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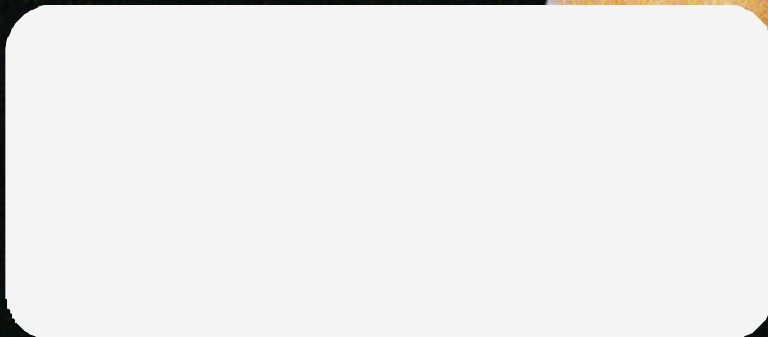
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The PoliceChief

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http://www.policechiefmagazine.org

ARTICLES

COLUMNS

DEPARTMENTS

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Immediate Past President Joseph Samuels Jr., El Sobrante, California, USA

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Division of State and Provincial Police General Chairman Richard Holden, Colonel/Commander, North Carolina Highway Patrol, P.O. Box 29590, Raleigh, NC 27626-0590 USA

Parliamentarian Ronald S. Neubauer, Chief of Police (Ret.), 6201 Alyworth Drive, Frisco, TX 75035 USA

Executive Director Daniel N. Rosenblatt, International Association of Chiefs of Police, 515 North Washington Street, Alexandria, VA 22314-2357 USA

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2004 (111th) • Nov. 13-17 • Los Angeles, CA
2005 (112th) • Sept. 24-28 • Miami, FL
2006 (113th) • Oct. 14-18 • Boston, MA
2007 (114th) • Oct. 13-17 • New Orleans, LA
2008 (115th) • Nov. 8-12 • San Diego, CA
2009 (116th) • Oct. 3-7 • Denver, CO

_____**World Regional IACP Conferences**

2004 • April 18-20 • Belfast, Northern Ireland
2004 • September 12-14 • Porto Alegre, Brazil

Law Enforcement Assistance Funding: A Continuing Priority

In the past two and a half years, the 18,000 state and local law enforcement agencies in the United States have been working tirelessly to combat the menace of terrorism. Police officers have been asked to tackle new challenges and confront a multitude of new threats. As a result of their efforts, our agencies now play a vital and indispensable role in the investigation of, prevention of, and response to terrorist acts, while at the same time they have continued to fulfill their primary responsibilities to protect our communities from more traditional acts of crime and violence.

As police chiefs, we know that meeting these dual responsibilities has been neither easy nor inexpensive. After September 11, 2001, agencies and officers who had been trained and equipped to deal with traditional crimes were forced to switch their focus to identifying and apprehending individuals whose motivations and objectives, weapons than traditional criminals. As a result, already tight state, county, municipal, and tribal budgets were forced to absorb the costs associated with increased training needs, overtime, and equipment purchases. Add to this the expenses we absorb each time the national alert status is elevated, and resources are stretched to the breaking point.

For two and half years, our agencies and our officers have willingly made the sacrifices necessary to meet this challenge. We have done so because we understand the importance of what we have been asked to do, and we remain committed to fulfilling our mission of protecting the public. But the expenditure of resources necessary to maintain this effort have left many police departments in a financial situation so dire that their ability to provide the services their citizens expect, and deserve, has been threatened.

Just how bad is it? Bad enough that at a time when police agencies are being asked to play a bigger role in homeland security many have been forced to lay off officers. One dramatic example of this disturbing situation recently occurred in Oregon, where budgetary pressures forced the Oregon State Police to lay off more than 120 state troopers and eliminate the positions of 150 support personnel.

This situation is simply intolerable. It must not be allowed to continue.

Unfortunately, the recently proposed fiscal year 2005 federal budget does little to address this critical need. In fact, if enacted, the proposals would likely make the financial difficulties faced by many state, local, and tribal law enforcement agencies considerably worse, forcing many more agencies to reduce services and lay off additional officers.

According to an analysis prepared by the IACP, the proposed budget would, at a minimum, reduce funding for primary law enforcement assistance programs at the Department of Homeland Security and the Department of Justice by more than $1.4 billion. This includes significant cuts in programs such as the Local Law Enforcement Block Grant, the Edward Byrne Memorial Grant, the Community Oriented Policing Services Program, and the State Homeland Security Grant. All of these programs have played a vital role in recent years in dramatically increasing the capabilities and effectiveness of our agencies. There is no doubt that targeting these critical programs for reductions of this magnitude has the potential to weaken the ability of our agencies to protect

Chief Joseph M. Polisar
Garden Grove, California

our communities from both traditional acts of crime and the new specter of terrorism. This is clearly unacceptable.

At this crucial time in our nation's history, when our states, cities, and towns are doing all that they can to ensure the safety of their populace, it is imperative that we ensure that our law enforcement agencies have the resources necessary to accomplish their mission. In the coming months, the IACP will be doing all that it can to ensure that our elected officials understand the needs of the law enforcement community and the resources that we need to meet the challenges that face us are made available. We will drive home the message that funding for our nation's law enforcement agencies is an issue that must be viewed as separate and apart from politics. This is not the time to allow partisan differences to delay or hinder efforts to aid our police officers. It is an issue that must be a shared priority of both the administration and Congress.

Over the years, we have often heard elected officials reaffirm their support for our troops regardless of whether or not they agreed with the mission that they were being asked to accomplish. Indeed, many elected officials have made it clear that they will support funding measures for military operations that they oppose because it is unthinkable that our soldiers could find themselves deprived of the necessary resources while they risk their lives to protect ours.

The same should hold true for our nation's law enforcement officers. Just like the brave men and women who serve in our armed forces, police officers place themselves in harm's way daily. On average, 150 lose their lives in the line of duty each year. Police officers are this nation's frontline troops in protecting the homeland. Every day they are dealing with terrorist threats, murders, rapes, robberies, drugs, burglaries, auto thefts, and myriad other crimes.

Police officers deserve the thanks of our citizens and the support of our elected leaders. It is time for Congress and the administration to put aside partisan differences over how to assist state and local law enforcement agencies and to work together to ensure that our officers have the tools they need to win the battles that they fight each and every day.

ZEBRA TECHNOLOGIES:

FILEWORKS BATCH #1
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2005 Federal Budget Proposal Released; State and Local Law Enforcement Assistance Programs Face Cuts

By Gene Voegtlin, IACP Legislative Counsel, and Jennifer Boyter, IACP Legislative Analyst

President Bush has released his proposed budget for fiscal year 2005. Over all, the budget request totaled $2.4 trillion. For the Department of Justice, the president requested $22.1 billion, a 12 percent increase over fiscal 2004. For the Department of Homeland Security, the president requested $40.2 billion dollars, a 10 percent increase over 2004.

State and local law enforcement assistance programs did not fare well in the proposed budget. Over all, funding levels for assistance programs that are primarily designed to assist state and local law enforcement agencies were reduced by $1.455 billion from 2004 levels. This includes funding for assistance programs at both the Department of Justice and Department of Homeland Security.

Department of Justice

Funding for the three main law enforcement assistance programs—the Local Law Enforcement Block Grant (LLEBG), the Edward Byrne Memorial Grant, and Community Oriented Policing Services (COPS)—was significantly reduced in the proposed budget.

As in the past two proposed budgets, the administration proposes to shuffle and consolidate many of the local and state law enforcement assistance grant programs. Under the proposed budget, the Edward Byrne Memorial Grant program and the Local Law Enforcement Block Grant (LLEBG) would be combined into a single program known as the Justice Assistance Grant (JAG).

In fiscal 2004 these two programs received $884 million, which was a significant cut from fiscal 2003, when the two programs received $1.377 billion. The 2005 budget proposes that these two programs receive only $508 million, which is a 42 percent decrease from 2004 funding levels, and a 63 percent cut from 2003.

The budget for the Community Oriented Policing Services would also be significantly reduced. The administration proposed just $97 million for the program, down from $756 million in 2004 and $1.15 billion in 2003. This represents an 87 percent decrease from last year, and a 91 percent decrease since 2003.

In 2004 the total funding for these three programs was $1.64 billion. The 2005 budget request is just $605 million, a reduction of $1.035 billion, or 63 percent.

The proposed 2005 budget continues a steady decline in funding levels for these three programs over the last five several years. Since fiscal 2002 the funding levels for these programs have declined more than $1.8 billion.

Department of Homeland Security

Although the Department of Homeland Security would receive a 10 percent increase over last year's funding, there are also significant cuts in funding for grants to first responders. There are three main programs from which law enforcement agencies are eligible to obtain funds: the State Homeland Security Grant program (SHSG), the Law Enforcement Terrorism Prevention program (LETPP), and the Urban Area Security Initiative (UASI).

SHSG funds are distributed to the states according to a formula; 80 percent must be passed on to local governments. These funds are not designated solely for law enforcement use but can be used to fund a wide range of other public safety agencies, such as fire and emergency medical services departments, who have responsibilities related to responding to terrorist attacks. The proposed funding level is $700 million, down $1 billion (58 percent) from 2004.

LETPP funds are designated solely for the use of state and local law enforcement agencies. They can be used to cover the cost of homeland security-related planning, organization, training, exercises, and equipment. This program remains unchanged from the current year's funding level. In addition, ODP also manages the Center for Domestic Preparedness that provides funding for state and local training programs. (SLTP)

In 2004 the total funding for these programs totaled $3.268 billion. Of that total, SHSG received $1.7 billion, LETPP received $500 million, the UASI received $866 million, and SLTP received $202 million

The proposed 2005 funding for these three programs is $2.733 billion, a reduction of $520 million, or 17 percent, from fiscal 2004. Of that total, SHSG received $700 million, LETPP received $500 million, the UASI received $1.446 billion, and SLTP receieved $87 million.

The substantial increase in the UASI (which funds only 50 urban areas) offsets a dramatic reduction in the SHSG. Under the proposed budget, funding for the SHSG is reduced by $1 billion. This means that public safety agencies in all 50 states must now divide $700 million. Excluding urban grants, the proposed funding for most state and local public safety agencies is reduced by 46 percent from fiscal 2004 levels.

Combined Funding Proposals

When combined, the proposed fiscal 2005 funding levels for Department of Justice and Department of Homeland Security assistance programs is 3.251 billion. This is a reduction of $1.57 billion or 31.9 percent from the combined fiscal 2004 level of $4.908 billion. It is also important to note that if the Urban Area Security Grant program is excluded from consideration, the decreasefrom fiscal 2004 and fiscal 2005 combined funding levels is $2.15 billion, a reduction of 53 percent.

Next Steps

The president's budget proposal represents the first step in the federal budget process. The House and Senate Budget Committees will soon begin work on drafting the Congressional Budget Resolution. This nonbinding document serves as a statement of Congress's priorities in the budget process. At the same time, the various subcommittees of the House and Senate Appropriations Committees will begin their efforts to craft the 13 appropriations bills that actually fund the federal government. The IACP will be working closely with members of Congress to ensure that the needs of the state and local law enforcement community are adequately addressed in fiscal year 2005.

DICTAPHONE:

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New U.S. Supreme Court Decision Approves "Informational" Checkpoint

By Julie A. Risher, Public Safety Attorney, Winston-Salem, North Carolina

A January decision of the U.S. Supreme Court sheds new light on the constitutionality of vehicle checkpoints, specifically "informational" checkpoints. This column reviews that case, *Illinois* v. *Lidster,* and vehicle checkpoints in general.

Checkpoint Challenged

On August 30, 1997, Detective Vasil spent a few hours standing in the middle of the eastbound lanes of busy North Avenue wearing an orange reflective vest. He stopped each vehicle that passed for only 10-15 seconds to hand the driver a flyer that read: "Fatal hit and run accident. Assistance needed in identifying the vehicle and driver involved in this accident, which killed a 70-year-old bicyclist." Vasil asked drivers only what they had seen there the previous week. The officer hoped that one of the drivers was regularly on the road at this time and might have information about the fatal accident.

Suddenly, a vehicle in line swerved and almost struck Vasil, who jumped out of the way. When he approached the driver, Vasil smelled alcohol on the driver's breath and noticed that his speech was slurred. Another officer performed sobriety tests. After the tests, officers arrested the driver, Robert S. Lidster, for driving while impaired.

At trial, Lidster challenged his arrest and evidence from the stop, arguing that the information-seeking checkpoint violated his Fourth Amendment protection against unreasonable seizure. The trial court denied the motion, and the defendant appealed. The Illinois Supreme Court reversed the trial court, relying on *Indiana* v. *Edmond.*[1] (In *Edmond,* the U.S. Supreme Court had disapproved a drug checkpoint, finding that it constituted an unreasonable seizure.[2]) The U.S. Supreme Court disagreed, however, and upheld the information-seeking stop as constitutionally reasonable.

To understand why the *Lidster* checkpoint is constitutional when the drug checkpoint is not requires review of the Court's decisions involving stops not based on individualized suspicion. The Court has recognized limited circumstances in which the Fourth Amendment's usual requirement of individualized suspicion does not apply, but all stops must be reasonable. To determine reasonableness, courts balance the public interest the stop serves and the individual's right to be free from governmental interference.

The Court has allowed certain vehicle checkpoints without individualized suspicion. Whether a vehicle checkpoint is reasonable depends on (1) the gravity of the public concern, (2) the degree to which the seizure addresses or advances the public concern, and (3) the severity of interference with individual liberty.[3] Using these factors, the Court has approved vehicle stops at border checkpoints and driver's license and registration checkpoints under specific circumstances. The Court has limited law enforcement, however, by holding that checkpoints created for general

crime control (including drug enforcement) are not constitutional. *Illinois* v. *Lidster* provides the latest guidance on where the constitutional line lies when officers have no particularized suspicion.

Border Patrol Checkpoints

The Court analyzed a permanent immigration checkpoint 66 miles north of the Mexican border.[4] A uniformed agent visually screened all northbound vehicles, directing some to a secondary checkpoint to answer questions about citizenship and immigration status for three to five minutes. The Court considered that the extremely important national policy limiting immigration could only be served by interior checkpoints, because the vast border cannot be controlled effectively. Further, this interest outweighs the checkpoint's minimal intrusion on driver privacy. The agent's plain-view visual inspection was not a search. Even if a driver were stopped, he only answered a question or two and produced a citizenship document. Consequently, the checkpoint was constitutionally valid.

Driver's License Checkpoints

The Fourth Amendment's reasonableness standard prohibits officers from randomly stopping vehicles to check driver's licenses and registration.[5] In *Delaware* v. *Prouse,* a patrolman stopped a vehicle without reasonable suspicion to check the driver's license and registration. He seized marijuana in plain view. Addressing the stop's constitutionality, the Court noted that the public interest in ensuing that

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motorists are licensed and cars are registered justified the checkpoint's slight intrusion on motorists. In *Prouse,* however, the officer had unbridled discretion regarding which cars to stop, making the checkpoint unconstitutional. By contrast, license checkpoints conducted in a systematic, predesignated manner are constitutional.

Sobriety Checkpoints

Sobriety checkpoint stops without individualized suspicion are constitutional.[6] Considering a checkpoint program to detect drunk drivers, the Court noted that each stop lasted approximately 25 seconds. Officers directed any driver who showed signs of insobriety to the side and administered field tests; intoxicated drivers were arrested. The Court held that the magnitude of the government's interest in eradicating the increasing problem of drunken driving outweighed the slight intrusion the stop imposed on all motorists.

General Crime Control Checkpoints

Vehicle checkpoints for general crime control are constitutionally unreasonable.[7] At an Indianapolis checkpoint to detect unlawful drugs, each driver was briefly stopped and asked to produce a driver's license and registration. The officer looked for any signs of impairment and conducted a plain view examination of the car. A narcotics detection dog walked around the outside of each vehicle. Each stop was conducted in the same manner and lasted five minutes or less. The Court concluded that a roadblock to check for narcotics was an investigation for general criminal activity. The Court noted:

> We decline to suspend the usual requirement of individualized suspicion where the police seek to employ a checkpoint primarily for the ordinary enterprise of investigating crimes. We cannot sanction stops justified only by the generalized ever present possibility that interrogation and inspection may reveal that any given motorist has committed some crime.

Informational Checkpoints

Illinois v. *Lidster* asks, Are information-seeking checkpoints constitutional?[8] The Court answered Yes, concluding that the substantial interest in solving a serious crime outweighed the minor intrusion the stop imposed on motorists. Applying the balancing test, the Court noted that the government's interest in solving a deadly hit-and-run accident is a grave public concern, and the checkpoint's purpose was not general crime control but investigation of a specific, particular crime. The checkpoint was narrowly tailored to advance the government interest (same location as the crime, about one week after the crime, and at approximately the same time of day). Finally, stops were extremely brief, systematic, and limited in scope to a request for information. There is no Fourth

Amendment prohibition on officers simply asking citizens in a public place for voluntary cooperation in providing information. Rejecting the argument that allowing information stops would result in a proliferation of checkpoints, the Court pointed to the limitations of police resources and community intolerance of traffic interferences as inherently limiting forces.

Although the Fourth Amendment permits information-seeking checkpoints, the protection against unreasonable search and seizure still applies to the procedures used:

- The crime about which information is sought must be serious.
- Checkpoints must be narrowly tailored (location, time of day, and duration) to the investigative purpose.
- All checkpoint stops must be brief and systematic; arbitrary stops are unconstitutional.
- Officers may not stop vehicles to conduct generalized interrogation.

Information-seeking checkpoints are an important tool for law enforcement. Witnesses may not realize that they have useful information.[9] Ours is a mobile society; notifying drivers about crimes may be the only way to reach potential witnesses in some cases. However, agencies should diligently follow the Court's guidance during checkpoints (stops without individualized suspicion) to avoid converting a useful law enforcement tool into an unreasonable (and therefore unconstitutional) stop.

[1] *Illinois* v. *Lidster,* 779, N.E.2d 855 (Ill. 2002), overturned by *Illinois* v. *Lidster,* —U.S.—(2004).
[2] *City of Indianapolis* v. *Edmond,* 531 U.S. 32, 41 (2000).
[3] *Brown* v. *Texas,* 443 U.S. 47, 99 (1979).
[4] *United States* v. *Martinez-Fuerte,* 428 U.S. 543, 566, 546 (1976).
[5] *Delaware* v. *Prouse,* 440 U.S. 648 (1979).
[6] *Michigan* v. *Sitz,* 496 U.S. 444, 455 (1990).
[7] *City of Indianapolis* v. *Edmond,* 531 U.S. 32 (2000).
[8] *Illinois* v. *Lidster,* —U.S.—(2004).
[9] *Schneckloth* v. *Bustamonte,* 412 U.S. 218, 225 (1973).

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**IACP/S&P: BEYOND
THE LICENSE PLATE:**

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IACP Technology Coordination Panel

G. Matthew Snyder, Manager,
IACP Technology Center

The IACP Technology Coordination Panel has continued to meet its original mandate of ensuring that IACP's technology activities are well synchronized. Established by then-IACP President Michael Robinson in 1999, the Technology Coordination Panel is composed of the association's key technology-related committee chairmen, section chairmen, senior leadership, and key staff. The effectiveness of the committee can be seen in the expanded technology focus of many IACP entities.

The Technology Coordination Panel meets four times each year, once at the annual IACP conference, once at the annual IACP Law Enforcement Information Management Section (LEIM) conference, and twice by teleconference. Chairman Joseph G. Estey, first vice president of the IACP, often uses e-mail as a forum to discuss pressing issues. The meetings have proven effective at keeping all relevant committee and section chairpersons apprised of each other's technology-related initiatives. This cooperative process has yielded better resource management, better product development, and a better-educated body of members.

In 2004 the Technology Coordination panel launched the IACP Leadership in Technology awards program. The program, which has been sponsored by iXP Technologies, is a means to recognize advancements in law enforcement management and operations through the use of technology. Details of the program may be found online at the IACP Technology Clearinghouse Web site, www.IACPtechnology.org. The diverse and distinguished Technology Coordination Panel members serve as the award program's judges. Award winners will be announced at a formal banquet scheduled for May 5, 2004, at the IACP LEIM conference in Sacramento, California. Award winners will be asked to make presentations during the IACP Technology Institute workshop series at the annual IACP conference in Los Angeles. A brief window of opportunity exists to submit nominations for this first annual award.

The Technology Coordination Panel will continue to serve as the forum to filter information technology concerns across the relevant committees, sections, and staff program managers. IACP members are encouraged to present ideas, suggestions, or questions for the coordination panel through the IACP Technology Center manager, Matt Snyder (snyderm@theiacp.org).

The impact of the Technology Coordination Panel can best be seen at the IACP LEIM conference. The event has been expanded to include the midyear meetings of the Private Sector Liaison Committee, Communications and Technology Committee, and Criminal Justice Information Systems Committee. The coordination of these meetings has allowed each committee to efficiently and effectively direct its attention to the numerous significant technology challenges facing the law enforcement community. Communications interoperability, information technology integration, technology standards, intelligence sharing, and spectrum management are examples of the complex issues the TCP deals with. IACP members are encouraged to attend these meetings and contribute to the important work being conducted by the Technology Coordination Panel.

Comprehensive Technology Coordination Panel (TCP) Meeting Schedule
Sacramento, California

April 30, 2004
- Private Sector Liaison Committee (PSLC) Security Officers Subcommittee
- PSLC Security Technology Subcommittee
- PSLC Emergency Management Subcommittee
- PSLC Alarms and Mobile Security Devices Subcommittee
- PSLC Information Age Crime Subcommittee

May 1, 2004
- Communications and Technology (C&T) Committee
- Criminal Justice Information Systems (CJIS) Committee Meeting
- PSLC Plenary Meeting

May 2, 2004
- C&T Committee Meeting
- CJIS Committee Meeting
- Joint C&T, CJIS, and PSLC Meeting

May 3, 2004
- TCP Leadership Meeting
- NIJ Technology Review
- Technology Tutorial
- Law Enforcement Information Management Section Conference (LEIM) Registration
- LEIM Welcome Reception

May 4-7 2004
- LEIM Meeting

Full LEIM agenda and registration information is available at www.IACPtechnology.org.

Technology Coordination Panel Members

Chairman Joseph G. Estey
First Vice President, IACP

Harlin R. McEwen
Communications and Technology Committee

Richard Stanek
Criminal Justice Information Systems Committee

Edward Appel
Joint Council on Information Age Crime

Peter Modafferi
Police Investigative Operations Committee

Thomas Seamon
Private Sector Liaison Committee

G. Thomas Steele
Law Enforcement Information Management Section

G. Matthew Snyder
IACP Technology Center

Jennifer Hicks
Law Enforcement Information Technology Standards Council

John Firman
IACP Research Division

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.*

Texas Agency to Acquire High-Speed Wireless System

Sierra Wireless announced that it has provided next-generation wireless technology to law enforcement professionals in Texas. The Harris County Sheriff's Office, one of the oldest law enforcement agencies in Texas, is in the process of outfitting approximately 600 patrol vehicles and 300 detectives with a high-speed mobile solution powered by the Sierra Wireless AirCard 555. The new wireless system will replace an existing system and is designed to help officers retrieve critical information in the field with CDMA2000 1X technology from Sierra Wireless.

"In order to empower our front-line police officers and increase officer safety and performance, we turned to a next-generation wireless solution from Sierra Wireless," said Major Mike Smith of the Harris County Sheriff's Office. "The migration process from the AirCard 300 to the AirCard 555 is seamless and the enhanced service went beyond our expectations. We continue to select Sierra Wireless products because of their reputation in the industry and their ability to provide reliable mobile solutions. Our officers count on the AirCard to help them do their jobs effectively with increased access to critical information across a broader coverage area."

Law enforcement agencies across North America are now leveraging recently deployed next-generation wireless networks to implement systems that provide officers with the critical information needed to improve safety and response times. Harris County's recent transition from the cellular digital packet data (CDPD) wireless network to the faster and more reliable next-generation CDMA2000 1X wireless network ensures they have greater coverage and access to the higher speeds needed to implement data-intensive applications such as access to maps and photographs. The

AirCard 555 operating on high-speed wireless networks is designed to help law enforcement professionals benefit from the capabilities wireless technology offers in the field with direct wireless access to motor vehicle and warrant information and federal, state, and local databases.
For more information, circle 101 on Reader Service Card, or enter number at www.theiacp.org/freeinfo

Jersey Police Select PI Vision's Digital Video Recording Solution

PI Vision announces that the States of Jersey Police in the United Kingdom has selected the company's Universal Video Management System (UVMS) to form the digital recording backbone of its soon-to-be-upgraded CCTV system. Covering police headquarters and the town of Saint Helier, in Great Britain's Channel Islands, the system currently uses an analog recording system comprising a number of time-lapse VCRs. Systems integrator ADT has been selected to upgrade the system from analog to digital, with work commencing in March 2004.

Jersey Police has been researching the digital video recording market for two-and-a-half years and prepared a very demanding performance specification in preparation for tendering for the new DVR system. In particular, the system had to be capable of handling 60 camera inputs at 25 frames per second, at full resolution (4CIF), and with full-frame refresh, something that not many systems were able to achieve. The system also had to be easy to use and provide instant retrieval of video footage from any camera.

The ability to use frame-by-frame playback in forward and reverse was also an important consideration, especially when analyzing footage from incidents. Jersey Police ruled out the use of video motion detection to trigger video recording, requiring instead that the

DVR provide continuous recording on all cameras 24 hours a day, seven days a week.

Gary Buesnel, head of communications for Jersey Police, said, "The key issues are picture quality, recorded image integrity and authentication, and a reduction in the amount of officer time spent when retrieving archive recordings."

The system architecture is designed to ensure that there is no single point of failure, and components can be distributed to various locations and linked together over a network, with benefits in terms of security, space planning, and bandwidth management.
For more information, circle 102 on Reader Service Card, or enter number at www.theiacp.org/freeinfo

Portland Police Bureau Selects Crime Data System

ImageWare Systems Inc. announces that the Portland, Oregon, Police Bureau has selected the company to expand its existing Crime Capture System (CCS) to enable Web-based investigations and provide an enhanced data sharing platform with the Multnomah County Sheriff's Department. As part of the implementation, the Portland Police Bureau will also leverage ImageWare's CCS to create and produce all employee identification cards.

"We are very excited about this upgrade and look forward to conducting Web-based investigations using our secure intranet and mobile data terminals, as well as housing our own criminal data which will include data from the Multnomah County Sheriff's Department," said Captain Greg Hendricks of the Portland Police Bureau. "Our officers now have the tools they need to speed the investigative process and access criminal booking data remotely."
For more information, circle 103 on Reader Service Card, or enter number at www.theiacp.org/freeinfo

IACP/INT'L CONFERENCE: (PORTA ALEGRE)

FILEWORKS BATCH #1
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Crime Prevention: Are We Missing the Mark?

By Chief Julian Fantino,
Chief of Police, Toronto,
Ontario, Canada

According to the IACP Crime Prevention Committee's *Towards 2000 and Beyond,* "Community safety is everyone's responsibility and crime prevention is everyone's business." This statement reflects the understanding that strategic partnerships working diligently towards a community-based shared responsibility can prevent crime. The intention of such a plan is to create safe communities, from the corporate sector right down to the local neighborhood level, by empowering the community to play an active role in crime reduction initiatives.

Community Mobilization

Community-based crime prevention programs are also the foundation of an effective community policing model. The challenge faced by most police agencies is developing and sustaining these partnerships. Successful and meaningful partnerships require strong and committed leadership from every person who has a responsibility for public safety and the maintenance of the quality of life available to all citizens. At the center of the process is the need to identify and bring critical stakeholders from the disciplines of justice, education, health, social services, and urban planning together with community organizations, political leaders, and citizens.

A multiagency response is required in order to ensure that all environmental and sociological factors that contribute to the existence of crime in a neighborhood are identified and effectively addressed. When all the appropriate agencies are working together toward a common goal, the end result is sure to be community mobilization in its truest sense.

The most recognized and successful community crime prevention initiative in North America is the Neighborhood Watch Program. In most cases this program is driven by the community and supported by the local policing agency. Crime prevention programs that follow this service delivery model have a greater opportunity for success and longevity than those driven and administered solely by the police. The Neighborhood Watch Program was born more than 25 years ago and has endured the test of time. It stands today as an example of what can be accomplished when police agencies and the community partner for a common cause.

Leadership Brings Success

In order for crime prevention programs to succeed, strong, visionary, and committed leadership is crucial. This type of critical leadership must come from within the ranks of the partnership and include both police representatives and community advocates. Focused leadership can be the catalyst to set in motion a rigorous and well-organized proactive process diagnosing problems and root causes, developing a corrective strategy, and implementing an action plan, with modifications if needed, to achieve the desired results.

Obviously, an effective crime prevention strategy must be focused on addressing the three fundamental factors that contribute to the commission of a crime: the target, an opportunity, and the perpetrator. Flexible crime prevention strategies that are customized to meet the needs of the community and have regard for the conditions that exist in that community have the greatest opportunity to succeed. Police agencies should also give due consideration to the full spectrum of initiatives available from education programs designed to protect children to intelligence-driven enforcement.

One of the keys to successful long-term crime prevention strategies is identifying the resources available and then utilizing these resources to the fullest extent. The effectiveness of crime prevention concepts and initiatives can be elevated significantly by simply embracing the importance of introducing volunteers to the program. Volunteers are the strong threads that help bind communities together. In addition to a willingness to get involved, volunteers also possess a high level of enthusiasm, an unselfish attitude, and a desire to make a meaningful contribution to the community. However, in many respects, their contribution to the community and the police agency is not fully realized or appreciated. Perhaps the most overlooked volunteer resource available is members of the auxiliary police. When properly trained and supervised, these community-spirited citizens can be the ambassadors of community crime prevention programs and an effective link between the community and the police.

After September 11, 2001

In the post-September 11 climate of apprehension and fear about the threat of terrorism, police agencies at all levels must develop strategies and environments that suppress crime and prevent terrorism from flourishing. The prevention of crime is the primary function and goal of law enforcement agencies. In reality, when the opportunity for crime to occur is recognized and appropriate steps are implemented to remove or reduce the risk, crime and other forms of security risks are prevented. Effective crime prevention is also effective terrorism prevention.

Be it crime prevention or terrorism prevention, responsibility for public safety and the maintenance of law and order rest, for the most part, upon the shoulders of the local policing authorities. In a time of reduced frontline resources, all police services need to look toward the community to increase their arsenal of eyes and ears on the street and encourage the proactive reporting of suspicious persons and activities.

Communication and public education are also important components of an effective crime prevention initiative. The development of strategic community-based information networks is essential.

EXCELLENCE IN POLICE AVIATION AWARD

Call for Nominations

Criteria:

Awarded by the leadership of the IACP and its Aviation Committee and given through the generosity of Bell Helicopter, the Excellence in Police Aviation Award is presented at the annual IACP conference. To be eligible, the nominee should be an individual who holds a management or leadership position in police aviation (broadly interpreted). The nominee could also be an aviation program (unit) that exemplifies excellence in airborne law enforcement. The award will emphasize initiatives to enhance the general level and safety of operations, accident prevention programs, and the efficiency and effectiveness of airborne law enforcement. Efforts eligible for recognition can range from the unit level to the national or international arena.

Nominations:

Nominations are to be submitted by a head of component or agency who has membership in the IACP. Submissions are to be no more than two pages in length and may be accompanied by explanatory photographs. No video or audio tapes will be accepted. Nominations are to be postmarked no later than May 31, 2004.

Submit Nominations to:

International Association of Chiefs of Police
Attn: David L. Tollett
Director of State and Provincial Police Division
515 N. Washington Street
Alexandria, Virginia 22314

The post-September 11, 2001, era has substantially compounded the uncertainty for police, political leaders and communities as a whole. Debate centres on how to best manage an effective crime prevention response that in today's reality must also include terrorism prevention. This particular aspect of public safety remains an ongoing concern and priority for law enforcement leaders worldwide.

According to the views of the IACP Crime Prevention Committee, "crime prevention and community safety is a key component of homeland security," a reality that also requires a community-based response. Cultivating effective prevention partnerships will be necessary in order to achieve the difficult public safety demands faced in today's perilous world. One of the primary difficulties in sustaining community support and enthusiasm for crime prevention programs is the challenge of measuring and qualifying the impact of the programs on crime itself. If the existing level of community support and participation cannot be maintained, the likelihood of program failure increases significantly.

Police agencies are the most visible first responders to issues relating to public safety. It is generally acknowledged that law enforcement officials are now confronting enforcement and prevention responsibilities never imagined a few years ago. As the world changes, so do the challenges facing police leaders. In the forefront are the difficulties faced in determining the operative strategic direction to best utilize limited resources in the most effective manner. These challenges are made all the more difficult by a noticeable absence of external training in the areas of program development, risk management, terrorism detection, crime suppression techniques, and available resources. In years gone by, the criteria used to select crime prevention or community education officers have been based on years of police service and experience. Very rarely did these officers possess specialized training in the field of program development and community mobilization. The current state of world affairs dictates that police leaders lobby for increased training in these areas to maintain the interest and participation of the community in such programs and also ensure their success.

Crime Prevention Survey

In order to further the mission of the Crime Prevention Committee of the IACP—"promoting the prevention of crime as fundamental to a free and safe society, and developing crime prevention as the top priority for agencies"—the committee is using an electronic survey through the IACP Web site (www.theiacp.org) to seek input from the IACP membership on what crime prevention issues are most important to them. The primary intent of the Crime Prevention Committee survey is to improve services and support to the membership based on direct feedback about problems and issues police leaders are facing in the area of crime prevention. In addition, the survey will also help police agencies deliver the best possible service and programming to the community.

The following are some of the preliminary findings that have been received in response to the survey:

• 58 percent of the agencies that have responded to date have a person or unit dedicated to crime prevention within their agency

• 67 percent do not anchor crime prevention in all organizational philosophies and policies

• 72 percent involve other agencies or organizations in their communities in crime prevention efforts and initiatives

Respondents have also identified the lack of available funding, entrenched attitudes within their organizations, and conflicting public officials' and stakeholders' perceptions on how to combat crime as the

greatest obstacles in making crime prevention a comprehensive agency-wide effort.

The Crime Prevention Committee survey continues to be a work in progress. The responses provided will greatly assist the committee to chart a new direction for crime prevention internationally.

Police-Community Crime Management Committee

One method of offsetting the negative impact of conflicting agendas and public perception is by establishing a police-community crime management committee. The purpose of such a committee is to meet on a regular basis to address crime-related issues and help to develop a strategic action plan using police, volunteer, and community resources to address the problem. The benefits of this type of committee to the community are twofold. First and foremost, community leaders become active participants in identifying crime concerns in their specific neighbourhood and secondly the committee provides an opportunity for active participation in the process of developing long-term strategies to eliminate or reduce crime from the neighbourhood.

In general, this type of community partnership is also very useful to local police authorities. It is much easier to solicit community participation in a crime prevention initiative when the participants believe they are playing an active role in

For information about the IACP Crime Prevention Committee's work, visit www.theiacp.org.

developing the strategy and equally responsible for the success or failure of the plan. It's all about ownership.

The Changing Role

The way police agencies address issues related to community crime prevention has changed. Organizations that continue to assume sole responsibility for this function are isolating themselves from our greatest resource and strongest supporter—the community. Although the police will always remain front and center in the battle against crime, it is becoming increasingly apparent in an era of reduced policing budgets and diminished staffing levels that they can no longer go it alone. Nor can the police be solely accountable for community safety, security, and quality of life.

A community-based approach, composed of a shared vision, must be developed with appropriate strategies, proper allocation of resources, and the implementation of timely initiatives. When combined with the strategic mobilization of the community, the end result is an effective crime prevention model designed to take full advantage of the strengths of all participating partners.

The ever changing nature of crime, combined with the presence of domestic and international terrorism, also requires changes in attitudinal behaviors directed at reducing the threat of crime and enhancing the safety and security of our communities. Only by accepting these changes can we develop an environment where terrorism cannot flourish.

In every circumstance one constant remains true: strong, and committed leadership is an essential element of community crime prevention and community mobilization, the caliber of leadership, commitment, and dedication that exists within the membership of the IACP. The rest is up to us.

SPI (UNIV. OF LOUISVILLE):

FILEWORKS BATCH #1
UL TO PLACE AD

Mentoring for Success

By Elaine Deck, Manager; and
Pamela Juhl, Coordinator,
New Police Chief Mentoring
Project, International
Association of Chiefs of
Police, Alexandria, Virginia

The first 100 days of any new police chief's administration can be crucial to achieving a successful transition and to building important relationships within the new agency and the community. Often the alliances developed during the first three to 12 months are essential to ensuring that the new chief's strategic plan for public safety is articulated clearly to the community decision makers so that goals are met and the community trusts the agency to keep it safe. Steps taken to build relationships inside the police agency and between the police and the community in the first year can make or break a new chief's career in the community. For this reason, the IACP Research Center developed the New Police Chief Mentoring Project.

The U.S. Department of Justice's Bureau of Justice Assistance is funding the IACP initiative for smaller police agencies—Services, Support, and Technical Assistance for Smaller Police Departments—to develop and coordinate a mentoring project for new police chiefs serving communities of 25,000 or fewer residents. The staff works closely with members of the project's advisory group on the new mentoring project. The goal of the project is to support the professional development of new police chiefs by providing an experienced police chief as mentor.

To participate in the mentoring program, a new chief or interested chief experienced working with smaller departments contacts the IACP staff and completes a profile. The new chief then is matched with an experienced chief best fitting the new chief's profile. The pair will work together on the issues identified by the new chief as the most essential. The mentoring chief will acquaint the new chief with available resources, including those through IACP, and the technical assistance and training programs dealing with the target issues identified by the new chief. It is anticipated that both colleagues will benefit from the relationship and that the professional growth and encouragement of one chief to another will enhance the profession.

Following are personal experiences about mentoring programs that have helped police executives and their agencies. The examples selected show personal assistance received from executive mentoring and mentoring programs for the entire department.

Harvey E. Sprafka, Chief of Police, Knoxville, Iowa

When I joined the Knoxville Police Department as a police officer in the mid-1970s, it was my good fortune to immediately find a mentor who encouraged and supported my transition into the law enforcement community. Prior to entering into a law enforcement career, I was an outside observer of government, community, and police department activities as the news director and reporter for Knoxville's AM and FM radio stations. It was during this stint as a radio newsman that I reported on what I now call the unfair and shortsighted demotion of Knoxville's police chief to assistant chief by a newly elected one-term mayor. The demoted chief would become my police mentor 15 months later.

I personally sought the mentorship of the assistant chief of police, a person who had a wealth of job-related experiences and varied interests, qualifications that met my needs and wants as a novice peace officer. As a mentor, the assistant chief became a role model, teacher, coach, advisor, and at times a confidante to this newly hired police officer from the news reporting field. The assistant chief helped facilitate a smooth transition by explaining and detailing the history of the organization, its values, norms, politics, potential pitfalls or stumbling blocks to one's career development, and organizational culture. First and foremost, the assistant chief was an active listener who provided open and honest feedback and recommendations, as well as responses to my many queries related to patrol work and managerial issues. He continually encouraged and supported my efforts in problem solving.

Our mutually beneficial mentor-protégé relationship soon developed into a friendship that continues today. Although the retired assistant chief has been out of law enforcement for more than 20 years, I still apprise him of my challenges and continue to draw on the retiree's knowledge, experience, and wisdom. We both are proud of the contributions we have made to the organization and law enforcement

IACP MENTORING RESOURCES

- **New Police Chief Mentoring Project**
  The IACP has a mentoring program for new police chiefs serving communities of 25,000 or fewer residents. The program is funded by a grant from the Bureau of Justice Assistance, U.S. Department of Justice. For more information, call Pamela Juhl at 800-THE-IACP, extension 340, or write to her at mentoring@theiacp.org.

- **Best Practices for Mentoring Programs**
  "Best Practices for Institutionalizing Mentoring into Police Departments," an IACP publication written by Harvey Sprafka and April Kranda, is available in an electronic edition at www.theiacp.org/documents/pdfs/Publications/mentoring.pdf. To request a printed copy, call Pamela Juhl at 800-THE-IACP, extension 340, or write to her at mentoring@theiacp.org.

- **Training for Managers of Mentoring Programs**
  The IACP Training Department will offer Mentoring for the Retention of Public Safety Personnel in Freehold, New Jersey, June 7-8, 2004. For more information, call Larry Haynes at 800-THE-IACP, extension 234, or write to him at training theiacp.org.

profession that are a result of our long-term mentor-protégé relationship.

April H. Kranda, Lieutenant (Retired), Fairfax County Police Department, Fairfax, Virginia

A police chief who mentors his or her officers has an enormous impact on their personal and professional success, and instills loyalty. During my career with the Fairfax County Police Department in Virginia, I benefited from a mentoring relationship. Although back then I didn't realize that the time invested giving advice, coaching, counseling, and, most importantly, listening to me demonstrated fundamental mentoring behaviors. As I look back on my career, I realize that whatever success I achieved as a police officer and after my retirement I can attribute to mentoring.

In the early stages of my career, I was one of a dozen officers assigned to an antifencing task force who served under a lieutenant overseeing the operation. The lieutenant led his officers in a manner that was vastly different from that of other commanders. He became acquainted with each officer as an individual with varying personal needs and desires for professional growth. This was achieved by ongoing personal interaction and periodic one-on-one discussions during which the lieutenant solicited our interests, listened to and addressed our concerns, and provided relevant information to increase performance necessary to obtain career goals. For example, my goal was to become a sex crimes detective. As a mentor, he explained how the functions of my current assignment would teach me the basics of criminal investigation and how important it was to keep building my skills by seeking experience and training opportunities. At the conclusion of the assignment, he knew the next step in the career paths that each officer desired and became an advocate for us. I became aware of his advocacy when the commander of the criminal investigations bureau informed me that my first assignment would be the auto theft unit in order to gain essential skills and experience in interview and interrogation techniques prior to transfer to the sex crimes unit.

Although I would not work directly for the lieutenant until many years and promotions later, we still maintained a link. I knew that I could reach out to him for guidance, and on several occasions I sought his counsel.

In 1992 my former lieutenant became chief of police. When this occurred I was a lieutenant assigned to a patrol squad at a district station. Shortly thereafter, I was contacted by the chief and asked to serve in the public information office. Because of our previous relationship, I told him that I felt unqualified to serve in the position. Quite honestly, public speaking was one of those fears that I hadn't overcome and I disliked the media. To my amazement, the chief acknowledged my weaknesses and informed me that public speaking was another skill that I needed to acquire. As far as my position on the media, he stated that he wanted me to build a good working relationship that would be beneficial to the organization as well as the public. The chief's actions demonstrated several additional mentoring behaviors: first, the recognition of lack of experience or performance deficiencies; second, expressing confidence in the officer to succeed by providing training and experience; and third, providing the opportunity for continual learning and challenge through new assignments and tasks.

Although we are both retired, the chief has continued to be a wonderful listener, to possess the ability to inspire, and to encourage me to take on additional challenges.

Paul D. Schultz, Chief of Police, Lafayette, Colorado

I began my career as a police officer in a Denver suburb in 1975. In 1995 I retired as a lieutenant and was appointed chief of police in La Vista, Nebraska, and in 2002 appointed chief of police in Lafayette, Colorado.

Before arriving in Lafayette I knew the department had a history of employee turnover and was looking for a way to solve the problem. The Lafayette Police Department was often viewed as a training ground for other Denver-area law enforcement agencies. The department in the past looked at all of the traditional ways to address this issue and had some success but never long-term achievements using these approaches. As the new chief, I took a new look at this continuing problem. With a new administration came new ideas and new approaches.

The constant turnover was literally robbing the department of valuable experience—experience that makes the difference every day in the effectiveness and efficiency of the department. Realizing that this was a critical issue, I turned to the International Association of Chiefs of Police for assistance. Specifically, I asked for assistance from the Services, Support, and Technical Assistance for Smaller Police Departments Project in the IACP Research Center, and soon it was on the way in the form of two department training sessions for police officers who volunteered to explore a new concept called "Mentoring to Improve Retention in Small Agencies." The ideas and approaches to this issue were immediately implemented and the results have been even better than expected. Attrition department-wide has been reduced by more than 50 percent from the high point before we implemented the program. An-

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For more information, visit the IACP website at www.theiacp.org/awards/webber, contact Elisa Cohen at cohene@theiacp.org, call 1-800-THE-IACP/ 703-836-6767 or write the IACP at 515 N. Washington St., Alexandria, VA 22314-2357. All applications must be received by the IACP no later than May 3, 2004.

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other interesting observation regarding the mentoring program is that only one new officer has left the department out of 10 that had a mentor. As a result of these successes, the Lafayette Police Department implemented a formalized mentoring program.

The program consists of several volunteer officers who are specially trained as mentors who are assigned to each new police officer to help him or her with a smooth transition into the department and involves a continual review of the program's effectiveness. To date the program has worked almost flawlessly. At first there were some misunderstandings among the department field training officers, but since the concept was thoroughly explained there have not been any recurring problems with the FTOs.

A unique aspect of Lafayette's program is that a department mentor is assigned to each new officer before the new officer officially joins the department. The mentors assist in socializing the police recruit to the department in a variety of ways, from explaining the community and the department's values and cultures to assisting with housing, schools for children, and employment for a spouse. This bond becomes very strong, and the police recruit always has a trained ear to listen to any concerns and to respond to those concerns in an informed, professional manner.

Confidentiality between the recruit and the mentor is guaranteed except in the case of criminal conduct. To date this has not been an issue nor is it expected to be. The mentors take a great deal of pride in seeing their recruit officer succeed. In fact, the mentors routinely attend the badge pinning ceremony for the new police recruit, the graduation ceremony for the new police officer from the police academy, and partake in their success when they graduate from the FTO program. It is almost a coach-student relationship but in a peer-to-peer setting.

The Lafayette Police Department is very pleased to have introduced the mentoring concept to our department. It is truly making a difference that can be seen every day—in the form of police officers staying with our department.

Fairfax County Sheriff's Office Mentoring Program for Incoming Recruits

By Stan Barry, Sheriff, Fairfax County, Virginia

The Fairfax County Sheriff's Office Applicant and Recruitment Section initiated a mentoring program for newly hired deputy sheriff recruits in 2001. The program allows the agency to hire deputy recruits up to four months prior to the start of the six-month basic academy. This element is essential in the recruitment of highly qualified candidates with multiple applications in process with other agencies. The early-hire aspect of the program allows the sheriff's office to make employment offers ahead of other competing agencies. The program also assists greatly in the retention of employees by better preparing recruits for the rigors of academy life.

The mechanics of the program involve three main areas of importance. First, it gives the recruit a well-rounded knowledge of the entire agency and its many different branches. Small groups are assigned to work in various branches for periods of up to one week. This aspect of the program assists them in their personal decisions to future career development and eliminates mysteries about the agency's goals and objectives.

Second, the program prepares them for the physical demands of academy training and on-the-job activities. Throughout the recruit's workweek, a plan is implemented for them to spend up to two hours at the end of the day participating in a physical training program. This physical training is monitored by a mentor (a sworn deputy sheriff) or group of mentors who possess substantial training in strength and cardiovascular development.

Third, the program takes recruits of many different cultures, backgrounds, and life experiences and forms them into a cohesive team prior to the start of the academy. The unified group can now meet challenges together as a team to ensure a greater success rate in the academy and on the job.

The overall goal of the program is to better prepare individuals for the start of a successful career. The graduation rate from the Criminal Justice Academy has increased with the advent of this program. Newly hired employees feel like they are part of a family, and the stress level is lowered prior to entrance into the academy.

Minnesota Chiefs of Police Association Mentoring Program

By Patricia Moen, Executive Development Director, Minnesota Chiefs of Police Association, Saint Paul, Minnesota

The Minnesota Chiefs of Police Association began its mentoring program in 1996. The purpose of the program is to provide new chiefs with immediate assistance from more experienced chiefs. As soon as a new chief is appointed, the association notifies the Mentor Committee, a small group of seasoned police chiefs dedicated to helping others as they begin their careers as chief of police. The group consists of five veteran chiefs from various parts of the state. When notified that a new chief has been appointed, the closest mentor contacts the new chief by letter or in person to offer assistance.

Depending on the need, the assistance can take many forms. Mentors introduce new chiefs to established networks of other chiefs in the region. Mentors provide copies of model policies and procedures and advise new chiefs about their use. Mentors encourage the new chiefs to attend programs available through the Minnesota Chiefs of Police Association. The association sponsors three programs of particular interest to new chiefs. The first is the annual Executive Training Institute. The Executive Training Institute provides new chiefs with a broad array of educational offerings and the opportunity to meet with their peers throughout the state. The second is regional training on police management issues. The third is a law enforcement and command academy, a three-and-a-half-day intensive residential training opportunity that focuses on topics critical to chief law enforcement officers. The mentoring program has provided funds to new chiefs who could not otherwise afford to attend these valuable programs.

Perhaps the most important part of the mentoring program is providing new chiefs with someone to call when they need advice, support, or guidance from someone with more experience.

Underlying Physical Fitness Factors for Performing Police Officer Physical Tasks

By Thomas R. Collingwood,
Ph.D., President, Fitness
Intervention Technologies,
Richardson, Texas; Robert
Hoffman, Program Coordina-
tor; Thomas and Means LLP,
Huntersville, North Carolina;
and Jay Smith, President,
Integrated Fitness Systems
and FitForce, Salem,
Massachusetts

Few if any law enforcement personnel disagree with the notion that physical fitness is necessary for the safe and effective performance of certain critical and essential job functions. The more difficult question is, how fit do officers need to be? There is even more confusion as to how traditional measures of physical fitness, such as push-ups and sit-ups, can be underlying and predictive factors for the performance of those essential law enforcement job tasks.

For the last 30 years, the authors of this article have been actively involved in establishing physical fitness programs and standards in hundreds of municipal, state, and federal law enforcement agencies. Those agencies ask, how can we prove that being physically fit is job related? The confusion exists due to several issues:

• Practical concerns such as what physical training programs will develop the fitness required for the job and help prevent injuries

• Legal concerns such as disparate impact, age, and disabled discrimination

The Uniform Guidelines for Employee Selection Tests[1] clearly require that, to be valid, physical fitness tests, standards, and programs must be job related and consistent with business necessity. Without data to document that job-relatedness, case law indicates that physical fitness tests, standards, and programs are at risk. Tests and standards must be significantly correlated with, and predictive of, performing essential functions of the job.

Using data collected in the last 15 years, it is now possible to document that fitness areas such as aerobic and anaerobic power, strength, flexibility, explosive power, and agility underlie specific task performance. This analysis presents conclusions supported by data collected from 34 physical performance standards validation studies performed on more than 5,500 incumbent officers representing 75 federal, state, and local law enforcement agencies. The officer samples from each agency were stratified by age and gender, and they were randomly selected. Consequently, the data are reflective of the demographic characteristics of each agency. Given the size of the sample, we suggest that the results can be generalized as being applicable to law enforcement officers in general.

Standardized Validation Study Method

The 34 studies were all construct and criterion validation studies. They were designed to assess the accuracy of a physical fitness test as a predictor of an officer's ability to perform physical job tasks (the criterion). Construct and criterion validation are two of the three acceptable methods that the Uniform Guidelines accept as proof for a job-related test and standard. Each study followed the same basic procedures to determine the physical tasks of the job and to identify which physical fitness areas predicted safe and effective performance of those physical tasks. The steps for each study were as follows:

• Researchers reviewed records such as job descriptions, injury reports, and use-of-force reports to identify critical physical tasks.

• A stratified random sample of officers completed a job task analysis to determine frequent and critical tasks.

• Supervisors incorporated the critical and frequent physical tasks identified in steps 1 and 2 into job-task simulation scenarios. Since job tasks are seldom performed in isolation, we chose to sequence them in real-world scenarios. These scenarios became the criterion measures against which the predictability of the fitness tests would be assessed.

• We hypothesized that certain physical fitness areas were the underlying and predictive factors for performing the job tasks. Accepted field tests measuring those fitness areas were incorporated into a physical fitness battery.

• Stratified random samples of incumbent officers completed both the job-task simulation scenarios and the fitness test battery.

• Researchers statistically analyzed the results to determine which fitness tests were related to each job-task simulation test and to ascertain the strength of those relationships. Univariate (correlations) and multivariate (multiple regression) statistics were applied.

• Subject matter experts (SMEs) and sample statistics defined the minimally acceptable level of performance on the job-task simulation scenarios.

Researchers evaluated selected fitness test scores to see which cut points predicted most accurately who did and who did not perform the job-task scenarios at an acceptable level. The result of each validation study was as follows:

• The definition of fitness tests with strong predictive relationships to performance on job-task simulation scenarios

• The fitness scores on each test that accurately predicted who could and who could not perform the job-task simulation scenarios at a minimally acceptable level

Analysis of Validation Study Results

The results of the validation studies provide data that suggest which fitness areas are underlying and predictive of safe and effective performance of law enforcement physical tasks.

Physical task ratings to define frequent and critical physical tasks: Incumbent officers from the various studies tended to rate the frequency and criticality of physical tasks similarly. Criticality ratings had between 85 percent and 100 percent agreement, while the frequency of tasks ratings had between 50 percent and 92 percent agreement. Incumbent officers consistently rated the tasks listed in figure 1 as the most critical and frequent.

Job task simulation scenarios as the criterion test measures: In each study, the agency's SMEs reviewed the job-task analysis (JTA) data and developed job-task simulation scenarios. The quantifying data, such as distances, heights, weights, and widths, were all based on JTA data with SME agreement on the final scenario

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Figure 1. Frequent and Critical Physical Tasks

- Walking
- Running short and long distances
- Running up and down stairs
- Running over uneven terrain
- Light, medium, and heavy lifting and carrying
- Jumping over obstacles
- Vaulting over obstacles
- Climbing fences
- Climbing stairs
- Dodging around obstacles
- Crawling under or through obstacles
- Dragging objects
- Extracting and dragging victims
- Pushing heavy objects such as cars
- Bending and reaching
- Using restraining devices
- Using hand and feet in self-defense
- Short- and long-term use of force

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parameters. Each study's SMEs demonstrated considerable agreement as to what were the most critical or frequent physical

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tasks and developed similar job-task simulation scenarios. As a consequence, the data from the 34 studies can be compared across studies.

In general, the critical and frequent tasks were operationalized into three basic events containing the specific tasks:

• Roadway clearance, involving lifting, carrying, and dragging debris, and pushing a car

• Victim extraction, involving sprinting to a disabled vehicle and lifting and dragging a dummy to safety

• Sustained foot pursuit, involving running up stairs, dodging, jumping, climbing a fence, crawling, vaulting obstacles, striking and moving a dummy, and simulated cuffing using resistance bands

Since the job-task simulation tests served as the criterion measures, it was important that they have content validity and be truly reflective of the real physical tasks of the job. Otherwise, the fitness test predictability results would not be valid indicators of job-relatedness. To assure that the job-task simulation tests were realistic representations of what officers must do on the job, agency SMEs and officers selected for the testing evaluated the realism of each scenario upon completion. Approximately 95 percent of participating officers rated each scenario as being either a

situation they have personally performed or would be expected to perform. These officer ratings, along with the job-task analysis data, provided concurrent validation that the scenarios are representative of the physical tasks officers must perform, and, as a result, the job-task simulation tests have content validity.

Physical fitness ratings to define underlying fitness factors: The job-task analysis surveys required incumbents to rate the importance of 10 fitness factors (see figure 2). There was between 90 and 100 percent agreement among the officers in the different studies as to what were the important physical fitness factors for performing the job.

Physical Fitness Tests

The tests in the physical fitness battery measured the fitness factors the incumbent officers rated as important and necessary to perform the job. We used the same fitness battery in the majority of the studies. In some studies, we made changes due to logistical difficulties, agency requests, or legal concerns. For example, the leg press was used in only 25 percent of the studies. We dropped it from the battery because few agencies had access to that specific equipment. In its place, the vertical jump,

Figure 2. Physical Factors and Tests

Fitness factor	Test
Absolute strength of the upper body	1RM bench press raw score (pounds)
	1RM bench press ratio score (weight pushed divided by body weight)
Explosive leg strength	Vertical jump in inches
Dynamic strength	
Abdominal muscular endurance	One-minute sit-up (number)
Upper-body muscular endurance	Maximum push-up (number)
Trunk strength	One-minute sit-up (number)
Extent flexibility	Sit and reach (inches)
Endurance and aerobic power	1.5-mile run (minutes and seconds)
Speed	300-meter run (seconds)
Anaerobic power	300-meter run (seconds)
Gross coordination (agility)	Illinois agility test (seconds)

which has a leg strength component, appeared to be more predictive and is much less of a logistic challenge to conduct.

We conducted body composition assessments in only 16 percent of the studies. Some agencies did not want it included due to estimation inaccuracies. Body composition estimates were not used in any of the analyses because they are not performance assessments but rather static indicators of health.

Agility is a motor skill, not a component of fitness. Therefore, we did not include an assessment of agility in our earlier studies. We soon recognized, however, that agility is underlying and predictive of the ability to perform certain essential physical functions. We began administering the Illinois agility run in subsequent studies, meaning that 67 percent of our studies included that test.

Likewise, handgrip strength is not a component of fitness. We only included a

test for handgrip strength when asked to do so by the agency. In the 6 percent of the studies that included that test, we learned that the area it measures is not important to the performance of essential physical functions.

All of the fitness tests selected are accepted within the field as valid measures of the fitness areas being tested. The fitness test batteries in all studies consisted of some combination of the physical factors and tests contained in figure 2.

Analysis of Fitness Tests' Predictability

Determining the fitness areas that are the underlying and predictive factors for performing essential physical tasks required two basic analyses. A correlational and regression statistical analysis documented the strength of each physical fitness area (as measured by a physical fitness test) as an underlying factor for performing the physical job tasks (as measured by the job-task simulation tests). Tests must demonstrate a predetermined correlation in order to be valid predictors. A specificity and sensitivity analysis determined how well each fitness test score predicted those officers who could and could not perform the job-task simulation tests at an effective level. This analysis determines which fitness test scores are used as standards. What follows is a brief explanation of the statistical procedures we employed.

Correlation: A Pearson Product Moment Correlation Coefficient (r) is a statistic that displays the strength of a relationship between two variables. It is expressed as a number that ranges between +1.00 and -1.00. The closer the r is to either +1.00 or -1.00, the stronger the implication that one factor is predictive of the other. Negative correlations indicate an inverse relationship. For example, a faster time (lower number) on the 1.5-mile run indicates a better level of cardiovascular fitness (higher number). Correlations do not imply direct causation but do imply a strong enough relationship so that some level of predictability exists. Let's assume that the push-up had an r equal to -.61 with the roadway clearance scenario. That tells us that there is a strong relationship between the ability to do push-ups and clearing the roadway more quickly.

Regression: Multivariate analyses are statistical procedures to clarify the underlying structure of many variables. This type of analysis is especially useful for demonstrating validity because it evaluates relationships among a group of fitness tests, rather than individual fitness tests and the job-task simulation tests. If the criterion test represents the ability to do the job, and the regression analysis indicates that a group of test items predict the ability to perform the job-task simulation tests, it follows that the fitness tests predict the ability to do the job.

If a fitness test emerges as a significant factor in a regression analysis, that fact further supports the theory that the test is an underlying and predictive factor.

Specificity and sensitivity: These two terms reflect how accurately a score on a particular test predicts performance. The value of any fitness test cut point depends on how well it correctly identifies which individuals have an ability and how well it controls for the measurement error associated with any test. Specificity and sensitivity are defined as follows:

• Specificity: the percentage of individuals who fail the fitness test and also fail the job-task simulation tests

• Sensitivity: the percentage of individuals who pass the fitness test and also pass the job-task simulation tests

For the 34 validation studies, we required a minimum of 70 percent for both specificity and sensitivity. That means for a fitness test score to become a standard, it had to predict with at least 70 percent accuracy which officers could perform the job-task simulation tests at the effective level and who could not. Having both 70 percent specificity and sensitivity results in a standard that is highly predictive and, as such, is acceptable as being job related.

For example, let's say we found 25 push-ups to have a specificity level of 82 percent with the minimum effective time on the roadway clearance. That tells us that an officer who can't perform at least 25 push-ups is at least 82 percent likely to be unable to perform the roadway clearance effectively. Said another way, 82 percent of the officers in the tested sample who did fewer than 25 push-ups also failed to complete the roadway clearance in the minimally effective time.

Using the same push-up example, let's say the sensitivity rating is 84 percent. We would know that officers who can do 25 or more push-ups have 84 percent assurance of effectively clearing the roadway.

• Statistical significance: This is a term relating to the degree of confidence one can have that the results obtained are not due to chance but are due to a true relationship. Specific statistical procedures are applied to test for the significance of any finding. Usually the .05 level is accepted as the lowest level of confidence of a true finding. It means that the probability of the results being due to chance is five out of a 100. A .01 level is one out of 100, and .001 is one out of a 1000. How high the correlation must be to be significant depends on the size of the sample. For example, with a large enough number of tested individuals, it is possible to obtain a statistically significant correlation at the .05 level between two factors with an r of only .19. In our studies, we usually required a correlation of at least $r = .50$ to suggest a moderately high relationship.

Criteria for Evaluating the Job-Relatedness of Each Physical Fitness Test

Now comes the answer to the most important question: Which physical fitness tests appear to be the most underlying and predictive factors for the performance of the essential job tasks? We applied two sets of criteria to each validation study's results to determine the job relatedness of each fitness test.

Criteria for a given fitness test measuring an underlying factor for performing job tasks: Almost all the physical fitness tests had large percentages of statistically significant correlations to scenario scores. In order to identify the tests with the strongest relationships with a given scenario, we applied three criteria to each fitness test:

1. A fitness test had to have an average correlation of at least .50 with a given scenario across all studies.

2. A fitness tests had to have at least 50 percent of the significant correlations to be over $r = .50$ between the test and a given scenario across all studies.

3. A fitness test had to be a significant factor in at least 50 percent of the regressions in all of the validation studies.

Criterion for a given fitness test to be a predictive factor for performing job tasks: We analyzed the various fitness test cut points to determine how well each score predicted effective performance of the essential physical tasks, i.e., job-task simulation scenarios. As noted above, in the 34 validation studies, we only considered scores for use as standards if they accurately predicted at least 70 percent of the officers who could both pass the fitness test and the job-task simulation scenario and at least 70 percent of those officers who failed both tests. A fitness test had to have a predictive cut point that met that 70/70 criterion.

Results: The Underlying and Predictive Physical Fitness Factors and Tests

Tests were accepted or rejected as being job related based on the number of criteria met for each scenario. For a fitness test to be a primary factor, it had to meet all four criteria. To be classified as a secondary factor, it must have met three of the four criteria for each scenario. Using those guidelines, the underlying and predictive physical fitness tests are as follows:

Scenario 1. Lifting, carrying, dragging, pushing tasks
• Primary factors meeting all four criteria
- Absolute upper-body relative strength (one-repetition maximum (1RM) bench press ratio)
- Agility (Illinois agility test)
• Secondary factors meeting three of four criteria
- Anaerobic power (300-meter run)
- Absolute upper body strength (1RM bench press raw)
- Explosive leg power (vertical jump)

Scenario 2. Lifting, dragging, and extracting tasks
• Primary factors meeting all four criteria
- Absolute upper-body strength (1RM bench press raw)
- Agility (Illinois agility test)
• Secondary factor meeting three of four criteria
- Absolute upper-body relative strength (1RM bench press ratio)

Scenario 3. Pursuit involving running up stairs, running sustained pursuit, dodging, jumping, climbing a fence, crawling, vaulting obstacles tasks
• Primary factors meeting all four criteria
- Aerobic power (1.5-mile run)
- Anaerobic power (300-meter run)

• Secondary factors meeting three of four criteria
- Upper-body muscular endurance (push-up)
- Abdominal muscular endurance (sit-up)
- Agility (agility run)

Factors to Perform Essential Physical Tasks

The data obtained from the 34 physical fitness standard validation studies indicate that certain physical fitness areas are the underlying and predictive factors or physical abilities that determine a law enforcement officer's capabilities to perform essential physical tasks. Those factors are as follows:
• Aerobic power as measured by the 1.5-mile run
• Anaerobic power as measured by the 300-meter run
• Upper-body absolute strength as measured by the 1RM bench press
• Upper-body muscular endurance as measured by the push-up test
• Abdominal muscular endurance as measured by the one-minute sit-up test
• Explosive leg power as measured by the vertical jump
• Agility as measured by the Illinois agility run

The implications of these findings are straightforward:
• Test for these areas to ensure that applicants, academy recruits, and incumbents have the physical abilities to perform the essential physical tasks of the job.
• Develop performance standards in these areas for utilization with applicants, academy recruits, and incumbents.
• Provide training programs that ensure that law enforcement recruits and incumbents have the skills and knowledge to maintain personal conditioning programs throughout their career.

[1] Equal Employment Opportunity Commission, *Uniform Guidelines for Employee Selection Tests* (Washington, D.C.: U.S. Government Printing Office, 1978), available at www.access.gpo.gov/nara/cfr/waisidx_00/29cfr1607_00.html. Revised guidelines (as of July 1, 2000) have been incorporated in the Code of Federal Regulations at Title 41, Volumes 1 to 100.

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Controlling Abuse of Sick Leave

By Dwayne Orrick, Chief of Police, Cordele, Georgia

Sick leave is an essential benefit in the employee's compensation package. It allows an employee who cannot work due to sickness or accidental injury to continue receiving his or her salary uninterrupted. Although sick leave was originally designed as a privilege and not as an entitlement, over time this benefit has come to be expected in the fringe benefit program by police departments.

The majority of police employees use sick leave in the manner in which it is intended. Normal use of sick leave is considered in developing the department's budget and the department's manpower deployment and scheduling program. It is the abuse of sick leave by a few employees that creates problems for many departments. The few employees who use sick time in a manner that violates the agency's policy or collective bargaining agreement hurts the entire organization—its management, its other employees, and its service to the community.

Organization Impact: Abuse of sick leave reduces the effectiveness and efficiency of the department. The department is less effective because supervisors have to reassign duties of the absent employee to other staff. This results in less time being available to answer citizen calls for service or to focus on proactive and preventive duties.

Financial Impact: The unnecessary use of sick leave costs the department at least an additional 150 percent over the budgeted amount to cover the vacancies with overtime pay. To illustrate the financial impact of misused sick leave on the organization, multiply the total leave taken by the employee's hourly salary. When other officers were paid overtime to cover the missed work, factor in that overtime cost also. This total can provide a sobering realization of the cost for abusing sick leave.

Interpersonal Impact: Continued abuse can lead to interpersonal problems with the employees who have to cover the abuser's job responsibilities in addition to their own. Knowing that a person is abusing the sick leave and that no supervisory action is being taken can diminish employee moral.

Homeland security needs are not only stretching many departments' overtime budgets, but the additional work is also stretching the endurance of the officers. Like everyone, police officers enjoy their days off. Officers do expect to work holidays and reasonable overtime to cover assignments. The extra pay is well received. But there comes a point when even the extra pay is no longer considered a reward. Today with additional homeland security overtime on top of the expected and scheduled overtime, officers are working about all that can be expected. Add additional time to cover sick abusers' absences, and non-abusing officers are feeling the effects of being overworked. This will affect morale and cause interpersonal problems in the agency.

Ethical Impact: When employees repeatedly misrepresent themselves as being sick, it reflects on their integrity and diminishes the confidence fellow employees and supervisors have in their ability. Because of this, abuse of sick leave is also an ethical issue.

The Trouble Employee

The National Institute of Ethics has found abuse of sick leave can be a symptom of a trouble employee. The NIE found that some employees, driven by feelings of entitlement, justify their absence as being deserved because of perceived mistreatment by the organization. This willful violation of the department's policies is considered an administrative commission. That is, the employee knows the policy requirements but chooses to intentionally violate them anyway. If the employee's attitude is not replaced with a sense of accountability the conduct may continue to erode into even larger problems. Because of this, some departments have begun to consider making excessive sick leave usage an indicator in their early warning system.[1]

Establish Clear Policies

To effectively control unauthorized sick leave, a department must have a clear policy regulating leave, track each employee's use of sick leave, and take corrective actions when abuses occur.

Most agencies have a policy regulating sick leave. This policy should outline what constitutes acceptable leave, how time is accrued, the steps necessary for an employee to make a claim, and when a doctor's excuse may be required. In addition, some departments require employees to remain at their homes, except for travel to their physician, in order to be eligible for payment of leave.[2] In some departments, verification of sick leave is done by a home visit by the supervisor. Also, many agencies require a written medical certificate if certain circumstances exist, including the supervisor's wishing to verify the absence.[3]

The policy should also include provisions for the Family Medical Leave Act (FMLA) of 1993. FMLA requires employers to "provide up to 12 weeks of unpaid, job-protected leave to 'eligible' employees for certain family and medical reasons."[4] This may include caring for a child after birth, or placement for adoption or foster care; caring for the employee's spouse, son, daughter, or parent who has a serous health condition; or dealing with a serious health condition that makes the employee unable to perform their job.[5]

Finally, every employee in the department must be familiar with this policy and the possible penalties for noncompliance.

Tracking Abusers

In order for an agency to effectively manage sick leave and ensure compliance with their policy, good records are essential. The information gathered from these records is critical to demonstrate a policy violation. Several off-the-shelf police scheduling software programs are available with leave-time tracking features.

At a minimum, the records system should track when the employee takes leave and the reasons for the absence. This system does not need to be elaborate to be able to collect this information. One easy way is for the supervisor to develop a table with the officer's names and blocks for the amount of leave taken during each of the

preceding 12 months and the total for the year. This chart makes patterns of abuse easily recognizable.

Another technique to identify employees who may be abusing leave on a regular basis is to total the amount of leave taken by the entire unit. Identify the average amount by dividing the total sick leave taken by the number of employees in the unit. Then a determination must be made of the level that the organization considers to be excessive, such as 25 percent above average. Assuming 25 percent is chosen as the threshold overage for review, the average is then multiplied by 1.25. Any person who has used more than the established threshold should have their leave use reviewed for policy compliance.

Patterns of Abuse

With the policy in place that establishes the standards of conduct and a records system that measures usage, supervisors can easily watch for compliance. Realistically, an agency cannot expect to stop every isolated instance of abuse. Rather, supervisors should routinely look for patterns of abuse. These patterns can evolve in many ways. For example, the offending employee may routinely take leave in conjunction with regular days off, vaca-

tion, or holidays. Some will call in sick in response to having their vacation requests denied. Others' sick days may coincide with their spouse's off-days. A more difficult pattern to track is when an officer takes off during a specific time each year.

One of the more obvious patterns is for the employee to use their leave as soon as it is accumulated. In these instances, employees with an extensive length of service, such as 10 years, will have accumulated only a few days of leave.

It should be noted, it is not necessary for the employee to establish to a pattern of abuse before corrective action can be taken. Rumors of an officer taking sick leave for unapproved purposes should be investigated.

Corrective Action

Enforcing leave policies requires discretion and good judgment on the part of the supervisor. Once a problem has been identified, it is incumbent upon the supervisor to meet with the employee to discuss the reason for the absences. During this meeting, the goal is to have the employee to change their behavior. This will not occur unless the employee assumes responsibility for his or her conduct. During the session, the supervisor should explain that the

purpose of the meeting is to discuss the use of sick leave, the problem or pattern that has been identified, and the impact of the behavior on the organization.

Sometimes, the subordinate may have a legitimate explanation that was not previously known and no further action is needed. In other instances, the employee's problems may exceed the supervisor's ability to address them. In these cases, the supervisor should recognize his or her limitations and refer the employee to the department's employee assistance program.

The most successful corrective action plans occur when the subordinate takes part in developing the solution. In some cases, the supervisor may need to guide the officer through the process of exploring their alternatives. Before the meeting is concluded, the supervisor should write a corrective action plan outlining the problem, what the employee is going to do to reduce the use of leave, and adverse administrative action to be taken for noncompliance.[6]

Disciplinary procedures vary from one community to the next and depend upon governing laws and collective bargaining agreements. However, most realize the need for progressive discipline. Many agencies require officers who continue their abusive behaviors to provide a doc-

tor's statement for a specific time (that is, six months) to verify all claims of sickness.
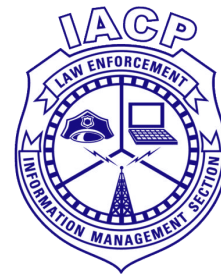
Incentives to Combat Abuse

Too often organizations focus enormous amounts of energy and resources trying to control a few poor performers and fail to reward their exemplary employ-

Can It Work?

The Ottawa, Ontario, Police Service received the 2003 Webber Seavey Award for its Attendance Enhancement Program (AEP). The department created the program to reverse a continuous increase in the use of sick leave over a five-year period.

The AEP represents a multifaceted approach to prevent, minimize, and control the risk of economic and human resource loss due to absenteeism. The program's primary objective was to improve officer attendance, as well as raise awareness about attendance issues. In 2000 the cost to the department of use of sick leave equaled the expense of 57 full-time employees.

To kick off the AEP in 2001, the police service launched two high-profile pilot initiatives. One involved offering officers monetary rewards or recognition or both for demonstrating perfect or strong attendance. The other focused on arming supervisory staff with the information, procedures, and tools they needed to monitor officer attendance. After minor modifications, the pilot initiatives officially became part of the program.

Year-end 2002 results confirmed that the program was a success. Specifically, the use of sick leave dropped by 1.6 days per employee, 740 officers and staff had perfect or strong attendance, approximately 2,500 days of productive work were gained for the year—equivalent to adding nine full-time employees to the workforce—and $540,000 in increased productivity was realized along with a significant decrease in expenses related to the disbursement of sick leave benefits.

The Webber Seavey Award for Quality in Law Enforcement presented by the International Association of Chiefs of Police and Motorola.

ees. It is interesting to note the different approach between the private and public sectors in providing leave to employees. In the private sector there is a growing trend to stop distinguishing between types of leave and provide an established amount of leave each year. The employee can use the time for any reason they desire.

In the public sector, the trend has been to keep the different types of leave. As such, in an effort to reward loyal employees for not taking leave unnecessarily, many communities have developed incentive programs. Although compensation practices vary widely across the country, incentive programs serve to reduce leave use and in the long run save money for the community.

In some agencies, employees are allowed to accrue sick leave to an established level. The department provides the employee with a cash payment for a percentage of all unused sick leave above a base rate at the end of the year. In many communities, the reimbursement coincides with the holiday season and serves as a nice bonus.

Other communities take a long-term perspective and reward longevity by allowing employees to accrue a specific amount of leave. Any leave earned beyond this limit is forfeited and credited toward years of service upon retirement.

A few departments allow officers to accrue unlimited amounts of sick leave throughout their career and pay the officer for a percentage of the unused leave, up to a specified dollar amount. This serves as a substantial bonus upon retirement.

Obviously, this list is not exhaustive, but it does illustrate the wide variation of incentive programs. Also, these incentives are not without problems. For example, officers who are paid out at a lesser rate may "burn the time" they have over the set amount before retirement. This would represent a budget problem and a staffing problem also.

Sick leave is an essential part of the employee compensation package. However, efforts must be taken to ensure that some employees do not abuse this privilege to the detriment of the organization and fellow employees. These efforts should include a fair but firm policy that is communicated to all employees. The use of leave should be monitored for patterns of abuse. When abuse is determined to have occurred, the leave is denied and corrective action is taken.

Officials should work with the governing authority to support an incentive plan rewarding employees for using leave in accordance with the department's policy. These actions will serve to ensure high morale and efficient operations in the department.

[1] National Institute of Ethics, "The National Law Enforcement Officer Disciplinary Research Project," by Neal Trautman, 1997.

[2] For a legal discussion, see Mary Claire McNaught and Daniel L. Schofield, "Managing Sick and Injured Employees," *FBI Law Enforcement Bulletin,* January 1998.

[3] The medical certificate is a written statement signed by a registered practicing physician certifying the period of disability of the patient while under professional care. These forms are usually readily available in doctor's offices. The medical certificate is helpful when the employee has been hospitalized and serves as notice that the employee can return to work. Other circumstances can include when an employee has been absent for consecutive days (usually three); when the employee may have a contagious disease; or when the absence needs verification.

[4] U.S. Department of Labor, Employment Standards Administration, Wage and Hour Division, WH Publication 1420, June 1993.

[5] *Ibid.*

[6] *Ibid.*

Recruitment and Retention of Police Officers in North Carolina

By Douglas L. Yearwood, Director, North Carolina Criminal Justice Analysis Center; and Stephanie Freeman, Training Specialist, North Carolina Criminal Justice Education and Training Standards Division, Raleigh, North Carolina

In early summer 2000 the North Carolina Governor's Crime Commission in conjunction with the North Carolina Criminal Justice Education and Training Standards Commission and the North Carolina Sheriffs' Education and Training Standards Commission identified four major emerging issues facing the state's criminal justice system and its public safety personnel. As part of this endeavor the three commissions formed four teams to focus on professional development, public policy, funding, and recruitment and retention. Each team reviewed its assigned issues, identified obstacles to be overcome, outlined a series of future goals and objectives and concluded by formulating a specific plan of action to attain their stated goals.

This article focuses on the work of the recruitment and retention focus group.

Although the information contained in this article is specific to North Carolina, there are common issues applicable to other jurisdictions. Many police administrators will benefit from the study's findings and perhaps be able to generalize, or verify, these findings in their own departments' recruitment and retention efforts and bring about refinements to their programs, policies, and initiatives.

Study Results

Details of the survey methodology are contained in the sidebar accompanying this article and the data is reflective of the employment conditions in North Carolina during the study years 1998–2002. To establish the validity and reliability of the information, readers will be interested to know that of the 205 agencies receiving the survey, 124 questionnaires were completed, producing an aggregate return rate of 60 percent.

Recruitment Strategies: Survey participants described their recruitment strategies on a continuum ranging from passive to neutral to strongly aggressive. Responses were fairly evenly distributed with 35.2 percent of the agencies having a passive recruitment strategy, 33.6 percent describing their strategy as neutral, and the remaining 31.2 percent reporting an aggressive strategy.

Table 1 depicts the recruitment techniques identified and the perceived effectiveness of these techniques. The most frequently employed recruitment technique was word-of-mouth, with 95 percent of the respondents indicating that this was the preferred method to recruit potential officers. The second most common recruitment technique was newspaper ad-

Table 1
Recruitment Techniques and Their Perceived Effectiveness

Technique	Number Using	% Using	Average Effectiveness Rating (0 to 9)
Word-of-mouth	118	95.0	6.83
Newspaper ads	103	83.1	5.38
Community college	89	71.8	5.62
Internet	78	62.9	4.64
Personnel listings	76	61.3	4.13
Auxiliary/reserve force	71	57.3	5.32
Job fairs	61	49.2	2.89
Police Corps	44	35.5	2.73
Radio/TV ads	34	25.4	.85

Note: Survey respondents were encouraged to select all recruitment techniques used by their agencies; therefore, percentages do not equal 100.

I/O SOLUTIONS:

FILEWORKS BATCH #1
UL TO PLACE AD

vertising (83.1 percent), followed by recruiting through the local community colleges (71.8 percent) and the use of the Internet (62.9 percent).

Table 1 also depicts the average effectiveness rating for the nine recruitment techniques that were listed in the survey. The respondents were asked to rate the effectiveness of each technique on a scale from zero (not effective) to nine (highly effective). The top three most effective techniques were word-of-mouth, local community colleges, and newspaper advertising.

Backlog of Qualified Applicants: A majority (67.5 percent) of the police agencies that were represented in the sample of returned questionnaires did not have a current waiting list or backlog of qualified applicants. The rest (32.5 percent) did note that they currently maintain a waiting list of applicants. Of those agencies possessing a waiting list, the number of applicants ranged from two to 36, with the average waiting list containing seven applicants. The number of applicants, per sworn position, demonstrated a greater degree of variance and ranged from one applicant for each vacant sworn position to 150 applicants per sworn position. The average number of applicants per sworn position within those police departments represented in the survey was 9.9.

Improving Applicant Pool: The survey asked for comments and specific recommendations on what policies, standards,

This study provides a baseline to ensure what it will take to recruit and retain a police force.

and programs should be implemented in order to improve the quality of future applicant pools. Advice on how to recruit more highly qualified police officers was clustered in three primary areas:

• Salaries
• Improving screening criteria
• Raising or establishing new minimum standards for applicants

Not surprisingly, the majority of the suggestions dealt with the low or inequitable salary and compensation packages that deter and discourage many ex-

cellent candidates from applying for entry-level positions. Frustration at the inability to compete with not only the private sector but also local and state law enforcement agencies was a common theme among the respondents.

Respondents often commented on the current screening criteria that are used for hiring officers and for selecting basic law enforcement training candidates. Suggestions were offered to either raise existing minimum requirements or establish and implement new recruitment standards. The majority of these comments dealt with the existing educational standards.

Barriers to Recruiting: The research identified the most common barriers to recruiting were competition with other criminal justice agencies (80.6 percent), agency budget restrictions (72.6 percent), agency size (37.9 percent), and competing with the private sector (34.7 percent). Fewer agencies reported that the current cost of living (25 percent), applicant criminal histories (21 percent), and agency location (15.3 percent) were common barriers.

Other barriers included the lack of equipment or equipment in disrepair, the lack of career advancement opportunities and a negative city reputation. The survey also detected a general misunderstanding

about the image of campus law enforcement officers. A reported barrier included the view that campus police officers were not considered as being fully sworn law enforcement officers and vested with the same powers as city police, thus hindering recruitment.

Attrition Issues

Turnover rates for sworn police positions, using July 2001 as a base, ranged from zero to 87 percent with an average turnover rate of 14.2 percent being reported by those agencies returning completed surveys. Forty-one percent of the respondents noted that their agency's turnover rate remained stable for the years of the study (July 1998–July 2001). Slightly more than a quarter of the agencies experienced either a significant or a slight rise in their respective turnover rates, while turnover rates dropped for 30.2 percent of the police departments.

Vacancy rates for sworn positions, using June 2002 as a base, ranged from zero to 100 percent; 47.6 percent of the agencies reported a full sworn force with no vacant sworn positions on June 30, 2002. The average vacancy rate for sworn positions was 7.2 percent. During the period June 1999 through June 2002, 49.6 percent reported that their respective vacancy rates had not changed, while 27.8 percent reported an increase in their vacancy rates, and 22.6 percent noted a decline in vacancy rates.

Retention Techniques

Six different techniques for personnel retention were identified on the survey and agencies identified the specific techniques being utilized and then ranked each retention technique in terms of their effectiveness on a scale from zero (not effective) to nine (highly effective).

Table 2 reveals the most popular retention strategy was annual pay increases, irrespective of job performance. Of the respondents, 81.5 percent felt that longevity and cost-of-living salary adjustments were essential retention techniques. Offering education incentives, such as tuition reimbursement and allowing officers to attend classes during the work hours, was the second most frequently employed technique (76.6 percent), followed by personnel promotions (69.4 percent).

Survey participant ratings on the effectiveness of the identified six retention techniques are also provided in table 2. As a general rule the most frequently used retention techniques were also perceived to be the most effective with the exception of promotions and assigning favorable work shifts, which were perceived to be less ef-

Table 2
Retention Techniques and Their Perceived Effectiveness

Technique	Number Using	% Using	Average Effectiveness Rating (0 to 9)
Annual pay increase irrespective of performance	101	81.5	5.9
Education/training agency expense	95	76.6	5.6
Promotions	86	69.4	4.5
Annual pay increase performance-based	82	66.1	5.6
Formal awards, recognition	80	64.5	4.2
Assigned favorable work shift	75	60.5	5.2

Note: Survey respondents were encouraged to select all recruitment techniques used by their agencies; therefore, percentages do not equal 100.

fective than performance-based merit pay.

Attrition Reasons

Table 3 depicts the attrition reasons for North Carolina police departments. Agency budget restriction was reported as the most frequently discussed factor when explaining why police officers leave the department. A high percentage of the respondents also noted that lateral transfers to other law enforcement agencies and employees' resigning to accept employment in the private sector were substantial factors affecting agency attrition rates. It should be noted that all of the factors listed in table 3 were identified as reasons why officers leave departments, with even the bottom three occurring in slightly more than 40 percent of the responding police agencies.

Respondents were asked to identify the extent to which each factor affects their agency's attrition, that is, to select the best response from a range of choices. Agency budget restrictions and lateral transfer account for the bulk of police departments' attrition rates. Forty-four percent of respondents noted that agency budget restrictions accounted for 71–100 percent of their agency's total attrition rate. Lateral transfers explained between 81 and 100 percent of their attrition.

Surprisingly, all of the remaining factors listed on the survey instrument were discounted as significant contributors, with the majority of the respondents noting that these factors account for less than 10 percent of their agency's total attrition. While the remaining factors do explain some attrition, the factors do not occur frequently enough to drive a sizable decline in a police agency's workforce.

Average Length of Service

In this study, irrespective of the reasons why officers leave, the average length of an officer's employment was 34 months before he or she decides to leave the police agency. Eighty-four percent of the agencies reported an average length of stay less than three years. Thus, it appears that there exists a critical two-month window (between an officer's 34-month employment anniversary and his or her 36-month employment anniversary) during which police agencies can implement policies or programs to improve retention rates and conversely minimize its attrition rate by retaining officers beyond three-years. Once an officer is retained beyond this critical period attrition drops precipitously. Only 16 percent of the police agencies reported an average length of stay, for those officers that eventually leave the agency that was greater than three years.

Significant Differences

Analyzing several pertinent research questions would ascertain if significant differences existed between agency groupings.

Do agencies with high attrition rates differ from agencies with low attrition rates in terms of how each group rates the effectiveness of their recruitment strategies?

Surprisingly, agency attrition rate has no significant bearing on how the respondents rated the effectiveness of their recruitment strategy. Agencies with low attrition rates are no more likely to report effective recruitment strategies than agencies with higher attrition rates. In other words, for police agencies, effective recruitment strategies are not directly related to the extent to which an agency loses sworn personnel.

Table 3
Causal Factors for Police Department Attrition Rates

Factor	Number Reporting	%
Agency budget restrictions	102	82.3
Transfer to another law enforcement agency	101	81.5
Left for private sector	87	70.2
Retirement	71	57.3
Agency location	62	50.0
Agency size	59	47.6
Cost of living	59	47.6
Specific job duties	55	44.4
Unrealistic officer expectations	55	44.4
Prior criminal history/decertification	55	44.4
Lack of fringe benefits	54	43.5
Agency residency requirement	51	41.1

Note: Survey respondents were encouraged to select all recruitment techniques used by their agencies; therefore, percentages do not equal 100.

Do agencies with high attrition rated differ from agencies with low attrition rates in terms of how each group rates the effectiveness of their retention strategies?

The effectiveness ratings of the various retention strategies did not vary by agency attrition group. Agencies with low attrition rates are no more likely to report more effective retention strategies than agencies with high attrition rates. Thus, it appears that the perceived effectiveness of retention techniques is not related to agency turnover.

In terms of attrition rates, do agencies that adhere to the minimum educational requirement differ from agencies that require higher educational attainment such as a college degree (associate's degree or bachelor's degree)?

The North Carolina survey found that agency attrition rates are not significantly related to minimum educational requirements. Agencies with low and high turnover rates do not differ in terms of their entry-level educational requirements. In other words, police officers that hold a high school diploma are no more likely to remain with an agency than officers holding higher educational credentials. Contrary to popular assumptions officers who hold higher educational credentials are not leaving the agency at a higher rate than their counterparts who possess the high school diploma.

In terms of entry-level salaries do agencies with high attrition rates differ from agencies with low attrition rates?

Agencies are not losing sworn personnel because of their respective starting salaries. In North Carolina the starting salary is not currently and directly related to attrition. The survey indicated that agencies with high attrition rates do not have significantly lower entry-level salaries than agencies with lower attrition rates.

Small vs. Large Agencies

This survey found that factors other than education and starting salary are dri-

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North Carolina Recruitment and Retention Survey Methods

Survey Instrument: A three-part, 27-item survey was developed with the first section of the questionnaire presenting questions that addressed the issue of recruiting sworn police personnel. The survey items dealt with recruitment strategies and techniques, the number of applicants, and the extent to which the responding agency had a backlog or waiting list of potential candidates. Respondents were also given the opportunity to comment on what course(s) of action should be undertaken to improve the recruitment of sworn police officers and to build a more qualified applicant pool.

Part 2 of the survey instrument addressed the issue of attrition and retention and included questions that were designed to enumerate the responding agency's turnover and vacancy rates and how these have varied over the past three years. Other questions focused on obstacles that hinder successful recruitment, techniques for retaining sworn personnel and reasons why officers leave the agency. Respondents were also given the chance to offer suggestions for improving personnel retention.

Survey Sample: A list of North Carolina's 453 police agencies was provided by staff of the Criminal Justice Education and Training Standards Commission and was utilized as the basis for selecting those police departments that would be included in the survey sample. The list was divided into four groups, or quartiles, based on the median number of sworn personnel.

A proportionate number of agencies, relative to the percent of agencies in each of the four groups, were sampled and selected to receive a copy of the survey in the mail. A total of 205 surveys were distributed with 53 (25.8 percent) going to agencies with more than 18 sworn officers, 45 (22 percent) to agencies with nine to 18 sworn officers, and 43 (21 percent) being mailed to agencies with five to eight sworn officers. The remaining 64 surveys (31.2 percent) were mailed to the state's smallest law enforcement agencies, those that have fewer than five full-time sworn officers.

ving attrition rates. As noted earlier, agency budget restrictions were the most commonly reported reasons for attrition. Perhaps, officers are either being forced to leave through layoffs caused by budgetary issues or voluntarily leave around the three-year employment mark due to the lack of promotional opportunity and accompanying increase in salaries. Regardless, budget restriction was considered the primary reason for attrition.

When evaluating the difference between small and large agencies, the survey results established three interesting factors.

Do small and large agencies differ in terms of their perceived effectiveness ratings for recruitment techniques?

Larger police departments are more likely to use, and more likely to report higher effectiveness ratings for, three recruitment techniques: Internet, Police Corps, and job fairs. Smaller agencies are less likely to employ these three techniques and do not view them as effective recruitment strategies.

Do small and large police agencies differ in their attrition rates?

Larger police agencies report an average attrition rate of 10.2 percent while their smaller counterparts report an attrition rate almost twice as high (18.2 percent).

Is there a difference between larger agencies and smaller agencies in hiring applicants who have already completed basic law enforcement training?

Both small and large police departments reported similar percentages for the number of new hires who had previously completed a basic law enforcement training course. On the average smaller agencies reported that 84 percent of their new hires had completed basic training versus 82.7 percent of the larger agencies' new employees.

Current External Events Affecting Recruitment and Retention

It is extremely important to consider external events and the current economic situation, which is affecting agencies in North Carolina and across the United States. Both local and state agencies are affected by these events and the influence on the results of the current study needs to be considered. The time period for this study is 1998–2002, so its results may reflect some but not all of the difficulties caused by governments' fiscal crisis that started in 2001 as well as the employment and business recession facing most jurisdictions' tax generating ability, which results in restraining the police departments' budgets. The terror attacks of September 11, 2001, the subsequent war on terrorism, and the war in Iraq all con-

tinue to affect recruitment and retention by police agencies. The current focus on homeland security and additional requirements placed on local and state agencies without adequate funding will affect not only the current budgets but also future budgets of law enforcement agencies.

Economic concerns and limitations may limit attrition as individual officers have fewer options to pursue outside of their current position. Conversely, more positions may be created as a response to homeland security issues and more vacant positions may open up in order to meet the need.

Policy Recommendations

From the results of this study certain policy recommendations to the chief executive officers of police departments became apparent.

Recruitment Strategy: Police departments may wish to consider launching a more aggressive recruitment strategy to fill vacancies that are fairly limited at this time as indicated by an average vacancy rate of 7.2 percent. Agencies should explore innovative recruitment strategies and seek ways to improve the effectiveness of existing strategies. They should perhaps conduct more recruiting efforts on a national level and should recruit former military personnel. This would expand the average number of applicants, which in North Carolina is currently 9.9 per position and possibly include more individuals that the departments view as better and more qualified applicants.

Respondents overwhelmingly mentioned salary issues as factors affecting both recruitment and retention within their agencies. Increasing the average starting salary may attract a better and larger applicant pool, but study findings suggest that the greater salary concern occurs after, and not before, the applicant is hired as a new officer. On the average officers are leaving the department after two years and 10 months of service, possibly because of limited opportunities for promotion or the failure to receive an increase in their salaries. In other words they are still receiving the same compensation, or only a slight increase above, their original starting salaries. This holds true for all officers irrespective of whether or not they possess a two- or four-year college degree.

Retention Strategy: Further work is needed to explore options for retaining officers beyond the three-year service mark including proposals to address increasing officer salaries during this critical period. In addition to cost of living adjustments other pay increase opportunities could include merit pay, increased pay for educa-

tion and specialized training and in-grade step increases. Graduated pay scales based on length of service, with or without supplemental state and federal funding were mentioned as possible alternatives.

The three most common reasons officers give for terminating employment were, according to the agencies that responded to the survey, agency budget restrictions, accepting employment in the private sector, and lateral transfers to other law enforcement agencies. In-depth review of these issues was beyond the scope of this study. For example, more remains to be learned about lateral transfers in the law enforcement community. Why do officers switch agencies, and how do they select the next agency? Officers who leave for employment with state agencies and larger municipal law enforcement agencies should be contrasted with those transferring to agencies of the same size and smaller. Recommendations should be directed at reducing the number of lateral transfers across law enforcement agencies

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Hiring Trained Applicants vs. Training New Hires

The study team also thought it was important to ascertain the extent to which police agencies either (1) hire applicants who have already completed basic law enforcement training (BLET) or (2) hire applicants and then sponsor their BLET during the state-mandated period after employment. Survey questions addressed both sides of the coin by soliciting participants to state the proportion of both pre- and post-BLET hires. The percentage of applicants who are hired before completing their BLET ranged from zero to 100 percent with 70 agencies (58.3 percent) requiring all applicants to complete BLET before employment. Responses from eight agencies (6.7 percent) indicate that 100 percent of their new hires are employed first with admittance into a BLET program occurring thereafter. Across the entire study sample, the average police department hires 82 percent of its applicants from an applicant pool that has already completed a BLET program, with the remaining 18 percent of the new hires being employed prior to BLET.

that may include consideration of salary issues, extending an officer's employment contract beyond three years, and a combination of employment restrictions and incentives to remain with an agency once employed.

Selection Strategy: A relatively large percentage of the respondents noted concerns about the current applicant screening process for attending basic law enforcement training instruction prior to employment. Given the fact that across the state of North Carolina 82 percent of the newly employed sworn officers have already completed basic training the importance of screening for basic training takes on new emphasis. The implication to law enforcement executives is that serious examination of basic training screening procedures must occur as an ongoing evaluation process to ensure the local agencies' needs are being met. During this study numerous recommendations were offered including requiring a mandatory passing score on standardized entrance exams, minimum reading and writing test requirements, as well as having all interested parties pass the minimum training and standards employment requirements prior to enrolling in a basic law enforcement training course of instruction.

The Future

Since this study was initiated, current events have changed many factors in American law enforcement. Homeland security is now a buzzword in law enforcement. New skills and emphasis on protecting the infrastructure of the country has added responsibilities to local law enforcement. When this study started, the economy was strong and governments had a solid tax base. By the conclusion of this study the economy had eroded, departments were facing fiscal crises and new unfunded mandates were being forced on state and local governments by the federal government.

This study has provided a baseline for future studies to ensure that the law enforcement executives know what it will take to recruit and retain a police force to meet the needs of their community.

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Minority Recruitment: A Working Model

By Walter A. Tangel, Chief of Police (Retired), Program Manager; and Andrew Morabito, Senior Project Specialist, Programs and Research Activities Directorate, International Association of Chiefs of Police, Alexandria, Virginia

Many police agencies have experienced difficulty recruiting and selecting applicants. In particular, agencies continue to have an especially hard time recruiting minority applicants. Since September 11, 2001, the problem has become more acute, as military reserve call-ups and an expanding police role strain agency resources across the country. The IACP has made efforts to address this pressing problem.

With funding from the Department of Justice's Office of Community Oriented Policing Services (COPS), the IACP partnered with the Hartford, Connecticut, Police Department (HPD) to develop a replicable model to promote local solutions to minority recruitment and selection shortfalls. The HPD is an agency committed to narrowing the gap between the ethnic and racial composition of the department and the ethnic and racial composition of its city. It seeks to strengthen partnerships between the HPD and community leaders, organizations, and citizens; create a relationship-building strategy to enable the police and the community to collaborate to further diversify the police workforce; and use the community as a recruitment agent to fashion a police force that more closely mirrors the community racially and ethnically.

A Collaboration Model

The most exciting outcome of this effort is the Police Recruitment and Placement–Community Collaboration Model. The principal objective of the model is to position police executives and their local governments to diversify their police agencies. The model focuses on mobilizing the community in an effort to increase the number of minorities who both apply and are selected for police positions. This model is fully replicable in cities, towns, and counties across the country and has the potential to help any size or type of police agency diversify its workforce. The model has three core phases: building block activities, stakeholder action planning, and strategy implementation, monitoring, and evaluation. Based upon experience in Hartford, this model can help chief executives diversify their agencies and build stronger ties between their agencies and the communities they serve.

Phase 1: Building Block Activities

Before developing or implementing a diversification strategy, local law enforcement agencies must diagnose the recruitment problem in collaboration with the community. This is important, because prospective applicants will be not only serving the community but also coming from the community. The community will have a strong understanding of what knowledge, skills, and abilities are required of officers and some previously untapped places to recruit the individuals with those traits.

Successful employment of the model also requires assembly of a substantial body of information. Agencies should possess a complete understanding of their marketplaces and their pools of potential applicants; the structure, operation, and effectiveness of their recruitment and selection systems; and the best of contemporary recruitment and selection practices. Agencies must also enhance their own human resources processes. Each of these building block activities is crucial to a successful outcome.

Diagnose the Recruitment Population: Commercial enterprises invest substantially in market and consumer research to understand the attitudes and preferences of potential customers. Few police agencies, however, use similar tactics. During the police recruitment process, little attention is given to the characteristics of those individuals likely to be drawn to police work and those most likely to prevail in the selection process, never mind those individuals who will actually be successful officers. Therefore, the assembly of a body of data on the most important characteristics (see table 1) of the recruitment-age and pre-recruitment-age population must be gathered before any targeted recruitment efforts are begun. This information will allow agencies to focus limited recruitment resources on individuals that are most likely to seek a career in policing and can serve as a foundation for designing and implementing recruitment strategies.

The most cost-effective method for collecting this data is through the use of a formal survey. Through COPS Office funding of the Collaborative Leadership Project, the IACP has produced a model survey for police agencies, titled "Careers in Police Service." This survey is designed to obtain relevant characteristics and to diagnose the current and future recruitment populations. Once the survey is tailored to the local community in which it

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PDA04

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

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will be administered, a profile of individuals more likely to respond favorably to recruitment initiatives, that is, the target recruitment population, will emerge from the responses.

Identifying the target recruitment population is only the first step. Once these data have been collected, they should be complemented with job market information. This general and police-specific information will provide a clearer picture of the competition within the job market for the target population that has been identified. The local police agencies' demand for officers, comparative salaries, and benefits are obviously all core considerations for prospective hires. Community perceptions of the police department, including issues of fairness, trust, and organizational commitment to workforce diversification, may also be significant to prospective employees and those willing to assist in a community-based recruitment effort.

Diagnose the Human Resources System: Once the recruitment targets have been identified, a market survey has been conducted, and the competition has been studied, the second building block activity is to diagnose the agency's human resources system. Just as it is important for police executives to understand factors external to the agency that may affect hiring, they must also understand the internal agency practices that affect their recruitment and selection efforts.

In diagnosing the human resources system, police executives should first document or map the local testing and selection procedures. Each step of the process should be identified and placed in context to the other steps. The strengths and weaknesses of jurisdictional and agency recruitment and selection policies and practices must be identified so that factors that contribute, or serve as barriers, to successful recruitment and selection can be determined. A conventional management evaluation, documenting current activities and evaluating them against best practice standards, will best accomplish this objective. Moreover, the IACP has produced database development guidelines that include information about data collection efforts that can help agencies center upon the legal framework for recruitment and selection, the authority and administration for recruitment and selection, recruitment policies and practices, and selection policies and practices. These topics would include pertinent state statutes, civil service requirements, workforce profiles, recruitment strategies, selection sequences, and several others.

The evaluation of the HR system should be designed with the goal of identifying a series of profiles, including the following: recruitment and selection attri-

tion, adverse impact, and turnover and retention. Each of these profiles should be evaluated as to the effect it has on the recruitment and selection of particular groups of individuals and then used to formulate recommendations for improvement. For example, a recruitment and selection attrition profile should include statistical information that traces applicants through the recruitment and selection process. It is important to maintain statistical data. Record the number of applicants, the number of applicants that appear for the initial step of the testing process, the number that survive each subsequent step in the selection process, the number that become eligible for appointment, and the number selected. These data should be grouped by race, gender, and other descriptors of local significance so that the evaluation can lead to specific recommendations for improvement in the process.

The adverse impact profile allows the chief executive to identify any agency processes that may hinder or negatively affect minority recruitment and selection. To identify this profile, information must be collected, isolating the race, ethnicity, and sex of applicants at each stage. In any effort to recruit and select minorities, this type of information will clearly provide the chief executive with a barometer of the agency's efforts to diversify the department. The final profile required by the model is for turnover and retention. Agencies should identify the sex, age, race, ethnicity, and years of service of every sworn and nonsworn member of the agency. This information should be grouped by rank, assignment or position, and, where relevant, cause of departure (resignation, termination, disability). This information will assist in tailoring the recruitment message to prospective applicants and should also guide the agency in some of its personnel policies and practices.

Best Practices: The third and final component of building block activities within the model is the inventory of best or promising practices. The search for these practices should include all three stages of the hiring process: recruitment, selection, and retention. Each has an important effect upon an agency's personnel composition. One should not be overlooked at the expense of another. The identified best practices will assist the chief executive in identifying policies and programs that have proven to be or are proving to be successful in increasing the diversity of other law enforcement organizations. Special attention should be paid to agencies with similar resources, recruitment concerns, demographics, and other pertinent characteristics.

Phase 2: Stakeholder Action Planning

Once an agency is armed with these building block products, they should begin engaging stakeholders. Stakeholders are those individuals that have an interest, or stake, in enhancing minority recruitment and selection. They are the groups and individuals that can influence the outcome, positively or negatively, in the development of strategies to address police agency recruitment and selection objectives. Incorporating the input of these stakeholders can be successfully accomplished through a series of community engagement sessions. Community engagement sessions are designed to enlist community leaders in lasting collaborative partnerships. The objectives of these engagements are to familiarize stakeholders with the recruitment issues and needs that confront the police agency, define and develop responses to the issues and needs, and promote stakeholder ownership and commitment to implementing the responses.

Mobilize Community and Government Stakeholders: The primary objective of this phase of the model is to enlist groups that have a stake in the outcome of the process. Core stakeholders might include police executives; police human resources specialists; labor and union officials; city or county human resources executives and specialists; the jurisdiction's chief administrative officer (city or county executive, mayor); the jurisdiction's legislative body; neighborhood associations; minority interest groups; and special interest groups. The chief of police should lead the mobilization effort, as leadership from the top will be essential in effecting the changes required to improve the recruitment and selection processes. Additionally, the interest of the chief executive and the agency's command staff can send a powerful and valuable message to the community that minority recruitment is a priority.

Conduct Orientation Engagement Sessions: The purpose of the orientation engagement is to introduce stakeholders to the engagement process. The agenda should focus on objectives and components of the engagement process, including stakeholder obligations (such as time commitments), benefits of participation, police department recruitment issues and needs, barriers to minority recruitment, and the value of minority recruitment. Orientation engagements can accommodate larger stakeholder audiences than are typically recommended for other types of community engagement sessions, but they should not exceed 50 individuals. Groups larger than this can become unwieldy and can also act as a

barrier to an open, free-flowing exchange of information. Trust-building exercises and open-forum discussions may be used initially as a way to initiate communication among the various stakeholder groups.

Conduct Building Block and Information Engagement Sessions: These engagement sessions should convey the most important aspects of the information that was collected during the building block activities to all of the stakeholders, including information collected from the target population survey, HR system conditions, and identified best practices. It is not necessary for stakeholders to master the complexities of the information. It is necessary, however, to ensure that they are aware of the highlights and what information is available so that they can make informed decisions about recruitment and selection plans as a collaborative partnership. Moreover, conscious efforts should be directed to discovering any missing information that stakeholders feel they will need to create action plans. As a general guideline, the more substantive the information that is available, the more likely a cogent and successful plan will be developed.

Conduct Action and Implementation Engagement Sessions: Once stakeholders are familiar with the recruitment and selection problems and have familiarized themselves with the available information gathered during the building block activities, action and implementation engagement sessions should be conducted. The initial purpose of these sessions is to develop strategies that promise to promote more effective minority recruitment and selection for the local police agency. Once these strategies have been developed, an action plan should be created to implement them. The action plan will identify tasks required, the names of individuals (or groups) that will be responsible for them, and when they will be accomplished.

Assigning stakeholders into action teams should generate a number of various and complementary initiatives. Each team should include individuals of the various stakeholder groups so that each "interest" area is represented. The objectivity, planning, and other skill sets required to conduct engagement sessions is normally acquired from contract facilitators. However, if these resources are unavailable, a team consisting of both a community member and a police representative with the appropriate skill set can facilitate these action teams.

Action plans should be reasonable and practical with regard to timetables and costs. Moreover, each participant who has been given a responsibility must be held accountable for completing it. Police executives should pay special attention to

plans, their requirements, and day-to-day realities to ensure that the recruitment and selection strategies can be successfully implemented.

Phase 3: Implementation, Monitoring, and Evaluation

Community engagement sessions are almost always successful. Action plans are developed. Citizens feel valued. Police representatives gather valuable information. Groups become energized to start responding to the problem identified. However, follow-up efforts are often marked by disorganization and atrophy. Consequently, sustained efforts must be made to implement the plan that was developed, to monitor it, and to evaluate the success of the initiative.

Implement Action Initiatives: Successful implementation of the action initiatives requires leadership, change management skills, and resources from within the agency. Action plans and strategies are most likely to be executed successfully when the police agency retains the leadership role and supplies the required resources, as the police agency will be best situated to respond to issues that may arise during implementation. Ideally, however, stakeholders should be included in the decision-making process because this will increase their investment in the process. If community stakeholders are relied upon, motivated, and remain engaged in the process, they will be able to bring resources and assets of their organizations and communities to the collaborative partnership.

Implementation teams should be formed that include the various stakeholder groups. These teams should be educated with regard to plan implementation essentials. This should include providing clear information with regard to the plan's objectives, task definitions, staffing, timetables, and the evolving nature of plans, generally. Police agencies must ensure that the implementation teams are familiarized and understand these concepts and techniques. Otherwise, the risk for confusion, frustration, and aggravation among both police and nonpolice partners in the implementation teams can be quite high.

Monitoring Implementation Activities: As implementation of the plan is taking place, the police agency must monitor how the plan is actually being implemented. Monitoring can reveal community changes and any issues that were unanticipated during the planning process. When the environment has changed, it may become necessary to make modifications so that the plan fits with the current landscape. Moreover, once the implemen-

tation has begun, other ideas for creative innovations are discovered, fostering a new cycle of planning and implementation.

Evaluation: Unfortunately, evaluation is an often overlooked aspect to plan implementation. Too often, agencies are either unwilling or unable to retrospectively assess the success or failure of initiatives. Formal evaluation, however, is a necessary component that must be conducted by government stakeholders, the police agency, or the HR agency. An impact evaluation should be conducted to measure the degree to which objectives have been achieved, in this case, whether minority recruitment and selection is increasing.

The evaluation should not stop there. A process evaluation, based largely on monitoring work, should also be conducted. A process evaluation is designed to examine whether the implementation process helped or hampered the achievement of the plan's stated objectives. Actions to strengthen the process should emerge from both evaluations that can assist in the agency's future recruitment and selection efforts.

What's Next with the Collaborative Leadership Project?

The Collaborative Leadership Project has now entered its second phase. In collaboration with the COPS Office, the IACP will be working with police departments in Dayton, Ohio, and Lexington, Kentucky. As was done with the HPD, the IACP and COPS are working with these agencies to enhance public trust by closing gaps in recruitment and selection of minorities and women. The model and tools that were developed in Hartford will be refined to ready them for nationwide distribution. During this second phase, new knowledge will be assembled and developed regarding police recruitment and selection shortfalls, especially with regard to the scope and dimensions of the problem.

The IACP believes this upcoming work in Lexington and Dayton will add considerable value to the model. During the past several years, the Lexington Division of Police has taken a series of successful actions to address minority recruitment shortfalls that resemble components of the Community Collaboration Model. Additionally, Lexington is now facing a shortfall in Hispanic officers, which provides for a ripe opportunity to further test the model. Likewise, Dayton is experiencing a significant minority recruitment problem and will provide fertile ground for testing the model while offering notable benefits to the city.

Police Recruitment

BUILDING BLOCK ACTIVITIES

1. Diagnose Recruitment Population

- **Conduct market survey**
- **Identify recruitment targets**
- **Study the competition**

STAKEHOLDER ACTION PLANNING

4. Mobilize Community and Government Stakeholders

- **Community**
- **Police**
- **Government**
- **Labor**
- **Special interests**

STRATEGY IMPLEMENTATION, MONITORING, AND EVALUATION

8. Implement Action Initiatives

- **Change management training**
- **Executive action plans**
- **Generate evaluation data**

2. Diagnose HR System

- Document (map)

- Evaluate

- Formulate improvement
  recommendations

3. Assemble Best Practices Inventory

- Recruitment

- Selection

- Retention

5. Conduct Orientation Engagements

- Engagement process
- Objectives
- Commitments
- Benefits
- Issues
- Trust building

6. Conduct Bulding Block/ Information Engagement

- Target population/survey
- HR system conditions
- Best practices

7. Conduct Action and Implementation Engagements

- Stakeholder action initiatives
- Implementation plans

9. Monitor Implementa- tion Activities

- Monitoring
- Mid-course corrections
- New conceptualization
- Action plan revisions

10. Evaluate Action Initiatives

- Process
- Impact

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.

This listing also serves as a supplement to the IACP *2002-2003 Membership Directory*.

*Associate Members
All other listings are active members.

ARGENTINA

Buenos Aires—*Ceconi, Gabriella S, Marketing Manager, MC Congresos Ferias y Exposiciones, Chile 417, 1098, 541 143427763, Fax: 541 143427763, E-mail: gceconi@mc-congresos.com.ar, Web: www.mc-congresos.com.ar

AUSTRALIA

Perth/WA—Lienert, Graeme E, Asst Commissioner, Western Australia Police Force, Professional Standards, Level 3 565 Hay St, 6000, 618 92687672, Fax: 618 92687685, E-mail: graeme.lienert@police.wa.gov.au, Web: www.police.wa.gov.au

UNITED STATES

Alaska

Fairbanks—Hoffman, Daniel P, Lieutenant/Director, Fairbanks Police Dept, 911 Cushman St, 99701, 907 459-6767, Fax: 907 452-1588, E-mail: dphoffman@ci.fairbanks.ak.us

Arizona

Tolleson—Booher, Wayne R, Lieutenant, Tolleson Police Dept, 9555 W Van Buren, 85353, 623 936-7186, Fax: 623 936-8202, E-mail: wbooher@tollesonaz.org, Web: www.tollesonaz.org

California

San Pablo—Aita, Joseph P, Commander, San Pablo Police Dept, 13880 San Pablo Ave, 94806, 510 215-3168, Fax: 510 235-6882, E-mail: joea@ci.san-pablo.ca.us

—Schuld, Walt N, Commander, San Pablo Police Dept, 13880 San Pablo Ave, 94806, 510 215-3170, Fax: 510 235-6882, E-mail: walts@ci.san-pablo.ca.us

District of Columbia

Washington—Benson, Ronald , Natl State & Local LE Rep, Counterdrug Intell Executive Secretariat, 1331 F St NW Ste 700, 20004, 202 353-1904, Fax: 202 353-1901, E-mail: ronald.benson@usdoj.gov

—*Comerford, Gary M, Public Affairs Specialist, ATF/Justice, 650 Massachusetts Ave NW, 20226, 202 927-2998, Fax: 202 927-3051, E-mail: gary.comerford@atf.gov, Web: www.atf.gov

—Ehinger, Kenneth , Deputy Asst Director, Federal Protective Service, 1800 F St NW Ste 2341, 20405, 202 501-0907, Fax: 202 208-5866, E-mail: kenneth.ehinger@dhs.gov, Web: www.dhs.gov

—*Kessler, Kevin H, Sergeant, US Capitol Police, 119 D St, 20003, 202 224-2985, Fax: 202 228-3477, E-mail: kman9330@aol.com

—*Mahanand, Ram , Program Manager, ATF/Justice, 650 Massachusetts Ave NW, 20226, 202 927-5660, E-mail: ram.mahanand@atf.gov

—O'Connor, Dennis , Director Special Operations, Federal Protective Service, 1800 F St NW Ste 2341, 20405, 202 501-1214, Fax: 202 208-5866, E-mail: dennis.oconnor@dhs.gov, Web: www.dhs.gov

—Page, Kevin M, Chief Internal Affairs, Federal Protective Service, 1800 F St NW Ste 2341, 20405, 202 219-1516, Fax: 202 208-0109, E-mail: kevin.page@dhs.gov, Web: www.dhs.gov

—Weese, Matthew , Division Director-TAS, Federal Protective Service, 1800 F St NW Ste 2341, 20405, 202 501-0193, Fax: 202 208-1832, E-mail: matthew.weese@dhs.gov, Web: www.dhs.gov

Florida

Jacksonville—*James, Everett M, Director, IPTM/Univ of North FL, 12000 Alumni Dr, 32224, 904 620-4786, Fax: 904 620-2453

Orlando—Zelanes, Michael F, Jr, Deputy Chief of Police, Univ of Central FL Police Dept, 4000 Central Florida Blvd, PO Box 163550, 32816-3550, 407 823-2429, Fax: 407 823-6326, E-mail: mzelanes@mail.ucf.edu, Web: www.police.ucf.edu

Georgia

Atlanta—*Ewing, Harold F, Director of Security, The Home Depot, 2455 Paces Ferry Rd NW, 30339-4024, 770 384-2583, Fax: 770 384-2746, E-mail: hal_ewing@homedepot.com

Moody AFB—LeFever, Robert D, Chief Police Operations, USAF 347 Security Forces Squadron, 8209 Apron A Rd, 31699, 229 257-4375, Fax: 229 257-4235, E-mail: robert.lefever@moody.af.mil

Idaho

Meridian—Overton, John A, Captain, Meridian Police Dept, 1401 E Watertower St, 83642, 208 846-7370, Fax: 208 846-7372, E-mail: overtonj@meridiancity.org, Web: www.meridiancity.org

Illinois

Lyons—Babich, Daniel , Chief of Police, Lyons Police Dept, 7801 W Ogden Ave, 60534, 708 447-1225, Fax: 708 447-8038, E-mail: dbabich@lyonspolice.org, Web: www.lyonspolice.org

Indiana

Valparaiso—Brickner, Michael E, Chief of Police, Valparaiso Police Dept, 16 Indiana Ave, 46383, 219 464-4584, Fax: 219 477-4767, Web: www.valparaisopolice.org

Kansas

McPherson—Shaw, Dennis L, Chief of Police, McPherson Police Dept, 1177 W Woodside, 67460, 620 245-1200, Fax: 620 245-1213, E-mail: dshaw@leo.gov

Kentucky

Louisville—*Combs, Kevin , Special Agent WOMD, Federal Protective Service, 600 W Broadway Rm 7, 40202, 502 582-5621, Fax: 502 582-5623, E-mail: kevin.combs@dhs.gov, Web: www.dhs.gov

Maryland

Silver Spring—*Bachrach, David , President, Innovation Group, PO Box 2621, 20915-2621, 240 450-0334, E-mail: david@i-g.net, Web: www.i-g.net

Michigan

Grand Blanc—*Reno, Bradley M, Group Security Manager, Securitas ASD, 6200 Grand Pointe Dr, 48439, 810 606-3237, Fax: 810 606-4684, E-mail: brad.reno@gm.com

Southfield—*Fabiilli, Leonardo , Vice President, Redstone Architects Inc, 29201 Telegraph Rd #400, 48034, 248 351-0770, Fax: 248 351-0660, E-mail: lfabiilli@redstonearchitects.com

Utica—Reaves, Michael W, Chief of Police, Utica Police Dept, 7550 Auburn Rd, 48317, 586 731-2345, Fax: 586 731-2530, E-mail: mwreaves@uticapd.com

Minnesota

Maple Grove—Berndt, Paul R, Captain, Maple Grove Police Dept, 12800 Arbor Lakes Pkwy, 55311-6180, 763 494-6102, Fax: 763 494-6431, E-mail: pberndt@ci.maple-grove.mn.us

—Rueter, Kenneth J, Captain, Maple Grove Police Dept, 12800 Arbor Lakes Pkwy, 55311-6180, 763 494-6103, Fax: 763 494-6431, E-mail: krueter@ci.maple-grove.mn.us

Minneapolis—*Bender, Jim E, Manager, Target Corp, 1000 Nicollet Mall TPN-0815, 55403, 612 761-8169, Fax: 612 761-1361, E-mail: jim.bender@target.com

Mississippi

Gulfport—Bennett, Lester P, Deputy Chief of Police, Gulfport Police Dept, 2220 15th St, 39501, 228 868-5923, Fax: 228 868-5796, E-mail: pbennett@ci.gulfport.ms.us

Nevada

Carson City—Oliveira, John , Supervisory Special Agent, US Bureau of Indian Affairs, PO Box 4119, 89702, 775 887-0616, Fax: 775 883-9176, E-mail: biaoles@hotmail.com

New Jersey

Beach Haven—Markoski, Stanley J, Chief of Police, Beach Haven Police Dept, 300 Engleside Ave, 08008, 609 492-0505, Fax: 609 442-2147

Lumberton—*Smith, Jeffrey E, Detective Sergeant, Lumberton Twp Police Dept, 35 Municipal Dr, 08048, 609 267-1111, Fax: 609 267-8284, E-mail: jsmith@lumbertontwp.com

Magnolia—Doyle, Robert J, Chief of Police, Magnolia Police Dept, 438 W Evesham Ave, 08049, 856 784-1884, Fax: 856 627-7294, E-mail: rdoyle@magnolia-nj.org

Randolph—Kazaba, Dean , Chief of Police, Randolph Twp Police Dept, 502 Millbrook Ave, 07869, 973 989-7014, Fax: 973 659-9539, E-mail: dkazara@randolphnj.org

Red Bank—Fitzgerald, Mark F, Chief of Police, Red Bank Police Dept, 90 Monmouth St, 07701, 732 530-2710, Fax: 732 450-9108, E-mail: topcop@redbanknj.com

—VanPelt, Ernest , Deputy Chief of Police, Red Bank Police Dept, 90 Monmouth St, 07701, 732 530-2726, Fax: 732 450-9108

South Kearny—Geary, Ronald E, Superintendent of Police, CSX Railroad Police, 25 Pennsylvania Ave, 07032, 973 344-4329, Fax: 973 344-4097, E-mail: ron.geary@csx.com, Web: www.csx.com

—Hicks, Solomon M, Superintendent of Police, CSX Railroad Police, 25 Pennsylvania Ave, 07032, 973 344-4295, Fax: 973 344-4097, E-mail: sol_hicks@csx.com, Web: www.csx.com

New York

Albany—McBath, David W, Major, NY State Police, 1220 Washington Ave, 12226, 518 457-9579, Fax: 518 457-4779, E-mail: dmcbath@troopers.state.ny.us, Web: www.troopers.state.ny.us

Albany—*Worden, Robert E, Associate Professor, SUNY- Albany School of Criminal Justice, 135 Western Ave, 12222, 518 442-5217, Fax: 518 442-5212, E-mail: rworden@albany.edu

Old Westbury—McQuade, Timothy B, Inspector, Old Westbury Police Dept, 1 Storehill Rd, 11568, 516 626-0200, Fax: 516 626-8380

Potsdam—Kaplan, John A, Chief of Police, Potsdam Police Dept, 29 Elm St, 13676, 315 265-2121, Fax: 315 265-3150

Suffern—Nugent, Brian D, Lieutenant, Suffern Police Dept, 61 Washington Ave, 10901, 845 357-2300, Fax: 845 357-1412, E-mail: ltnugent@suffernpolice.com, Web: www.suffernpolice.com

Ohio

Cleveland—Doyle, Michael , Captain, Cleveland Police Division, 1300 Ontario St, 44113, 216 623-5458, E-mail: mtdoyle1@hotmail.com

Columbus—Fambro, Richard S, Lieutenant, OH State Hwy Patrol, 1970 W Broad St, 43223, 614 752-2792, Fax: 614 752-6409, E-mail: rfambro@dps.state.oh.us, Web: www.state.oh.us.ohiostatepatrol

—Finamore, Michael W, Lieutenant Colonel, OH State Hwy Patrol, 1970 W Broad St, 43223, 614 466-2990, Fax: 614 752-4570, E-mail: mfinamore@dps.state.oh.us, Web: www.state.oh.us.ohiostatepatrol

Oklahoma

Nichols Hills—Mask, Richard L, Chief of Police, Nichols Hills Police Dept, 6407 Avondale Dr, 73116, 405 843-0978, Fax: 405 840-4936, E-mail: rmask@nicholshills.net, Web: www.nicholshills.net

Oklahoma City—McClure, Billy H, Asst Commissioner, OK Hwy Patrol, PO Box 11415, 73136, 405 425-2002, Fax: 405 425-2324, E-mail: bmcclure@dps.state.ok.us

—Ward, Kevin L, Commissioner, OK Dept of Public Safety, PO Box 11415, 73136, 405 425-2001, Fax: 405 425-2324, E-mail: kward@dps.state.ok.us, Web: www.dps.state.ok.us

Oregon

King City—Fessler, Charles H, Chief of Police, King City Police Dept, 15300 SW 116 Ave, 97224, 503 620-8851, Fax: 503 670-9755, E-mail: cfessler@ci.king-city.or.us

Pennsylvania

Moon Township—Hoover, Michael , Lieutenant, Moon Twp Police Dept, 1000 Beaver Grade Rd, Public Safety Building, 15108, 412 262-5000, Fax: 412 262-1902, E-mail: lthoover@moonpolice.us, Web: www.moonpolice.us

New Oxford—Dougherty, Joseph F, Chief of Police, Eastern Adams Regional Police, PO Box 86 780 Hanover St, 17350-0086, 717 624-1614, Fax: 717 624-3511

Philadelphia—Weigand, Lawrence E, Jr, Superintendent of Police, CSX Railroad Police Dept, 3400 S Columbus Blvd, 19148, 215 218-3370, Fax: 215 218-3375, E-mail: larry_weigand@csx.com, Web: www.csx.com

Rhode Island

Newport—Mixter, John R, Director of Security, Salve Regina Univ Dept of Safety & Sec, 100 Ochre Point Ave, 02840, 401 341-2334, Fax: 401 341-2925, E-mail: mixterj@salve.edu

South Carolina

Pawleys Island—Osborne, Guy , Chief of Police, Pawleys Island Police Dept, PO Box 1818 321 Myrtle Ave, 29585, 843 237-3008, Fax: 843 237-7083, E-mail: pawleyspolice@aol.com

South Dakota

Sioux Falls—Barthel, Doug , Chief of Police, Sioux Falls Police Dept, 320 W Fourth St, 57104, 605 367-7259, Fax: 605 367-7316, E-mail: dbarthel@siouxfalls.org, Web: www.siouxfalls.org

Tennessee

Hixson—*Starnes, Robert , Training Coordinator, Hamilton Co Sheriff's Office, 6233 Dayton Blvd, 37343, 423 209-8957, Fax: 423 209-8943, E-mail: rstarnes@mail.hamiltontn.gov

Texas

Allen—Denney, Chris , Captain, Allen Police Dept, 205 W McDermott, 75013, 972 727-0200, Fax: 972 727-7579, E-mail: cdenney@cityofallen.org, Web: www.cityofallen.org/police/police.htm

Denison—Clapp, Ronald J, Asst Chief of Police, Denison Police Dept, 108 W Main St, 75021, 903 465-2422, Fax: 903 464-4490, E-mail: jclapp@ci.dennison.tx.us

Houston—Boyle, Richard D, Chief of Police, Univ of Houston Downtown Police Dept, 1 Main St 118N, 77002, 713 221-8129, Fax: 713 226-5243, E-mail: boyler@uhd.edu, Web: www.uhd.edu

Kerrville—McCutcheon, Rob , Lieutenant, Kerrville Police Dept, 429 Sidney Baker, 78028, 830 792-2701, Fax: 830 792-2711, E-mail: robm@kerrville.org, Web: www.kerrvillepd.org

Longview—McCaleb, J B , Chief of Police, Longview Police Dept, PO Box 1952, 75606, 903 237-1100, Fax: 903 237-1113, E-mail: jmccaleb@ci.longview.tx.us

Utah

Ogden—Tarwater, Gordon W, Asst Chief of Police, Ogden Police Dept, 2186 Lincoln Ave, 84401, 801 629-8206, Fax: 801 629-8065, E-mail: waynetarwater@ci.ogden.ut.us, Web: www.ogdencity.com

Virginia

Norfolk—Cloyd, Daniel L, Special Agent in Charge, FBI, 150 Corporate Blvd, 23502, 757 455-2600, E-mail: sac.norfolk@fbi.gov

Oakton—*Meins, H Keith , Sr Project Manager, General Dynamics Adanced Information Sys, 10455 White Granite Dr Ste 400, 22124, 703 383-3652, Fax: 703 383-3530, E-mail: keith.meins@gd-ais.com, Web: www.gd-ais.com

Quantico—*Erskine, Scott A, Executive Director, Society Former Special Agents of FBI Inc, PO Box 1027, 22134-1027, 703 640-6469, Fax: 703 640-6537, E-mail: scott_erskine@socxfbi.org, Web: www.socxfbi.org

Washington

Port Angeles—Riepe, Thomas E, Chief of Police, Port Angeles Police Dept, 321 E Fifth St, 98362, 360 417-4901, Fax: 360 417-4556, E-mail: triepe@cityofpa.us, Web: www.cityofpa.us

West Virginia

Weirton—Scott, D Lance , Chief of Police, Weirton Police Dept, 200 Municipal Plaza, 26062-4527, 304 797-8577, Fax: 304 797-5709, E-mail: policechief@cityofweirton.com

Wisconsin

Milwaukee—Hodermann, Pamela S, Interim Chief of Police, Univ of WI-Milwaukee Police Dept, 3410 N Maryland Ave, 53211, 414 229-4627, Fax: 414 229-4918, E-mail: pamelah@uwm.edu

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Broadband networking

PacketHop announces its new survivable, mobile mesh broadband solution designed to improve situational awareness and interoperable communications among diverse local, state, and federal public safety agencies. PacketHop delivers scalable networking to mobile devices and computers, providing mission-critical broadband capabilities with survivable, secure connectivity, while reducing or eliminating dependence on fixed infrastructure. The company's mobile mesh networking technology uses standard Internet protocols, commercially available radios, and existing operating systems.

For more information, circle 110 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

Card printer

Zebra Technologies, a worldwide leader in bar code labeling and card printing solutions, introduces its new P620 industrial strength card printer for demanding access control, security, and identification applications that require reliable on-premise printing, crisp high-

resolution color fidelity, and maximum card security. A patented micropositioning card transport mechanism is designed to provide highly accurate card positioning that lets the P620 precisely print fine details such as ultrasmall text, extremely sharp photo images, special printing effects including covert printing, and gray-on-gray graphics that are especially difficult to copy. The card is transported by a carriage that maintains precise registration throughout the entire process of picking, cleaning, and multipass printing, producing nearly perfect color-to-color registration with no slippage or deterioration of print quality over time.

For more information, circle 111 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

In-car camera

Martel Electronics announces its new Digital Partner, an in-car video system that also can be used to take digital pictures. The Digital Partner, which is small enough to fit in the palm of one's hand, is designed to be a two-in-one police video system that allows officers to

videotape police stops and take digital photos with the same device. The camera is equipped with night vision, image stabilization, and a USB cable for downloading the video directly to a computer to burn CDs for use in court. The system now comes with a permanent visor mount.

For more information, circle 112 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

Digital forensics journal

Elsevier announces the introduction of *Digital Investigation: The International Journal of Digital Forensics and Incident Response.* Created for law enforcement, security, and other investigators of cybercrime, the quarterly journal will publish practitioner reports, legal case analysis and updates, tool reviews, and peer-reviewed research on practice, laws and standards, and policy and ethics. The first issue is scheduled to appear March 2004. One subscription to Digital Investigation includes unlimited online access to the journal for all users in the subscriber's office.

For more information, circle no. 113 on the Reader Response Card

Homeland security certificate

Ohio Dominican University announces a certificate program in homeland security emergence management designed to prepare public safety professionals to protect the nation and its

key assets against domestic and international terrorism. This online certificate program focuses on five areas of study: prevention, deterrence, preparedness, response, and consequence management. Students must have a high school diploma or a GED. Ohio Dominican has rolling admissions, which means interested persons can apply anytime.

For more information, circle 114 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

Anthrax response training video

Emergency Film Group introduces "Response to Anthrax Threats, Version 2.0," a training film designed to illustrate the correct response to five common scenarios involving anthrax threats: a threat is made but no substance is discovered; an unopened envelope or package is discovered that claims to contain anthrax; an envelope or package is opened that claims to contain anthrax but no suspicious substance is found; an envelope or package is opened that claims to contain anthrax and a suspicious substance is found; and a suspicious substance is found but no threat has been made. The program uses live footage of training exercises to portray the roles of local law enforcement, the FBI, fire departments, hazmat teams, and local health officials.

For more information, circle 115 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

Fingerprinting system

Atsonic introduces the sweet-Finger Solution, its portable wireless fingerprinting system that is designed to help officers identify persons at the scene.

The product is designed to allow the user to enroll one to 10 fingerprints, confirm the quality of the prints, add demographic information, compress and encrypt fingerprints, compare the prints to those in an existing fingerprint database, and then receive graded profiles. The system is housed in the company's ruggedized handheld personal digital assistant and is designed to conduct more than a million searches per minute.

For more information, circle 116 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

Day-and-night cameras

Sanyo Security Video Products announces two high-performance day-and-night cameras, housed in vandal-proof domes. Designed to deliver simple installation solutions and cost-effective integration with existing security systems, the cameras perform in variable light conditions in a broad range of security applications. Available in two models, surface type or in-ceiling type, the cameras are built to withstand the elements and to protect against tampering. The die-cast aluminum enclosure provides extra durability and meets the IP66 standard for resistance against debilitat-

ing water and environmental debris. Tamper-resistant screws prevent the enclosure from being opened with ordinary tools. The camera and electronics are further protected with an impact-resistant polycarbonate dome.

For more information, circle 117 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

Corrections directory

The American Correctional Association announces the availability of the *2003 Directory of Adult and Juvenile Correctional Departments, Institutions, Agencies, and Probation and Parole Authorities.* The directory contains information about U.S. and Canadian provincial, state, and federal correctional systems. It includes names, mailing addresses, e-mail addresses, and telephone and fax numbers for the wardens and administrators at more than 6,000 adult and juvenile state correctional departments, institutions, programs, and probation and parole services. Facility listings include year opened, capacity, average daily population, security level, offender type, cost of care, and number of employees.

For more information, circle 118 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

Forensic detection lights

Grace Industries introduces its forensic detection light kit for crime scene investigators with an affordable, portable set of powerful light sources. The kit contains five solid-state lights in a range of colors and beam widths: four Forensic Luminaries in ultraviolet, blue, green, and white, and one ShowOff Lite 700UVW. The Forensic Luminaries feature a Lazor Lens that produces an intense, narrow-focused beam. The attached lanyard slips securely

around the user's wrist; push-button activation allows easy one-handed operation. The ShowOff Lite 700UVW features two clusters of three ultraviolet LEDs with a super-bright white spot LED. The ShowOff Lite can stand upright or attach to clothing with its belt clip. Lights are powered by economical alkaline batteries and have no bulbs to replace.

For more information, circle 119 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

Fiber-optic scope

Optim Inc. introduces Bust It, a flexible fiber-optic device designed to help law enforcement officers see into hidden compartments and closed rooms. Once the device's 5/16-inch distal end is inserted under a door, for instance, the user can observe, with or without illumination, a wide area by remotely flexing its tip 240 degrees in any direction. A camera can be attached to record the scene. The device was created with several police applications in mind: tactical operations, drug searches, rescue operations, and inspections of suspected stolen vehicles.

For more information, circle 120 on the Reader Response Card, or enter number at www.theiacp.org/freeinfo

The PoliceChief is on the Web!

www.PoliceChiefMagazine.org

Police Chief Magazine Online

On January 26, 2004, the IACP officially launched the online version of the Police Chief on the World Wide Web at www.PoliceChief-Magazine.org.

The online version of the Police Chief is made possible by a grant from the IACP Foundation. While most of the material from the print version is on the Web, not all will appear there. Limitations of Web publishing preclude the practical inclusion of certain graphics and other items contained in the print version. Most of the text is the same.

The online version also contains Web-only items. These items were not in the publishing plans of the print version, but the editorial staff felt the information was appropriate to share through the online version of the magazine.

The online version also includes features designed to help readers print copies of articles and columns or send electronic versions to a friend. IACP encourages the membership to share articles with their colleagues using these features.

The earliest issue available at the Web site is September 2003. Archived issues back to 1994, and selected earlier issues, are available to subscribers of IACP Net, an online resource for law enforcement agencies. For information about IACP Net, call 800-227-9640.

For more information about the Police Chief, visit www.PoliceChiefMagazine.org.

State Legislative Reports Available

The IACP prepares an annual state legislative report to provide members with a review of the major law enforcement-related legislative initiatives that were considered, or are currently under consideration, in the states. Although the IACP staff tracks all law enforcement-related legislation, the document published on the Web site provides information on only those legislative initiatives that were enacted or were the subject of significant legislative activity.

The summaries of 44 state legislative sessions are now available on the IACP Web site at www.theiacp.org. Select Legislative Activities on the left navigation bar to reach the appropriate page.

For more information, call Jennifer Boyter at 800-THE-IACP, extension 226, or send an e-mail message to boyter@theiacp.org.

Hometown Heroes Survivor Benefit Act

President Bush has signed into law the Hometown Heroes Survivor Benefits Act of 2003. The new law will broaden the Public Safety Officers Benefits (PSOB) to cover public safety officers who die of heart attacks or strokes while on duty.

The PSOB program, administered by the Department of Justice, provides a one-time financial benefit of $267,494 to families of public safety officers (police, fire and EMS) killed or permanently disabled in the line of duty.

Before enactment of this new law, the burden of proof was placed on the family to demonstrate a direct relation between the heart attack or stroke and the actions performed in the line of duty. The Hometown Heroes Survivors Benefit Act shifts the burden to the Department of Justice by adding language qualifying heart attacks and strokes as a line of duty deaths.

The change in the program will not be retroactive but will apply to cases effective December 15, 2003, the date the measure was signed into law.

## National Crime Victims' Rights Week—April 18-24

This April, law enforcement agencies will have the opportunity to participate in a nationwide effort to promote victims' rights and victim assistance and raise public awareness during the 2004 National Crime Victims' Rights Week, schedule for April 18-24, 2004. The theme for this year's observance is "Victims' Rights: America's Values."

Based upon input from the field, the Office for Victims of Crime (OVC) is disseminating a resource guide to help departments plan victim and community awareness events and activities. Components of the guide are designed to make it easy to replicate materials for the local activities. Included in the guide is camera-ready artwork, a

FPO: Scan original CMYK, 300dpi @ 100% and place in file

IACP Deputy Executive Director and Chief of Staff Eugene R. Cromartie hosts representatives from the New Zealand Embassy at IACP Headquarters. New Zealand Police Liaison Officer Peter Marshall returned to New Zealand in February and was presented with various awards in appreciation for his work during his tour in the United States. From left to right: Neville Matthews, incoming New Zealand Police Liaison Officer; Eugene Cromartie; Peter Marshall; Birgit Maier, who is at IACP on a fellowship program from the Air Force Office of Special Investigations; and Paul Santiago, director of IACP international activities.
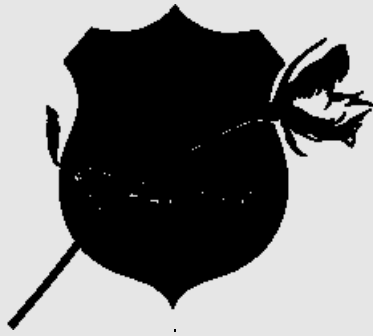
Line of Duty Deaths

"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 Arthur J. Ohlsen III
 Dover, N.J., Police Dept.
 Date of death: December 30, 2003
 Years of service: 18

Officer Paul Hubertus Pino
 California Highway Patrol
 Date of death: December 30, 2003
 Years of service: 23

Captain James Baugh
 Putnam County, Ind., Sheriff's Dept.
 Date of death: January 2, 2004
 Years of service: 32

Police Officer Anthony Lee Mims
 Athens, Ala., Police Dept.
 Date of death: January 2, 2004
 Years of service: 17

Sergeant Larry Wayne Russell
 Athens, Ala., Police Dept.
 Date of death: January 2, 2004
 Years of service: 19

Deputy Sheriff Kenneth Raymond Burton
 Richmond County, Ga., Sheriff's Dept.
 Date of death: January 4, 2004
 Years of service: 1

Officer Sidney A. Zaffuto
 Orleans Parish, La., Criminal Sheriff's Office
 Date of death: January 8, 2004
 Years of service: 10

Police Officer Clinton Earl Walker
 Prattville, Ala., Police Dept.
 Date of death: January 14, 2004
 Years of service: 2

DVD that includes compelling video footage that highlights the theme (for use in local awareness events), guidelines for sponsoring poster and essay contests in schools, and new documents that describe the rich history and leadership of OVC and commemorate the 20th anniversary of the passage of the Crime Victims Fund. The 2004 resource guide is also filled with theme-oriented ideas, concepts, and strategies.

To obtain a copy of the resource guide, contact Justice Solutions, 720 Seventh Street NW, Suite 300, Washington, D.C., 202-448-1710; fax: 202-628-0080; mailbox@justicesolutions.org. The resource guide is also available in electronic format on the OVC Web site, www.ojp.usdoj.gov/ovc/ncvrw/2004/welcome.html.

National Night Out 2004—August 3

The National Association of Town Watch (NATW) has announced that the 21st Annual National Night Out (NNO) program will culminate on Tuesday, August 3, 2004.

Any municipality, law enforcement agency, crime prevention organization, community group, or neighborhood association that was not officially registered with NATW for Night Out 2003 is invited to contact NATW now to receive information on National Night Out 2004. There is no cost to register or participate. Once registered with NATW, local coordinators receive an organizational kit full of how-to materials, such as planning suggestions, sample news releases, artwork, and promotional guides, and updates throughout the year.

NNO 2003 involved 34 million people in more than 10,000 communities from all 50 states, U.S. territories, Canadian cities, and military bases worldwide. National Night Out 2004 is expected to be even larger.

National Night Out, a year-long community building campaign, is designed to (1) heighten crime prevention awareness; (2) generate support for, and participation in, local anti-crime programs; (3) strengthen neighborhood spirit and police-community partnerships; and (4) send the message to criminals that neighborhoods are organized and fighting back.

Along with the traditional outside lights and front porch vigils, most cities and towns now celebrate National Night Out with a variety of special citywide and neighborhood events such as block parties, cookouts, parades, visits from local law enforcement, safety fairs, and youth events.

Organizing in most communities begins early in the year. For free registration material call 800-NITE-OUT or visit the National Night Out Web site at www.nationalnightout.org.

Internet Fraud and Other Cybercrimes

To more accurately reflect the wide range of online crimes and civil violations being reported, the National White Collar Crime Center (NW3C) and FBI recently announced that the Internet Fraud Complaint Center will now be called the Internet Crime Complaint Center, or IC3.

The IC3 is a partnership between the FBI and the NW3C that serves as a vehicle to receive, develop, and refer criminal complaints regarding the rapidly expanding areas of cybercrime. The IC3 gives the victims of cybercrime a convenient and easy-to-use way to alert authorities to suspected criminal or civil violations. Within the FBI, the IC3 is a component of the cybercrime division. The name change will not alter the course of business, in that the IC3 will continue to emphasize serving the broader law enforcement community and all the key components of the 50 FBI-led cybercrime task forces throughout the country.

Since its inception, the IC3 has received complaints across a wide array of cybercrime matters, including online fraud in its many forms. Examples of complaints received involve identity theft, international money laundering, computer intrusions, online extortion, credit and debit card scams, intellectual property theft, and a growing number of online schemes.

The IC3 also has a new Web address, www.ic3.gov. Users can file a complaint at this new site or at the old one (www.ifccfbi.gov) for the next several months.

The IC3, located in Fairmont, West Virginia, is composed of agents, analysts, and IT specialists from the FBI as well as supervisors, analysts, and IT specialists from the NW3C. Currently, there are 62 staff members at IC3.

Problem-Specific Guides for Police

Log on to the Center for Problem-Oriented Policing Web site at www.popcenter.org for help with dealing effectively with crime and disorder. The Problem-Specific Guides for Police available through this site summarize knowledge about how police can reduce harm caused by specific crime and disorder problems. Current guides include the following:
 • Assaults in and around Bars
 • Acquaintance Rape of College Students
 • Bullying in Schools
 • Burglary of Retail Establishments
 • Burglary of Single-Family Houses
 • Check and Card Fraud
 • Clandestine Drug Labs
 • Disorderly Youth in Public Places
 • Drug Dealing in Privately Owned Apartment Complexes
 • False Burglar Alarms
 • Financial Crimes against the Elderly
 • Graffiti
 • Loud Car Stereos
 • Misuse and Abuse of 911
 • Panhandling
 • Rave Parties
 • Robbery at Automated Teller Machines
 • Shoplifting
 • Speeding in Residential Areas
 • Stalking
 • Street Prostitution
 • Thefts of and from Cars in Parking Facilities

For more information about the guides, go to www.popcenter.org.

IACP/MERCHANDISE:

FILEWORKS BATCH #1
UL TO PLACE AD

Saved by the Belt or Air Bag—Revisited

**By Richard J. Ashton, Grant/
Technical Management Manager,
IACP**

Chief, do your officers exceed the current, unprecedented 79 percent national safety belt use rate or do they avoid wearing safety belts by stretching well-intentioned provisions in state law, such as section 46.2-1094 of the Code of Virginia, exempting "[a]ny law-enforcement officer transporting persons in custody or traveling in circumstances which render the wearing of such safety belt system impractical"?

Police officers certainly are not invincible and need to be reminded of the lifesaving value of buckling up, whether they are on duty or off, and whether they may be legally relieved of that requirement under certain conditions. Unfortunately, a sheriff's deputy in Georgia still is recovering from critical head injuries he sustained in a November 2003 crash in which he was unrestrained.

Other law enforcement officers demonstrate the wisdom of using safety belts. Off-duty police officer David M. Gorby of the Perry, Florida, Police Department was the last in a line of vehicles stopped for a flagger at a construction site last year when his pickup was rear-ended by a vehicle traveling in excess 50 mph and leaving no skid marks. Wearing a lap-and-shoulder safety belt, he emerged unscathed from the crash and reported for his next tour of duty; the other driver was charged with careless driving, driving under the influence, and causing property damage while driving under the influence.

Officer Anthony Peluso was operating a Schaumburg, Illinois, police cruiser in 2003 when another vehicle, attempting to negotiate a left turn, pulled directly in front of the police car. Although Peluso was wearing a lap-and-shoulder safety belt, and even though the cruiser's air bag deployed, he nevertheless sustained injuries that prevented his returning to duty for two months. Consider what could

have occurred without his use of any occupant restraint.

Safety belts clearly save lives. Each percentage point increase in safety belt usage translates into 250 lives spared. Police officers responding daily to traffic crashes witness the reduction of serious injuries produced by buckling up, yet they sometimes fail to take advantage of the very occupant restraints for which they cite others. Safety belts, like body armor, increase the likelihood of officers' returning, unharmed, to their loved ones; each belt-click is a payment toward an officer's survival.

The National Chiefs Challenge has required entrants to promulgate their agencies' belt-use policies and has recognized the importance of the Saved by the Belt or Air Bag program. The statistics underscoring the lives saved, as well as the injuries alleviated or prevented altogether, by the use of safety belts, air

bags, and child passenger safety restraints are correct. You, as chief, should ensure that your agency has a belt-use policy, that your supervisors enforce it rigorously, and that your officers' safety isn't jeopardized needlessly. Regrettably, there are far too many dangerous situations your officers face during each of their tours of duty; neglecting to buckle up should never be one of them.

Finally, share with your counterparts any instance when the life of one of your officers was saved or when his or her injuries were significantly reduced because of safety belt use. Your officer's experience may encourage a nonbeliever to always buckle up. If you wish to secure a nomination form or possess questions about the IACP's Saved by the Belt or Air Bag program, call the author at 800-THE-IACP, extension 276, or write to him at ashtonr@theiacp.org.

Photograph by Patricia Cahill

STRATUS TECH:

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