologists, social workers, and mental health specialists, are government employees who are paid by the Rwandan government. The project work lies within their terms of reference for day-to-day work, which minimizes the risk of layoffs in the event that external funds are terminated. The availability of the physical infrastructure within the government hospitals is an indication that management and extension of similar services is possible.

The involvement of community-based elements, such as community policing committees, committees to fight SGBV at the village level, representatives of women councils, and anti-SGBV clubs in schools, contributes to the project's sustainability, by creating well-informed structures with firsthand information on the ground that fit within the local governance structure.

Another demonstration of sustainability are the synergies between various government institutions, including the police, the ministry of health, the prosecution office, the justice sector, and other actors from the civil society and private sector organizations like Pro-Femmes/Twese Hamwe, an umbrella for women's organizations in Rwanda; HAGRURUKA, a non-profit for the protection of children and women in Rwanda; Fact Rwanda, a forum of activists against torture; Imbutu Foundation, the Office of the First Lady's initiative for promoting women's leadership; AVEGA, a genocide survivors' organization; Youth Generation with a Vision; Abundant Life Center; and many faith-based organizations and transporters associations.

Impact

The impact of the IOSC and the OSCs that have followed is visible through the quality of services provided by the centers and the caseloads handled by the OSCs on a daily basis. Quick service delivery and the level of reporting has increased significantly, indicating that the public is well-informed about the services rendered.

The main OSC at the Police Hospital in Kigali has become a learning center for university students who participate in internships as part of their bachelor's degree programs. The OSC model has also become a replicable project in the region, and representatives from neighboring countries have paid study visits in order to set up such facilities to assist their communities.

Lessons Learned

This initiative has shown that a holistic approach of providing a comprehensive package of services to survivors is commendable and a successful strategy to manage SGBV consequences adequately and effectively. The diversified partnership involved is of paramount importance in efforts to ensure ownership, synergies, and collaboration in preventing SGBV in a sustainable manner.

Referrals by the police at the centers, following thorough investigations and adequate documentation, allow the system to work smoothly with other government institutions to ensure quality and timely justice.

The project has demonstrated that SGBV has many risk factors, including cultural beliefs on inequality between men and women, ignorance of legal rights, and women's poverty. Although SGBV is a human rights issue, it is also a health and development issue and, therefore, needs a holistic approach for prevention and response services.

Having legal and policy frameworks alone cannot address the issue of SGBV since it is deeply embedded within the society; thus, methods to change attitudes and practices within the community must be part of a comprehensive approach.

The concept of community policing has empowered the community to participate in crime detection, prevention, and reporting in partnership with security organs. In addition, bringing together partners from the government, civil society, faith-based organizations, community organizations, and the donor community has added value to the project, and each of the partners contribute to improved service delivery within their realms, ultimately leading to the initiative's successful work thus far. ❖

Notes:

¹Shyaka Mugabe Aggee, *Sexual and Gender-based Violence (GBV) Baseline Study in 13 Districts* (Kigali, Rwanda: RWAMREC, 2013), 75, http://www.rwamrec.org/IMG/pdf/baseline_study_on_gbv_may_2013_-_rwamrec.pdf (accessed July 8, 2014).

²These statistics were gathered by the Rwanda National Police Desk in 2013.

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IACP's Email Newsletter

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

IACP News

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

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*The webinars include law enforcement-sensitive information; therefore all registrants will undergo a verification process to ensure they are current law enforcement officers, analysts, or law enforcement support personnel.

Product Feature:

Innovative Policing Tools in the Spotlight at IACP 2014

By Scott Harris,
Freelance Writer

Note: *Police Chief* magazine, from time-to-time, offers feature-length articles on products and services that are useful to law enforcement administrators. This article features innovative tools that will be showcased at the 2014 IACP Annual Conference & Expo.

From talking signs to pocket-sized policing to the latest and most rugged armored car, there will be something for everyone at IACP 2014.

More than 750 companies will exhibit their wares at the annual conference and exposition, offering live demonstrations and educational opportunities in fields ranging from weapons to vehicles to intelligence. New and better tools for all phases of criminal justice will be on display to help agencies work smarter and more efficiently by building stronger bridges between officers, their daily work, and their larger communities.

Advancements are occurring even in areas that have remained relatively static for decades. Take signage, for instance—signs now can be put to a variety of uses thanks to advanced technology and connectivity. Most departments may have or at least know about speed display signs that collect speed data, but they may not realize that the new generation of these signs can accomplish much more.

One supplier operating on this cutting edge is All Traffic Solutions, a manufacturer based in State College, Pennsylvania. All Traffic Solutions has signs in use in all 50 states and 20 countries, with many of them essentially functioning as stand-alone data collection centers. "When our signs ship, they are connected to the Internet with an active cell modem," said Ted Graef, presi-

dent of All Traffic Solutions. "When police deploy our signs, they are not just displaying speeds or messages, but also collecting traffic data that is automatically available in their Internet account."¹

It is just one of the ways in which signs are getting smarter. In fact, some newer features almost make it seem as if these products have minds of their own. Some are even able to contact departments if they are being damaged or need maintenance attention. "The connected sign can call the user if the battery is low, someone goes by too fast, or if someone is tampering with it," Graef

enforcement report can be generated using your desired filters to prioritize locations requiring enforcement. It quickly tells them where and when to focus their resources."

As these signs get smarter, there can be drawbacks. When products like these begin to do more, their operating systems often can become isolated from one another, with an interface from one company being incompatible with another, which can defeat the goal of efficiency. But All Traffic Solutions has an answer, and it will be on display at IACP 2014. It's called the TraffiCloud, and it uses connected sensors

More than 750 companies will exhibit their wares at the annual conference and exposition, offering live demonstrations and educational opportunities in fields ranging from weapons to vehicles to intelligence.

said. "It can even send pictures of the vandal or a high-speed violator. With the on-board GPS, the sign can be recovered if someone attempts to steal it."

This sort of multitasking can be particularly valuable during an era in which many law enforcement and public safety agencies are being asked to do more with fewer resources. Not only do these more intelligent signs ward off damage or theft, they also can help compensate for fewer officers in the field given the amount of data they can glean and the places they can transmit that information. That information can help leaders make more effective decisions about how and where to deploy their officers.

"Traffic data is collected and regularly sent to the hosted database," Graef said. "An

to gather traffic data and transmit it to a centralized database, bypassing the need for a user to monitor multiple accounts.

"We are introducing the TraffiCloud as an Internet portal for equipment from multiple manufacturers," Graef said. "If you have 10 different devices from 10 different manufacturers, now you're having to log into 10 different accounts. This would give them one place to go to get all their data. This provides the user with one place to go to see all their data and allows for integrated reports using data from multiple sources."

3SI Solutions is another company bringing a high-tech mentality to previously low-tech sectors of law enforcement in time for IACP 2014. Based in Exton, Pennsylvania, 3SI provides what it calls Electronic StakeOut,

or ESO, which can be used to equip commonly stolen items such as cars, computers, and bicycles with tracking capabilities. The equipped items are placed in high-risk areas to serve as bait for potential wrongdoers, and if the item is stolen, the ESO will transmit alerts and information to the police department. According to 3SI, jurisdictions employing ESOs have experienced “double-digit” drops in crime rates and increased apprehension statistics.²

Engaging the community as partners in stopping crime has long been a challenging task yielding decidedly mixed results. Now, the community-law enforcement partnership fits in the average citizen’s pocket, thanks to the My Police Department or MyPD app. Developed by a former detective with the Massachusetts firm WiredBlue, MyPD enables members of the public to submit tips and feedback directly to relevant police department teams, as well as allowing departments to survey members of the public in hopes of gaining valuable information and perceptions.

According to WiredBlue founder Peter Olson, the third and latest version of the MyPD app is expected to roll out in August or September 2014 and will be available for demonstrations to IACP 2014 attendees.

“It’s a major overhaul. We are taking a look at the user interface,” said Olson, the former police detective. “It’s a great way for police departments to do crowdsourcing. It drives down costs and allows the department to plan for the future.” Olson said 150 agencies already are using the app, with 30 or 40 more in discussion phases.³

Another key component of the new version is “gamification.” That means that the app incentivizes users to stay connected with the app—and, by extension, their police departments—in different ways and over longer periods of time. “We wanted to keep the public engaged in the app,” Olson said. “We wanted them to keep using it, to keep them coming back. There are badges you can unlock for interacting with the app and doing certain things.”

The MyPD app is just one way technology can help people stay connected to criminal justice. Another method is offered by Louisville, Kentucky, firm Appriss via VINE, a suite of automated services that are free to the public and allow victims and other citizens to follow court proceedings and related processes from their smartphone or laptop. It can help agencies not only by empowering citizens but also by decreasing the time it takes for victims to be notified of status changes.

Another of the Appriss flagship services, JusticeXChange, serves as a kind of search engine for law enforcement. Users can set automated “watches” on suspects, seek out offenders, and generate reports on persons of interest, all with the punch of a few buttons.

There are plenty of other tech firms working to advance law enforcement. Texas-based Brazos Technology custom builds applications that help agents electronically manage citations and capture identification card information on the spot. Brother Mobile Solutions, headquartered in New Jersey, provides extensive remote printing capabilities for officers in the field.

Technology goes beyond smartphone apps and Internet tools, though, as will be demonstrated by a few larger items at IACP 2014. Earlier this year, Massachusetts-based Lenco Armored Vehicles introduced the BearCat G3, a new generation of their tactical armored vehicle. What differentiates the G3 from other models is that it comes with off-road capabilities.

“It has an off-road package for rural areas,” said Lenny Light, Lenco general manager and vice president. “The G3 allows the operators of the vehicle to reach some of these rural homes. Many of these are set back miles from the main road and are on a dirt road or an unpaved road. Sometimes it might be muddy, or there might be downed trees. You might need an all-terrain vehicle kind of access and that can be very difficult for a standard vehicle.”⁴

The 18,000-pound vehicle also comes equipped with various standard features, including a 360-degree camera and battering rams. “The ram allows them to bust open a door from inside their vehicle,” Light said. “And the camera allows them to see 360 degrees inside a house before ever deciding to exit the vehicle.”

Training can be improved by new technology, as well. One exhibitor at IACP 2014, Massachusetts manufacturer Savage Range Systems, creates an assortment of shooting ranges, stations, booths, and targets for various training situations.

Perhaps the trademark invention for Savage Range Systems is the Wet Snail System, a bullet trap that minimizes danger and maximizes safety and environmental cleanliness. The trap quickly decelerates, rather than disintegrates, bullets on impact and captures lead fragments in a biodegradable mix of water and lubricant.

“The more you train, the more proficient you become,” said Eoin Stafford Savage Range Systems vice president and general manager. “This is the cleanest, healthiest range environment. There’s no slashing around and decelerating. There is less contamination in the ground.”⁵ ❖

Notes:

¹Ted Graef (president, All Traffic Solutions), telephone interview, May 15, 2014.

²3SI Security Systems, Law Enforcement, <https://www.3sisecurity.com/industries/law-enforcement> (accessed June 25, 2014).

³Peter Olson (founder, WiredBlue), telephone interview, May 15, 2014.

⁴Lenny Light (general manager and vice president, Lenco), telephone interview, May 13, 2014.

⁵Eoin Stafford (vice president and general manager, Savage Range Systems), telephone interview, May 22, 2014.

IACP 2014 takes place Oct. 25–28 in Orlando, Florida. A list of exhibitors can be found on pages 68–73. For more information, visit www.theiacpconference.org.

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INSIDER'S GUIDE





Orange County Convention Center West Building, Orlando, Florida, USA

Conference photographs by Convention Photo by Joe Orlando

Conference

Saturday, October 25 through
Tuesday, October 28, 2014

Join IACP's Annual Conference and Expo and take part in addressing law enforcement's critical issues, advance your knowledge and career, and equip your agency's operations for the future. This rich experience will be held at the Orange County Convention Center – West Building in Orlando, Florida, USA, October 25–28, 2014.

By attending IACP 2014, you will receive a wealth of knowledge regarding the latest technology, issues, and tactics in law enforcement. The conference features more than 200 program sessions and an Expo Hall filled with live demonstrations designed to enhance your job effectiveness and your agency's performance. Attending the 8th Annual IACP Foundation Fundraiser or IACP's Host Chief's Night, as well as other events, offers opportunities to collaborate and network with other law enforcement executives. You may even want to extend your stay in Orlando to enjoy family-friendly attractions. This is an event that will enrich you professionally and culturally, so join IACP in Orlando for the most important event for law enforcement all over the world!

Registration

IACP 2014 will convene Saturday, October 25, and continue through Tuesday, October 28, 2014, at the Orange County Convention Center – West Building, 9800 International Drive, Orlando, Florida, USA.

<http://www.policechiefmagazine.org>

Exposition

Sunday, October 26 through
Tuesday, October 28, 2014

IACP 2014 is a working conference that provides law enforcement professionals opportunities to

- attend informative workshops;
- network with high-ranking officials, experts, and peers;
- stay up-to-date with IACP association information through committee/section/division meetings; and
- examine the latest in technological developments.

This Insider's Guide provides useful information and tips to assist you with planning your conference experience. To remain updated about the events at the conference, visit the IACP 2014 website at www.theIACPconference.org. Updates are posted frequently.

Online Registration: Members can register online for IACP 2014 by visiting www.theIACPconference.org.

On-Site Registration: IACP 2014 on-site registration opens at 1:00 PM on Friday, October 24, and continues until 3:30 PM on Tuesday, October 28, at the Orange County Convention Center – West Building.

Conference Badges: All conference delegates must present their photo identification to pick up their conference credentials and badge holders at the convention center. Attendees registering on-site or in advance will receive their conference credentials at the Orange County Convention Center – West Building.

E-badge Registration: Attendees who have preregistered for IACP 2014 will receive a barcode confirmation six weeks prior to the start of the conference, which they can scan at the E-badge



Check-in, located in West A Lobby on Level 1 of the Orange County Convention Center – West Building. These barcodes can be attained by printing them out or saving the email confirmation on your smartphone.

E-badge registration is open for delegates from 1:00 PM to 5:00 PM on Friday, October 24. It is then open daily from 8:00 AM to 5:00 PM from Saturday, October 25, through Monday, October 27, and 8:00 AM to 3:30 PM on Tuesday, October 28.

Member Services Center: Due to the positive feedback IACP received in 2013, the Member Services Center will return for IACP 2014. This area provides an opportunity for IACP members to interact with the staff and current members and ask questions regarding the organization. Information about the IACP preferred program, which is a benefits program exclusive to IACP members that includes savings on auto insurance, vacations, car rentals, hotel reservations, and more from nationally known providers, will also be available. Stop by the Member Services Center to meet with program representatives or start saving now in the “members-only” area of our website, www.THEIACP.org. If you are a new IACP member or first-time conference attendee, stop by the Member Services Center to receive a special commemorative pin.

Hotel Room Reservations: Using the official IACP housing bureau, Travel Planners Incorporated, is the easiest, most flexible, and quickest way to make hotel reservations for the conference. As with all conference and business travel, reservations require a first night's deposit, payable by credit card or check. Reserve your hotel room in one of the following ways:

- Book online at www.theIACPconference.org.
- Call Travel Planners Incorporated, toll-free in the United States at 1-877-IACP-123 or call from outside the United States at 1-212-532-1660.

By booking in the IACP block, you are guaranteed the most flexible hotel arrangements available. The IACP block offers the following features:

- Choice hotels in close proximity to the convention center
- The lowest rates
- Ability to make changes up until the time you arrive with NO fee
- Call center support to assist you prior to arrival and on-site
- Access to free transportation, provided by IACP, to and from the convention center, Host Chief's Night, and the annual banquet
- Increased face-to-face meeting and networking opportunities with other IACP attendees

International Delegates

There will be separate registration desks for all international delegates who have registered in advance or who are registering on-site. At these special international registration desks, located in the main registration area on Level 1 in the West A Lobby, delegates will receive invitations to special functions as well as the information needed to access the international hospitality lounge. Translation services in Spanish, Portuguese, and French are provided for the Opening Ceremony and general assemblies. Delegates can pick up translation receivers at each event location.

First-Time Attendees

IACP members attending the IACP Annual Conference & Expo for the first time can take advantage of a special discounted rate of 21 percent off the IACP member registration rate. Join the thousands of law enforcement personnel in attendance each year and take advantage of this unique opportunity to learn and network. First-time attendees are also encouraged to attend the First Timers' Orientation on Saturday, October 25, from 8:30 AM to 9:30 AM, which will offer tips on how to navigate your first IACP conference. Be sure to also stop by the Member Services Center to receive a special commemorative pin.

Department Purchasing Agents

Members can preregister their departments' purchasing agents for complimentary passes to the Expo Hall. To qualify for a complimentary three-day law enforcement Expo Hall Pass, the purchasing agent must work for the government or a law enforcement agency. This includes sworn and non-sworn employees working for tribal, county, local, state, or federal government.

Police Officer Registration

Members are encouraged to bring their team and have first-line and mid-level supervisors register for a complimentary Expo Hall Pass. The pass allows personnel entry into the Expo Hall to see all of the cutting-edge products and services available to the law enforcement community firsthand. In this way, chiefs can attend workshops and events while their nonexecutive law enforcement personnel examine products and services, learn about the latest technology, and test the newest products on the market. This divide and conquer technique will help maximize the full scope of information, tips, and expert knowledge available.

Public Safety Personnel Expo Hall Pass

First responders from police, sheriff, emergency medical services, fire, and hazmat organizations, as well as park rangers and the armed forces, can register for a complimentary Expo Hall Pass.

Special Registration Categories

Many departments have recently been tightening their budgets due to a strained economy. While investing in IACP 2014 may seem costly, highlighted below are ways to allocate funds in your budget so department personnel can attend this important law enforcement conference.

Seized Assets

It is acceptable to use Department of Justice Equitable Sharing Funds for a chief of police or other law enforcement personnel to attend the IACP Annual Conference and Expo, provided the cost is ordinary, necessary, reasonable, and consistent with the applicable per diem rules for his or her agency. For more details, contact the

U.S. Department of Justice, Asset Forfeiture and Money Laundering Section at AFMLS.aca@usdoj.gov.

Packing for the Conference

Most official IACP 2014 events will be held indoors, and bus transportation will be provided to conference-wide events. Here's what to bring:

- Business-casual attire for conference activities
- Comfortable walking shoes; the convention center is large and you will want to be comfortable while you explore everything IACP 2014 has to offer
- Comfortable and casual clothing for the IACP's Host Chief's Night at Universal's Island of Adventure Theme Park; shorts or jeans and tennis shoes are appropriate
- Business suit and tie (or tuxedo) for the black-tie-optional annual banquet
- Your official police uniform for Uniform Day on Monday, October 27 (cap or hat optional)

Getting Around

If you are staying at one of the official conference hotels, transportation is provided from select hotels that are not within walking distance of the convention center. A daily shuttle bus service will take you between your official conference hotel and the Orange County Convention Center – West Building. Shuttle service will also be provided to transport attendees to Host Chief's Night and to the annual banquet.

Buses will operate daily from **Friday, October 24 at 1:00 PM, through the evening of Tuesday, October 28**. Signs at the hotels and the convention center will indicate where and when to catch the shuttle bus.

IACP has negotiated special airline discounts through Delta and United Air Lines, for a savings of 2–10 percent and \$8 airport shuttle rates from SuperShuttle Orlando specifically for IACP 2014 delegates. For additional details on how to take advantage of these conference-specific rates, visit the website at www.theIACPconference.org.

Planning Your Schedule

Plan your conference schedule throughout the coming weeks by visiting the IACP 2014 website at www.theIACPconference.org. The conference program is available online, and you can use our conference planner, My Itinerary, to save information and build your own conference agenda and Expo Hall Floor Plan & Planner. You must log in to start, using your registration confirmation number. This will also allow you to sync this information to your mobile device if you plan to use the IACP 2014 Mobile App.

Places to Eat

Looking for a quick place to eat in between conference events? There will be restaurants located inside the Expo Hall, as well as food carts conveniently located throughout the convention center.

Staying Connected

Connection Zones

In order to continue to support the technological needs of conference attendees, four high-tech lounges called Connection Zones will be available at the convention center for you to stay in touch with work and home. These areas will include the following:

- Wi-Fi hotspots
- Charging stations for mobile devices such as iPhones, iPads, BlackBerrys, and Androids
- Wayfinding devices to help you navigate, including the ability to map your Expo Hall route and pull up the schedule for workshops or meetings you may want to attend
- Plug-and-Play stations where individuals can bring their own laptops, tablets, and mobile devices to work or be in touch with family and friends at home
- Lounge areas where attendees can sit while their devices charge and network with colleagues and friends
- Stationary laptops with Internet access so attendees can remain connected

Mobile App

In keeping up with the technological demands of the 21st century, IACP will once again provide a mobile app for the annual conference. The IACP smartphone app will be available to download for free and will include comprehensive information to help you navigate through everything IACP 2014 has to offer.

- Transfer and sync information to your mobile devices from My Itinerary and Expo Hall Floor Plan and Planner using your log in information, which is your registration confirmation number (also conveniently located on your conference badge).
- View floor plans of the Orange County Convention Center – West Building and the Expo Hall.
- Access the exhibitor list and workshop schedules, rate workshops, build your own conference schedule, access shuttle bus information—all this and much more available at your fingertips.

The IACP 2014 Mobile App will be available in September 2014 for iPad, iPhone, and Android.

Activities on the Expo Floor

You'll find new and different action available on the Expo Hall floor this year. As you navigate through the exhibitions, be sure to add time in your schedule to stop by and enjoy the new zones.

Sports Zone, Booth #427: There's no need to miss Sunday Football! Visit IACP's Sports Zone to cheer your team on with complimentary game-worthy snacks while relaxing in the zone's lounge section. Really hungry for traditional sports cuisine? Grab a hot dog or hamburger only steps away at the Ball Park Grille and catch the plays others will only hear about. Never miss a recap: visit the Sports Zone on Monday and Tuesday to get the very latest scores and highlights. Stop by on Uniform Day for a complimentary shoe shine!





Relaxation Zone, Booth #2573: Pull away for a complimentary seated massage to have the kinks worked out of those aching muscles by a licensed massage therapist. Dogs barking? Relax in our comfy chairs and prop those sore feet onto an infrared massager. Can it get any better? Yes, we have complimentary snacks!

Technology Hands-on Zone, Booth #1733: Kick the tires and test drive cutting-edge technology. The Technology Zone offers hands-on experiences to learn about the hottest toys to put on your list. Come in and play with the latest and greatest in technology!

Wellness Zone, Booth #2731: Free health screenings through LifeScan Wellness Center will be available to attendees. Come in for a quick screening for some of the most common health issues plaguing law enforcement professionals. Each test is designed to provide results in less than 10 minutes!

- Ultrasound screening for heart function—the results of your screening include a printed report with images to take with you
- Diabetes screening and hemoglobin A1C rapid test; no fasting necessary
- Blood pressure screenings
- Grip strength test

2014 Official Events

Opening Ceremony

On Saturday, October 25, from 3:30 PM to 4:30 PM, the Orlando Police Department, along with city and state dignitaries, will welcome IACP members to IACP 2014. John Mina, the Orlando police chief, along with the Orlando Police Department, will extend a

warm welcome, the perfect start to the 2014 event. This is designated as the first official business meeting of the conference. The Opening Ceremony and both general assemblies will be held in the Valencia Ballroom on Level 4 of the Orange County Convention Center – West Building.

Ribbon-Cutting Ceremony

Help the IACP officially open the exposition on Sunday, October 26, at 9:45 AM, by participating in the Ribbon-Cutting Ceremony in West Hall A4 – B1 Lobby. Dueling pianos from Howl at the Moon will help kick off the opening of the largest police exposition in the world. Join us at this festive event, featuring this musical performance and a short ribbon-cutting ceremony, then make your way into the Expo Hall to see all the resources available to law enforcement agencies.

First General Assembly and Uniform Day

On Monday, October 27, at 10:00 AM, be part of the IACP's visual display of uniforms from around the world. Hear major announcements from the heads of U.S. federal agencies, many of which will have an immediate, direct effect on state and local agencies, while others will have a trickle-down effect. Be the first to hear about the forthcoming issues. All police officials are asked to wear their department uniforms; caps and hats are optional, and carrying firearms and other weapons is discouraged. Additionally, the Police Officer of the Year Award winner will be honored and the Webber Seavey Award will be presented.

Second General Assembly

Be sure to attend this event on Tuesday, October 28, at 10:00 AM. Both general assemblies feature keynote addresses from top law enforcement officials from around the world. These general assemblies also feature major announcements and speeches geared towards the IACP audience. Additionally, the IACP president will address the audience to discuss his accomplishments in furthering the interests of law enforcement.

Business Meeting: Moves to a NEW Day!

There will be a business session on Tuesday, October 28, from 1:30 PM to 2:15 PM, which features a discussion of the interests of the association, a consideration of proposed resolutions, and various reports from the leadership.

Executive Committee Meeting

The IACP Executive Committee will be considering modifications to the dues structure of the IACP during its annual meeting on Tuesday, October 28. The meeting will take place from 2:30 PM to 4:30 PM in Room W303ABC and is open to all IACP members.

Annual Banquet

The annual banquet will be held on Tuesday, October 28, with a reception starting at 6:00 PM and dinner served from 7:00 PM to 10:00 PM. The banquet will feature the formal swearing-in of the IACP president and board of officers. This is a black-tie-optional event (business suits are appropriate). Seats are sold on a first-come, first-served basis and are limited. Entertainment follows the official program. Tickets are \$85 per person and can be purchased online at www.theIACPconference.org, during registration, or by contacting Mairi Ferguson at ferguson@theiacp.org.

Education

The educational sessions feature expert instructors and experienced police executives who discuss important issues facing law

enforcement leaders. More than 200 workshops are divided into 12 topical tracks; you can attend workshops from just one track or design your own educational program by attending workshops in various tracks (a partial list of workshops is found in this guide). Specialized educational platforms such as Learning Labs, which provide hands-on training, and Poster Sessions, which are one-on-one informational exchanges, are also available to enhance the learning exchange that takes place at IACP 2014.

Full conference workshop information can be found online at www.theIACPconference.org. Certificates of attendance for the workshops, which many attendees use for continuing education credits, will be available on-site at registration and by email to members after the conference. Be sure to scan your badge with the barcode reader located at each workshop to get credit for attendance.

Chief Executive Track

As the primary and largest track held at the annual IACP conference, the Chief Executive Track focuses on the most pressing problems currently facing police chiefs and provides opportunities for fine-tuning individual leadership skills. The program begins the morning of Saturday, October 25, and ends the afternoon of Tuesday, October 28.







- 21st Century Policing: Intervening Early and Often with Youth
- A Chief's Role in Improving Homicide Investigations and Increasing Clearances
- Addressing Reentry in Your Community
- Better Outcomes in Policing

- CALEA Law Enforcement Accreditation: A Contemporary Management Framework for Professional Law Enforcement Agencies and Chief Executive Officers
- Chiefing 101: Getting Back to the Fundamentals of Policing and Getting It Done
- Chiefs' Dilemma: Resources Decrease, Demands Increase... How to Best Respond
- Chiefs' Financial Retirement Planning Awareness
- Civil Rights and Policing: A Chief's Role, Responsibilities and Abilities
- Commercial Long-Term Evolution Networks and Quality of Service for Public Safety, Sponsored by AT&T
- Cyber Threats and Attacks Facing Law Enforcement Agencies
- Doing the Right Work and Doing the Work Right: Managing Special Project Investments Through Governance, Training and Communication
- Effective Focused Deterrence: Systematizing Custom Notifications
- Emergencies Do Not Make Appointments: Creating a Connected Public Safety Agency, Sponsored by Cisco
- Enhancing Law Enforcement Response to Victims: Implementing and Testing a Promising Strategy
- Establishing Procedural Justice Within Police Organizations: Performance Management for First Line Supervisors
- Events with the Potential to Go Viral
- Preparing for and Responding to Active Shooter and Other Complex Attacks: Evolving Challenges to Combating This Growing Threat



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- Firearm Violence Directed at Police During Apprehension
- Forensics: The Backbone of Investigations and Prosecutions
- Getting Street-Level Gang Enforcement Right: The Philadelphia Model
- Has Your State Drug Policy Gone Up in Smoke? The Real Story of What Every Police Chief Needs to Know
- Hot Spots, Hot People and Hot Approaches: The Law Enforcement Executive's Guide to Evidence-Based Approaches to Crime and Violence Reduction
- Human Trafficking: Houston's Multi-Agency Task Force Approach to Combating International and Domestic Human Trafficking
- Increasing Crime Analysis Capacity in Your Agency: Discussing the Importance, Feasibility, Challenges, Tools and Processes
- Innovative Practices for Improving and Enhancing Law Enforcement Response to People with Mental Health Disorders
- Investigative Challenges in Today's World
- Issuing Driver's Licenses to Undocumented Immigrants: Department of Motor Vehicles and Law Enforcement Perspectives
- Law Enforcement and Youth: A Police Chief's Role, Responsibilities and Abilities for Youth and Violence Prevention
- Police Interactions with Suspects with Mental Illness: How to Keep Officers and Suspects Safe and Reduce Injuries
- Mitigating School Violence
- Mobilizing Whole-of-Government, Risk-Driven Solutions to Crime Reduction: Lessons from Saskatchewan's Breakthrough Strategy
- Officer Safety: Street Survival and Casualty Care
- Planning and Preparation for Aftermath Management of a Mass Casualty Event
- Program and Systematic Enhancement for Police Early Intervention Systems
- Redemption or Termination: A Tool Kit for Managing Problem Employees
- Sharing Firearms Trace Data and Utilizing Crime Gun Data to Reduce Violent Crime
- Social Media: Best Practices for the Law Enforcement Executive
- Special Events Security and Preparedness: Lessons Learned from Super Bowl XLVIII's Effective Collaboration and Information Sharing between Federal, State and Local Law Enforcement

- Stopping Crime from Catching: Innovative and Effective Ways for Law Enforcement to Integrate Public Health Strategies
- Syrian Foreign Fighters: Impact for Your Community
- The Digital Evidence Tidal Wave: How Law Enforcement Is Using Cloud Computing to Stay Above Water
- The Police Profession in the 21st Century
- The Smart Police Executive
- Traumas of Law Enforcement
- Unmanned Aircraft Systems in U.S. Law Enforcement: Integrating This Technology into Your Agency from Acquisition to Policy
- Vicarious Trauma and Law Enforcement Officers: Routine Patrol to Mass Violence
- Violence and Crime on Our Streets: How Police Leaders Can Improve Prevention and Response Strategies
- Working Collaboratively to Combat Cell Phone Theft: A Private and Public Partnership, Sponsored by ecoATM
- You CAN Deal with the Boss From Hell

Foundation Track

This track relates information on how a police foundation can be a powerful and effective tool in your community. From starting a foundation to keeping it running smoothly, the sessions of the Foundation Track will answer your questions.

- I am a Police Chief: How Can a Police Foundation Help My Department?
- Mechanics of Foundation Operations
- Police Foundations 101: Starting Up and Getting Going
- Police Foundations: Determining Funding Priorities
- Recipes for Success: Police Foundations' Collaboration with the Public
- Spotlight on Success: Bright Ideas and Proven Programs

Host Department Track

This track highlights the programs and achievements of the host police department. The ideas and programs shared are transferable to other agencies, regardless of size or population served.

- Active Thinking for High Reliability Leaders
- Evidence-Based Offender Profiling: How to Use Crime Scenes to Identify Offense Styles, Evaluate Offenders and Raise Arrest Rates for Burglary
- Fair and Impartial Policing: A New Way of Thinking About Bias in Policing Based on the Modern Science of Bias and Prejudice
- Human Trafficking Awareness for Law Enforcement: How to Recognize the Signs and Respond Effectively
- Interoperability and Inter-Agency Cooperation Models for Success: Examining Brazil's Public Safety during the World Cup
- Joint Homicide Investigation Team: The Formation and Implementation of a Multi-Jurisdictional Task Force to Investigate Homicides
- Leadership for a Changing America: Managing Openly Lesbian, Gay, Bisexual and Transgender Employees in Law Enforcement
- Michelle Parker: Investigating High Profile Missing Person Cases
- Planning and Implementing a Security Plan: The Zimmerman Trial
- Sanford Police Department: Healing a Fractured Department and Community
- The *State of Florida v. Casey Anthony*: A Case Study of a Complex Missing Person and Murder Investigation

- Transforming Law Enforcement in Puerto Rico: Best Practices from the State of Florida, Valencia College and the Orlando Police Department

IACP Programs and Research Track

This track highlights programs and research available through the IACP that help attendees convert policy-level information into action plans for their departments. The track focuses on helping participants utilize IACP resources to deal with pressing law enforcement issues.

- Alzheimer's Disease in the Community: Officer Safety and Liability Implications
- Buying in Before a Blast: Local Agencies Countering Violent Extremism
- Executive Leadership and Liability: Lessons Learned
- IACP's Women's Leadership Institute: Developing Your Future Female Leaders
- Innovations from Midsize Agencies: Benchmarking Police Performance, Fiscal Accountability for Officers and Leadership Development through Inter-Agency Exchange
- Leading Your Agency in Responding to Children Exposed to Violence
- Leadership in Police Organizations (LPO): A Necessary Investment in Leadership Development and Organizational Change
- On the Front Lines of Child Sex Trafficking
- Recruiting a New Brand of Officer in a New Era of Policing
- Risky Business: Risk Assessment Is Proven to Increase Officer and Public Safety... What Chiefs Need to Know and Do
- Safeguarding Children at the Time of Parental Arrest
- Special Weapons and Tactics Teams: Perceptions versus Reality
- Tactics for Developing a Culture of Safety Through Leadership
- The Drive to Reduce Highway Deaths: Reducing Highway Fatalities by 15 Percent
- You Have Options Program: Providing Victims of Sexual Assault with Options for Reporting to Law Enforcement with Information to Hold Sexual Offenders Accountable

IMPACT Track

The International Managers of Police Academy and College Training (IMPACT) Section's goal is to facilitate the exchange of ideas and procedures for the effective coordination of education and training within police agencies.

- Gender Mainstreaming in the Criminal Justice System: Training and Policy Recommendations
- Improving the Practice of Interrogation: Art Meets Science
- Police Academies of the Future: Meeting the Needs of the Next Generation
- Training and Education Strategies for Global Police Partnerships
- Transnational Crime: Police Reforms Meeting the Challenge

Innovation Theatre

This educational addition is featured on the Expo Hall floor. The sessions are 20 minutes each and are designed to present innovative and cutting-edge processes and products.

- A Structured Visual Recall (SVR) System: Automated Tools to Help Law Enforcement End Users Better Explore, Search, Understand and Make Discoveries of Relevant Content in Video and Imagery Media
- Anywhere, Anytime: The Evolutionary Impact of Fully-Integrated, Tablet-Based Computing Solutions on Law Enforcement

- Enhanced Law Enforcement Response to Endangered Missing Persons Searches
- Enhancing Community Safety: Gang Graffiti Automatic Recognition and Interpretation System (GARI)
- Healthy Hire, Healthy Retire: Officer Wellness Is More Than Just an Annual Physical... How Agencies Could Promote Successful Personal and Career Development and Wellness from Hiring through Retirement
- Leveraging Social Media to Improve Disaster Response and Recovery
- Next-Generation Technologies for Police Robots That Provide Reduced Training, Greater Ease of Use and More Capabilities
- Pocket Trash or Pocket Treasure: Handheld Mobile Devices and the Fourth Amendment
- Solving Crime Trends and Enhancing Community Policing Using Global Positioning System Technology
- Students Talking It Over with Police Youth Prevention Program
- Unlocking Publicly Available Evidence to Fight Human Trafficking
- Unmanned Aerial Vehicle Optimization: Managing Unmanned Technology to Improve Officer Safety and Threat Mitigation
- Using Big Data and Predictive Analytics to Solve Cold and Hot Cases
- Virtual Training: A Safe, Cost-Effective Way to Prepare Responders
- Why a Click of a Mouse or a Tap on a Tablet Will Increase Your Candidate Pool Faster or More Than a Handshake

Learning Lab Track

This track provides solid hands-on training experience. These workshops are designed to interactively engage learners to promote conceptual understanding and hands-on functions.

- Carding and Cyber Investigations
- Developing an Effective Active Threat Training Program
- Developing Successful Officers through Mentoring: How a Formal Mentoring Program Could Positively Guide and Impact Generation Y and Failing Veteran Officers to Experience Healthy, Productive Careers
- Investigative Success: Connecting the Dots Through the Power of the National Data Exchange (N-DEX)
- Narcotics Identification in the Field: TruNarc Hands-on Workshop
- National Association of Emergency Medical Technicians (NAEMT) Law Enforcement and First Response Tactical Casualty Care (LEFR-TCC)

National Institute of Justice Saturday Session: What Works and What Matters

The National Institute of Justice (NIJ) has partnered with IACP to develop a special educational program featured exclusively at IACP 2014. This program will highlight issues identified by the law enforcement community. Attendees of these interactive panels will learn about cutting-edge responses to critical questions from police executives who have implemented these responses in their jurisdictions. Attendees will also have the opportunity to participate in robust discussions with experts about what officers need to do their jobs safely and effectively. This program runs only on Saturday, October 25, from 9:00 AM until 3:00 PM, so don't miss out! For full program details, visit www.theIACPconference.org.

- Rapid DNA Technology: A DNA Solution for Law Enforcement
- Staying in the Fight
- Tactical Medical for the Law Enforcement Officer
- The Demands of Achieving an Online Education: Balancing Employment and Family Obligations
- Transforming Police Officers into Good Strangers: Novel Technologies and Methods for Developing Core Human Interaction Proficiencies and Training for the Effective Integration of Tact and Tactics

Legal Officers Section Track

This track focuses on updating police executives and legal advisors on current legal practices and trends. Concise presentations explain complex legal issues in an accessible way for participants.

- Addressing Police Misconduct: Standards to Consider
- Disciplining Police Officers Regarding Medical Marijuana
- Employment Law Update
- Ethics in Law Enforcement
- Liability for Negligent Investigation
- Preventing Wrongful Convictions
- Recording Officers' Conduct: Avoiding Legal Pitfalls
- Supreme Court Update
- Tactical Operations Liability
- The Contemporary Qualified Immunity Defense: Circuit and Supreme Court Trends
- Domestic Radicalization: Trends, Ideology and Preventing Extremism in Our Communities
- Keeping Our Communities Safe: Increasing Firearm Safety through Research and Technology
- Reducing Traffic-Related Officer Injuries and Deaths
- Technology: Tools for Working Smarter, Safer and Cheaper

Police Physicians Section Track

This track emphasizes several topics, including communication between police executives and police medical practitioners; assisting the IACP in implementing effective police medical practices; and promoting other essential mutual interests, professional standards, and relationships among police medical practitioners. Sessions will be of interest to both physicians and police professionals. Physicians attending this track will be eligible for continuing education credits.

- Blast Effects and Injuries
- Civilian Response to Mass Casualty Events: The Concept of Pre-First Response
- Concussion Management and Prevention in Law Enforcement Training
- Event Video versus Officer Recall: Liability Considerations
- Excited Delirium: What Is Wrong with This Brain?
- Fit to Serve: Lessons from the New Zealand Police Physical Competency Test
- Improving Survival from Active Shooters: Key Programs for Law Enforcement and Officer Safety
- Integration of Tactical Emergency Casualty Care (TECC) Medical Training and Equipment into a Midsize to Large Metropolitan Police Department: The Tucson, Arizona, Police Department
- Mass Casualty Incidents: Enhancing Medical Professionals' Capabilities in Supporting Prevention, Response and Recovery
- Update: Medical Evaluation of Law Enforcement Officers
- Medical Simulation for Training Law Enforcement
- No Shelter Here: Tactical Medicine for the Law Enforcement Professional
- Officer Survivability from the Inside-Out: The Physical and Psychological Effects of Combat Stress

- Pre-Hospital, Non-Narcotic Pain Management Options
- The Early Detection and Treatment of Coronary Artery Disease in an Asymptomatic Population of Police Officers
- Voluntary Medical Support of a State Police Agency: Challenges and Opportunities
- Watertown Shootout: Officer Down
- Why You Need a Medical Director and How to Make It Happen

Police Psychological Services Section Track

The Police Psychological Services Section of the IACP acts as a resource to the association on psychology-related issues such as assessment, counseling, and operational assistance. Sessions will be of interest to both mental health and police professionals. Psychologists attending this track will be eligible for continuing education credits.

- A Police Officer's Attentional Process in an Officer-Involved Shooting or Force Encounter
- Addiction Treatment for Law Enforcement Personnel
- Assessing Cultural Competence in Police Applicants
- Current Issues in Police Psychology
- Ethical Standards Associated with the New Fitness-for-Duty Evaluation and Proposed Pre-Employment Psychological Evaluation Guidelines
- Impact of Legalized and Medical Marijuana on the Selection of Police Applicants
- Interventions for Officers Facing a Veteran in Crisis or Affected by Mental Health Issues
- Legal and Ethical Issues with Pre-Employment Psychological Evaluations
- Legal Update: Police Psychological Services Section 2014
- Mental Health Interventions in the Aftermath of a Mass Casualty Event
- Minnesota Multiphasic Personality Inventory-2 Restructure Form (MMPI-2-RF) Police Candidate Interpretive Report
- Most Commonly Occurring Manifestations of Traumatic Exposure with Emergency Responders
- Officer Suicide Initiative
- Officer Survivability: Can Training Mitigate the Negative Physiological Impact of a Potentially Lethal Engagement Before the Incident?
- Operational Psychology: Duties and Responsibilities
- Police Psychological Services Section Registration and Welcome
- Prevalence Rates of Hypertension in Law Enforcement and the Military: Treatment Approaches
- Research versus Informed Opinion: Which Characteristics Identify Successful Officer Performance?
- Risk Assessment in the Area of Assessing Targeted Violence
- Roles and Responsibilities of Law Enforcement Agencies and Police Psychologists in Responding to a Variety of Community-Based Critical Incidents and Disasters
- The Changing Face of Violence: Interventions, Prevention and Solution
- Using Mindfulness and Qigong and Tai Chi Practices to Help Officers Manage Stress: Evidence-Based Treatment for Stress and Post-Traumatic Stress Disorder

Poster Sessions

This educational opportunity is designed to provide one-on-one information exchanges. Topics cover a broad range of subjects including creative management, new uses of technology, and services to special groups. Enjoy a visual and concise method of learning.

- A Distinctive Organizational Control Practice: Geographic Personnel Rotation in the Turkish National Police

- A Multi-State Partnership Responding to Officer Distress with Delivery of Post-Critical Incident Seminars (PCIS)
- Autism 2 Awesome: Be First 2 Respond
- Body Armor Fit and Comfort: What Agency Leaders Can Do About It
- Byrne Justice Assistance Grant for the 21st Century
- Case Studies and Resources for Preventing Hate Crimes and Building Bridges
- Cell Phone Exploitation in Criminal Investigations
- Cognition and the Tactical Decision-Making Process: Implications on Officer Performance and Training
- Command and Control of Responding Assets during Emerging Crisis Scenarios
- Demonstrating Compliance: Understanding the Prison Rape Elimination Act Standards for Lock-ups and the New Audit Instrument from the Department of Justice
- DNA Phenotyping with Parabon Snapshot: Predicting Physical Appearance from Crime Scene DNA
- Dying for a Nap: The Threat of Sleep Apnea to Police Officers
- Effects of 13-Hour, 20-Minute Work Shifts on Law Enforcement Officers' Sleep, Cognitive Abilities, Health, Quality of Life and Work Performance: The Phoenix Study
- FirstNet: A Nationwide Public Safety Spectrum
- Identifying Potential Active Shooters Before Shots Are Fired
- Jeopardy! American Law Enforcement Edition
- Law Enforcement Partnering with the American Medicine Chest Challenge to Prevent Prescription Drug Abuse in Communities Across the Nation

- Lessons Learned from the Building Stronger, Safer Communities National Training and Gathering
- Perceptions of Law Enforcement Officers in Seeking Mental Health Treatment in a Right-to-Work State
- Regional Crime Gun Processing Protocols
- The Evolution of Gunshot Residue Analysis and Interpretation
- The Future of Less-Lethal Policing
- Using a Local Database for Real-Time Search of Hot and Cold Cases with the RapidHIT System
- Using CompStat to Manage a Police Budget
- Violence Intervention and Prevention (VIP) Project
- Your Resume Roadmap: Make That Next Career Move!

Public Information Officer Section Track

This track provides continuing education to the section membership and holds sessions of value to public information officers. All attendees are encouraged to refine their public presentation skills by attending these sessions.

- Does Your Social Media Page Work?
- Engaging Your Community: Social Media as a Law Enforcement Philosophy
- Excited Delirium Syndrome: A Threat to Officer Safety
- How to Effectively Construct and Conduct a News Conference
- Lessons Learned From the Los Angeles International Airport Terminal Three Shooting: Is Your Agency Prepared? From Police Response to Public Information, What It Took to Get One of the World's Busiest Airports Operating Again



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- Video Workshop for Public Information Officers
- We Have Come a Long Way, Baby! Agencies Who, Thanks to Training, Energy and Commitment, Have Come a Long Way in Public Outreach

Smaller Agency Certificate Track

Since 2001, the Smaller Agency Technical Assistance Program has presented a training track during the annual IACP conference. These sessions focus on practical solutions to the unique challenges facing the smaller-agency executive. They highlight innovation, best practices, and suggested resources in a relaxed, collegial environment.

- A New Beginning for Policing: Creating a Public Policy to Align Community and Government Priorities and Expectations on a Solid Foundation
- A Survival Guide for the New Chief Transitioning from a Larger to Smaller Agency
- Assessing and Improving Analytic Capacities in Smaller Law Enforcement Agencies
- Challenging the "Like We Did in the Old Days" Mentality: Making Progressive Changes in a Smaller Department without a Large Budget
- Grant Writing Fundamentals for the Smaller Law Enforcement Agency
- Mindful Resilience Training: Integrating Mindfulness Practices to Enhance Officer Safety and Wellness
- Predicting and Preventing Problem Employees
- Progressive School Resource Officer Program Management: Save Money, Resources and Goodwill through Powerful and Non-Traditional, High-Level Relationships, Creative Training and Personnel Selection

- Public Safety In and Around Casino Gaming Facilities: Myths, Realities and Strategies for Improving Partnerships and Decreasing Crime
- Save Money and Increase Public Safety: Law Enforcement's Role in Pretrial Services in Smaller and Rural Communities
- The Damage Caused by Morale Killers in Smaller Agencies and How to Stop Their Unacceptable Behavior
- The Impact of Human Trafficking on Small Communities
- Understanding Influence and Persuasion Techniques in Mass-Marketing Fraud Schemes
- Wellness Engagement: What We Have Been Missing

Technology and Information Sharing Track

The Technology and Information Sharing Track brings together law enforcement practitioners to improve the exchange of information to allow for greater system interoperability within and across jurisdictional boundaries. This series of workshops establishes a peer-to-peer forum that seeks to improve the technical and information sharing capabilities of the law enforcement community.

- 3D Visualization: Changing the Face of Criminal Investigations
- Achieving FirstNet Interoperability by Building a Culture of Collaboration: Affordable Real-World Approaches to Effectively Manage Planned and Unplanned Events
- Boston Cold Case Investigations and DNA Technology
- Chicago Police Department Data Analytics and Predictive Policing
- Crowdsourcing Made Easy and Free
- Cyber Crime Investigations: How You Can Leverage Resources and Conduct Safe and Effective Cyber Crime Investigations
- Department of Homeland Security (DHS) Law Enforcement International Information Sharing Today and Tomorrow
- Law Enforcement Use of Small Unmanned Aircraft Systems
- Next Generation Identification (NGI): Lessons Learned During Implementation for Interoperability, Interface Standards, Data Storage and Data Quality
- Nlets: Introducing New Tools for 21st Century Policing



- On-Officer Body Cameras: Challenges and Benefits of Deploying Cameras in the Field: A Departmental Evaluation of the Axon Flex
- Operation Candid Camera: The Rialto Police Department's Body-Worn Video Camera Experiment
- Rebuilding and Reconnecting: Making the Transition to Geographic Policing and Expanding Community Engagement through the Use of Social Media
- Surveillance Camera Development Project: Homeland Security Investigations and Department of Homeland Security Science and Technology Have Developed a Low-Light Internet Protocol Camera Benefiting Law Enforcement
- The Future of Data in Police Operations
- The Operational Implications of the New FirstNet Broadband Network to Law Enforcement
- Truth or Consequences: Identity Management by Discovery, Verification and Authentication

Education Tips

Plan ahead to maximize your educational experience at the conference by identifying opportunities that address specific personal or agency needs. Details about the educational sessions are available on the IACP 2014 website: www.theIACPconference.org. Bring your team to further educate them and ensure a smooth transition from your agency's executive branch to putting it into practice.

- Click on Schedule under the Conference tab on the website's top navigation bar to search for workshops, committee/section/division meetings, daily resources, and networking events.
- Create a schedule in My Itinerary and print it out, or save it in My Itinerary and sync it to the IACP 2014 app on your mobile device, using your badge ID, which was sent with your registration confirmation email.
- View the descriptions of workshops and biographical information about speakers.
- Use the notes function in the IACP 2014 app to take notes on information presented in the workshop you want to remember.
- Coordinate schedules with colleagues attending from your agency or nearby agencies to make sure you can attend the greatest number of workshops. You may wish to attend the workshops together for further discussion back home, or you may wish to split up the workshops and then review the points with your colleagues.

Networking

The conference provides unmatched opportunities for networking with colleagues from similar departments that may have solutions to the issues others are facing. Striking up a conversation with a fellow delegate is one of the best benefits of your conference experience, as it opens up new possibilities. Meet more than 14,000 law enforcement professionals from the United States and 90+ countries around the world. You will be able to share insights, trade experiences, and strengthen relationships in a professional environment that will help fortify your operation. The four-day conference will give you several opportunities to catch up with old colleagues and meet new professional contacts at workshops, committee/section/division meetings, and hospitality events.

Networking Tips

- Bring plenty of business cards.
- Talk to the hosts at receptions, who are national policy makers and corporate chief executive officers.



- Remember, speakers, officials, and peers are attending the same events to meet and talk with you.
- Use Twitter to identify other interesting event attendees through the use of the conference hashtag (#IACP2014) by what they are tweeting about and the profile they have on Twitter.
- Write down contact information for every new acquaintance, and, when you return home, enter the information into your contact list.
- Follow up by sending each new acquaintance notes, along with an agency patch or pin, to solidify your relationship.

Expo Hall

Make the most of your time in the world's largest law enforcement education and technology exposition by planning your schedule. Bring your department's purchasing agent and other officers from the department to help examine the new products and technology. To help you locate the items and companies you need to see, aside from the general exhibits, the hall is divided into seven pavilions:

- Administration and Training
- Communications/Information Technology (IT)
- Forensic/Investigations
- Personal Equipment
- Weapons and Tactical/Protective Equipment
- Vehicles/Vehicle Accessories
- Homeland Security

A map of the Expo Hall and a separate program listing of the exhibiting companies and their booth numbers will be provided on-site. They are also available before the conference on the IACP 2014 website at www.theIACPconference.org or via the IACP 2014 Mobile App. You can create a personalized favorites list with your registration confirmation number to log-in using Expo Floor Plan & Planner on the conference website, then sync it to your mobile devices that are equipped with the IACP 2014 app.

Expo Tips

Before the Conference: Following these pre-conference suggestions will help make your visit to the Expo Hall enjoyable and productive:

- Review the list of exhibitors at www.theIACPconference.org.
- Determine your needs and list the items you should examine.
- Build your own itinerary using the website or chose your favorite exhibitors using the IACP 2014 app.
- Refer to the advertisements in *Police Chief* magazine.

- Decide if anyone will accompany you (buyer or other department personnel).

At the Conference: Once you arrive at the conference, bear in mind these helpful suggestions:

- Review the Expo Hall Floor Guide to organize your plan to navigate the Expo Hall.
- Use the IACP 2014 app and receive any last-minute changes or additions to the Expo Hall.
- Plan to take two trips through the Expo Hall: the first trip to locate the vendors you have identified in advance and to identify new exhibitors that you want to spend time visiting; on your second trip, you can actually meet with exhibitors and collect product literature.
- Use the Notes function in the IACP 2014 app to take notes on products and services you are interested in.
- Mark the spot where you stopped on your map if you leave the Expo Hall before completing the circuit so you will know where to start again, or use the IACP 2014 Mobile App or the wayfinding devices located in the Connection Zones to mark your favorites and booths visited.
- Allow the exhibitors to scan your conference badge for their lead retrieval database, which will expedite information gathering at the booths.
- Make the most of the face-to-face meetings to discuss your needs with the exhibitors; if they cannot help you, they may be able to direct you to those individuals who can.
- Plan to carry a lot of product literature with you; the exhibitor materials are important and may be useful in the future.
- Schedule a demonstration or arrange for a bid to evaluate products back home.
- Allow time to discover new products and services at exhibits that are not on your list of must-see exhibitors.

After the Conference: You will want to implement ideas and share what you have learned at the conference with your staff and colleagues. Here are some tips:

- Pass along the information you received from educational sessions.
- Pass along the exhibit information.
- Share with others how the conference helped you as a law enforcement executive.

Companions

Companions are a welcome part of the annual conference, and they will no doubt enjoy Orlando. To ensure the most enjoyable experience for companions, share information with them about the area and the conference, including this Insider's Guide. Be sure to register companions if they want to participate in the conference. The companion badge allows for access to the following:

- All areas in the convention center open to delegates
- Opening Ceremony
- General assemblies
- Expo Hall
- Workshops
- Receptions and hospitality events
- IACP's Host Chief's Night
- Shuttle bus service
- Connection Zones

Companions will find that the convention center is a convenient spot to pick up a souvenir, stay in touch with home and work (via Connection Zones), meet and network with new and old friends, relax between events and activities, and make dinner reservations at restaurant reservation desks located throughout the convention center.

Orlando: A Quick Guide

Welcome to "The City Beautiful"... Orlando, Florida! Orlando is a premiere vacation spot, well-known for its numerous theme parks such as Universal Studios™, Walt Disney World, and Sea-World; numerous resort hotels; and much more. Orlando, Florida, combines business-friendly amenities with family-friendly attractions and a variety of accommodations to fit every taste and budget. Offering golf courses, spas, theme parks, entertainment packages, and more, Orlando is a shining example of "business and pleasure" at its value-packed best.

Millions of families visit this city every year to experience the joy found while meeting Mickey Mouse, watching mesmerizing dolphin shows, or exploring the Wizarding World of Harry Potter. Just southwest of Orlando is LEGOLAND Florida, as well as the Kennedy Space Center Visitor Complex, where you can behold the Atlantis spacecraft.

Feel the pulse of downtown Orlando by touring its historic and culturally rich districts. Loch Haven Park has some of the world's greatest museums, including the Mennello Museum of American Art, Orlando Museum of Art, Orlando Shakespeare Theater, and much more. Winter Park offers more opportunities for those that enjoy the arts, such as the Winter Park Play House, Cornell Fine Arts Museum, and others.

Discover Orange County's rich history at the Orange County Regional History Center, or sample premium juices at the Florida Natural Grower's Grove House Visitor Center in Lake Wales; after all, Orange County isn't called "Orange County" for nothing! Additionally, the City of Winter Park offers several landmarks, such as the location of the sinkhole that sunk an entire city block and the Casa Feliz Historic Home Museum, which is a rebuilt Spanish farm that offers tours and live musical performances.

All these attractions and many more, as well as helpful planners and ticket options, can be found at Orlando's IACP 2014 website, <http://iacp.orlandomeetinginfo.com>, or the official IACP 2014 website, www.theIACPconference.org.

Commuting Daily to IACP 2014

Complimentary parking will be available at the Orange County Convention Center (West and North/South building) for any marked law enforcement agency vehicle from Orange, Osceola, Lake, and Seminole counties. This includes city and state vehicles operating within these counties.

The West Building's West Concourse parking lot can be accessed a number of ways: via Exhibit Way (north entrance), via Convention Way (south entrance) and via West Entrance Drive off of Westwood Boulevard.

The North/South Building's North/South Concourse parking lot can be accessed by two entrances—Universal Boulevard (north side) or International Drive (south side). Using the entrance off of Universal Boulevard is encouraged when attending events in the North/South Concourse.

Orlando on a Budget

Even on a small budget, you can still enjoy Orlando through numerous conference attendees-only benefits. To help you make the most of your time in Orlando, several stellar deals have been arranged for IACP 2014 delegates and companions to explore Orlando. Magicard Deals Discount Cards are free and offer a numerous amount of discounts on transportation, dining, attractions, amusement parks, and much more. Participate in Visit Orlando's "Show Your Badge" program by literally showing your conference badge at participating restaurants to receive special offers for conference attendees. Visit Orlando is also providing special prices for conference delegates to theme parks such as SeaWorld, Universal Orlando Resort, and Walt Disney World Resort. For more information about Orlando and the abundance of discounts and offers for IACP 2014 delegates, visit the Orlando Tourism Bureau's website at www.visitororlando.com or the official IACP 2014 website at www.theIACPconference.org.

Getting There

The IACP is offering special travel discounts to get to Orlando.

- United and Delta Airlines is offering IACP 2014 attendees a 2–10 percent discount on airfare;
- SuperShuttle Orlando is offering \$8 off roundtrip shared ride shuttle service to and from the airport;
- Select IACP official hotels will have shuttle bus service to the Orange County Convention Center – West Building, IACP's Host Chief's Night, and the annual banquet; and
- I-Ride Trolley offers \$2 fares for I-Drive transportation services, offering easy access to the Orange County Convention Center – West Building, restaurants, and shopping destinations.

For more information on the best ways to get to Orlando, please visit www.theIACPconference.org.

Budget Hotels

IACP is offering government-rated rooms starting as low as \$79 per night. You do not need government identification; anyone can receive this rate.

Travel Planners Incorporated is the official, exclusive housing coordinator for IACP 2014. Some other companies might claim to have a relationship with IACP, but this is not the case; they do not offer the same advantages. Travel Planners offers the following benefits:

- No booking or service fees
- Personalized service
- 25 hotels specifically reserved for IACP 2014
- Hotels on the official conference website indicate whether it is within walking distance of the conference or if transportation is provided
- Immediate confirmation if you register on www.theIACPconference.org
- Call center support to assist you prior to arrival and on-site

By booking with Travel Planners, you can help support IACP by booking within the block of hotels listed on the website. Make sure to use Travel Planners for your IACP 2014 hotel reservations!

For more information on booking hotels, visit www.theIACPconference.org.

Getting Around

Once you arrive at your official conference hotel, there is no need to arrange for additional transportation. The most convenient means of transportation between official IACP 2014 conference hotels and the convention center is the shuttle bus service, as most hotels are not within walking distance of the conference. For the



hotels not within walking distance, complimentary shuttle bus service begins on Friday, October 24, and runs through Tuesday, October 28. Times for the shuttle bus service will be posted in the official conference hotels. IACP's shuttle bus service will also transport attendees to IACP's Host Chief's Night and to the annual banquet.

Access to local restaurants and shops is available through the convenient I-Ride trolley service, which makes traveling a breeze. With more than 110 convenient stops scheduled every 20 minutes, this exclusive I-Drive transportation service offers easy access to the Orange County Convention Center – West Building, hotels, restaurants, and even shopping destinations.

What Will I Take Home?

Your agency can benefit greatly from your IACP 2014 attendance. Collect industry brochures and ship them home with the FedEx office conveniently located at the Orlando Convention Center – West Building. Attendees will return home with new insight into the following issues:

- How to achieve high performance when facing greater demands for police presence and calls to cut expenses;
- Insight into the latest law enforcement issues from 14,000 professionals from 90+ countries worldwide;
- How to take advantage of the research and materials available through IACP, including model policies, training keys, and programmatic deliverables;



- How to incorporate significant insight from other state, local, and tribal departments;
- Firsthand knowledge from demonstrations on the latest technology and products designed to help your departments

Orlando Fun Facts

- Orlando was once named "Jernigan" after the first permanent settler in the city, Aaron Jernigan; however, the city was renamed Orlando after Jernigan was forcibly removed from a military position.
- There are more than 2,000 lakes in the Greater Orlando region.
- There are 71 skyscrapers in the Greater Orlando area. The tallest is the SunTrust Center, standing at 134 meters in downtown Orlando.
- Over 54 million people visited Orlando in 2010, making it one of the most attractive tourist destinations in the world. Interestingly, most people will never actually enter the Orlando city limits due to the fact that Walt Disney World lies almost 20 miles outside them.

The Lighter Side of the Conference

IACP Motorcycle Law Ride

When: Saturday, October 25, 8:00 AM

Location: Volusia County and Daytona International Speedway
Registration: A separate registration fee of \$50 is required for participation. To sign up, visit the Special Events page on www.theIACPconference.org.

As the host and creator of the first ever IACP Motorcycle Ride back in 2010, we are stepping on the gas and taking it to the next level in 2014. On Saturday, October 25, 2014, at 8:00 AM, we will travel to beautiful Volusia County and visit the historic and world-famous Daytona International Speedway. Riders will enjoy an escorted ride from Orlando Harley Davidson to the Speedway and will ride straight onto Victory Lane where the Daytona 500 drivers celebrate their victory. After taking a professional photo sitting on a Harley, you will rally at the picturesque Club 500 overlooking Victory Lane. It will be an experience you won't want to miss! Riders will be treated to a continental breakfast before departure and a light lunch at Club 500. The ride is limited to 110 participants. Bike rentals will be provided at a discounted rate by Orlando Harley Davidson.

Eighth Annual IACP Foundation Fundraising Gala Honoring the IACP/Target Police Officer of the Year

When: Saturday, October 25

Reception: 6:30 PM–10:00 PM

Location: Hyatt Regency Orlando (formerly Peabody)

Registration: Corporate sponsorships and individual tickets are available; seating is limited. For inquiries about sponsorship opportunities, contact Amanda Burstein at burstein@theiacp.org.

Held each year in conjunction with the IACP's Annual Conference & Expo, the IACP Foundation Gala is a special night highlighting the best and bravest in professional policing with the IACP/Target Police Officer of the Year Award. Since 2007, the Foundation Gala has become a major event at the conference, and all proceeds from the event benefit the priority focus areas of the Foundation including direct support for fallen officers' families, scholarships, and funding for the critical work of the IACP Center for Officer Safety and Wellness. The black-tie-optional event (business attire is acceptable) with a hosted reception, guest speaker, and a wonderful dinner makes for a spectacular and lively evening for law enforcement leaders from across the globe, along with private sector partners. Tickets can be purchased at the time of registration for \$200 each.

Corporate partners for the event can participate in the evening by purchasing a table at any of the following levels:

- Gala Champion Dinner Sponsor: \$100,000
- Guardians of the Shield: \$20,000
- Protectors of the Peace: \$10,000
- Heroes of Honor: \$5,000

For more information on supporting the fallen and enhancing officer safety through this event, please visit the Foundation's website at www.theiacpfoundation.org.

IACP Universal Adventure 5K Run/Walk

When: Sunday, October 2, 7:00 AM

Location: Universal Orlando

Registration: A separate registration fee of \$35 is required for participation. To sign up, visit the Special Events page on www.theIACPconference.org.

We are excited to announce that the IACP Universal Adventure 5K will again take place at Universal Orlando Resort. The 5K run will begin at 7:00 AM on Sunday, October 26, 2014, and will provide participants with a tour through Universal Studios, Universal's Islands of Adventure, and Universal CityWalk. Highlights include

the Wizarding World of Harry Potter, the new TRANSFORMERS: The Ride-3D, Despicable Me Minion Mayhem, and many other attractions at Universal Orlando Resort. Proceeds will benefit Special Olympics, a nonprofit organization dedicated to providing athletic training and competition opportunities in a variety of Olympic-type sports for adults and children with intellectual disabilities. These special athletes develop physical fitness, demonstrate courage, experience joy, and participate in the sharing of lifetime achievements. The IACP Universal Adventure 5K is open to the public and the first 600 registrants will receive an IACP Universal Adventure 5K T-shirt. Transportation will be provided from selected IACP hotels and the Orange County Convention Center.

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IACP Golf Tournament

When: Sunday, October 26, 8:00 AM

Location: Shingle Creek Golf Club

Registration: Separate registration of \$175 is required for participation. To sign up, visit the Special Events page on www.theiacpconference.org.

We are pleased to announce the IACP Golf Tournament will be held on Sunday, October 26, 2014, at the beautiful Shingle Creek Golf Club in Orlando, Florida. This challenging, yet playable David Harman design lies along historic Shingle Creek, and features interconnected waterways, undulating fairways, and breathtaking 360° views. Named by *Golfweek* as one of America's Top 40 New Courses, this spectacular layout offers five diamond service standards and an 18-hole, par 72 (7,149 yards) championship golf course. Shingle Creek is also home to the Brad Brewer Golf Academy, named as one of the top 25 golf schools in the United States by *GolfMagazine*.

The \$175 entry fee includes a continental breakfast prior to the 8:00 AM shotgun start, pre-round range balls, gift bags, all on-course contests, and a scramble-format golf tournament with a buffet lunch immediately following the tournament. Each golfer will also receive a personal video swing analysis from *GolfMagazine's* Top 100 Teacher, Brad Brewer. The course is conveniently located close to most of the IACP hotels; however, transportation will be provided from the Orange County Convention Center – West Building for those participants needing assistance.

IACP's Host Chief's Night

When: Monday, October 27, 7:00 PM–11:00 PM

Location: Universal's Islands of Adventure Theme Park

Join us for a night of networking with your fellow members of the IACP. We've reserved the entire Universal's Islands of Adventure theme park just for you! All night long, you'll have unlimited access to incredible rides and attractions like the Amazing Adventures of Spider-Man, Jurassic Park River Adventure, and the magic and excitement of the Wizarding World of Harry Potter – Hogsmeade. It's an entire universe of action and thrills...and it's all yours!

During the event, you'll also enjoy meet-and-greets with characters and select award-winning restaurants open throughout the park.

IACP's Host Chief's Night provides an unparalleled opportunity for an evening of networking and camaraderie, and with transportation available between every conference hotel and the theme park, you have no excuse to miss out!

Please do not bring any firearms with you to Islands of Adventure, as they are not allowed inside the theme park. Thank you in advance for your cooperation.

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© MARVEL. Jurassic Park River Adventure ® Universal Studios/Amblin. Universal elements and all related indicia TM & © 2014 Universal Studios. © 2014 Universal Orlando. All rights reserved.

Annual Banquet

When: Tuesday, October 28, 6:00 PM–10:00 PM

Location: Valencia Ballroom, Orange County Convention Center – West Building

Tickets: Tickets are \$85 per person and can be purchased at time of registration or by contacting Mairi Ferguson at ferguson@theiacp.org.

Join us for the IACP annual banquet, featuring the formal swearing-in of the president-elect and board of officers. This is a black-tie-optional event (business suits are appropriate). Entertainment will be provided. Seats are sold on a first-come, first-served basis and are limited.

IACP 2014 Registration is NOW OPEN!

Attendees who register before September 11 will receive the special advance registration rate. There are two easy ways to register in advance for IACP 2014.

1. Visit the conference website (www.theiacpconference.com) and click on the green "Register" button.
2. Complete and mail or fax the form on page 83 to IACP. (Mailed/faxed registrations will only be accepted until **September 10, 2014.**)

DON'T WAIT! Register now to lock in the early rate for you and your team.

For the latest conference information, visit www.theiacpconference.org



Paul Cell

Chief of Police

Montclair State University Police Department, New Jersey

Candidate for Fourth Vice President

It is with great enthusiasm that I write this article to my brothers and sisters in law enforcement. It has been my honor to serve our profession for the past 34 years, 13 of which were as a chief of police. Throughout my career, I have experienced the greatness of what our profession can accomplish when working toward a goal as a united force. Those experiences are the reasons I have based my candidacy on enhancing an environment of inclusiveness and connectivity within the IACP. My belief is that each member, committee, section, and affiliate association is equally relevant to the IACP and are keys to our association's success. It is with that philosophy that I led the New Jersey State Association of Chiefs of Police (NJSACOP) as president through June 2014.

I also understand the need to stay current and connected through professional development in the areas of executive leadership and management. I am a graduate of the 217th session of the FBI National Academy and FBI LEEDS. Additionally, in recent years, I attended the first U.S./Canadian Executive Leadership Joint Forum; the Senior Leaders Seminar conducted at the College of Policing; International Academy, in Bramshill, England; the Royal Canadian Mounted Police Executive Officer Development Program at RCMP Headquarters in Ottawa, Canada; the Gettysburg and Antietam Staff Rides for Law Enforcement Leaders; and the IACP National Law Enforcement Leadership Institute on Violence Against Women. In 2003, I was a part of a law enforcement delegation to South Africa to work with the South African Police Services.

Currently, I serve on the IACP Executive Committee as the NJSACOP immediate past

president, NJSACOP International Executive Law Enforcement Training Liaison, and chair of the Critical Incident Response Committee. I have been appointed to the National Advisory Board for the Cley Center and the Advisory Board for the Civic Research Institute Quarterly Review. In addition, I remain an active member of the New Jersey Office of Homeland Security and Preparedness Emergency Services Working Group, the Governor's Advisory Council Against Sexual Violence Working Group, and the New Jersey Presidents' Council Committee on Campus Safety.

Our profession has provided me with amazing opportunities, not only to serve my community, but also to train and work side-by-side with professionals in all ranks of law enforcement. My passion for law enforcement and my commitment to give back to a profession that has given me so much serves as the foundation of my campaign.

The campaign has taken me across the United States and elsewhere, and I've had the good fortune of visiting old friends and forming new relationships. During these travels, I have had the opportunity to address my vision, but more importantly, I have been listening to what you—the members of IACP—have said, thus gaining a better understanding of the issues that directly affect you.

As we continue supporting current IACP initiatives that address national issues today, such as marijuana legalization; the heroin epidemic; and remote data collection, retention, and use, we need to aggressively identify trending concerns facing law enforcement in the foreseeable future.

If elected, I want to keep **officer safety** a priority. SACOP has done an outstanding job with the Safe Shield Program. This

project's efforts need continuous support to ensure sustained success. In addition, we need to explore new and cutting-edge ideas to help our officers return home safely. Moreover, each year we see the number of **stress-related health issues for law enforcement executives** increase. By identifying programs that address the physical effects of stress for police professionals in high-pressure positions, we can help to reduce the health risk.

Keeping our retired members in relevant positions and actively engaged in the IACP creates a wealth of resources, both in institutional history and professional experience. I also want to work with **returning military veterans looking to enter the law enforcement profession**. I support such programs as the COPS Office "Vets to Cops" and feel that the IACP can help influence changes in federal laws that could aid in these transitions.

Most importantly, whatever new challenge we face, we will succeed only if our members, committees, sections, and affiliate organizations stay actively connected in the planning, decision making, and implementation of policies and best practices.

My connectivity starts now with my cellphone number listed at the bottom of this article. I believe you should have direct access to anyone who is asking to serve as your representative.

I am humbled to ask for your support in this election and would be honored to serve as your vice president. I want to thank all my brothers and sisters who are supporting my candidacy; words alone can never express my gratitude. This is our time to stand together and "VOTE CELL" in Orlando. ♦

Learn more about me at www.paulcelliACP2014.com or contact me at (201) 247-4916.

8th ANNUAL
IACP FOUNDATION

Gala
*Honoring
Heroic Achievement*

OCTOBER 25, 2014
HYATT REGENCY ORLANDO, FL

THE 2014 FOUNDATION GALA IS PROUD TO HONOR
THE IACP/TARGET POLICE OFFICER OF THE YEAR



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The mission of the IACP Foundation is to support injured and fallen officers and their families, protect the safety of officers, and support the goals and programs of the IACP.

For more information contact:

Amanda Burstein

800.843.4227 x829 or Burstein@theiacp.org

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



Louis M. Dekmar

Chief of Police

LaGrange, Georgia, Police Department

Candidate for Fourth Vice President

As candidate for IACP Fourth Vice President, I respectfully seek your support and vote as I offer my 37 years of experience as a police officer, including 23 years as a police chief, to the membership of the International Association of Chiefs of Police. During my career, I have learned how vital it is for law enforcement professionals to have a confident leader with clear vision and the highest degree of personal and professional integrity. While serving as a police officer, investigator, detective, division commander, and now police chief, in agencies ranging from 12 officers to more than 300, I have remained dedicated to demonstrating those qualities.

In listening to police chiefs, it is clear several key areas require IACP involvement.

1. Complete a comprehensive study and create a legislative tool kit for police chiefs to respond to medicinal and recreational marijuana legislative efforts. Based on data from the two U.S. states that currently have recreational marijuana laws (Colorado and Washington), a research paper will expose the associated public safety and health issues, as well as the related financial burdens. As an international organization, the research should include information from our European members who have decades of experience dealing with the impact of similar legislation. Our law enforcement leaders, armed with this crucial information, would be able to confront proposed marijuana legislation in their own jurisdictions.

2. Moral, legal, and officer safety concerns continue to challenge police personnel dealing with persons afflicted with mental illness. U.S. prisons are the single largest providers of treatment for the mentally ill; county jails, the second. Effective police response, paired with community engagement, can reduce use-of-force incidents and

provide treatment opportunities for those suffering from mental illness as an alternative to frequent police involvement and incarceration. The officer safety implications cannot be overstated; a recent study of 700 police-involved shootings identified 36 percent as "suicide by cop" incidents. The IACP should continue to emphasize law enforcement policy and training in dealing with the mentally ill. Emphases should include pursuing the most effective laws to enable appropriate police responses and developing a framework to collaborate with faith-based organizations and the private sector to promote community and political support for assisted outpatient treatment and mental health courts.

3. State and federal political decisions that reduce prison populations by reducing felonies to misdemeanors and characterizing burglaries and drug offenses as non-violent crimes ignore the significance of those crimes and the threat to neighborhoods, communities, and police officers. IACP must oppose a return to the failed community-based corrections and incarceration alternatives of the 1960s and 1970s, which resulted in increased crime rates. It is essential to acknowledge that when incarceration rates increase, crime rates decrease.

As a life member of the International Association of Chiefs of Police; past co-chair of the Police Professional Standards, Ethics and Image Committee; and a member of the Private Sector Liaison Committee, I currently serve as chair for the Mental Illness Subcommittee. In consultation with IACP, I delivered leadership training tracks for small law enforcement agencies, conducted various training seminars, and participated in several IACP subcommittee and ad hoc initiatives. For a decade, I was IACP's appointed commissioner for the Commission on Accreditation

for Law Enforcement Agencies (CALEA), including five years during which I served as the commission's chair and president.

During my service as president of the Georgia Association of Chiefs of Police (GACP), of which I have been a member for over two decades, I represented over 550 police chiefs in a variety of forums. In 2006, I chaired the GACP Vehicle Pursuit committee, and we published a white paper accepted by the U.S. Supreme Court in a Brief of Amicus Curiae (*Scott v. Harris* 2007). During my tenure as GACP's representative on the State Crime Laboratory Commission, our association's findings resulted in a \$50 million legislative funding increase for the State Crime Laboratory System. I am an active member with the National Organization of Black Law Enforcement Executives (NOBLE) and the FBI National Academy Associates. I hold a master's degree in public administration and a bachelor of science degree, in addition to being a graduate of both the FBI National Academy (142nd) and the FBI Law Enforcement Executive Development Seminar (LEEDS).

A former member of the Peace Officer Standards and Training Council (POST), I served on the Probable Cause Committee. In 2003, I received a governor appointment to the Georgia Board of Public Safety, where I provided policy oversight for the Georgia State Patrol, Georgia Bureau of Investigation, and the Georgia Public Safety Training Center, followed by an appointment as a Civil Rights Monitor for the U.S. Department of Justice (DOJ), Civil Rights Division in 2004.

Like many of you, I have received a number of honors and recognitions during my law enforcement career; however, the most humbling honor that I could ever earn is your vote and show of support in selecting me as your IACP Fourth Vice President. ❖

Please visit my website: www.dekmar2014.com.

It's a night to remember...

to share...

to celebrate...

It's a night you simply cannot miss.



Join us at the
IACP 2014
Annual Banquet

Tuesday, October 28, 2014, 6:00 PM - 10:00 PM
Orange County Convention Center - West Building, Valencia Ballroom
Tickets are limited and sold on a first-come, first-served basis
Order when you register to ensure your place at the banquet

www.theIACPconference.org





Dwight Henninger

Chief of Police

Vail, Colorado, Police Department

Candidate for Vice President – Treasurer

Fellow law enforcement professionals, I have been honored to serve as the IACP Vice President – Treasurer for the past two years, and I am seeking reelection to this position. As a member of IACP's Board of Officers, I have worked conscientiously to represent the membership and to safeguard the funds of the association in a transparent and pragmatic manner. I ask for your vote during the election held in October 2014 at the annual conference in Orlando.

During my tenure as Treasurer, I have carried out the IACP Constitutional duties of the Vice President – Treasurer by providing quarterly reports to the Board of Officers and Executive Committee, chairing the Financial Review Committee, and conducting quarterly audits of the association. Working with IACP's exceptional finance staff to develop fiscally responsible budgets has been rewarding and productive. Our imperative is to support and serve current membership and develop future leaders of our profession.

I am the chief of police for the internationally known mountain destination of Vail, Colorado—a position I have held for the past 12 years. Prior to going to Colorado, I worked in law enforcement in Southern California for 20 years. I am privileged to have a great team of 64 employees who provide excellent service to Vail's residents, merchants, and guests. Their solid support allows me to take an active role in the IACP and focus on advancing our association's positive influence on criminal justice strategies and police services in the United States and internationally.

In addition to my treasurer duties, I continue to work at improving law enforcement's ability to work with emergency management agencies to respond to man-made and natural disasters in a coordinated and thoughtful manner, with a particular emphasis on resource mobilization and All Hazards Incident Management Teams.

As was the case during my predecessor, Chief Carl Wolf's term as Treasurer, our association continues to end each year with a surplus and with a "clean" audit report, absent of financial problems or issues. This reflects the professionalism of IACP staff, past leaders of the association, and the current governing body.

Thank you in advance for your continued support and the opportunity to serve this great association. I pledge to continue to serve responsibly and to help maximize the impact the association has on our profession in extraordinary ways. I look forward to seeing you in Orlando at the annual conference. ♦

Please do not hesitate to contact me if you have any questions.
I can be reached at henninger@theiacp.org.



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IACP 2014

OCTOBER 25-28
EXHIBITS: OCTOBER 26-28

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Priority Dispatch Corp.

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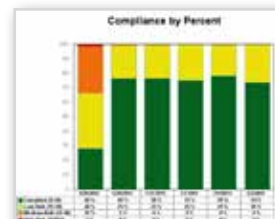
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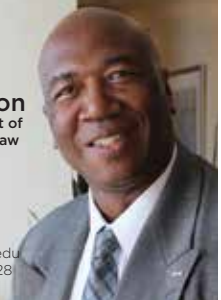
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The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For **free**, in-depth information, visit us online at <http://www.policechiefmagazine.org>. Items about new or improved products are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

Firearms destruction system

GUNBUSTERS, LLC introduces their patent-pending firearms pulverizer system. The pulverizer was developed for agencies to destroy confiscated and surrendered firearms and other items of evidence, such as computer hard drives. The system consists of three integral parts: the pulverizer, dual cameras, and a computer program that creates a permanent record of the destruction of each firearm. The database is searchable by serial or agency evidence number. The pulverizer weighs 7,200 pounds and is four feet by ten feet. It is powered by two 25 HP electric motors that generate in excess of 18,000 pounds of pressure, easily cutting firearms into small pieces.

See the **Firearms Pulverizer System** at IACP 2014 booth 529.

For more information, visit www.gunbustersusa.com.

Educational program

Since 1951, the Southern Police Institute (SPI) has enhanced the professional development of law enforcement practitioners by providing educational programs designed to challenge and prepare practitioners for current and future careers. For 63 years, SPI has provided quality education, training, and technical assistance to law enforcement agencies both nationally and internationally. The 12-week Administrative Officers Course provides an executive leadership development program that includes graduate and undergraduate options. Comprehensive management training features the 10-week Command Officers Development Course. More than 30 professional development training courses are conducted across the nation. SPI technical assistance includes agency assessments, promotional processes, executive searches, and tailored training program design.

Visit **Southern Police Institute (SPI)** at IACP 2014 booth 566.

For more information, please visit: <http://louisville.edu/spi>.



Independent validation of DNA system

GE Healthcare Life Sciences and NetBio named several of the laboratories participating in the announced comprehensive developmental validation of DNAscan Rapid DNA Analysis System. Leading international- and U.S.-accredited NDIS participating forensic laboratories are independently evaluating the overall system from "swab-in to profile-out," including the on-board Expert System software, which uses automated data interpretation to eliminate the need for human review. Results of the comprehensive multi-laboratory validation process, which includes meeting an extensive set of FBI Quality Assurance Standards, will be used to seek NDIS approval to enable forensic laboratories to submit STR profiles generated by the DNAscan System to CODIS.

Visit **GE Healthcare** at IACP 2014 booth 615.

For more information, visit www.gehealthcare.com.

Network app

The Hero911 Network is a voluntary, nonprofit group of federal, state, and local law enforcement officers nationally dedicated to reducing response times to active school shooting incidents. The launch of the group's Hero911 app is designed to increase the number of officers, on or off duty, who can respond to these tragic school crimes. Any of the nearly 900,000 active U.S. federal, state, or local law enforcement officers can download the Hero911 app for free on their iOS and Android smartphones. The Hero911 app will work in concert with the Hero911 Network's new companion app for teachers and school staff called SchoolGuard.

Visit **Hero911** at IACP 2014 booth 2130.

For more information, visit www.hero911.org.





Handheld drug ID instrument update

Law enforcement personnel can now use an instrument designed to identify a wider range of synthetic cannabinoids and cathinones. Building on the core functionality of the Thermo Scientific TruNarc handheld analyzer, Thermo Fisher Scientific designed the TruNarc v1.4 software update to increase the onboard library in an effort to enable narcotics officers, customs personnel, and military police to quickly identify and better enforce the newest laws related to synthetic drugs. The analyzer is a handheld Raman system designed for rapid identification of suspected drugs without direct contact. Using Raman spectroscopy, the instrument quickly and accurately identifies a variety of illicit drugs, cutting agents, and precursors.

Visit Thermo Fisher Scientific at IACP 2014 booth 981.

For more information, visit www.thermoscientific.com/trunarc.

Motorcycle video system

WatchGuard Video announces the WatchGuard 4REm Wireless Motorcycle Video System. 4REm utilizes a new high-intensity, waterproof LCD display; waterproof camera; industrial grade solid state hard drive; and model-specific motorcycle mounting hardware. It is made of fully industrial grade components (instead of commercial grade components), and the display features a cast aluminum sealed housing (instead of plastic or polycarbonate). Since motorcycles are not intended to run power-hungry electronics, the system is designed to be extremely power efficient. The entire system consumes only 1.6 amps while recording, and it drops to just over 1/1,000th of an amp when in standby mode.

Visit WatchGuard Video at IACP 2014 booth 1559.

For more information, visit www.watchguardvideo.com.

Badges

5.11 Tactical introduces an exclusive line of ChromaFlex badges designed for law enforcement officers. A lightweight, comfortable, and secure alternative to heavy metal or embroidered badges, ChromaFlex is a permanent, three-dimensional textile embellishment that allows officers to maintain the authoritative, metallic appearance of a traditional metal badge without sacrificing authenticity. This badge is purpose-built to meet the demanding missions and challenges faced by law enforcement professionals. For added convenience, the badge is both home laundry and dry clean friendly. All stock badge design templates include the option for a state seal insert and customized laser-etched text in one of several colors.

Visit 5.11 Tactical at IACP 2014 booth 1249.

For more information, visit www.511tactical.com.



Collaboration on a software-defined storage infrastructure

Iveda and ProphetStor Data Services, Inc., announce an agreement to collaborate on a software-defined storage infrastructure for providing enterprise-class cloud video surveillance to its customers. Iveda is implementing ProphetStor Federator SDS to orchestrate existing storage silos and commodity hardware into a high-performance, intelligent storage system for the Sentir Intercloud platform, which will provide a leading video management platform optimized across public and private cloud deployments for device provisioning, video streaming, and cloud video analytics. Big Video Data cloud storage infrastructure is to serve as the template for internal operations. Federator is providing automatic discovery and abstraction of physical storage resources into virtual pools classified by capabilities and performance, along with centralized management, automated storage provisioning, and dynamic monitoring and scheduling of resources to meet storage demands. The resulting template will serve as the basis to build infrastructure and provide services.

Visit Iveda at IACP 2014 booth 801.

For more information, visit www.iveda.com.



Multicolored lightbar

Code 3, Inc., introduces multicolor technology to the 21TR Plus lightbar, along with many enhancements. It is the third lightbar in the top end of the Code 3 line that now has multicolor capability. It provides multiple colors from one lighthouse module. No splits, just one full color signal followed by another full color signal. Greater color and flash pattern combinations are now possible with multicolor lighting—create more flash patterns and color activity to alert motorists of your presence. ❖

Visit Code 3, Inc., at IACP 2014 booth 1667.

For more information, visit <http://code3pse.com>.

Connecting Police Chiefs and Academic Researchers:

The New Division of Policing in the American Society of Criminology

By Anthony A. Braga, PhD, Professor, Rutgers University, New Jersey, and Senior Research Fellow, Harvard Kennedy School; Cynthia Lum, PhD, Associate Professor, George Mason University, Virginia; and Edward F. Davis, Commissioner (ret.), Boston, Massachusetts, Police Department, and Co-Chair, IACP Research Advisory Committee

There is a long history of working relationships between law enforcement agencies and academic researchers in the United States. Indeed, partnerships between modern police practitioners and academic researchers were set in motion by August Vollmer, a criminologist and reform-minded chief in Berkeley, California, from 1905 to 1932. As part of his efforts to professionalize policing, Vollmer developed relationships with faculty at the University of California, Berkeley, to educate police officers on an assortment of subjects, such as public administration, sociology, and criminology.¹ Over the course of the next several decades, these educational relationships eventually evolved into research collaborations. Police executives began to open their doors to academics during the 1950s and allowed them to access department records and interview, survey, and ride with police officers. The resulting research became the foundational literature in the study of policing.²

As U.S. police departments became more invested in the idea of community and problem-solving policing over the course of the 1980s and 1990s, they started to embrace working partnerships with community members and a wide range of other governmental and non-governmental actors. Police departments slowly began to engage academic researchers as important partners in their efforts to be more effective in addressing community concerns. Federal funding initiatives, such as the U.S. Department of Justice's Project Safe Neighborhoods and the Bureau of Justice Assistance's Smart Policing Initiative, provided support for police practitioner-academic partnerships that could both raise the quality of crime prevention projects and improve the existing knowledge base on effective crime prevention practices. While not yet common features of modern police departments, these partnerships have certainly become more prevalent. A recent survey of U.S. police departments found that nearly one-third of responding agencies had participated in a research partnership in the past five years.³

The American Society of Criminology (ASC) recently established a collaborative relationship with the International Association of Chiefs of Police (IACP) Research Advisory Committee (RAC) to increase the number and quality of police practitioner-academic partnerships. To facilitate the exchange of empirical

research findings with the IACP membership, the RAC established the publication of Research in Brief abstracts in the *Police Chief* magazine. On May 3, 2014, the ASC approved a petition signed by the nation's policing scholars and leaders to form the Division of Policing within the society. Interestingly, the society never had a policing division, although the purpose of creating what has now become the American Society of Criminology was to professionalize and elevate policing standards and curricula, advance police science, and develop fellowship among those involved in these endeavors, especially between colleges, universities, and law enforcement agencies.⁴

The founding organizers and supporters of the Division of Policing first met at the ASC Conference in Atlanta, Georgia, in 2013, to discuss the mission and goals of the new division and to set forth a constitution. Recognizing the importance of building on the already strong partnerships between many of the society's policing scholars and law enforcement practitioners, the division's founders set forth to recognize this connection in its mission statement, which reads

The mission of the Division of Policing is to advance theory, knowledge, and practice in policing through rigorous research and evaluation. The Division recognizes the fundamental importance of the police for maintaining order, protecting civil liberties, and enhancing public safety in free societies. It is committed to advancing the science of policing, testing innovation in the field, and promoting excellence in practice through translational activities. These goals can be achieved by facilitating a dialogue and building partnerships among policing scholars, practitioners, policy makers, community leaders, and students of policing.

A recent survey of U.S. police departments found that nearly one-third of responding agencies had participated in a research partnership in the past five years.

Criminological Research That Can Directly Help Police Departments

Participation in the new Division of Policing can help police executives keep up-to-date on new research findings, form research partnerships with academics to examine important policy problems in their own jurisdictions, and provide an outlet for sharing knowledge with a diverse group of researchers and practitioners. Police departments can benefit from research on a wide variety of complex organizational and operational challenges. For the purposes of this brief article, we simplify these benefits into two broad categories of crime-related research activities: (1) understanding the nature of crime and disorder problems, and (2) establishing a knowledge base on effective police crime prevention and control practices. In layman's terms, police executives need to understand two core questions: "what is going wrong?" and "what should we be doing about it?" Many police executives will immediately recognize these two broad categories as capturing key aspects of the work pursued by police officers implementing problem-oriented policing strategies: the analysis of crime problems to reveal underlying criminogenic conditions and the assessment of implemented responses to determine whether recurring problems were reduced.⁵ These questions are also captured in the notion of evidence-based policing and the broader movement towards evidence-based crime policy.⁶ The scientific evidence and the scientific processes that police executives need to support their decision making can include both high-quality descriptions of the situations and dynamics that cause problems to recur and evaluations of crime control interventions or even internal agency processes. Considering how to translate those findings into practice is also an important endeavor.⁷ Over the last three years, ASC members have served as research partners to police departments on the design, implementation, and evaluation of police crime prevention programs in Sacramento, California; Boston, Massachusetts; and Philadelphia, Pennsylvania.⁸ These three research and development initiatives were recognized by the IACP Excellence in Law Enforcement Research Award in successive years (2011–2013).

Police executives are also interested in understanding the dynamics of related problems that affect their ability to keep their communities safe. Police need the support and cooperation of citizens to be effective in dealing with crime problems and maintaining social order in public spaces.⁹ Unfortunately, some police departments tend to have lower levels of perceived legitimacy among minority residents residing in disadvantaged neighborhoods. These same neighborhoods are often highly disorganized and unable to control crime and disorder problems on their own. Academic research partnerships with a broad and diverse group of criminologists can assist in sorting out these complicated relationships and developing ways to stimulate community involvement in crime prevention initiatives.

Police departments are called upon to handle a broad array of societal issues. Indeed, the police are the most visible face of government in many neighborhoods, as they offer services 24 hours a day and seven days a week. As a result, citizens are often encouraged to "call the cops" when problems arise. To be effective in controlling crime and disorder, research suggests that police responses need to be focused and tailored to specific problems. Academic researchers conduct high-quality examinations in a broad range of subjects that can help police leaders develop focused, flexible

response policies and practices. These areas include organizational management, front-line supervision, use of force, hiring and promotion practices, police misconduct, homeland security, and many more. The ASC Division of Policing will be characterized by this kind of broad thinking driven by active exchanges of ideas between academics and police practitioners. ♦

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Edward F. Davis is Commissioner (retired) of the Boston Police Department and Co-Chair of the Research Advisory Committee of the International Association of Chiefs of Police.

Notes:

¹August Vollmer and Albert Schneider, "The School for Police as Planned at Berkeley," *Journal of the American Institute of Criminal Law and Criminology* 7, no. 6 (March 1917): 877–898.

²Jeff Rojek, Hayden Smith, and Geoffrey P. Alpert, "The Prevalence and Characteristics of Police Practitioner–Research Partnerships," *Police Quarterly* 15, no. 3 (September 2012): 241–261.

³Ibid.

⁴Albert Morris, "The American Society of Criminology: A History, 1941–1974," *Criminology* 13, no. 2 (August 1975): 123–167; Edward A. Petty, "Historical Perspectives on the American Society of Criminology" (unpublished manuscript, 1959), www.asc41.com/history/Petty.htm (accessed June 24, 2014).

⁵Anthony Braga, *Problem-Oriented Policing and Crime Prevention*, 2nd ed. (Boulder, CO: Lynne Rienner Publishers, 2008); Herman Goldstein, *Problem-Oriented Policing* (Philadelphia: Temple University Press, 1990).

⁶Lawrence Sherman, "Evidence-Based Policing," *Ideas in American Policing*, no. 2 (Washington, D.C.: Police Foundation, July 1998).

⁷Cynthia Lum, "Translating Police Research Into Practice," *Ideas in American Policing*, no. 11 (Washington, D.C.: Police Foundation, August 2009).

⁸Cody W. Telep, Renée J. Mitchell, and David Weisburd, "How Much Time Should the Police Spend at Crime Hot Spots? Answers from a Police Agency Directed Randomized Field Trial in Sacramento, California," *Justice Quarterly* (August 2012), doi: 10.1080/07418825.2012.710645; Anthony Braga, David M. Hureau, and Andrew V. Papachristos, "An Ex-Post-Facto Evaluation Framework for Place-Based Police Interventions," *Evaluation Review* 35, no. 6 (December 2011): 592–626; Jerry H. Ratcliffe et al., "The Philadelphia Foot Patrol Experiment: A Randomized Controlled Trial of Police Patrol Effectiveness in Violent Crime Hot Spots," *Criminology* 49, no. 3 (August 2011): 795–831.

⁹Tom R. Tyler, "Enhancing Police Legitimacy," *Annals of the American Academy of Political and Social Science* 593 (May 2004): 84–99.

AN INVITATION

The Division of Policing will be celebrating its inauguration this year near where it all began—at the ASC 2014 Conference in San Francisco, California, on November 20, 2014. The ASC invites members and anyone interested in the division to attend. At this special event, the United States' preeminent policing scholars and leaders will be presenting on the future of law enforcement research and practice in the society. For more information about this special event, and to become a member of the ASC and the Division of Policing, visit www.ascpolicing.org.

Training Trilogy: IACP's Contribution to International Law Enforcement Education

By Erin Turner-Bird, Freelance Writer

The International Association of Chiefs of Police (IACP) is proud to oversee three new initiatives designed to strengthen and sustain police organizations worldwide and to foster the application of democratic principles and policies within these organizations.

With funding provided by the U.S. Department of State, International Bureau of Narcotics and Law Enforcement Affairs (INL), IACP developed two different international police training programs. The first program, the **Iraqi Police Education Program (IPEP)**, running from 2010 to 2015, serves to acquaint mid- to senior-level officers from Iraq with current police practices, training, techniques, and technologies. Currently, Iraq is facing a significant threat to its stability and ability to govern from a group known as the Islamic State in Iraq and Syria (ISIS). The resulting turmoil has presented challenges for INL and the IACP IPEP team, including difficulty keeping the next rotation of Iraqi police officers traveling to the United States on schedule. Fortunately, the program is on track to receive a delegation of 10 Iraqi Kurdish officers in early August 2014. This delegation will be hosted by the Port of Seattle, Washington, and Aurora, Colorado, police departments.

The **International Police Education and Training (IPET)** program began in 2011. It differs from IPEP in that it involves law enforcement personnel from around the globe, instead of centering on a single country. IPET provides mentor teams from the United States to guide international law enforcement officers through specific reform projects chosen by their home organizations in conjunction with the U.S. Department of State.

In addition to the first two programs, the IACP has built a third international offering, the **Policing and Stability Operations**

Program (PSOP), which is funded by the U.S. Department of State, Bureau of Conflict and Stability Operations (CSO), and will be led by the IACP's training division fellow, U.S. Army Major, Steve Kane. While this effort is still being conceptualized by the CSO, the IACP Center for Police Leadership and Training (CPLT) Division is prepared to move forward with advanced operational planning once authorization is provided by the CSO. PSOP aims to supply rapid response and assistance in areas designated by the U.S. Department of State as "priority countries" that are experiencing conflicts or other emergencies that threaten stable societies. Having recently become a preferred vendor, the IACP stands poised to assemble teams of law enforcement trainers, mentors, and advisors for short-term international deployments as a part of a multidiscipline team.

Iraqi Police Education Program

Iraqi police officers confront many of the same issues that U.S. officers do, but they must also deal with these issues in an environment having numerous security challenges. According to IACP Project Manager Faisal Ansari, political change in Iraq is prompting its law enforcement organizations to move from an interrogation-based policing system to an evidence-based, community-oriented one. Thus, IACP and its partner police departments are working with INL and the Iraqi participants to provide classroom, observational, and field training on leadership principles, crime scene and critical incident management, and tactical training. By partnering with local, state, and federal law enforcement agencies to provide the field training portion of the program, IACP is able to expand the learning opportunities for the Iraqi officers. Iraqi officers

travel to the United States for approximately 28 days, during which they attend IACP-led classroom and tactical training and travel to two or three U.S. police departments where they obtain additional training.

Steven O'Dell, current deputy director and quality assurance manager of the Baltimore Police Department Crime Laboratory, helped develop IPEP's curriculum as it pertains to crime scene management. Mr. O'Dell helped build Iraq's forensics department from the ground up and was involved in the first DNA-based conviction in that country. Training in the United States has revolved around critical incident management, evidence protection, pre- and post-blast crime scene training, and crime scene preservation.

The three-week IPEP rotations also include classroom instruction and practical exercises from the IACP's Leadership in Police Organizations (LPO) leadership development program that emphasizes individual, group, and organizational change. In addition to classroom learning, students observe the practical application of theory during ride-alongs and field trips. By observing the U.S. officers in the field, the Iraqi officers can better understand how the U.S. officers' interact with citizens on a daily basis and how they respond to, record, and follow up on reports of criminal activity.

The IACP is continually modifying the IPEP curriculum to guarantee that Iraqi officers are getting the most relevant training. For instance, instructors have evolved the tactical training to address threats similar to those encountered on a daily basis in Iraq. Ansari said, "We wanted to give them the tools to survive and tactics that would save more Iraqi lives."¹ Consequently, the IPEP team incorporated active shooter, immediate intervention, and similar training into the program.

Cultural and language differences have failed to derail the progress that IPEP is making toward the application of the rule of law in Iraq. The IACP has designed IPEP to introduce students to U.S. culture, lifestyles, and pastimes—everything from touring the U.S. capital to attending a baseball game. Through these experiences, IPEP students see how the U.S. form of government maintains order and keeps individual liberties from dissolving into collective chaos. "Being able to come and see the United States firsthand has such a rock solid effect on their understanding of democracy, what it means to be free, how civilians in our society interact," said Ansari.

U.S. Department of State translators are an important bridge, enabling communication during and after the course. Besides facilitating classroom instruction, the translators help make possible the social media exchanges and alumni meetings that support and track students' progress. The Department of State, IACP, and its domestic

police partners work hard to ensure that the skills obtained during the program can be applied and maintained by the officers once they return to Iraq.

In exit interviews completed by the Iraqi participants, General Mohammed Aziz, who attended the June 2013 rotation, commented on IPEP saying, "this program is evidence of the loyalty ... between the Iraqi police and the United States. When they [Iraqi police] are trained here [in the United States], they go back and make their communities safer because they share the same goals against terrorism." Another attendee, Major Ahmed Lateef was impressed with devices like speed radar guns during his March 2013 IPEP experience. Even so, he wrote that "the most important thing we learned was how American law enforcement officers treat the community." His colleague, Captain Raafat Kadhim, expressed that the leadership development training and its concepts most impressed him: "It is not about who is a general or who is a colonel, the team cohesion is important. Everyone on my team has a goal to get the job done, and that is most important."

To date, 19 local and state police organizations from the following cities have supported and hosted IPEP: Arlington, Austin, and Plano, Texas; Athens, Georgia; Aurora and Vail, Colorado; Sarasota, Florida; Boston, Massachusetts; Cleveland, Ohio; Dearborn, Michigan; Jacksonville, North Carolina; Milwaukee, Wisconsin; Montgomery County and Ocean City, Maryland; and Port of Seattle, Washington, as well as the Maine, Maryland, Pennsylvania, and Vermont State Police. The IACP has hosted 14 sessions and plans to conduct another three programs in the summer of 2014 with the Port of Seattle, Washington, and Florida Highway Patrol. As of publication, 129 Iraqi officers have participated in IPEP, and the program is scheduled to graduate a total of 175 officers by September 2015.

International Police Education and Training (IPET)

IPET is another IACP training program for international officers; however, this program offers training to law enforcement serving countries selected by the U.S. Department of State. Although department chooses which foreign countries will participate in IPET, the national police agencies select the fellows who will complete the training. In the past, IPET fellows have been in the United States for about six weeks during training, which is tailored to their agencies' specific "change projects." A key distinguishing feature of IPET is that, upon completion of the U.S.-based training, mentors travel to the fellows' countries to help implement the plans for effecting change. For instance, international fellows from Armenia and Morocco attended the first

two IPET sessions in 2012 and 2013, respectively, receiving both classroom instruction and exposure to community policing in several U.S. cities. Following those trainings, U.S. police officers and academic participants have mentored former IPET students through site visits to Armenia and Morocco and ongoing communications.

Larry Saunders, retired police chief and the IACP's senior police advisor for IPET, helped design both IPEP and IPET. "We take a very close look at the INL strategic objectives for the program and how they align with specific applications in-country," Saunders said. "We work on a curriculum that looks at a modern concept for policing but also builds in democratic principles." For each IPET iteration, the IACP negotiates with an accredited four-year institution and works with partnering police agencies to decide what the curriculum content and practical experience should be. American University and the Fairfax County, Virginia, Police Department (FCPD) participated in the first IPET session (involving Armenia); Pennsylvania State University and the FCPD participated in the second IPET session (involving Morocco). Miami Beach, Florida, and Metropolitan Washington, D.C., police departments have just joined the IPET program to work with IACP and their academic partner, John Hopkins Uni-

versity, and the Boston Police Department is working along with academic partner Northeastern University this year on a program in Tunisia.

According to Saunders, the Armenian officers' change project was to improve the responsiveness and efficiency of its patrol force. Typically, in Armenia, the patrol force secures the scene but waits for detectives to do the real investigative work. "The patrol force and the detectives often don't coordinate very well," Saunders said. "It becomes fragmented and lots of stuff falls through the cracks." Captain John Naylor of the FCPD elaborated: "The Republic of Armenia Police has different levels of ranks with different roles, functions, and abilities. Implementing changes required obtaining approval up through the chain of command and making a combination of changes to police law and the structure of the patrol force." Although it was not feasible to implement the change project all at once, the FCPD showed the Armenian fellows how to implement smaller changes like new report forms to capture information that will assist them with intelligence-led policing.

While in Armenia, Naylor and other team members helped them conduct a public meeting similar to the citizen advisory committee meetings that take place in Fairfax County, Virginia, to show them how to



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interact with the community. "They [the Armenia Police] arranged a meeting in one of their villages and set these tables up on the stage for us to sit at," Naylor remembered. "We brought the tables down and told them, 'We don't run the meetings. We hold them in our police stations because it's a convenient location. But it's the citizen advisory group's meeting, and we're just guests.' This was all new to them."

Second Lieutenant Timothy Field of the FCPD also traveled to Armenia as a mentor and shared the following about his learning experience: "The IPET project forced me to take a larger step back as I evaluated how much of what I do as a police manager is driven by culture and how much is driven by evidentiary-based policing. The task was not to merely transplant an American version of community policing over top Armenian society, but to utilize the best of both systems and create a uniquely Armenian solution."

The Moroccan fellows' change project focused on evidence collection and storage. According to IPET Project Coordinator Lesley Milner, "The role of the academics is to provide them with both a knowledge of the U.S. judicial system (so that they understand why our police operate the way they do) and also to give them a classroom understanding of the topics that were the foundations of their project."

Paul Banach, who was a law enforcement training specialist at Pennsylvania State's Justice and Safety Institute during the Moroccan IPET program, quickly discovered gaps between American and Moroccan procedures. "We found out early on ... that we can't train them using U.S. standards," Banach said. "They are becoming more democratic, but they don't have the same laws that we do regarding search and seizure and so on. So we had to say, 'Here's how we do it in the United States; How can you manage this in Morocco? We knew we couldn't go in and say, 'Here's how we do it here [in the United States], and you have to do the same over there.' That just wouldn't work."

The solution was to acknowledge cultural differences without compromising on principle. "They don't like to blame or embarrass other people," Banach recalled. "So we had to be very careful, when developing policies and procedures, about condemning other people. But we told them, 'There has to be accountability. For example, a supervisor has to be responsible not only for the training of their personnel, but they have to make sure that the job is done effectively. If it isn't, there has to be retraining or discipline.'" Ultimately, the fellows developed 25–30 model policies and procedures for first responders.

O'Dell went to Morocco under IPET to evaluate their progress in evidence control. "In parts of North Africa and the Middle East there are no written technical proto-

cols for operating in criminal investigations or in forensics," he said. Knowledge is passed from person to person and training is typically a one-time thing. "They learn through doing," O'Dell explained, "but processes are rarely codified and there is a lot of protocol drift as a result." In his opinion, IPET participants benefited from having to write down what they do and do what they write down. Having procedures creates a layer of protection and accountability. Regarding the procedural framework, an INL representative from the Moroccan Embassy considers it to be a "project that is dear to [his] heart" that will "guide the interaction between the different parties involved in an investigation."² Once the procedures they worked on are finalized, the INL representative plans to apply them in pilot programs in Rabat and Casablanca.

IPET exposes international fellows to expertise they probably would not otherwise encounter, and once they see an efficient operation, they are more likely to strive for something like it. The INL representative from Morocco said of the mentors, "[they] have brought us their expertise, but it is for us to help them adapt this expertise to our context to better serve the interests of our country."³ After the formal training has concluded, the IACP's academic and police partners provide reach-back assistance and networking opportunities to people who might have never been out of their home country before IPET. Relationships established during their participation in IPET often continue after the course ends, which fosters goodwill between U.S. law enforcement and other nations' police organizations.

Individual departments that lend personnel to these programs reap other benefits as well. Chief Edwin Roessler of the FCPD stated that working abroad, as FCPD officers have done in Armenia and Morocco, "immerses participants in a foreign culture while striving as team members to achieve defined IPET project goals. Success in such a complex teaching and training environment prepares our future leaders to better serve culturally diverse communities at home in Fairfax County."

Policing and Stability Operations Program (PSOP)

In July 2013, the U.S. Department of State's CSO Bureau identified the IACP as a preferred vendor for law enforcement support of CSO-funded international enterprises. These efforts seek to prevent or manage crises that can potentially compromise U.S. national security. The IACP achieved this distinction in part because of its proven ability to position law enforcement personnel and programs throughout the world. Having made the preferred vendor list, the IACP has tentatively named this new commitment the Stability Operations Program (SOP). The

IACP is actively recruiting partner agencies that are willing to share employees' expertise to accomplish the goals of the program. Another IACP objective is to identify up to five police departments that can serve as readiness deployment locations for rapid response officers reporting in from multiple agencies with a geographical area. The IACP CPLT envisions having police department deployment locations consisting of the Northeast, South, Midwest, Southwest, and Northwest regions of the United States. This is a similar model to that used by the U.S. Department of Defense regarding Combatant Command (COCOM) locations.

The biggest difference between this program and the two others is the speed with which the IACP will disseminate its law enforcement knowledge. Because it will likely receive a task order in an emergency situation, the IACP must be able to quickly dispatch an interdisciplinary team that can stay in the affected country or countries for a period of time to assist in upholding the rule of law. The IACP's goal is to have partner agencies loan their personnel to the program for short-term deployments, which will also serve to develop the leadership skills of the U.S. officers.

Having cadres of specialists from different regions of the United States is key to this program's success. Captain James Bloom, a former U.S. Army fellow on assignment to the IACP CPLT Division for a one-year tour of duty and who helped the IACP build the support infrastructure, stated that the IACP was in the process of identifying and building regionally based, multidiscipline teams that would be available for deployment on a short-term basis. The individuals on these interdisciplinary teams will need to be highly skilled in such things as incident management, community policing, disaster relief, homicide investigation, stabilization operations, and police reform—or bringing a police force back online after a major conflict, natural disaster, and other emergency situations.

As is true of IPEP and IPET, participation in this program is a media "win" for any partner. For the departments, it also presents an unprecedented developmental opportunity for their personnel, as pointed out by Bloom who said, "If you can't pay them [officers] more money, you can give them some really good experience that helps them grow in their profession." Chief Roessler echoed these sentiments when assessing the value of IPET to the FCPD. "The time invested in IPET participation yields career development benefits otherwise difficult to attain when training budgets are fiscally constrained."

Additional Programs

The CPLT International Training team is currently finalizing the planning and logistics

to host a group of 77 senior Indian Police Service (IPS) officers from July 27 to August 9, 2014. This effort is a direct partnership between the IACP and the Indian National Police Academy. During their two-week stay, the Indian delegation will receive training, briefings, lectures, and tours from U.S. federal and local law enforcement agencies, as well as corporate partners. Examples of the briefing topics include emerging trends in law enforcement, critical incident management best practices, transnational crime, information sharing, strategies for combating cybercrime, and anti-terrorism initiatives.

The IACP CPLT International Training team is also working with Saudi Aramco and that company's international security forces on two potential projects. The first project involves Saudi Aramco security force personnel traveling to the United States to participate in academic criminal justice coursework, training with three Washington D.C. area law enforcement agencies, and leadership development classes. The three IACP law enforcement agency partners for this effort include the Fairfax County, Virginia, Police Department and the Montgomery County and Anne Arundel County, Maryland, police departments. The focus of the training with the police departments is effective community policing techniques. Once the training is completed, select members of the three U.S. police departments will travel to Saudi Arabia to reconnect with the Saudi Aramco fellows and provide further guidance and mentoring for a period of three weeks. The opportunity for the participating agencies officers to travel to Saudi Arabia and provide in-country advisement on a short-term basis will provide a value-added return of investment. The mentoring officers will gain insight on their training efforts through their on-the-ground assessment and advisement in Saudi Arabia.

A potential second effort with Saudi Aramco is a two-year program that would bring 15 rotations of 20 Saudi Aramco security force personnel to the United States to receive tactical firearms and driver training. This project is currently in the developmental phase with Saudi Aramco; however, the CPLT International Training team has identified two potential state police agencies to partner with, should this effort move from concept to realization. With a quickly approaching "go" or "no go" decision on whether to fund this project (early fall 2014) by Saudi Aramco, planning is progressing at an accelerated pace.

Promoting Goodwill

In a world fraught with disputes and animosity, anything that promotes goodwill between governments and societies is worth its weight in gold. IACP's international training programs set the stage for unlikely and lasting alliances such as those forged by the FCPD and the officers from Armenia. "I made friends for life," Captain Naylor stated. "We're all police officers and, no matter what country we're from, we're all looking out for each other." According to Saunders, IPET mirrors the International Military Education and Training program, which the U.S. Department of Defense designed to foster positive attitudes among mid-level foreign leaders toward the United States.

These programs are yet another way in which the IACP is accomplishing its stated intent to "advance professional police services" and to "achieve and maintain the highest standards of ethics, integrity, community interaction, and professional conduct." Banach, a previous law enforcement training specialist at The Pennsylvania State University, was impressed by the drive and passion of the IPET fellows he met. "It was a pleasure to work with them because of their intense desire to learn new techniques," he shared. Perhaps even more impressive was the participants' apparent lack of selfish motives. "Everybody there wanted to create change for the betterment of the country," he said. "It wasn't for personal gain." O'Dell (at the Baltimore Police Department Crime Lab) also remarked on their enthusiasm. He said the Moroccan officers were obviously looking for ways to secure their property rooms, for example. "It was encouraging to see their interest in improving evidence-based investigations, from the top ranks all the way down."

Finally, many police agencies desire international accreditation. "One of the goals of the IPET program is to convince them that they should join the international 'brotherhood' of professional law enforcement and should work at internationally accepted standards," Saunders said. "That pulls them toward democratically principled and effective policing and police accountability, which is a new concept to a lot of emerging democracies." Although the IACP supports the U.S. Department of State, it is, Saunders pointed out, an international organization. The mission of the International Association of Chiefs of Police, "Serving the Leaders of Today and Developing the Leaders of Tomorrow," is relevant worldwide. ❖

RESOURCES

For more information on one of these programs, please contact the appropriate people listed below.

IPEP: Faisal Ansari, ansari@theiacp.org, 703-647-7232

IPET: Lesley Milner, milner@theiacp.org, 703-647-7265

PSOP: Major Steve Kane, kane@theiacp.org, 703-647-7327 or Don Evans, evans@theiacp.org, 703-314-9198.

Notes:

¹All quotes, unless otherwise noted, were collected by the author through phone and email interviews.

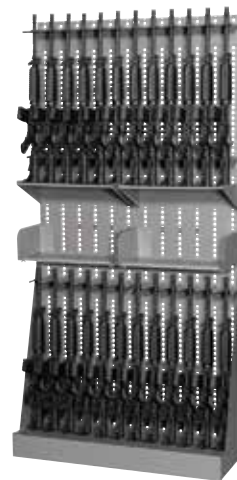
²IPET feedback, email, January 29, 2014.

³Ibid.

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Registration fees must accompany the registration form; payment may be made by check, credit card or purchase order. Advance and on-site registration fees will be accepted in U.S. funds only and must be drawn on a U.S. bank. All credit card payments will be processed at IACP Headquarters in U.S. funds.

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FIVE WAYS TO REGISTER

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

3. Register with a Check

Send completed forms with checks to:

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

4. Register with Purchase Order

Send completed forms with Purchase Orders to:

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

5. Walk-in Registration begins October 24, 2014

Walk-in registration opens Friday, October 24, 2014, at 1:00 PM at the Orange County Convention Center – West Building
9860 Universal Boulevard, Orlando, Florida, USA.

QUESTIONS? CALL 800-THE-IACP



Refund Policy Statement

All cancellations must be made in writing and mailed, faxed (703-836-4543), or e-mailed (conf2014@theiacp.org) to IACP headquarters. A penalty will apply. No telephone cancellations will be accepted. It will take a minimum of six weeks to receive a refund. A 25% penalty will be assessed on all cancellations postmarked or fax/e-mail dated on or before October 1, 2014. A 50% penalty will be assessed on cancellations postmarked or fax/e-mail dated between October 2 – 21, 2014. No refunds will be issued on or after October 22, 2014. No refunds will be given for no-shows. Registration may be transferred to another person in your organization by written request to IACP prior to October 1, 2014. After this date all changes must be made at the conference. Additional charges may apply.

2014 REGISTRATION FEES

	On or Before September 10, 2014 (Discounted Rates)	September 11, 2014 and After (Online Registration/ On-site)
IACP Member*	\$350	\$425
First Time IACP Member*#	\$295	\$370
Non-member*	\$525	\$650
Family Member*+	\$125	\$125
Children under 18*	FREE	FREE
Expo Pass for Law Enforcement	FREE	FREE
1-Day Pass^		\$85
2-Day Pass^		\$160

*Full conference registration fee includes access to All General Assemblies, workshops, receptions, Expo Hall Floor, Host Chief's Night, and transportation between Official IACP hotels and the Convention Center.

#The First Time IACP Member discounted rate must be taken at the time of the initial registration. Refunds cannot be given for incorrect registration submissions.

+Family refers to a 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 their badge. Family members do not receive certificates for workshops.

^1-Day and 2-Day Pass Registration will begin online on September 11, 2014. Individuals may register for only ONE 1-Day Pass or 2-Day Pass.

Only IACP members can take advantage of the member registration rates. All IACP memberships are individual and non-transferable for conference registrations member rates.

FREE EXPO PASS FOR PUBLIC SAFETY PERSONNEL

Sworn officers, first responders, and civilian employees of public safety and government agencies and the armed forces can register for complimentary access to the Expo Hall. Public Safety includes offices of police, sheriffs, EMS, fire service, hazmat and park rangers from federal, state, city, county, campus, and tribal agencies, and the armed forces. To qualify for this three-day Expo Hall-only pass, the recipient must work for the government or a public safety agency and will be required to show their credentials upon arrival. The IACP reserves the right to refuse ineligible registrations.

FIRST TIME MEMBER ATTENDEES

IACP members attending the Annual Conference for the first time can take advantage of a special discounted rate. IACP members attending for the first time pay \$295 in advance and \$370 on-site.

THIS IS A SAVINGS OF OVER 15%!

MEMBERSHIP

SAVE 21% Off the Non-member rate – Join the IACP & Register at the First Time Member Rate

Join the IACP now and save \$110! Non-members may submit their IACP Member dues (\$120) along with the First Time IACP Member registration fee (\$295) by completing the membership portion of the registration form.

Law enforcement professionals at every level qualify for membership in the IACP. Those in sworn command-level positions qualify for active membership; others are eligible for associate membership. See the IACP website for details.

ADVANCE REGISTRATION FORM

October 25 -28 | Orange County Convention Center – West Building



 Register online at www.theIACPconference.org

Use this form to save on registration fees until September 10, 2014.

Beginning September 11, 2014 only online registrations will be accepted.

Discounted Advance Registration Deadline: Must be Postmarked by September 10, 2014.

Check One:

I am an IACP Member; Membership Number _____ I am a Non-Member

I am applying now for Membership (Use Box "B" below to Join & Register)

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

Full Name _____

First Name for Badge _____

Title _____

Agency/Organization _____

Agency Address _____

City _____ State _____

Zip/Postal Code _____ Country _____

Phone # _____ Fax # _____

Email Address _____

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

Name _____

Children (Under 18) Name(s) _____

YES! I would like to receive e-mails from IACP exhibitors regarding their conference activities and products.

YES! Go Paperless! I do not need a printed program; I will use the IACP 2014 Mobile App.

A. CHECK APPROPRIATE REGISTRATION TYPE:

IACP Member*: **\$350**

Family Member*+: **\$125**

First Timer Member* (IACP Members ONLY): **\$295**

Children Under 18*: **FREE**

Non-member*: **\$525**

Expo Pass for Public Safety Personnel : **FREE**

Day pass & 2-day pass registration will open online September 11th.

B. JOIN THE IACP:

YES! I would like to Join the IACP and take advantage of the First Timer Member Registration Rate

Member Dues: **\$120**

First Timer Member Registration: **\$295**

Total: **\$415**

C. (OPTIONAL) BANQUET & FOUNDATION GALA TICKETS:

YES! I would like to Purchase Tickets for the **2014 IACP Foundation Gala** to be held on Saturday, October 25, 2014.

Tickets **\$200 each** # of tickets: _____

No refunds after October 1, 2014. Pre-Conference ticket sales end October 10, 2014.

YES! I would like to Purchase Tickets for the **Annual Banquet** to be held on Tuesday, October 28, 2014.

Tickets **\$85 each** # of tickets: _____

No refunds after October 1, 2014. Pre-Conference ticket sales end October 10, 2014 and will continue on-site October 24, 2014

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

TOTAL AMOUNT TO BE CHARGED (From boxes A, B, C above): \$ _____

Purchase Order # _____

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 21264-2564 USA

Please charge my credit card: Visa MasterCard American Express Discover

Acct. # _____ Exp. Date _____

Cardholder's Name _____ Billing Address _____

Signature _____

Please complete the following questions:

The Information is being requested to enhance your experience at the show and will be used by the IACP and exhibitors to better understand your interests.

1. How many sworn officers in your agency?

- A. 1-5
- B. 6-15
- C. 16-25
- D. 26-49
- E. 50-99
- F. 100-249
- G. 250-499
- H. 500-999
- I. 1,000 & above
- J. N/A

2. What is the approximate population size of your city/jurisdiction?

- A. Under 2,500
- B. 2,500-9,999
- C. 10,000-49,999
- D. 50,000-99,999
- E. 100,000-249,999
- F. 250,000-499,999
- G. 500,000 & above
- H. N/A

3. What best describes your function/assignment?

- A. Administration
- B. Field Operations
- C. Information Technology
- D. Patrol/Investigations/Tactical
- E. Communications
- F. Training
- G. Fleet Management
- H. Purchasing
- I. Medical/Psychological
- J. Legal
- K. Retired
- L. Other (specify) _____
- M. N/A

4. What best describes your purchasing authority?

- A. Approve purchases
- B. Evaluate & recommend purchases
- C. Develop specifications for purchases
- D. Make suggestions to others
- E. End user only
- F. N/A

5. Which best describes your agency/organization?

- A. Local
- B. State
- C. County/Regional/Special District
- D. Tribal
- E. College/University
- F. Transportation
- G. Government Agency/Military
- H. Medical/Psychological
- I. Non-profit
- J. Consultant
- K. Security
- L. Legal
- M. Training
- N. Company
- O. Other
- P. N/A

6. In the next 12-24 months, which of these products or services does your organization plan to purchase/lease? (Check ALL that apply):

- A. Aircraft
- B. Armor/Protective Equipment
- C. Awards/Badges/Challenge Coins
- D. Communications Equipment
- E. Education/Training
- F. New Products
- G. Investigation/Surveillance/Detection
- H. Less-Lethal Weapons
- I. Lighting
- J. Mobile Technology
- K. Personal/Tactical Equipment
- L. Professional/Consulting Services
- M. Publication/Trade Journal
- N. Restraints
- O. Testing Equipment
- P. Uniforms
- Q. Unmanned Vehicles/Robotics
- R. Vehicle Accessories
- S. Vehicles/Motorcycle/ATV
- T. Weapons/Firearms
- U. N/A

7. How did you hear about IACP 2014?

- A. Have attended in the past
- B. Received brochure
- C. Received an email
- D. A colleague told me about the conference
- E. Other (specify) _____

* Full conference registration fee includes access to all general assemblies, workshops, receptions, Expo Hall and Host Chief's Night.

+ Family refers to a 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 their badge. Family members do not receive certificates for workshops.

Fax completed form with credit card information to 703-836-4543. Do NOT mail and fax form—charges may be duplicated. Mail purchase order along with form to: **IACP Conference Registration, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314 USA**

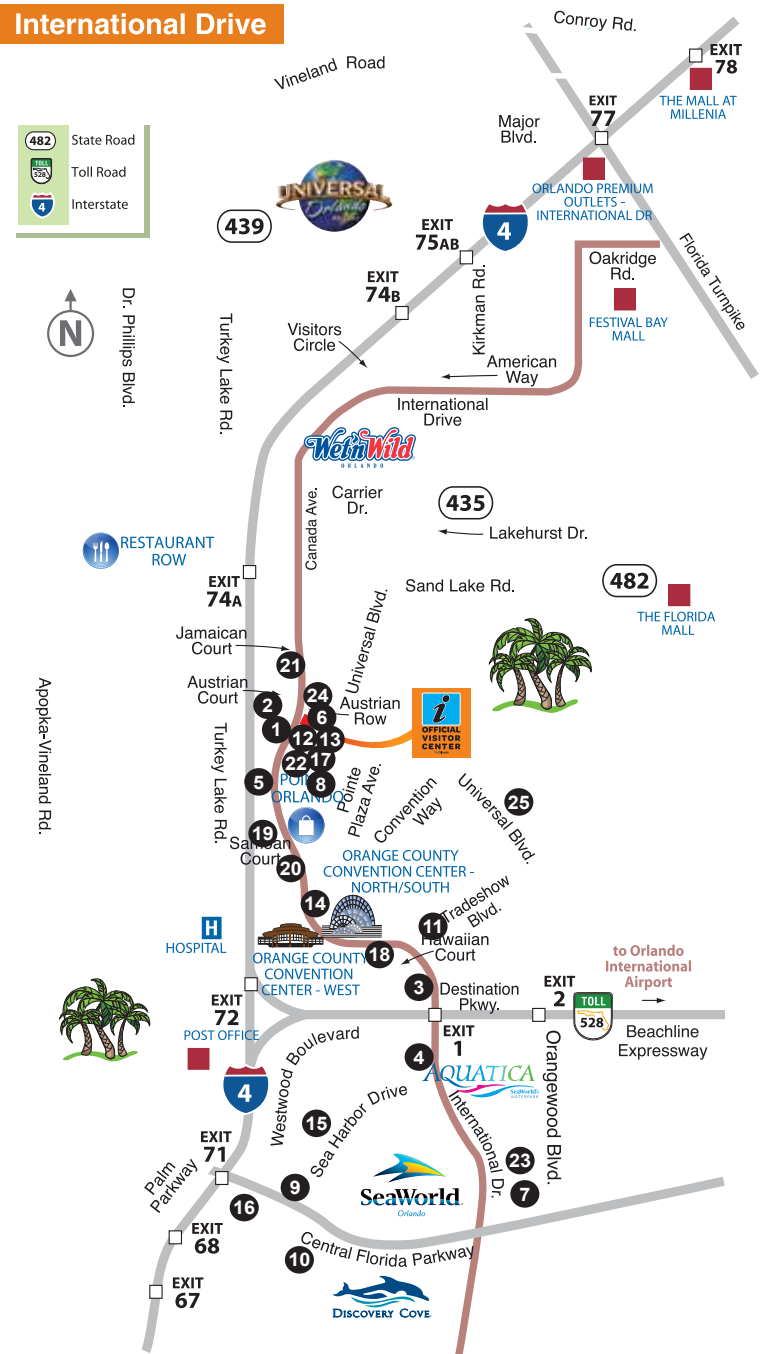
HOTEL INFORMATION

October 25 -28 | Orange County Convention Center – West Building

	HOTEL	Distance to Convention Center	Rates Starting At	Shuttle Provided
1	Avanti Resort Orlando	1.2 miles	\$79	
2	Courtyard Intl Drive/ Convention Center	1.5 miles	\$139*	
3	Days Inn Convention Center/ I-Drive	1.0 mile	\$79*	
4	Doubletree by Hilton Orlando SeaWorld	1.6 miles	\$109	
5	Embassy Suites Intl Drive/ Convention Center	1.2 miles	\$195**	
6	Extended Stay America Pointe Orlando	1.1 miles	\$79	
7	Fairfield Inn & Suites Orlando SeaWorld	2.0 miles	\$109	
8	Hampton Inn Intl Drive/ Convention Center	1.1 miles	\$109*	
9	Hilton Garden Inn Orlando at SeaWorld	2.0 miles	\$129*	
10	Hilton Grand Vacations Suites SeaWorld	1.9 miles	\$119	
11	Hilton Orlando	0.8 miles	\$239	
12	Homewood Suites Hilton Convention Center	1.1 miles	\$145*	
13	Hyatt Place Orlando Convention Center	1.1 miles	\$139*	
14	Hyatt Regency Orlando (formerly Peabody)	0.3 miles	\$244	
15	Renaissance Orlando at SeaWorld	2.0 miles	\$199	
16	Residence Inn Orlando at SeaWorld	2.0 miles	\$129	
17	Residence Inn Orlando Convention Center	1.1 miles	\$139*	
18	Rosen Centre Hotel	0.3 miles	\$225	
19	Rosen Inn at Pointe Orlando	0.9 miles	\$79	
20	Rosen Plaza Hotel	0.7 miles	\$205	
21	Sonesta ES Suites Orlando	1.5 miles	\$129	
22	Springhill Suites Convention Ctr I-Drive	1.1 miles	\$134*	
23	SpringHill Suites Orlando at Sea World	2.0 miles	\$119	
24	The Castle Hotel	1.3 miles	\$149*	
25	Westin Orlando Universal Boulevard	1.9 miles	\$199	

*Early bird rate expires 7/31/14

** Four night minimum rate



FREE PARKING

Complimentary parking will be available at the Orange County Convention Center (West and North/South building) for any marked law enforcement agency vehicle from Orange, Osceola, Lake and Seminole Counties. This includes city and state vehicles operating within these counties.

The West Building's West Concourse parking lot can be accessed a number of ways - via Exhibit Way (north entrance), via Convention Way (south entrance) and via West Entrance Drive off of Westwood Boulevard.

The North/South Building's North/South Concourse parking lot can be accessed by two entrances - Universal Boulevard (north side) or International Drive (south side). Using the entrance off of Universal Boulevard is encouraged when attending events in the North/South Concourse.

HOUSING FORM

October 25 -28 | Orange County Convention Center – West Building



Book your hotel online at www.theIACPconference.org and receive your hotel confirmation.

Please submit form to:

Travel Planners Inc./IACP
381 Park Avenue South, 3rd Floor
New York, NY 10016 USA
Phone: 877-IACP -123 (877-422-7123) or 212-532-1660
Fax: 212-779-6128

Hotel Choice:

1. _____
2. _____
3. _____
4. _____
5. _____

Arrival Date: _____ Departure Date: _____

Room Type:

- Single (1 person/1 bed)
- Double (2 people/1 bed)
- Twin (2 people/2 beds)
- Triple (3 people/2 beds)
- Quad (4 people/2 beds)

Suite Request:

- Parlor and one bedroom
- Parlor and two bedrooms

Note: All suite requirements will be subject to approval by the IACP.

Special Requirements:

- If you have any disabilities that require special facilities in your sleeping room, please check here. Someone will contact you to discuss further.

Name(s) of Occupant(s):

1. _____
2. _____
3. _____
4. _____

Mail Confirmation to:

Name _____
Agency/Organization _____
Mailing Address _____
City _____
State _____ Zip/Postal Code _____
Country _____
Phone _____ Fax _____
Email _____

Frequent Guest Program:

Hotel _____
Account Number _____

RESERVATION DEADLINE:

September 26, 2014

Every effort will be made to accommodate your request, subject to hotel availability and rate. Rooms are assigned in the order in which registrations are received. If your five hotel choices are not available, you will be contacted.

Once you receive a confirmation from Travel Planners, you will have five business days to go online and guarantee your reservation with a credit card. Any unguaranteed reservation is subject to cancellation. For a check deposit for one night's room and tax, please make your check payable to Travel Planner's Inc. All checks must be received by the deadline of September 5, 2014.

Confirmation will be emailed, faxed, or mailed the next business day after receipt of your request. If you do not hear from Travel Planners Inc. within five business days, please call Travel Planners Inc. and we will send your confirmation.

Changes and cancellations should be made through Travel Planners Inc. at least three weeks before arrival. Changes may be subject to hotel availability. If changes or cancellations are made less than three weeks before arrival, please refer to your confirmation for specifics on your hotel's change and cancellation policy.

Many hotels are now imposing fees for early departure. This policy is at the discretion of the individual hotel, and the amount of the fee varies by hotel. To avoid an early departure charge, be sure to verify your actual date of departure at the time of check-in. Please submit form to:

Travel Planners Inc./IACP
381 Park Avenue South, 3rd Floor
New York, NY 10016 USA
Phone: 877-IACP -123 (877-422-7123)
or 212-532-1660
Fax: 212-779-6128

PAYMENT:

- Check enclosed for one night's deposit. (Check should be made payable to Travel Planners Inc., payable in U.S. funds.) Mail deposit payment with completed form to:

Travel Planners Inc./IACP
381 Park Avenue, South, 3rd Floor
New York, NY 10016 USA

- Credit Card reservations can be made online at www.theIACPconference.org or by calling 877-IACP -123.

NEW MEMBERS

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

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

*Associate Members

All other listings are active members.

BRAZIL

Sao Paulo—*Marchiori, Denise M, Police Clerk Supervisor, Sao Paulo Police Dept, Rua Brig Tobias 527 15th Fl, 01032-000, 55 11999319440, Email: jdmarchiori@uol.com.br, Web: www.policiacivil.sp.gov.br

CANADA

Alberta

Edmonton—Eastcott, Darren, Acting Deputy Chief of Police, Edmonton Police Service, 9620-103A Ave, T5H 0H7, (780) 421-3563, Fax: (780) 421-2211, Email: darren.eastcott@edmontonpolice.ca

Manitoba

Winnipeg—Brosseau, Kevin, Assistant Commissioner, RCMP, PO Box 5650, 1091 Portage Ave, R3C 3K2, (204) 983-5414, Fax: (204) 984-2342, Email: kevin.brosseau@rcmp-grc.gc.ca

Ontario

Aurora—Crawford, Andre, Deputy Chief of Police, York Regional Police, 47 Don Hillock Dr, L4G 0S7, (905) 895-1221, Email: 473@yrcp.ca

Cobourg—Demill, Terry W, Deputy Chief of Police, Cobourg Police Services, 107 King St W, K9A 2M4, (905) 372-2243, Email: tw.demill@sympatico.ca, Web: www.cobourgpolic.com

Sault Ste Marie—Keetch, Robert A, Chief of Police, Sault Ste Marie Police Service, 580 Second Line E, P6B 4K1, (705) 949-6300, Fax: (705) 949-3082, Email: r.keetch@ssmps.org, Web: www.ssmps.org

Saskatchewan

Regina—Baumgartner, Jo, Manager Police Information & Evidence, Regina Police Service, 1717 Osler St, S4P 3W3, (306) 777-6278, Fax: (306) 757-5461, Email: jbaumgart@police.regina.sk.ca, Web: www.reginapolice.ca

GUATEMALA

Guatemala City—*Giron Figueroa, Walter, IT Director, Ministry of Government, 6 Ave 13-17 Z 1, 01001, 502 24138888, Email: wgiron@mingob.gov.gt

*Gudiel Alvarado, Miguel, Technology Projects Advisor, Ministry of Government, 6 Ave 13-71 Z 1, 01001, 502 53240740, Email: magudiel@mingob.gov.gt

*Mazariegos Zetina, Oliver, IT Manager, Police Reform Guatemala, 10 Calle 13-92 Z 1, 01001, 502 31218033, Email: oliver.mazariegos@cnrp.gov.gt

NIGERIA

Abeokuta—Garba, Adamu, Deputy Superintendent of Police, Nigeria Police Force, 16 Police Mobile Force, 234 8037019824, Email: maigamoad@yahoo.com

—Olusola, Agboola E, Assistant Superintendent of Police, Nigeria Police Force, Ogun State Police Command, Adigbe Division, 234 8035331572, Email: solapolice@yahoo.com

—Oluwafunmilayo, Adeuti, Assistant Superintendent of Police, Nigeria Police Force, Ogun State Police Command Elew-eran, 234 8035323857, Email: funmilayoadeuti@yahoo.com

—*Tajudeen, Abati A, Law Enforcement Agent, Nigeria Police Force, State Headquarters Elew-eran, VET Dept, 234 8123405640, Email: jacksontajudeen1@yahoo.com

Abuja—Chukwudi, Ibe, Deputy Superintendent of Police, Nigeria Police Force, Office of the Deputy Speaker, National Assembly Complex, Three Arms Zone Maitama, 234 7068391, Email: supolchuks@yahoo.com

—*Ikechukwu, Patricia C, Administrative Officer, Nigeria Police Force, Dept of Logistics & Supplies, Force Headquarters, 234 8062421269, Email: chinma80@yahoo.com

—Nwota, Ogonnaya, Deputy Superintendent of Police, Nigeria Police Force, Compol Mopol Office Force Headquarters, Sheu Shagari Way, Area 11, 234 37905634, Email: ogbonwota@yahoo.com

Abule Egba—James, Julius Adedoyin, Assistant Superintendent of Police, Nigeria Police Force, Divisional Police Headquarters, Oke Odo, 234 8164364934, Email: adedoyin.james@yahoo.com

Ado—Toyin, Esho M, Assistant Superintendent of Police, Nigeria Police Force, Ekiti State Police Command, 234 7035663057, Email: teeee4real@yahoo.com

Agugu—Olasupo, Fadare O, Deputy Superintendent of Police, Nigeria Police Force, Agugu Divisional Headquarters, 234 8033683758, Email: fadareolaniyi@yahoo.com

Ajah—Oluwagbemiga, Oladuni A, Assistant Superintendent of Police, Nigeria Police Force, Lagos State Police Command, 234 8033596571, Email: oladuniayoola@yahoo.com

Calabar—Ebong, Asuquo E, Superintendent of Police, Nigeria Police Force, A Divisional Headquarters, 234 8036214457, Email: asuquo.ebong@facebook.com

Ibadan—*Albert, Abubokhale A, Director of Security, Success Global Security, Plot 3 Rd C, Opposite Teacher's House Oluyole, Email: alicealbert17@yahoo.com

—*Amienmahunfor, Abubokhale A, Chief Internal Auditor, Federal Ministry of Police Affairs, Security Dept, Email: abubert@yahoo.com

—Oduunjo, Olanunbo Eunice, Assistant Superintendent of Customs, Nigeria Customs Service, Oyo/Osun States Area Command, Custom House, Email: sunbodonjo@gmail.com

—*Onuwa, Ashinze F, Director of Security, Speed Security Consultants, Security Dept, Email: gsuccess34@yahoo.com

Ikeja—*Adeyemi, Jumoke O, Corporal, Nigeria Police Force, Office of the Commissioner of Police, Lagos State Police Command, 234 8035638037, Email: collinsjumydememenoh@gmail.com

—*Donatus, Aneke U, Inspector, Nigeria Police Force, Lagos State Police Command, 234 8033468120, Email: donuchenna792@yahoo.com

—*Olabamiji, Onabanjo, Photo Journalist, Crime Association Reporters, No 1 Oduduwa St GRA, 234 8028869387, Email: olabamijionabanjo@yahoo.com

—Phillips, Abayomi, Deputy Superintendent of Police, Nigeria Police Force, Police Mobile Force 20 Squadron, 234 7055312310, Email: asophils1931@yahoo.com

—Tokosi, Adekunle M, Chief Superintendent of Police, Nigeria Police Force, 5 Alhaja Abibatu St, Shogunle, 234 8033274003, Email: tokosi_madekunle@yahoo.com

—*Okoebor, Celine O, Investigator, Nigeria Police Force, Special Fraud Unit, 13 Milverton Rd, Email: celineokoebor@yahoo.com

Lagos—Ntadi, Patrick N, Chief Superintendent of Customs, Nigeria Customs Service, Apapa Area Command, 234 8093366200, Email: patrickntadi@gmail.com

—*Ogidi, Nneka Chikezie, Inspector, Nigeria Police Force, Area J Police Command, Elemoro Ajah, 234 8060795597, Email: nnekaogidi@yahoo.com

—*Ogunna, Ikechukwu J, Senior Security Officer, Nigeria Ports Authority, 26/28 Marina St, 234 8023234913, Email: pastoriykeogunna@gmail.com

Obalende—Abubakar, Aliyu B, Assistant Commissioner of Police, Nigeria Police Force, Force Headquarters Welfare IGP Office, Kam Salem House, Email: aliyubalarabeabubakar@yahoo.com

—*Ajikanbi, Joseph S, Inspector of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, 234 7087253988, Email: sylvejoseph@yahoo.com

—*Alaba, Semiu A, Sergeant, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, 234 8126342884, Email: alabasemiudejare@yahoo.com

—Itodo, Anthony A, Assistant Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, 234 8023413250, Email: tonyadus@yahoo.com

—Moronkeji, Olusegun A, Assistant Commissioner of Police, Nigeria Police Force, Force Headquarters Annex IGP Office, Kam Salem House, Email: galaxy36510@gmail.com

—Oladejo, Yemisi A, Assistant Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, 234 8022740474, Email: sherdoj09@yahoo.com

—Olatunde, Bolarinwa A, Chief Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, Email: olatundebolarinwaabimbola@yahoo.com

—*Oliha, Sunday, Corporal, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, 234 7030903998, Email: olihasunday@gmail.com

—Rabiu, Jamiu K, Assistant Superintendent of Police, Nigeria Police Force, Force Headquarters Annex, Kam Salem House, 234 8023862221, Email: olasojumi07@yahoo.com

Ojo—Chikwendu, Cynthia E, Assistant Superintendent of Police, Nigeria Police Force, Ojo Divisional Police Quarters, 234 8030721826, Email: onyecnke@yahoo.com

Ojo Alaba—*Moses, Adebayo Ezekiel, Police Community Relation Committee Member, Moses Adebayo Nigeria Ltd, 10B Ojo-Igbebe Rd, Beside UBA Bank St Patrick Bus Stop, 234 8033078511, Email: adebayomoses997@yahoo.co.uk

Port Harcourt—Chinenye, Nwaja E, Assistant Superintendent of Customs, Nigeria Customs Service, Area II Command, Customs House Onne, 234 8133315554, Email: eunicewajah@yahoo.com

—Effanga, Asuquo E, Assistant Superintendent of Customs, Nigeria Customs Service, Area 11 Command Customs House Onne, Port Federal Lighter Terminal, 234 8037101578, Email: ekayefanga@gmail.com

Surulere—*Chidiebere, Agusiegbe, PAC Officer, Police Assistance Committee, PAC Secretariat, 24 Association Ave Ijeshatedo, 234 8067414481, Email: agusiegbe_chidiebere@yahoo.com

—*Dike, Emmanuel Azubuike, PAC Officer, Police Assistance Committee, PAC Secretariat, 24 Association Ave, Ijeshatedo, 234 8064108112, Email: dikeazubuikeemmanuel@gmail.com

—*John-Oni, Janet Chinwe, PAC Officer, Police Assistance Committee, PAC Secretariat, 24 Association Ave, Ijeshatedo, 234 8067014700, Email: jjohnoni@yahoo.com

—*Nwafor, Timothy, PAC Officer, Police Assistance Committee, PAC Secretariat, 24 Association Ave, Ijeshatedo, 234 8033075732, Email: timothyinwafor234@yahoo.com

—*Ohanyerem, Magnus I, PAC Coordinator of Computer Dealers, Police Assistance Committee, PAC Secretariat, 24 Association Ave Ijeshatedo, 234 80223314356, Email: ohanyeremifeanyimagnus@outlook.com

—*Okulaja, Alaba A, PAC Coordinator of Motor Dealers, Police Assistance Committee, PAC Secretariat, 24 Association Ave Ijeshatedo, 234 8055749776, Email: okulajaabiadunalaba@yahoo.com

Yenagoa—Ezebuike, Ugochukwu P, Chief Superintendent of Police, Nigeria Police Force, Police Headquarters, 234 8036671935, Email: peterezebuike@gmail.com

PAKISTAN

Islamabad—Alvi, Hasan Asad, Senior Superintendent of Police, National Highways & Motorway Police, 7 Kaghan Rd Sector F-8/3, 92 519260003, Fax: 92 519262420, Email: hasanasadalvi74@gmail.com

Khan Niazi, Muhammad Aamir, Assistant Superintendent of Police, Police Service of Pakistan, Islamabad Capital Territory Police, 92 3005451911, Email: aamir42520@yahoo.com

—Zakria, Usman, Inspector General of Police, Interior Ministry of Pakistan, Ministry Headquarters, 92 3007447, Email: usmanzakria@yahoo.com

Rawalpindi/Punjab—Sattar, Saba, Assistant Superintendent of Police, Police Service of Pakistan, Rawalpindi Police, Email: sabajajja@gmail.com

UNITED STATES

Alabama

Huntsville—Jernigan, David K, Chief Deputy, Madison Co Sheriff's Dept, 100 Northside Sq, 35801, (256) 532-3414, Fax: (256) 532-6976, Email: chief@madisoncountyal.gov, Web: www.madisoncountyal.gov/sheriff

Montgomery—*Moseley, Jay, Director, AL Fusion Center, PO Box 304116, 36130, Email: jay.moseley@afc.alacop.gov

Opelika—Healey, Shane D, Captain, Opelika Police Dept, 501 S 10th St, 36801, (334) 705-5200, Fax: (334) 749-4831, Email: shealey@ci.opelika.al.us

Pinson—*Richards, Michael L, Chief Inspector/Commander Ret, U.S. Marshals Service, 7415 Lucky Cir, 35126, (205) 680-9103, Email: richardsm158@gmail.com

Satsuma—McLean, Michael C, Chief of Police, Satsuma Police Dept, 5668 Second St, 36572, (251) 675-0151, Email: mclean@cityofsatsuma.com

Thomasville—Stuckey, Mitchell D, Chief of Police, Thomasville Police Dept, 137 Adams Ave, 36784, (334) 636-2174, Fax: (334) 636-2171, Email: mstuckey@thomasvilleal.com

Alaska

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IACP Membership Application

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

DO NOT USE

Amount _____
Acct. # _____
CK # _____
MS # _____

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

Name: _____ (Please Print)

Title/Rank: _____

Agency/Business Affiliation: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

E-mail: _____

Website: _____

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

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

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

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

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

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

Education (Highest Degree): _____

Date elected or appointed to present position: _____

Law enforcement experience (with approx. dates): _____

Have you previously been a member of IACP? Yes No

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

Sponsor Name: _____ Membership number: _____

Membership Dues – \$120 (U.S. dollars only – includes subscription to Police Chief magazine valued at \$30.)

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

Charge to: MasterCard VISA American Express Discover

Cardholder's Name: _____

Card #: _____ Exp. Date: ____/____

Cardholder's Billing Address: _____

Signature: _____

All memberships expire December 31 of each calendar year.
Applications received after August 1 will expire the following year.

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

Membership Requirements

Active Membership

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

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

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

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

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

Associate Membership

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

Superintendents and other executive officers of prisons.

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

Prosecuting attorneys, their deputies and deputy sheriffs.

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

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

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

Employees of companies providing services to law enforcement agencies.

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



IACP Section Membership Application

IACP Membership is a prerequisite for Section Membership.

Name: _____ (Please Print)

Title/Rank: _____

Agency: _____

Business Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

E-mail: _____

Web Site: _____

IACP Membership #: _____

Signature: _____

- Capitol Police Section \$30
- Defense Chiefs of Police Section \$15
- Drug Recognition Expert Section \$25
- Indian Country Law Enforcement Section..... \$25
- International Managers of Police Academy and College Training Section \$25
- Law Enforcement Information Management Section..... \$25
- Legal Officers Section \$35
- Mid-Size Agencies Section..... \$50
- Police Foundations Section..... \$20
- Police Physicians Section \$35
- Police Psychological Services Section (initial processing fee) \$50
(Must be a psychologist. Upon admission to the section, \$50 processing fee applies to annual dues)
- Public Information Officers Section \$15
- Public Transit Police Section..... No charge
- Railroad Police Section..... No charge
- Retired Chiefs of Police Section No charge
- Smaller Department Section..... \$20
- State and Provincial Police Alumni Section No charge
- State and Provincial Police Academy Directors Section..... No charge
- State and Provincial Police Planning Officers Section..... No charge
- University/College Police Section – Initial Member \$50
- University/College Police Section – Each additional member from same institution..... \$15

Payment (Choose only one of the following methods of payment.) Amount to be charged _____

1. Pay by Credit Card: Visa MasterCard American Express Discover
 Card #: _____ Exp. Date: ____/____
 Cardholder's Name: _____
 Cardholder's Billing Address: _____
 Signature: _____

Fax completed form with credit card authorization to 703/836-4543. Do not mail and fax form as charges will be duplicated.

2. Pay by Check: Make checks payable to IACP (U.S. dollars only) and mail full payment (no cash) with completed form to: IACP: Membership, P.O. Box 62564, Baltimore, MD 21264-2564
3. Pay by Purchase Order: Mail purchase order along with form to:
 IACP: Membership, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314-2357

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

David M. Campbell, Lieutenant Commander Detective (ret.), New York, New York; Brooklyn, New York

Harry A. Geades, Captain (ret.), Danville, Illinois (life member)

Gerald G. Gotsch, Assistant Inspector General for Investigations (ret.), U.S. Department of Homeland Security/FEMA; Notre Dame, Indiana (life member)

Randy D. Hubbard, Chief of Police (ret.), New Albany, Indiana (life member)

Lucien Jan, Administrator, JL Services SA, Geneva, Switzerland

Neal R. Johnson, Chief of Police (ret.), Arcadia, California (life member)

Alvaro Lazzarini, Professor, Administrative Law, Sao Paulo Military Police Academy, Sao Paulo, Brazil

Bernie Morelli, Member, Hamilton Police Services Board, Hamilton, Ontario, Canada

Joseph J. Rebello, Chief of Police (ret.), Kingston, Massachusetts (life member)

Joseph M. Schultea, Sr., Assistant Chief of Police (ret.), Tomball, Texas; Houston, Texas (life member)

Inaugural World Innovation Conference—Law Enforcement Information Management (WICLEIM) 2014 Held in Amsterdam

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

IACP hosted the inaugural World Innovation Conference—The Future of Law Enforcement Information Management (WICLEIM) in Amsterdam, Netherlands on June 10–12, 2014. The brainchild of LEIM chair Inspector (Ret.) Lance Valcour and LEIM member Chief Inspector Elle de Jonge, this European LEIM Conference was organized with international partners, including the Canadian Association of Chiefs of Police (CACAP), Canadian Interoperability Technology Interest Group (CITIG), Dutch National Police, European Network for Law Enforcement Technology Services (ENLETS), Federal Police of Belgium, Hague Security Delta, Royal Marechaussee Netherlands (KMar), Fiscal Information and Investigation Service (FIOD), and the Netherlands Forensic Institute (NFI). IACP also partnered with the Bloomberg Institute, who managed the conference, provided logistics and support, and organized the Technology Exhibit Hall, which included a host of world-class industry solutions providers. The conference was organized at the Amsterdam Arena, the largest stadium in the Netherlands and home of the Association Football Club (AFC) Ajax.

IACP President Yousry “Yost” Zakhary welcomed attendees, speakers, and exhibitors to the conference during an opening reception, which was held the evening of June 10, 2014. Guests also were welcomed by Gerard Bouman, commissioner of the National Police of the Netherlands, and Kshemendra Paul, program manager, Information Sharing Environment.

A total of 225 people representing jurisdictions throughout Europe and North America attended the WICLEIM2014 Conference. The IACP was well represented at the conference, which included participation by Colonel Michael Edmonson, superintendent of the Louisiana State Police and chair of the State and Provincial (S&P) Division of IACP; LEIM chair Inspector (Ret.) Lance Valcour; and IACP committee chairs Harlin McEwen (Communications and Technology Committee), Pamela Scanlon (Criminal Justice Information Systems Committee),



IACP President, Chief Yost Zakhary, welcomes attendees to the WICLEIM2014 Conference.



Rob Wainwright, director, Europol

and Jim Emerson (Computer Crime and Digital Evidence Committee), each of whom spoke at the conference addressing issues of enduring interest to IACP members worldwide. In addition, IACP staffers Dr. Michael Wagers, director of Law Enforcement Operations and Support, and Paul Santiago, director of the International Policing Division, also attended the event. David J. Roberts, senior program manager of the IACP Technology Center and staff liaison to the LEIM Section, served as conference chair and facilitated introductions and plenary sessions throughout the event.

Plenary sessions opened the conference on June 11, 2014, featuring a formal opening by Rob Wainwright, director of Europol, addressing “Planning the Future of Law Enforcement Information Management,” and a keynote speech by Gordon Wasserman, the Lord Wasserman of Pimlico in the City of Westminster, “Public Safety Technology: Doing More with Less—The Challenge of Our Time.”

Facilitated panel discussions on innovation in law enforcement information management included remarks and insight by Hans Leijtens, lt. general, commander, the Netherlands Marechaussee; Jim Chu, chief constable, Vancouver Police Department and president of the CACP; Hans Schonfeld, strategic advisor, Dutch National Police; Aline Duchateau, deputy director information management, Federal Police Belgium; and Alberto Contaretti, program offi-



Lord Wasserman provides the keynote presentation.

cer, EU Policies, Policy and Research in Security Unit, DG Enterprise and Industry.

Rick Smith, chief executive officer and co-founder, TASER International, provided a keynote presentation, “Accelerating Pace of Technology,” which offered insight on the future of technology in justice operations and explored challenges and opportunities confronting law enforcement executives and practitioners around the world.

In addition to plenary sessions, the WICLEIM2014 Conference featured workshop tracks addressing several key topics.

- Intelligence and Sensing
- Policy and Privacy
- Social Media



LEIM Chair Inspector (Ret.) Lance Valcour



LEIM Member Chief Inspector Elle de Jonge



TASER International CEO Rick Smith



Global leading solution providers sponsored and participated in the WICLEIM2014 conference.



- The Operations Room of the Future
- Cyber Security and Crime
- Shared Services
- Biometrics

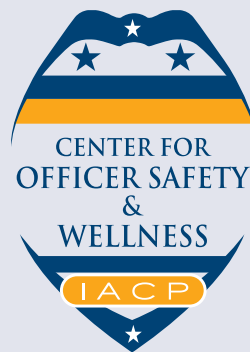
Conference attendees met in workshop sessions both days, which included facilitators and innovation reporters. At the conclusion of each day of the conference, attendees participated in facilitated sessions reporting on results, observations, and recommendations.

Conference reporters, including IACP members Lance Valcour, inspector (ret.), Ottawa Police Service and chair of the LEIM Section of IACP; and Chief Inspector Elle de Jonge, Dutch National Police and LEIM member, helped moderate workshop presentations, facilitate discussions, and reported in plenary sessions at the conclusion of the conference.

In addition to the plenary sessions and concurrent workshops, an essential element of the WICLEIM2014 Conference was the Technology Exhibit Hall, which featured world-class solution providers such as Capgemini, Esri, IBM, Microsoft, and PON.

Given the overwhelming success of this inaugural World Innovation Conference, IACP representatives are already beginning initial planning for next year. Please stay tuned for more information. ❖

For information on the WICLEIM and LEIM conferences, as well as other law enforcement technology events and resources, visit the IACP Technology Center at www.theiacp.org/technology.



Line of Duty Deaths

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

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

Police Officer Scott Martin Hewell
Stockton, California, Police Department
Date of Death: June 11, 2014
Length of Service: 1 year, 9 months

Chief of Police Lee Dixon
Little River-Academy, Texas,
Police Department
Date of Death: June 19, 2014

Deputy Sheriff Allen Morris Bares Jr.
Vermilion Parish, Louisiana, Sheriff's Office
Date of Death: June 23, 2014
Length of Service: 15 years

Deputy Sheriff Jacob Daniel Calvin
Tipton County, Indiana, Sheriff's Office
Date of Death: June 28, 2014
Length of Service: 2 years, 6 months

Increasing Responder and Motorist Safety through Effective Traffic Incident Management



By *Meghann M. Casanova, Project Manager, IACP Technology Center*

Almost as long as there have been automobiles, there have been traffic incidents. On July 3, 1886, Karl Benz unveiled the Benz Patent-Motorwagon, ushering in what would be later recognized as the dawn of the modern automobile and arguably one of the most significant and revolutionary technological changes in transportation.¹ Five years later in 1891, James William Lambert had the dubious distinction of being involved in the first documented automobile collision in the United States when he lost control of his vehicle and crashed into a hitching post after hitting a tree root in Ohio.²

Traffic crashes, like the one experienced by Lambert, are what people typically think of when the phrase *traffic incident* is mentioned. In truth, traffic incidents include a broad range of scenarios. Besides vehicle crashes, traffic incidents may also include disabled vehicles; spilled cargo; special non-emergency events, such as sporting

events, that have a significant impact on roadway operations; or any other situation that adversely affects traffic operations.

Since the late 19th century, automobiles have become an integral part of U.S. culture, and the number of registered vehicles in the United States has increased steadily, reaching more than 250 million in 2012.³ Though a single incident may seem to be nothing more than a minor inconvenience, the combined impact of all incidents on traffic mobility, motorist and responder safety, and societal and economic costs is significant.

In 2010, approximately 5.4 million reported traffic crashes occurred in the United States, resulting in 3.9 million injuries, including 32,999 fatalities, and costing roughly \$277 billion in economic damage and \$594 billion in societal harm.⁴ Furthermore, the traffic delays and congestion that result from traffic incidents that occur on interstate highways not only have financial consequences—accounting for \$28 billion or 10 percent of the total economic crash costs—but also affect the safety of the public and emergency responders.⁵

Applying Traffic Incident Management Practices to Effectively Manage Incidents

Given the rising number of vehicles and ever-increasing impact of incidents, it is imperative that practitioners from various disciplines come together and utilize traffic incident management (TIM) practices to manage traffic incidents more efficiently and safely, thereby reducing the incidence and severity of secondary crashes and traffic congestion while increasing responder and motorist safety.⁶ TIM is the planned and coordinated processes involving multiple stakeholders to detect, respond to, and clear traffic incidents.⁷

TIM principles engage law enforcement, fire, emergency medical services (EMS), and transportation representatives to work closely in responding to traffic incidents and managing the scene. Wearing high-visibility safety apparel day and night, practicing safe parking practices, reducing lighting, and promoting uniformity in communication practices are just some of the TIM elements.⁸

Agencies must regularly assess their TIM practices and outcomes to determine whether they are having the desired impact. More specifically, agencies need to evaluate whether they are achieving reductions in three critical program-level TIM objectives: roadway clearance time, incident clearance time, and secondary crashes.⁹

- **Reduce Roadway Clearance Time:** Roadway clearance time is the time between the first recordable awareness of an incident by a responsible agency, such as a transportation or law enforcement agency, and the first confirmation that all lanes are available for traffic flow.
- **Reduce Incident Clearance Time:** Incident clearance time refers to the time between first recordable awareness of incident by a responsible agency and the time at which the last responder has left the scene.
- **Reduce the Number of Secondary Crashes:** Secondary crashes are unplanned crashes beginning with the time of detection of the primary incident where a collision occurs either (1) within the incident

scene, or (2) within the queue, including the opposite direction, resulting from the original incident.

Seeing the Benefits

Implementing performance measures allows agencies to assess the impact of TIM practices and the business value of their programs, as well as the contributions those efforts make on quality-of-life issues, such as time wasted in congestion. After Maryland implemented TIM practices and began tracking roadway clearance times, it found a 13 percent reduction both for incidents lasting less than 30 minutes and those lasting between 30 to 60 minutes; a 41 percent reduction in incidents lasting between one to two hours; and a 35 percent reduction in clearance times for incidents lasting longer than two hours.¹⁰

The reduction in clearance times means a reduction in the amount of time a law enforcement officer or other responder must spend on the side of the road. Between 2003 and 2012, a total of 102 law enforcement officers were accidentally killed in the United States after being struck by a vehicle as they were conducting a roadside activity (e.g., directing traffic, assisting a motorist, or effecting a traffic stop or roadblock).¹¹ The number of officers who were injured in traffic incidents is unknown, but one only has to look at the daily news to know it is a common occurrence. While an officer may be struck at any point during roadside activity, one thing is certain—the longer it takes to clear an incident, the greater the chance an officer or other responder has of being struck.

The reduction in clearance times also typically translates into a reduction in the number and seriousness of secondary crashes. People are naturally curious and “rubbernecking” is a common phenomenon in roadside incidents, which not only slows the overall flow of traffic, but also distracts the drivers. While reduced roadway capacity is prolonged and incidents remain a distraction, the likelihood of a secondary crash escalates. Research indicates that the probability of a secondary crash increases 2.8 percent for every minute the original incident remains a hazard.¹²

Reducing roadway clearance times also reduces traffic delays, as traffic incidents substantially reduce the mobility of public and commercial traffic. It has been estimated that on average, for every minute an interstate lane is blocked, traffic is delayed for four to five minutes.¹³ Researchers at the Texas Transportation Institute found that the capacity of a three-lane road was reduced by almost 20 percent when a traffic incident blocked only the roadway shoulder and by nearly 50 percent when a single travel lane was blocked.¹⁴

According to a report released by the National Highway Traffic Safety Administration (NHTSA), roughly 10 percent of all fatal crashes and 18 percent of injury crashes in 2010 were caused by driver distraction. These percentages represent 3,267 people killed in the

United States in driver-affected crashes and an estimated 735,000 more injured in 2010 alone. Furthermore, these numbers are likely to be underreported—driver distraction status was unknown in approximately 21 percent of all fatal crashes and in 7 percent of nonfatal crashes. In the case of fatal crashes, law enforcement simply may not have the information to indicate driver distraction, and, given the negative connotations of distracted driving, even if the driver is able to give a statement to the officer, he or she may not self-report the distraction.¹⁵

Effective implementation of TIM principles enhances coordination among first responders and allows agencies to better leverage scarce resources. Performance measures help agencies evaluate the overall effectiveness of their TIM practices, assess variations over time, and make additional adjustments as needed. Moreover, as agencies continue to struggle with tight budgets and increases in traffic volume, performance measures also can function to document business benefits realization and calculate returns on investments.

Traffic incidents will continue to occur, but by employing a coordinated and comprehensive TIM approach, law enforcement can reduce the likelihood of secondary crashes and decrease congestion while enhancing the safety of officers and motorists alike. ♦

TIM RESOURCE FOR LAW ENFORCEMENT

Manage to Survive: Traffic Incident Management for First Responders—18-minute roll-call video produced by the IACP’s Highway Safety Committee’s TIM subcommittee that summarizes TIM principles. Access the video at www.youtube.com/watch?v=FrnmYHQLYs.

For more information about TIM, please visit http://ops.fhwa.dot.gov/eto_tim_pse/about/tim.htm.

Notes:

¹Encyclopedia Britannica Online, s.v. “Karl Benz,” accessed June 25, 2014, <http://www.britannica.com/EBchecked/topic/61255/Karl-Benz>.

²“World’s First Automobile Accident,” Ohio History Central, http://www.ohiohistorycentral.org/w/World%27s_First_Automobile_Accident?rec=2596 (accessed June 25, 2014).

³Federal Highway Administration (FHWA), Highway Statistics 2012, table 7.3.1, <http://www.fhwa.dot.gov/policyinformation/statistics/2012> (accessed July 9, 2014).

⁴“2010 Motor Vehicle Crashes: Overview,” Traffic Safety Facts Research Note, DOT HS 811 552, revised February 2012, <http://www-nrd.nhtsa.dot.gov/Pubs/811552.pdf> (accessed June 26, 2014); NHTSA, *The Economic and Societal Impact of Motor Vehicle Crashes*, 2010, 2014, <http://www-nrd.nhtsa.dot.gov/Pubs/812013.pdf> (accessed June 26, 2014). Economic

costs refer to the lifetime economic costs of fatalities, injuries, and property damage and include both police-reported and unreported crashes. For example, the estimated lifetime cost for each of the 32,999 fatalities in 2010 is \$1.4 million and includes lost workplace and household productivity and legal costs. Societal costs include the estimated economic impact of lost quality-of-life for victims compared to what they reasonably could have expected over their lifespan had they not been injured or killed.

⁵NHTSA, *The Economic and Societal Impact of Motor Vehicle Crashes*, 2010, 227.

⁶For more information, please see Richard J. Ashton, “10 TIM Concepts for Reducing Crash Frequency and Seriousness,” *The Police Chief* 79 (July 2012): 48–52, http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=2716&issue_id=72012 (accessed June 26, 2014).

⁷“Traffic Incident Management,” Office of Operations, FHWA, USDOT, http://ops.fhwa.dot.gov/eto_tim_pse/about/tim.htm (accessed June 24, 2014).

⁸Ashton, “10 TIM Concepts for Reducing Crash Frequency and Seriousness.”

⁹The three program-level TIM objectives and associated performance measures were established by a consensus of TIM leaders in law enforcement and transportation organizations from 11 states. See “Traffic Incident Management.”

¹⁰FHWA, U.S. Department of Transportation (DOT), “Traffic Incident Management Performance Measurement—The Focus States Initiative: On the Road to Success” (presentation, Focus States Initiative workshop, Milwaukee, Wisconsin, October 2007), <http://ops.fhwa.dot.gov/publications/fhwahop10010/presentation.htm> (accessed June 25, 2014).

¹¹Law Enforcement Officers Killed and Assaulted (LEOKA), 2012, table 61, Law Enforcement Officers Accidentally Killed: Circumstance at Scene of Incident, 2003–2012, http://www.fbi.gov/about-us/cjis/ucr/leoka/2012/tables/table_61_leos_ak_circumstance_at_scene_of_incident_2003-2012.xls (accessed June 23, 2014).

¹²Nicholas Owens et al., *Traffic Incident Management Handbook*, FHWA-HOP-10-013 (Washington DC: Federal Highway Administration, January 2010), 2, http://ops.fhwa.dot.gov/eto_tim_pse/publications/timhandbook/tim_handbook.pdf (accessed July 8, 2014).

¹³Nicholas D. Owens et al., *Training of Traffic Incident Responders* (Washington DC: National Academy of Sciences, 2012), http://onlinepubs.trb.org/onlinepubs/shrp2/SHRP2_S2-L12-RW-1.pdf (accessed June 25, 2014).

¹⁴Angelia H. Parham et al., “Facilitating Incident Management Strategies on Freeways,” 3, <http://d2dt15nnlprf0r.cloudfront.net/tti.tamu.edu/documents/1848-1.pdf> (accessed June 26, 2014).

¹⁵NHTSA, *The Economic and Societal Impact of Motor Vehicle Crashes*, 6.

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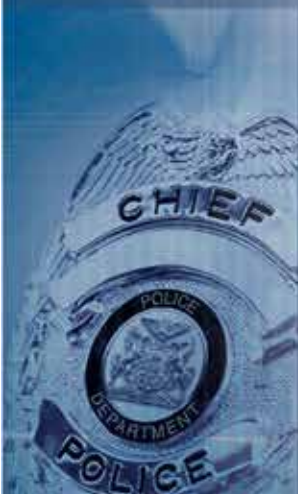


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