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MARCH 2010

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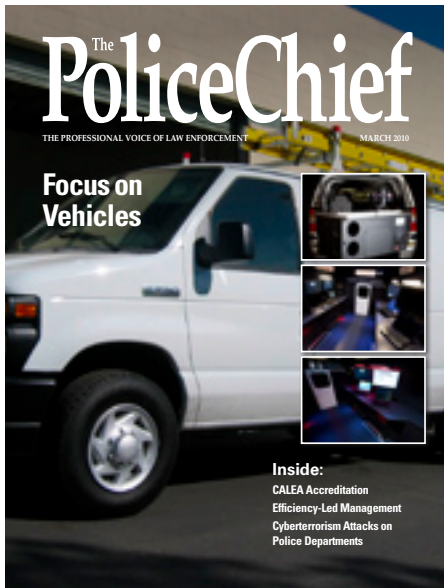
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Cover photograph is a current surveillance van. A significant change since the 17th Annual IACP Conference, May 10–13, 1910, when Chief Beach of Waterbury, Connecticut, stated “All of these machines are being used more or less in quite a few of the police departments in this country [USA], and I venture to predict that the day is not far distant when no police department will be considered up-to-date without automobile service.” [Source: Donald C. Dilworth, *The Blue and the Brass: American Policing, 1890–1910* (Alexandria, Va.: International Association of Chiefs of Police 1976) 172 – 181.] Cover photograph courtesy of Crime Point Surveillance Van.

# The Police Chief

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## *A Sign of Support for Officers Who Serve in the Military*

The law enforcement profession attracts a special kind of person. As police chiefs, we have the privilege of working with some of the finest individuals in the world—individuals who have at their foundation a set of core values that reflect the nature of our profession: values such as service, dignity and respect for others, honor, integrity, courage, loyalty, and duty. Our officers have voluntarily chosen a profession whose very nature places them in harm's way. When others flee from the sound of gunfire and the threat of violence, it is a police officer's duty to run toward it.

Given the character of these brave men and women, it should come as no surprise that a significant number of our officers also serve their communities and their nation by serving in the National Guard and the reserves. They train to respond to their communities and their country in times of crisis and natural disasters and are often called to active duty for prolonged periods of time with little advance notice.

In the United States, 1.1 million men and women have joined the National Guard and the reserves. Many are serving in overseas operations in Iraq and Afghanistan. Notably, more than 23 percent of law enforcement agencies in the United States have had officers called to active duty since the 9/11 attacks.

These men and women deserve our support, admiration, and respect. By volunteering to serve, they once again have placed the needs of the community above their own. I truly believe that they are heroes in every sense of the word.

However, in addition to our admiration and respect, these brave men and women also need our assurance that their livelihoods at home are safe. To that end, in 1994 the U.S. Congress enacted the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) to ensure fair treatment of returning members of the National Guard and the reserves.

For those unfamiliar with USERRA, the law is intended to ensure that persons who serve or have served in the armed forces, the reserves, the National Guard, or other "uniformed services" are

- not disadvantaged in their civilian careers because of their service;

- promptly reemployed in their civilian jobs upon their return from duty; and
- not discriminated against in employment based on past, present, or future military service.

Yet despite the law, many in the National Guard and the reserves are often unclear about their employers' views of their service and the impact it might have on their professional careers. They need and deserve a clear statement of our support for their sacrifices on our behalf.

To that end, I am proud to announce that this month I had the privilege of signing a statement of IACP's support for the National Guard and the reserves. This Statement of Support, which was sponsored by the Department of Defense's Employer Support of Guard and Reserve (ESGR) program, commits the IACP to the following:

- Fully recognize, honor, and enforce the USERRA

- Ensure that our managers and supervisors have the tools needed to effectively manage those employees who serve in the National Guard and the reserves
- Continually recognize and support those who serve in the National Guard and the reserves

ESGR initiated the Statement of Support program in 1972. Since that time, every U.S. president, all 50 state governors, leaders of major business and employer associations, Fortune 500 companies, and employers in the hundreds of thousands have demonstrated their commitment to their employees by signing a Statement of Support.

Through the Statement of Support and its other efforts, the ESGR program seeks to promote a culture in which all employers support and value the military service of their employees. It recognizes outstanding support, increases awareness of the law, and resolves conflicts through mediation. Its role is to ensure that the transition from civilian employee to active military duty and then back to civilian life is as smooth as possible.

Now more than ever, active support of law enforcement employees who voluntarily participate in their community-based defense force is vitally important.

That is why I am challenging all police chiefs and law enforcement executives to publicly demonstrate support for their officers and civilian employees who serve in the National Guard and the reserves by signing a Statement of Support on behalf of your agency.

Through their actions and selfless devotion, these officers have earned our respect and that of their fellow citizens, and they need and deserve our support.

To request a Statement of Support for your agency, please call 800-336-4590 or visit the ESGR Web site at [www.esgr.mil](http://www.esgr.mil). ♦



*Michael J. Carroll, Chief of Police,  
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## Administration Releases Proposed Budget for FY 2011

*By Meredith Mays, Legislative Representative, IACP*

On February 1, the Obama administration released its proposed budget for FY 2011. The budget serves as a statement of the administration's funding and policy priorities, and represents the starting point for the congressional budget process.

Significantly, at a time when many federal programs are targeted for reduction or elimination, the proposed FY 2011 budget maintains funding for most state, local, and tribal law enforcement assistance programs at levels that are equal to, or slightly higher, than current (FY 2010) funding levels.

For example, the proposed budget calls for \$519 million for Byrne Justice Assistance (Byrne-JAG) grants in FY 2011. The Byrne-JAG program, which received \$518 million in FY 2010, awards grants to state, tribal, and local governments to support a broad range of activities designed to prevent and control crime. This includes: law enforcement, prosecution, corrections, drug treatment, and technology improvements.

However, three assistance programs were slated to receive significant funding increases.

The administration has proposed funding the Community Oriented Policing Services (COPS) program at \$690 million. This is an increase of nearly \$300 million from the FY 2010 level of \$392 million. Of that total, \$600 million is set aside for law enforcement officer hiring. This equates to roughly 2,900 officers. In addition to these proposed funds, in December, the U.S. House of Representatives approved the Jobs for Main Street Act (H.R. 2847) that included \$1.18 billion for COPS hiring programs. The Senate is expected to consider and act on this legislation in the near future.

The administration also proposed increases to two critical assistance programs administered by the Department of Homeland Security (DHS). The State Homeland Security Grant

Program (SHSG), which provides grants to all 50 states to improve prevention and protection capabilities, was funded at \$1.05 billion, an increase of \$192 million from FY 2010. As in past years, at least 25 percent of SHSG funds must be used for prevention activities.

The Urban Area Security Initiative (UASI), which provides grants to high-risk metropolitan areas, was funded at \$1.1 billion, an increase of \$242 million from FY 2010.

IACP President Michael Carroll, who was briefed on the FY 2011 budget by senior administration officials shortly after the proposal was released, stated that, "The proposed budget represents a good start and clearly indicates that the administration recognizes the importance of supporting state, tribal, and local law enforcement. The IACP will continue to work with Congress and the administration throughout the budget process to ensure that state, tribal, and local law enforcement agencies have the tools and resources they need to protect their communities from harm."

### Senate Passes Jobs Bill, Does Not Include Funding for COPS Hiring

The Senate recently passed a \$15 billion jobs bill that includes payroll tax reductions for businesses that hire new workers, extensions of the Highway Trust Fund, a new bond program, and expense deductions for small businesses. This legislation is in addition to the regular FY 2010 funding.

The Senate version of the bill reauthorizes the Highway Trust Fund through the end of 2010, adding \$20 billion to the fund. Gasoline taxes will be used to help state and local governments pay for highway and transit projects.

However, the Senate-passed version does not include funding for the COPS hiring program, a provision that was included in the House of Representatives-passed version.

In late December, the House passed the Jobs for Main Street Act (H.R. 2847). The bill redirects \$48.3 billion from repaid Troubled Asset Relief

Program (TARP) funds to save and create jobs in the United States. The bill includes \$1.18 billion for COPS hiring grants and the funds may be used for hiring or rehiring.

Congress has indicated that the Senate-passed version will be the first step in a "multi-part" jobs agenda. However, the IACP has expressed concern that the COPS provision was left out of the Senate version of this legislation.

The House may now choose to pass the entire Senate version or go to conference to reconcile the differing versions of the bills. The IACP encourages a conference session where funding for COPS hiring may be included in the final piece of legislation.

### LEOSA Expansion Considered in Senate Judiciary

The U.S. Senate Committee on the Judiciary is currently considering expanding the Law Enforcement Officers Safety Act. This bill would weaken the eligibility and training requirements for retired officers to carry concealed weapons. The provision would lower the existing years of service provision from 15 years to 10 years.

The IACP is strongly opposed to this legislation. The IACP strongly believes that each state should retain the power to determine whether it wants police officers who are trained and supervised by agencies outside of their states carrying firearms in their jurisdictions. ♦





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Circle no. 18 on Reader Response Card

## Thoughts on Launching a Police Foundation

The Foundation column is hosting a series of guest authors for several articles covering topics related to establishing and running police foundations.

By Chief Rob Davis, San Jose, California, Police Department

In these challenging economic times, some fortunate law enforcement executives have been approached by citizens who are both interested in public safety and philanthropically inclined. There are many anecdotal instances of police chiefs receiving offers from affluent residents to help offset the costs of agency resources such as vests for K9 dogs, supplies for mounted patrol officers' horses, or unusual department items such as ATVs. However, these kinds of offers often come with confusing and conflicting expectations and restrictions.

In response to these situations, and to better address the changing needs of police agencies across the United States, one of the best solutions in many instances has turned out to be the establishment of a police foundation as a separate 501(c)3 nonprofit organization. The text that follows is a brief but helpful synopsis of basic information about police foundations and the advantages and cautions to be considered when contemplating a foundation as an auxiliary funding source for an agency.

### First Steps

When considering a police foundation, consider the following elements to guide efforts:

- Plan a year ahead, as it probably will take that long to get going.
- Find an internal champion. It is hoped that the police chief or other department executive supports the idea, is influential in the community with both citizens and potential donors, has good relationships with officers throughout the ranks, and can devote a few hours a week to the foundation effort.
- Identify someone who is detail oriented and is skilled at analyzing, completing, and properly submitting tremendous amounts of paperwork to assist the internal champion.
- Identify community leaders who may be candidates for the board; these might be individuals who are already involved in supporting the department.
- Research best practices. Many successful police foundations exist in the United States—several of which are members of the IACP's Police Foundations Section.

### Developing Criteria for a Police Foundation

A police foundation, like any organization, requires some basic organizational elements. It is helpful for the clarity of the mission, and for recruiting board members and donors, to establish the following items at the beginning of the incorporation process:

**Mission statement:** Explain the fundamental purpose of the foundation.

**Vision statement:** Generally visualize the role the foundation plays in the community and for the agency.

**Major objectives:** Identify short- and long-term goals (for example, equipment, technology acquisition, defraying training costs, and support for fallen officers' families).

**Board governance and policy:** Establish a sound set of guiding documents.

**Fiscal responsibility and transparency:** Identify what financial reports will be generated, by whom, and how often. Also ensure stewardship of funds and acknowledgement of donations.

**Policies and procedures:** Include documents that will evolve with the foundation and should be persevered both in hard-copy



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and electronic format for frequent and immediate reference.

**Meeting schedule:** Determine how often the foundation board will meet. Consider meeting off department premises to maintain the appearance of independence.

### Advantages

Police foundations allow their respective departments to take advantage of several benefits, such as the following:

**Tax Exemption:** Organizations that qualify as public charities under IRS Code 501(c)3 are eligible for federal exemption from payment of corporate income tax and, typically, are exempt from similar state and local taxes. Tax exemption is not automatic for organizations that incorporate as nonprofits; they must apply to the IRS and to appropriate state and local governments for tax-exempt status.

**Eligibility for Public and Private Grants:** Nonprofit organizations are in a unique position to solicit donations from the public, resulting in tax benefits to individuals; and are better situated to petition other public and private foundations and government agencies for grants.

**Formal Structure:** A police foundation usually stands separate from an agency or from the individuals who formed it and exists as a legal entity in its own right. Incorporation, along with the 501(c)3 status, establishes the mission and structure of the nonprofit as a freestanding body with distinctive goals.

**Limited Liability:** In most cases under the law, creditors and courts are limited to the assets of the nonprofit organization. The founders, directors, members, and employees are not personally liable for the nonprofit's debts. Obviously, there are exceptions, and it should be emphasized that directors have a fiduciary responsibility to perform their jobs in the best interests of the nonprofit.

**Public Perception:** A police foundation provides a unique vehicle for both major donors and citizens to become involved in their state or local law enforcement efforts. Many potential supporters are wary of telemarketing or mailing solicitations for unknown fund-raising organizations, but an established police foundation provides a clear, obvious, and trustworthy method to channel support from the community to the department.

### Cautions

Police foundation initiators certainly can create successful organizations, but they

should be aware of the following potential pitfalls before embarking on such a mission:

**Cost:** Foundations bring with them both fiscal and personnel costs. Creating a nonprofit organization takes time, effort, energy, interest, and money. Establishing a police foundation, applying for federal tax exemption, and legally incorporating in the agency's respective state typically necessitates the use of an attorney, accountant, or other professional to ensure accuracy, compliance, and transparency.

**Paperwork:** Nonprofits are required by the state in which they are incorporated to keep detailed records. Certain documents, such as IRS Form 990, articles of incorporation, bylaws, annual reports, financial records, and donor lists must be prepared in a specific manner and filed with specified agencies by certain deadlines.

**Shared Control:** Although the individuals who create police foundations do so to further an identified and noble cause, it is critical to remember that once the organization is up and running, personal control is limited. For example, in some states, the nonprofit is required by law to have several directors, who in turn are the only individuals permitted to elect or appoint foundation officers who determine policy.

### How to Distinguish the Police Foundation

Aside from police foundations, other valuable community organizations also exist to assist police departments in their efforts to build and keep safe and secure communities. The Police Athletic League, Law Enforcement Explorers, DARE programs, and police youth camps are just a few examples of those beneficial entities.

It is important to distinguish the foundation early on from other police-affiliated organizations. Clearly communicated mission and vision statements help to do this, but the real work comes from the communication efforts of the chief, intra-agency champions, and foundation board members with prospective individual, local business, and corporate donors.

Creating a brief elevator speech<sup>1</sup> that crystallizes what the foundation is and what it does is a critical initial exercise for a first board meeting. The elevator speech is the board's and the staff's two-minute opportunity to quickly and clearly illustrate the mission and goals of the foundation to anyone who asks. Bringing in a fund-

raising professional to assist with this exercise is extremely valuable and often can be accomplished as an in-kind gift of time and services.

In all cases, communication vehicles, such as brochures and the organization's Web site, should be clear on the foundation's purpose.

### Conclusion and Resources

The IACP Police Foundations Section has been able to identify approximately three dozen operating police foundations throughout the United States. They are in varying stages of growth and maturity, and some face more challenges than others. But success stories such as the Los Angeles, Atlanta, and New York City police foundations readily attest to the mutual benefit provided to the departments they assist and the communities they enrich.

Many police foundations, with instrumental support from public-private partnerships that are so often the hallmarks of these organizations, are credited with developing, funding, and bringing to fruition highly effective department and community programs. ♦

### Note:

<sup>1</sup>The elevator speech gets its name from the short opportunity to tell, and sell, a story during a brief elevator ride. Its purpose is not to close a deal, but rather to pique the listener's attention enough to agree to move to the next level of commitment. Nick Wreden, "How to Make Your Case in 30 Seconds or Less," *Harvard Business Review* (January 2002), <http://hbr.org/product/how-to-make-your-case-in-30-seconds-or-less/an/C0201E-PDF-ENG?Ntt=elevator+speech> (accessed January 29, 2010).

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

## For more information, visit the following Web sites:

[www.boardsource.org](http://www.boardsource.org)

[www.guidestar.org](http://www.guidestar.org)

[www.nycpolicefoundation.org](http://www.nycpolicefoundation.org)

[www.lapolicefoundation.org](http://www.lapolicefoundation.org)

[www.atlantapolicefoundation.org](http://www.atlantapolicefoundation.org)

[www.theiacp.org](http://www.theiacp.org)

(Membership/Sections/Police Foundation Section)

## Recovery Act Compliance—No Simple Matter

By Brennan C. McCarthy, Associate County Attorney, Prince George's County, Maryland

As counsel to law enforcement agencies, attorneys are presented with significant challenges that vary with time and are becoming increasingly complex. Nothing serves to demonstrate this trend better than the American Recovery and Reinvestment Act of 2009 (the Recovery Act), signed into law on February 17, 2009, by President Obama.

As part of this law, a large number of new grant programs, administered by the Department of Justice (DOJ), Office of Justice Programs (OJP), have become available to local law enforcement agencies. Given the present economic climate, the wish to become a grant recipient in regards to these programs is obvious. A comprehensive list of the programs is available on the DOJ's Web site.<sup>1</sup>

Yet agencies and their counsel should not enter into a grant program without weighing the significant risks associated therewith. The Recovery Act itself is dense, complex, and administered through various federal agencies. As part of the compliance measures associated with the Recovery Act, any local law enforcement agency must adhere to the reporting requirements that are separately listed by the Office of Management and Budget (OMB), and DOJ grants are no exception.<sup>2</sup>

Section 1512 of the Recovery Act requires reports on the use of Recovery Act funding by grant recipients to be submitted no later than the 10th day after the end of each calendar quarter, with the first quarter having ended on September 30, 2009, and the second on December 31, 2009. The report must include the total amount of funds received and, of that,

the amount spent on projects and activities; a list of those projects and activities funded by name that includes a description of the project and the completion status of the project; and estimates of the jobs created and/or retained as a result of the funds received.<sup>3</sup>

More information about compliance and reporting obligations can be found at <http://www.federalreporting.gov>, which provides the Web portal for registration and management of accounts, submission of reports, viewing and commenting on reports if the user represents a federal agency or prime recipient, and updates and corrections to reports when appropriate.

Consequences for failing to comply with the reporting requirements under the Recovery Act are significant and can include withholding funds, termination, or suspension and debarment, as appropriate—all by determination of the awarding agency. Therefore, care should be taken to build an appropriate relationship with OJP contacts, and each report should be carefully prepared to meet the requirements of the act to avoid any adverse action that could affect future awards to a law enforcement agency.

Agencies would be wise to ask counsel to review all component parts of grant applications, match requirements, and awards and authorization to ensure that the agency is in compliance. Legal advisors should particularly review for legal sufficiency any documents intending to distribute funds to subrecipients to ensure that any such redistribution meets with grant requirements. Likewise, reports submitted back to DOJ should be scrutinized for completeness and accuracy.

*This column is written by members of the Legal Officers Section. Readers are strongly encouraged to read, analyze, and understand the cases cited herein, and confer with their legal advisors. This synopsis does not constitute legal advice or the practice of law. ❖*

### Notes:

<sup>1</sup>Office of Justice Programs, Bureau of Justice Assistance, "Recovery Act: OJP's Information Related to the American Recovery and Reinvestment Act of 2009," <http://www.ojp.gov/BJA/recoveryact.html>; also see <http://grants.gov> and <http://recovery.gov> (accessed February 19, 2010).

<sup>2</sup>On June 22, 2009, the Office of Management and Budget (OMB) issued "Implementing Guidance for the Reports on Use of Funds Pursuant to the American Recovery and Reinvestment Act of 2009." The guidance consists of a 39-page paper of questions and answers, and two supplements. The first supplement is a list of programs subject to recipient reporting. (The Department of Justice [DOJ] is working with OMB to fix the incorrect DOJ program listings.) The second supplement is the recipient reporting data model v 2.0.1. The three documents are linked to the DOJ Web site. Please e-mail questions to [recovery@omb.eop.gov](mailto:recovery@omb.eop.gov).

<sup>3</sup>The full requirements for reporting can be found at [http://www.ojp.gov/BJA/recovery/OMB\\_Recipient\\_Reporting\\_Guidance\\_062209.pdf](http://www.ojp.gov/BJA/recovery/OMB_Recipient_Reporting_Guidance_062209.pdf) (accessed February 19, 2010).



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- **Champaign, Illinois**  
AUGUST 16–DECEMBER 17, 2010
- **St. Paul, Minnesota**  
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NOVEMBER 19, 2010
- **Homewood, Illinois**  
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JANUARY 14, 2011
- **Philadelphia, Pennsylvania**  
SEPTEMBER 13, 2010–  
JANUARY 14, 2011
- **Evanston, Illinois**  
SEPTEMBER 27–  
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For almost two decades, Harley-Davidson Motor Company, Inc. and the Northwestern University Center for Public Safety have worked in partnership to present the nation's premiere training program for police motorcyclists. Courses are offered throughout the country, and students train on Harley-Davidson's fleet of ABS equipped FLHP Road King motorcycles.



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| • <b>Allentown, Pennsylvania</b><br><b>INSTRUCTOR TRAINING</b><br>APRIL 12–30, 2010<br><br><b>OPERATOR TRAINING</b><br>APRIL 19–30, 2010<br><br><b>INSTRUCTOR RECERTIFICATION</b><br>APRIL 21, 2010 | • <b>Edmond, Oklahoma</b><br><b>INSTRUCTOR TRAINING</b><br>JUNE 21–JULY 9, 2010<br><br><b>OPERATOR TRAINING</b><br>JUNE 28–JULY 9, 2010<br><br><b>INSTRUCTOR RECERTIFICATION</b><br>JUNE 23, 2010 | • <b>Madison, Wisconsin</b><br><b>INSTRUCTOR TRAINING</b><br>OCTOBER 4–22, 2010<br><br><b>OPERATOR TRAINING</b><br>OCTOBER 11–22, 2010<br><br><b>INSTRUCTOR RECERTIFICATION</b><br>OCTOBER 13, 2010              |
| • <b>London, Ohio</b><br><b>INSTRUCTOR TRAINING</b><br>MAY 3–21, 2010<br><br><b>OPERATOR TRAINING</b><br>MAY 10–21, 2010<br><br><b>INSTRUCTOR RECERTIFICATION</b><br>MAY 12, 2010                   | • <b>Detroit, Michigan</b><br><b>INSTRUCTOR TRAINING</b><br>JULY 12–30, 2010<br><br><b>OPERATOR TRAINING</b><br>JULY 19–30, 2010<br><br><b>INSTRUCTOR RECERTIFICATION</b><br>JULY 21, 2010        | • <b>Las Vegas, Nevada</b><br><b>INSTRUCTOR TRAINING</b><br>NOVEMBER 1–19, 2010<br><br><b>OPERATOR TRAINING</b><br>NOVEMBER 8–19, 2010<br><br><b>INSTRUCTOR RECERTIFICATION</b><br>NOVEMBER 10, 2010             |
| • <b>Durham, New Hampshire</b><br><b>INSTRUCTOR TRAINING</b><br>MAY 24–JUNE 11, 2010<br><br><b>OPERATOR TRAINING</b><br>JUNE 1–11, 2010<br><br><b>INSTRUCTOR RECERTIFICATION</b><br>JUNE 2, 2010    | • <b>Joliet, Illinois</b><br><b>INSTRUCTOR TRAINING</b><br>AUGUST 2–20, 2010<br><br><b>OPERATOR TRAINING</b><br>AUGUST 9–20, 2010<br><br><b>INSTRUCTOR RECERTIFICATION</b><br>AUGUST 11, 2010     | • <b>Arlington, Texas</b><br><b>INSTRUCTOR TRAINING</b><br>NOVEMBER 29–<br>DECEMBER 17, 2010<br><br><b>OPERATOR TRAINING</b><br>DECEMBER 6–17, 2010<br><br><b>INSTRUCTOR RECERTIFICATION</b><br>DECEMBER 8, 2010 |



## Recall Technologies: Consider Three Things When Choosing Digital Recording Equipment for Interrogation Rooms

As more states require electronic recording of criminal interrogations, police departments are responding by outfitting their interview rooms with the latest digital video recording technology. But not all systems are alike. Here are the top three things to consider when choosing the most effective equipment for an interrogation room.

### 1. The Proof Is in the Audio.

Interview rooms are far from acoustically perfect, and the only way to accurately capture every word is to record the audio in stereo. But many digital video recording systems on the market today only offer single-channel audio, which is often difficult to hear and understand. Recall Technologies Inc., which produced the first PC-based wiretap system more than fifteen years ago, provides high-quality audio in stereo with its Interrogator digital video recording system.

### 2. Audio and Video in Perfect Synchronization.

"In today's world, the expectation on law enforcement is different," said Mark Mynheir, a homicide detective in Palm Bay, Florida. "We need top-end video and audio of our interviews. The video needs to be clear and depict everything that takes places in the room—and it's equally important to have clear, synchronized audio to go along with it."

### 3. "Cop Friendly."

Detective Mynheir said that using a plug-and-play system like the Interrogator makes it easy for him to do his job and focus on the interview without worrying about the technical aspects of the recording equipment. He also likes that the system offers dual DVD recordings that are available immediately after the interview, with backup storage.

"We automatically have a copy for the state attorney's office and a copy for evidence," Mynheir said.

Interrogator's single box design includes a built-in monitor, two DVD writers, simple controls, and inputs for stereo microphones and a video camera. It provides the convenience of an Ethernet connection so others involved in the case can view the video evidence from their computers.

For more information, circle no. 34 on the Reader Service Card, or enter the number at [www.theiacp.org/freeinfo](http://www.theiacp.org/freeinfo).

## 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.*

## Salt Lake City Police Department to Use Spillman Technologies Software to Obtain Data from Three States

The Salt Lake City Police Department is partnering with Spillman Technologies to access data collected by other public safety agencies throughout Utah, Idaho, and Nevada.

Spillman's InSight product will allow department personnel to search for information gathered by 69 Spillman agencies. Having access to such a wide range of information will make it easier for the department to investigate and solve cases that cross jurisdictional lines, said Salt Lake City Police Department Lieutenant Rich Brede.

"We are interested in providing more thorough searches for detectives regarding persons, vehicles, and property," Brede said. "With Spillman InSight, we're able to look at [records] from participating Spillman agencies."

Currently, he explains, when officers want to search for data, they need to call other jurisdictions and ask them to look up the information. InSight will allow the officers to conduct real-time electronic searches of other agencies' databases, for example, to see if a suspect has been arrested or involved in criminal incidents in other jurisdictions.

The agency planned to go live with InSight during the first quarter of 2010. Brede adds that the system will be configured to allow Spillman agencies to access data gathered by his department, too.

The Salt Lake City Police Department will be one of 101 agencies in Utah and more than 800 agencies throughout the United States using Spillman software. Spillman provides a full range of software solutions, including records management, computer-aided dispatch, mobile communications, corrections management, fire/EMS management, resource management, and data sharing.

For more information, circle no. 35 on the Reader Service Card, or enter the number at [www.theiacp.org/freeinfo](http://www.theiacp.org/freeinfo).

## Delaware County, Indiana, Sheriff's Office Selects New World Systems' Public Safety Software Solutions

The Delaware County, Indiana, Sheriff's Office and the DCECC-9-1-1 are working to greatly improve emergency response and public safety with new software and technology from an industry leader. The county has signed a con-

tract to license New World Systems' Aegis/MSP Public Safety Solution on the Microsoft platform to replace an outdated system. The new solutions will provide integrated mapping capabilities; field-based reporting for officers, and fast, easy access to information.

"We wanted to select a vendor that had been in business for many years, had proven applications, and a superior reputation for support," said Tim Hutson, Chief of Emergency Services for Delaware County. "New World has been in the business for nearly three decades and serves large cities and counties across the country, many of them right here in Indiana. Their solid reputation was a deciding factor in our decision to select the company."

New World Systems will provide the Delaware County Sheriff's Office and DCECC-9-1-1 with Aegis/MSP Computer-Aided Dispatch (CAD), multijurisdictional Records Management System (RMS), mobile and field-based reporting and corrections software developed in-house using proven Microsoft technology, industry-standard Windows Server and SQL Server. The completely integrated system will offer the county agencies fast and easy access to mission critical information throughout all applications and provide time-saving workflow and electronic approvals.

The county also will benefit from completely integrated mapping capabilities in New World's CAD software. Instead of looking at a separate mapping application, county dispatchers will have access to a feature-rich map within New World's software, saving them time while dispatching aid to an emergency. New World also will provide the county with Automatic Vehicle Location (AVL), allowing dispatchers and first responders to view units that are closest to an emergency, helping to improve response times.

County officials say another benefit of New World's software will be the ability to complete and submit reports from the field.

"Providing our officers with the ability to complete and submit reports from their vehicles will save time and keep them out on the road and visible in the community," said Hutson.

New World's solutions will help the Delaware County Sheriff's Office protect and serve a population of more than 118,000 residents. ♦

For more information, circle no. 36 on the Reader Service Card, or enter the number at [www.theiacp.org/freeinfo](http://www.theiacp.org/freeinfo).

# MILLIONS IN BACK TAXES AND PENALTIES

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Y/M/M: 2003 Ford Fiesta  
Color: White  
Time: 18:21  
Date: 04/24/09  
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# Leadership In Public Safety Organizations Course™

## *IACP's New Leadership Training Class for Both Fire and Police Leaders*

Starting in 2010, IACP added a new version of the popular Leadership in Police Organizations™ course to encourage joint training of fire, police and other first responders in a community. In response to interest from fire personnel in the southwest, IACP's Center for Police Leadership and Training worked with deputy fire chiefs and police and fire chiefs to modify the curriculum and case studies and to include the fire culture and issues and situations applicable to leaders in both the fire and police community. Through a partnership with the Western Area Fire Chiefs Association, a successful pilot program ran in Arizona. Expansion of this program, known as the Leadership in Public Safety Organizations (LPSO)™ course is planned for this year.

The program, which has a behavioral science foundation, contains work done at the West Point Military Academy on dispersed leadership concepts which was later modified for the public safety community. The 15-day program, typically delivered on site one week a month for three months, emphasizes applied learning; is very interactive and utilizes small group case studies, videos, role-playing, and class exercises to reinforce learning. Week one focuses on topics related to leading individuals, week two on leading groups and week three on leading change, leading organizations and creating an ethical environment.

Here is what one student attending the class has to say:

*"As a long term Fire Chief, I found this experience to be refreshing and stimulating. The homework was relevant and prepared us for the daily discussions. It was gratifying to see the small group sessions of combined police and fire lead to in-depth conversations on how we each do our jobs. We learned how much police and fire share in our pursuit to serve the community. I believe this integration of police and fire leadership education is vital as we move forward in our complex world."  
(Chief Bierwiler – Medford, Oregon)*



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## IACP Training Programs

### **Advanced Supervision Skills**

4/12/2010 - 4/14/2010 Sandpoint, ID  
4/27/2010 - 4/29/2010 Hermiston, OR  
5/24/2010 - 5/26/2010 Dayton, OH  
6/14/2010 - 6/16/2010 White Bear Lake, MN  
6/22/2010 - 6/24/2010 Arlington, TX  
7/20/2010 - 7/22/2010 Council Bluffs, IA  
7/26/2010 - 7/28/2010 Edmond, OK

### **Comprehensive Crime Scene Investigation**

6/29/2010 - 6/30/2010 N. Dartmouth, MA

### **Confidential Informant**

Acquisition and Management  
4/26/2010 - 4/27/2010 New Brunswick, NJ

### **Critical Incident Management**

4/21/2010 - 4/22/2010 New Brighton, MN  
5/12/2010 - 5/13/2010 West Carrollton, OH

### **Disclosing Secrets-Interview and Interrogation**

For Patrol Officers and Investigators  
4/5/2010 - 4/6/2010 Unionville, CT  
4/7/2010 - 4/8/2010 Fall River, MA

### **First Line Supervision**

4/5/2010 - 4/7/2010 West Carrollton, OH  
4/19/2010 - 4/21/2010 New Brunswick, NJ  
5/4/2010 - 5/6/2010 Edmond, OK  
5/12/2010 - 5/14/2010 Athens, GA  
6/1/2010 - 6/3/2010 Welch, MN  
6/9/2010 - 6/11/2010 White Bear Lake, MN  
6/29/2010 - 7/1/2010 Salem, OR

### **Grants 101—Making Dollars and Sense**

4/20/2010 - 4/21/2010 Hampton, NH  
5/17/2010 - 5/18/2010 White Bear Lake, MN  
6/7/2010 - 6/8/2010 Unionville, CT

### **Internal Affairs: Legal and Operational Issues**

5/10/2010 - 5/12/2010 Marietta, GA  
6/28/2010 - 6/30/2010 Kennewick, WA

### **Investigation of Sex Crimes**

4/19/2010 - 4/21/2010 White Bear Lake, MN

### **Managing Generational Change**

Generation X, Y, Boom  
4/8/2010 - 4/9/2010 Irvine, CA  
5/27/2010 - 5/28/2010 Yukon, OK  
7/1/2010 - 7/2/2010 Buffalo Grove, IL  
7/8/2010 - 7/9/2010 Council Bluffs, IA  
7/29/2010 - 7/30/2010 Layton, UT

### **Managing the Training Function**

5/20/2010 - 5/21/2010 Greenwood, IN  
6/24/2010 - 6/25/2010 Kennewick, WA

### **Officer Safety/Officer Survival**

4/6/2010 - 4/7/2010 Irvine, CA  
4/19/2010 - 4/20/2010 New Brighton, MN  
4/27/2010 - 4/28/2010 Dayton, OH  
5/6/2010 - 5/7/2010 Allentown, PA

### **Performance Appraisal**

4/22/2010 - 4/23/2010 Irvine, CA

### **Pre-Employment Background Investigations**

5/6/2010 - 5/7/2010 Bismarck, ND  
6/7/2010 - 6/8/2010 Uxbridge, MA

### **Recruitment and Selection of LE Officers**

5/17/2010 - 5/19/2010 New Brighton, MN

### **SWAT Supervision and Management**

4/26/2010 - 4/30/2010 Savannah, GA  
6/7/2010 - 6/11/2010 Hampton, NH

### **Tactical Patrol Officer**

5/10/2010 - 5/14/2010 Nanticoke, PA

# Francopol

By Alain Tousignant, Chief Superintendent, Acting Chief Learning Officer, Royal Canadian Mounted Police, Ottawa, Ontario, Canada; and Vice President, Americas-Francopol

*International police network focuses on exchange of training expertise and best practices.*

In times of globalization, increased partnership at the international level is essential to successful law enforcement. On this basis, the Sûreté du Québec (SQ), the École nationale de police du Québec (ÉNPQ), and the Police nationale française together have laid the foundation for the international police training network, Francopol.

Sharing French as a common language, the global network extends membership to some 350,000 police officers interested in exchanging knowledge and information to assist in the development of new trends in police training.

Francopol's mission is to promote the sharing of best practices, research, and ideas on police training and expertise. The network officially launched in September 2008 at the Museum of Civilization in Quebec, Canada, during an international conference held at the ÉNPQ. Close to 200 representatives from Canada, France, Belgium, Switzerland, Luxembourg, Monaco, Benin, Burkina Faso, Senegal, Romania, Haiti, Ivory Coast, and Chad attended the conference.

"Through the creation of networks, modern police organizations can adapt more effectively to the evolution of crime and, thus, better serve the citizens. Francopol allows francophone police officers and research workers to interact with international experts in their own language and to discover innovative methods developed in La Francophonie," said Claude Levac, Secretary-General of Francopol.<sup>1</sup>

## The Foundation

Francopol's 13 founding members all have committed to promoting the network within their borders. They include the Académie de Police Emilien Vaes, Belgium; Académie de Police de Savatan, Switzerland; the Canadian Police College (CPC), Canada; ÉNPQ, Canada; Institut suisse de police, Switzerland; Gendarmerie nationale, France; Royal Canadian Mounted Police (RCMP), Canada; Police cantonale neuchâteloise et écoles romandes de police, Switzerland; Police fédérale, Belgium; Police Grand-Ducale, Luxembourg; Police nationale, France; Sûreté publique de Monaco, Monaco; and SQ, Canada.

The network's executive committee, also elected during the inaugural con-

ference, includes Émile Pérez, President (Police nationale, France); Thierry Dierick, Vice President for Europe (Police fédérale, Belgium); Assistant Commissioner Pierre Ménard, Vice President of the Americas (RCMP);<sup>2</sup> Alain Bauer, Vice President of the Associations (Observatoire national de la délinquance, France); Inspector Claude Levac, Secretary General (SQ); and Pierre St-Antoine, Treasurer (ÉNPQ).

Francopol is paving the way for greater communication and cooperation at both the international and national levels. Since Francopol's creation, there has been extensive cooperation among the founding members and a genuine desire to leverage collective training expertise and knowledge at a global level.

All French-speaking police officers and organizations in the Americas are encouraged to help further define and expand Francopol's success. The potential benefits and opportunities gained through participation in this network can result in more effective policing in respective communities and countries.

## Global Collaborators

Through volunteer cooperation, the newly formed police training network serves as a center of excellence for the sharing and the emergence of new trends in policing, based on best practices. To realize its mission, Francopol relies on collaboration with the Organisation internationale de la Francophonie (OIF).

Present at the September 2008 launch was Hugo Sada, the OIF's delegate for peace, democracy, and human rights. According to Mr. Sada, the Francopol network will contribute to the deployment of OIF programs in the areas of international development, conflict prevention, and peace consolidation. Thanks to the OIF's support, Francopol is one of La Francophonie's international networks working to consolidate the rule of law and respect for human rights.

## Building a Network of Success

Francopol Canada is a national component of the international network and works to improve Canadian police practices through exchanges between the research and practice communities. Representatives

from SQ, ÉNPQ, CPC, RCMP, Ontario Provincial Police, and New Brunswick Public Safety compose Francopol Canada.

During the Quebec conference in 2008, the CPC in Ottawa, Ontario, agreed to take the lead for Francopol Canada.

Under the direction of the CPC's Inspector Raymond Duquette, the goals of Francopol Canada are to facilitate virtual exchanges, increase cooperation, foster networking during gatherings, and increase research and monitoring activities in the French language. "The great thing about Francopol is that the fruits of all activities—regional, national and international—are made available to the entire policing community via the Carrefour Francopol de l'Information et du Savoir, a site to which all member organizations will have access," said Inspector Duquette.

Francopol Canada's first national conference was held at the CPC in October 2009. Experts from the fields of policing and academia, as well as representatives from ethno-cultural communities, shared their perspectives on the theme Police Services in a Multicultural Society, as well as on other topics including Diversity in Canada: A Picture and Demographic Trends; Cultural Communities and Police: Diverse Perspectives; Response from the Field of Policing: Strategies; and Police Workforce: Questions on the Management of Diversity.

The conference hosted the francophone and francophiles working in the field of public security, including police officers and managers who have an interest in the topic, institutions offering a training program to police officers and future police officers, research centers, institutions, police associations, government departments, and other public organizations working closely with the police community.

The level of interest of Canadian police officers toward Francopol provides momentum for Francopol Canada to pursue its efforts in developing and expanding the international network. In 2010, the plan is to offer a number of activities and projects of interest to the national and international francophone and francophile police community.

For more information about Francopol, please visit [www.francopol.org](http://www.francopol.org). ♦

## Notes:

<sup>1</sup>Francopol Canada, "Francopol Canada Holds First National Conference: October 13-15, 2009," press release, October 8, 2009, [http://www.cpc.gc.ca/francopol/media\\_en.html](http://www.cpc.gc.ca/francopol/media_en.html) (accessed February 10, 2010).

<sup>2</sup>Former Vice President of the Americas, A/Commr. Pierre Ménard, retired from the RCMP in August 2009. His replacement as VP of the Americas for Francopol is Chief Superintendent Alain Tousignant of the RCMP.

<sup>3</sup>Inspector Raymond Duquette, Interview for in-house articles submitted to different police magazines, Canadian Police College, Ontario, Canada, March 26, 2009.



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## ONE DEPARTMENT'S EXPERIENCE

# CALEA Accreditation

By Robert W. Metzger, Chief of Police,  
Sylvania Township Police Department, Sylvania, Ohio

The management of any police department is a challenge. The need to balance the expectations of the elected officials, the community, and the staff is something that can be both frustrating and rewarding. How to maintain this balance in any agency, especially one that has been in upheaval for some time, can be difficult even under the best circumstances.

The Sylvania Township Police Department in Ohio is an example of a department that has seen this type of upheaval. Managing this agency effectively has required hard decisions and internal changes that have often times not been enthusiastically adopted by the staff. Attempting to make these changes manageable, and ensuring that the effects of these changes will be long lasting, has been challenging. The decision to deal with these issues included pursuing accreditation through the Commission on Accreditation for Law Enforcement Agencies Incorporated (CALEA).

### Department Background

The Sylvania Township Police Department is in northwestern Ohio on the Michigan border, just west of Toledo. The department serves a community of approximately 28,000 residents. The township is primarily residential with some commercial development along some of the major roads. Staffing consists of 47 police officers and 16 civilian staff. The department provides 24-hour patrol coverage for an area of 28 square miles and 24-hour dispatch service for both police and fire. There is a detective unit, a community policing unit, a records department, a property control manager, a special response team (SWAT), and membership in two task forces in the Lucas County area, with one officer assigned to each. The headquarters building is a modern facility that houses the dispatch, records, detectives, and auxiliary functions and an indoor pistol range. The community policing unit is housed in a substation in a shopping area in the township. There is also an outdoor pistol and rifle range used by many departments.

Over the past 20 years, the department and the community have experienced tremendous growth. Funding for police operations comes through three separate levies approved by voters on three separate occasions. These levies have allowed the department to maintain an appropriate service and staffing level and keep the area crime rate low. Even in these difficult economic times, the department has been able to maintain operations at the same level.

This is not to say that everything has gone smoothly. As with most agencies, issues arose that required attention. At times, these issues became public and caused the political leaders to become more involved in the department. Twice during this time, the elected officials contracted with a consultant to conduct an in-depth study of the department. Information given to the elected officials from both inside and outside sources indicated that there were internal issues that needed review.

These studies, conducted about 11 years apart, made major recommendations about the needs in the department. In both of these studies, the need for improved training and internal controls were the major emphasis. Interestingly, both studies noted that the service to the community was not a problem, and it in fact received better than average reviews. These studies, though many years apart, showed the department had potential but needed to make significant changes. The recommendations from the first study still had useful information about the department's needs, although the department had acted on none of the recommendations. The second, more detailed study was a good blueprint of the needs of the department, and it added to the recommendations of the previous study. The earlier study did not deal with some of the internal issues that eventually caused such a high turnover of police chiefs in a relatively short time.

After the first study was completed, there began a series of events that caused further turmoil in the department. Over the course of the next 10 years, there were five police chiefs appointed to the department. All of these appointments came from outside the



department, as the leaders at the time believed there were no internal candidates who could handle the chief's duties. In some cases, the police chief lasted less than a year. In a couple of cases, the person hired as chief was not a certified police officer in Ohio. All of the police chiefs came in with good intentions and made changes that they felt were necessary for the department. This caused constant change and, in some cases, turmoil in the department.

In 2006, the department's consultant completed the second study. The chief had recently resigned from the department and the captain was now the acting chief. The elected officials decided that a complete review of department operations was in order and contracted with this outside company. These officials also elected to go with outside assistance to get the department back on solid ground. The person conducting this study had recently retired from a local CALEA-accredited department. During this study, he spent many months in the department reviewing it from the inside out. He interviewed officers as well as others outside the department. The study presented to the elected officials had many details on effectively transforming the department. From this report, a decision was made, and criteria set, to conduct a national search for a new police chief. The township officials retained the services of a national executive placement firm, and, from that search, a new police chief was hired from outside the department.

### Challenges

The challenges facing the Sylvania Township Police Department are interesting. In summary, they are as follows:

**Management:** The management challenge was establishing a police chief presence when historically this position was short lived and staff generally perceived the chief to be unqualified. Many officers felt that they could run the department without the chief, something that they had been doing somewhat successfully for many years. There was also a mistrust of the motives of management.

**Internal Controls:** Another challenge facing the department was a lack of internal controls. The studies noted that policies were weak at best, with the last study indicating that all policies were deficient and unusable, so the process for establishing new policies started over. Obviously, this was something that had to be done, but it would take time to do it properly.


**Lack of Written Directives:** The directives that were in place were scattered. Some were handwritten. There was no serviceable index of the directives. There was no established numbering system, and the system for putting them out to officers was not clearly defined. There was no indication of who was issuing these policies or under what authority they were being issued.

**Lack of Internal Review:** Supervisors and administrators were not required to review much of what staff did, and what they did review was not formalized in any significant way. There was a good property system in place, but even this lacked any kind of auditing function.

**Lack of Unified Direction:** The department was unclear on its mission, though it did well in the community. No one was sure where the department's mission statement came from or even what it meant. There was not a clear idea in the department of where it was going or where it should be heading. With the high number of chiefs in such a short time, this was to be expected. However, it also added some interesting issues when dealing with change.

### Why Accreditation?

From this research, the chief determined that accreditation could be a help in working on some of the issues that were present. The chief also knew that time would need to be spent working with inside and outside interest groups to determine the best time to introduce accreditation. No clear indication existed of when that time would come, but by moving in that direction, the opportunity would arise.



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Public safety is the foundation of a prosperous community. Sylvania Township is this type of community, and the police department's services were good overall. Like many police employees, Sylvania personnel had been innovative but unorganized, and many of their innovations did not become a permanent part of the organization. At one point, the department even had a roller-blading patrol; this special unit did not do much after the first year. In fact, this drop in activity is common among innovative units in many departments.<sup>1</sup> The need to formalize processes is one of the main reasons for seeking accreditation.

Risk management is also a concern. Though there were not many lawsuits against the department, the potential was there. The lack of written policies and documentation was a concern documented not only by the studies but also by others in the community. The police chief has the responsibility to initiate the adoption of risk management practices in the department.<sup>2</sup>

The department is committed to delivering the highest quality service to residents. This needs to be accomplished not just by saying it but also by doing. The personnel were delivering great service, and, to ensure that it continues being the best, the foundation must be firmly established and reviewed regularly for enhancement, as

needed. The department's desire is to maintain high-quality service levels 24 hours a day.

Finally, the department must demonstrate fiscal responsibility to the residents by providing the best service with the funds available. As indicated, financial support came from three levies for the fund-

ing of the department. These levies have to be renewed regularly. The public expects to get the best service for these levies. The elected officials also had a strong desire to maintain fiscal responsibility, which is one of the reasons they had been elected.

Considering these purposes, accreditation would demonstrate to all that the department's goals were being met. Knowing the process would be slow, the department was ready for the rigors of this process. After receiving initial permission from the elected officials to obtain CALEA accreditation, the department began the process.

### Pre-accreditation Process

**Review Current Structure:** This involves looking at what is in place and determining whether changes in the structure are necessary. Sylvania's structure was typical of most departments' structure. It was determined that little was needed except for some minor adjustments. In fact, the adjustments were made to the organization's structure



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**Review Written Policies:** "The importance of keeping police department policies and procedures current to standards required by state and federal law is a common theme. . . . It is also clear . . . that maintenance of department policies and procedures is one of the best ways to prevent future litigation."<sup>3</sup> All policies were reviewed and updated with the concept of accreditation as the model.

**Review Risk Management:** Policies that affect residents are a major concern of risk managers. Some of the most common policies that are of concern include use of force, vehicular pursuits, searches and frisks, property seizures, and arrests.<sup>4</sup> Good risk management can also increase the safety of both the police and the public; increase the quality of police services to the public; and improve the financial management of costs associated with liability claims.<sup>5</sup> The department's review included those policies that fit this category.

**Review Accountability Measures:** The focus began with internal accountability as it related to service to the public, focusing on those aspects where accountability needed to be increased. An example of this is the use of force. There is a need to have a policy in

place and to review each instance for compliance with this policy.

**Review Current Management:** This included structure and function, as well as accountability, and included command staff and auxiliary units, such as investigation. In the patrol division, management review included reviewing available resources and making sure sufficient staffing existed at appropriate times.

**Review Policies from Other Accredited Agencies:** Networking with accredited agencies is a great way to get on the right track with this process. Each accredited agency will have its own way of doing things, and, although it would be unwise to copy these policies word for word, they can provide a framework for developing policies.

**Obtain Support:** This included internal and external support. Over a year before this process began, elected officials were asked if they would endorse the concept of pursuing accreditation. They offered their support, and the following year a budget funded the process. Internally, department members discussed accreditation—how to accomplish it and what the benefits would be to all staff. Obtaining this support early helps get buy-in when the time comes to move in this direction.

During this time, a process was established for writing or rewriting and reviewing all policies, and the department proceeded slowly to overcome the type of resistance to change that is common in organizations.

## Accreditation

After the pre-accreditation process, the department determined to pursue the CALEA accreditation.

**Obtain CALEA Manual for Review:** This allows time to review policies and proofs needed for accreditation. In Sylvania's case, personnel reviewed a past CALEA manual to obtain some idea of the process and began putting the written documentation in place. Using CALEA documents as a structure, the department started work on new and improved policies immediately.

**Review of Literature on Accreditation:** Many publications have information on this process, and most of these are found on the CALEA Web site. Reviewing articles in other publications and discussing accreditation from a similar department provide insights to the process.<sup>6</sup> These steps provide a good blueprint to follow for accreditation. Even though every department is unique, knowing how others have conducted their process can help a department design its process.



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**Attend a CALEA Conference:** The police chief needs to attend a CALEA conference first to become familiar with the process. By attending, the chief is able to determine if the department is ready for undertaking the process as well as how to obtain accreditation in a timely fashion. Attending the conference also gives the chief an idea of what to expect when formally applying for accreditation.


After attending a conference, the chief will know how the process works, the personnel who should be involved, and the chief's role. It is important to know the role and expectations of the chief executive in the accreditation process before formulating the department's process for accreditation. One of the most important sessions at this conference is for beginning accreditation managers.

**Appoint an Accreditation Manager:** While accreditation is a shared responsibility and will involve many members of the department, it is important to appoint an accreditation manager as the focal point. However, do not expect the accreditation manager to do all the work in a vacuum. There should be a team of members who helps the manager get this done. The accreditation team members will all have other functions in the department, so they are not spending all of their time on accreditation. Having a team also allows the accreditation manager to maintain other duties in the department.

**Application to CALEA for Accreditation:** In Sylvania's case, applying for accreditation occurred soon after the chief attended the first conference. When CALEA accepts the application, a program manager is assigned to guide the department through the process. Filing the application does not indicate the department is ready for accreditation, but rather that the department seeks to begin the process.

**Set a Timeline:** CALEA suggests that most agencies set a three-year timeline for this process. It is best to determine the timeline, establish the benchmarks, and keep a written record of

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progress so the process stays on schedule. There needs to be some flexibility built into the timeline so that if any issues come up, adjustments can be made without affecting the overall timeline.

Sylvania's timeline is 18 months. Before the department undertook the process, the major policies were already completed and now the work is compiling the proofs and information to support these written documents. Other departments may wish to rewrite their policies within the CALEA process time limit.

**Join a PAC:** This is important for the success of the process. In Ohio, the Police Accreditation Coalition (PAC) is the State of Ohio Accreditation Resources (SOAR) and the Sylvania accreditation manager attends the meetings. The PACs are a great source for information beyond CALEA. These PACs are

local or state consortiums of accredited agencies that will help agencies achieve accreditation. They can be a great resource for obtaining written materials as well as assistance in such things as a mock assessment.

**Plan for Mock Assessments:** These are crucial prior to the final site assessment by CALEA assessors. Determine the benchmark

date for the mock assessment and allow enough time so that if the first mock assessment does not go well the issues are fixed prior to another mock assessment without interfering with the overall timeline.

### What Sylvania Hopes to Accomplish

Achieving accreditation should result in the following for Sylvania Township:

**Reduced Liability:** Accreditation is a proven method of reducing liability.<sup>7</sup>

**Management and Department Stability:** By having a set of written directives, conducting a scheduled review of them, and keeping directives current, the department will be able to maintain the highest level of service to the community. In addition, staff will know what to expect, as everything is in writing. This can help minimize the effect of changing management.

**Current and Complete Set of Written Directives:** This is imperative for any department, but through accreditation, CALEA will review and certify that the directives comply with the highest standards for police. This creates the foundation that a department needs to inform staff about expectations and to communicate to the public the quality of service to expect.

**Tool for the Future:** Accreditation provides continuity for the future. In addition, it ensures that departments keep pace with changes in the police field. Change will occur and should occur. By having this tool, departments stay ahead of issues, or at least are prepared when issues do arise.

**Reduced Costs:** Liability and risk management costs should both decrease. A goal is to document any reduction in costs to assess if accreditation offset the cost of the process.

### The Future


As a department that is working toward excellence, accreditation provides the kind of assistance required to achieve this goal. It may not be easy and will take some time to accomplish, but doing nothing is not an alternative. CALEA is not a panacea for all the ills of a department. It is one step that any agency can take to ensure compliance with the highest standard of the law enforcement profession. For Sylvania Township, it will also have the added benefit of ensuring that management is functioning as it should and that staff recognizes how management functions within the organization. ♦

### Notes:

<sup>7</sup>William R. King, "Measuring Police Innovation: Issues and Measurement," *Policing: An International Journal of Police Strategies and Management* 23, no. 3 (2000): 304.





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CALEA is not a panacea for all the ills of a department. It is one step that any agency can take to ensure compliance with the highest standard of the law enforcement profession.

<sup>2</sup>Carol A. Archbold, "Managing the Bottom Line: Risk Management in Policing," *Policing: An International Journal of Police Strategies and Management* 28, no. 1 (2005): 38.

<sup>3</sup>Ibid., 40.

<sup>4</sup>Ibid., 41.

<sup>5</sup>Peter C. Young, *Risk Management: A Comprehensive Approach* (Washington, D.C.: International City/County Management Association, 2000): 1.

<sup>6</sup>William L. Wilcox, "Focus on Accreditation: A Small Police Department's Success," *FBI Law Enforcement Bulletin* (February 2004): 19. [http://www.fbi.gov/publications/leb/2004/feb2004/feb04leb.htm#page\\_19](http://www.fbi.gov/publications/leb/2004/feb2004/feb04leb.htm#page_19) (accessed January 28, 2010).

<sup>7</sup>Archbold, "Managing the Bottom Line."

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# Combating Bulk Cash Smuggling

By Andrew M. Tamaro, Criminal Research Officer, U.S. Immigration and Customs Enforcement, Office of Investigations, Bulk Cash Smuggling Center, Williston, Vermont

**A** September 9 through 18, 2009, joint operation between Colombian and Mexican law enforcement—based on information developed by U.S. Immigration and Customs Enforcement (ICE)—ultimately yielded more than \$40 million in illicit drug proceeds hidden within sea containers.<sup>1</sup> This recent success in the fight against Mexican and Colombian drug trafficking organizations underscores the relevance of effective intelligence collection supporting criminal investigation.

As evidenced by this most recent seizure activity, which occurred at the seaports of Manzanillo, Mexico, and Buenaventura, Colombia, the successful development and management of human intelligence for law enforcement is arguably the most productive, but also the highest cost source of information. It is—as with national security intelligence—the best way to determine an adversary's plans and intentions.

However, the unintended consequences of the highly compartmented nature of confidential sources of information can work to the detriment of the analytical process that must turn information into knowledge. Getting high-value information into the hands of law enforcement officers as quickly as possible leverages information across a wider community of interest to identify and disrupt illegal activity. Achieving greater coordination among national law enforcement elements serves as a force multiplier by offering greater potential for individual jurisdictions to find relevance in seemingly unconnected events. This increased capacity can effectively disrupt and ultimately dismantle the means of sustainability for criminal organizations or the illicit systems they employ. By achiev-

ing a unified cross-jurisdictional paradigm of information exchange, law enforcement can enhance its understanding of criminal enterprise as a web of relationships among individual elements.

## Complex Networks

Criminal networks have developed into complex social systems. Such organizations have proven to be very adaptive in responding to the pressures leveraged against them by law enforcement. Evolving money laundering methodologies adopted by transnational drug trafficking organizations provide one example of this capability to survive despite ever-tightening statutory constraints.

Jurisdictions need to look beyond an approach that centers on individuals and cells as separate entities and recognize the interdependence among groups, structures, and processes that enables an organization or multi-organizational criminal systems to function.

One example under way to network with state, local, and tribal jurisdictions is ICE's Bulk Cash Smuggling Center (BCSC). This center seeks to increase the overall cooperation of the U.S. law enforcement community to detect and apprehend individuals and organizations transporting currency and monetary instruments in support of terrorism and other criminal activities. The national BCSC reinforces law enforcement efforts by disseminating real-time tactical intelligence, providing outreach, education, and training in this specialized aspect of financial crimes investigation. It is a single point of contact for federal, state, local, and tribal law enforcement to query national bulk cash smuggling investigations.

## ICE Bulk Cash Smuggling Center

The U.S. Immigration and Customs Enforcement (ICE) Bulk Cash Smuggling Center (BCSC) is located in Williston, Vermont. Its national mission is to provide tactical support to state, local, and tribal law enforcement agencies for the enforcement of illicit bulk cash smuggling and U.S. money laundering statutes.

The center publishes a weekly newsletter, the *C-Note*, which summarizes significant seizure activity from across all U.S. law enforcement jurisdictions. In addition, the center operates an intelligence unit that provides community members with strategic and tactical products and provides training and other outreach benefits upon request.

To receive the center's publications or for information, contact the BCSC at 802-872-6220 or e-mail [bcsc@dhs.gov](mailto:bcsc@dhs.gov).

## Bulk Cash Smuggling: The Need for Increased Cooperation

Bulk cash smuggling deterrent efforts focus on combating the methodology currently popular among Mexican drug cartels to safeguard illicit revenue streams, perpetuating the criminal violence that is threatening to turn Mexico into a failed state. A report published for the International Assessment and Strategy Center (IASC) brings the key issue of the bulk cash smuggling problem to the forefront:

*Bulk cash smuggling across the U.S.-Mexico border cannot be viewed in isolation. Rather, the process of illegally moving large quantities of dollars across the border must be viewed as part of the movements in a larger pipeline that flows across the northern tier of South America, through Central America and Mexico and into the United States.<sup>2</sup>*

The report goes on to observe that this larger pipeline is fed by smaller regional tributaries that ultimately move cocaine, human traffic, and marijuana north into the United



States and large amounts of cash generated from illicit U.S. drug sales, stolen cars, and weapons south into Mexico and beyond. This architecture relies on many of the same facilitators to enable the flow of goods and services in both directions.

Douglas Farah, the author of the IASC report, surmises, "Like much else in the drug trade, the current situation with bulk cash shipments is the product of adaptation and evolution by the drug cartels to law enforcement efforts. This means that any analysis of the movement is constantly subject to change. Using the pipeline analogy, products can be rerouted around whatever law enforcement obstacle is raised to create a blockage or bottleneck<sup>3</sup> This adaptability is critical to cartel survival, as the money derived from the sale of drugs and other illicit activities—and the ability to transport and place that cash into legitimate monetary systems—are vital to sustainability. Consequently, the impact of large cash seizures (such as the recent Colombian and Mexican seaport seizures) is high because it deprives the organizations of profits as well as operating funds. The ability for U.S. law enforcement to continue to erode the means of sustainability for drug cartels cannot rest on the efforts of any one organization, but can become truly effective only when community resources are leveraged in a coordinated fashion. The magnitude of the challenge is daunting when one considers the sheer size of revenues generated from the trafficking of illicit drugs by Mexican drug cartels within the United States.

### The Scale of the Bulk Cash Smuggling Problem

Mexican Attorney General Eduardo Medina Mora, appearing before the Mexican Congress in 2007, stated that Mexican banks receive about \$1 billion from their U.S. counterparts annually, but return up to \$16 billion, of which about \$10 billion "does not have an explanation and could be attributed to the flow of drug trafficking money."<sup>4</sup> Furthermore, according to Samuel Gonzales of the Mexican Autonomous

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Institute of Technology (Instituto Tecnológico Autónomo de México—ITAM), drug proceeds laundered in Mexico may account for as much as four percent of the country's GDP, or roughly \$35 billion.<sup>5</sup>

The presence of illicit financial flows also can be inferred from examining the net errors and omissions line-item in a country's external accounts—a component of the current account balance. The net errors and omissions figure balances credits and debits in a country's external accounts and reflects unrecorded capital flows and statistical errors in measurement. A persistently large and negative net errors and omissions figure is interpreted as an indication of illicit financial outflows.<sup>6</sup> According to the International Monetary Fund, Mexico has run a negative net errors and omissions statistic for seven out of the last nine years (1999-2008).<sup>7</sup>

True estimates of bulk cash flows, however, are difficult to quantify primarily because true estimates of wholesale U.S. illicit drug sale earnings vary greatly. The Congressional Research Service, in a report to Congress, estimates earnings from illicit U.S. drug sales to be \$13.6 billion to \$48.4 billion annually.<sup>8</sup> According to the National Drug Intelligence Center (NDIC), \$18 billion to \$39 billion in wholesale drug proceeds annually can be attributed to Mexican and Colombian drug trafficking organizations (DTOs), with an additional \$33.7 billion to

\$56.2 billion associated with Canadian-based primarily Asian DTOs.<sup>9</sup> Supporting these estimates are the findings of an analysis of the volume of repatriated U.S. banknotes by the NDIC that indicated that at least \$17.2 billion was transported to Mexico through illicit nonbank channels over a two-year period. In the case of Canadian-based DTOs, the majority of the estimated revenue from illicit drug sales likely is smuggled across the U.S.-Canada border.<sup>10</sup>

The increase in bulk cash smuggling volumes can be attributed to several factors:

- The success of the United States in enforcing the currency transaction reporting requirements at domestic institutions
- Increased due-diligence by domestic institutions to "know your customer"
- A shift in the primacy of Mexican DTOs over Colombian drug cartels
- Adaptation and evolution of DTOs in reaction to law enforcement efforts

### Following the Money

In 1970, Congress enacted the Bank Secrecy Act (BSA). This action was the result of substantial law enforcement evidence that bank procedures, which prevented the disclosure of confidential account information, were encumbering the investigation of organized crime. The BSA compelled financial institutions to file reports on suspi-

cious financial transactions. Since the BSA was originally designed to regulate only the activities of banks and some other financial institutions that offered banking services, it became apparent that the statute was not sufficient to prevent all types of money laundering.<sup>11</sup> In 1986, Congress criminalized the act of money laundering, adding the additional deterrents of fines and prison terms. Law enforcement—armed with the enhanced money laundering regimes—met with sufficient success in deterring the exploitation of the financial system such that criminal organizations were forced to resort to other methods of moving illicit proceeds while minimizing the paper trail. Bulk cash smuggling operations emerged as viable options because of a gap in these newly established laws and the reporting requirements at the border.<sup>12</sup>

Although a requirement to disclose the transportation of monetary instruments of \$10,000 or more into or out of the United States existed in the form of the Customs Monetary Instrument Report (CMIR), the responsibility for filing the report remained with the entity with the greatest interest in avoiding the creation of a paper trail that the CMIR was designed to generate. Consequently, as Stefan D. Casella argues "that compliance among the target groups of criminals, tax evaders, and money launderers were obviously low."<sup>13</sup>

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Accordingly, Congress created a new “bulk cash smuggling” offense, 31 U.S.C. 5332, that is designed to permit forfeiture of 100 percent of the smuggled currency, whether or not the government can establish a nexus between the smuggled money and another criminal offense. In effect, the very act of smuggling cash became a criminal offense, without relying on the earlier statutory requirements to prove money laundering, that is, specified unlawful activity. Enacted as part of the post-9/11 effort to deter terrorist financing in Title III of the USA Patriot Act, the law recognized the central role that bulk cash smuggling played in the globalization of crime.

### Emergence of the Mexican Cartels

Mexico has long been established as a staging and transshipment point for narcotics, illegal aliens, and other contraband destined for the U.S. market from Mexico, South America, and elsewhere, largely because of its geographic location. Throughout the 1980s and into the early 1990s, Colombia was the main exporter of cocaine and directly controlled distribution through dealings with criminal networks on a worldwide basis. In response to intensified U.S. law enforcement and interdiction efforts in South Florida and the Caribbean—traditional smuggling corridors throughout the 1980s—Colombian cartels formed partnerships with Mexico-based traffickers to establish alternate routes for cocaine into the United States through Mexico.<sup>14</sup> The infrastructure to support this enterprise already existed. Mexico was already a major source for heroin and marijuana smuggled into the United States.

Although originally compensated in cash for the transportation services provided to the Colombian cartels, toward the end of the 1980s, compensation began to favor percentages of cocaine that composed the shipments. This arrangement provided a means for the Mexican organizations to actively distribute cocaine, resulting in the formation of formidable trafficking organizations in their own right.<sup>15</sup> This emergence coincided with the decline of the Colombian structures, given the demise of the Medellin, Cali, and Northern Valley Cartels and the increased pressure by the Colombian government on the Revolutionary Armed Forces of Colombia (FARC).<sup>16</sup> Without a dominant Colombian organization, the Mexican cartels have prospered.

### Adapting to Change

The increased prosperity and dominance of the Mexican drug cartels over the past decade has presented these organizations with the need to process growing revenue streams during a period of time when enhanced U.S. anti-money laundering regimes were increasing the risk of discovery for traditional methodologies of money laundering through the formal financial sector. Informal and black market financial sectors present alternatives, such as trade-based money laundering, but changing dynamics brought on by the “dollarization” of many South and Central American economies (El Salvador, Panama, and Ecuador all officially use the U.S. dollar as their currency) make conversion into local currencies less of a requirement to sustainability than was true during the height of the Colombian cartel dominance of the market. Consequently,

Mexican cartels are likely to rely less on foreign exchange services provided by their own money service businesses. According to Farah, the following key reasons support this assertion:

- Drug trafficking organizations in Mexico prefer to hold onto their cash in U.S. dollars, as U.S. dollars are considered more stable than the Mexican peso.
- Most bribes and operating expenses paid by Mexican drug trafficking organizations, which are large and continual, are paid in U.S. currency.
- Cocaine sources of supply in South America prefer to be paid in U.S. dollars from Mexican buyers.
- Many businesses in Mexico accept U.S. dollars, thus providing an easy means for drug trafficking organizations to place their illicit proceeds into the formal economy.<sup>17</sup>

Considering the extraordinary sums of cash inflows estimated to exceed legitimate sources such as worker remittances and cross-border commerce (\$11 billion to \$22 billion annually) and underscored by Farah’s assessment of the desirability of U.S. currency as a means of financing cartel operations, the evidence is compelling that bulk cash is being successfully smuggled across the border into Mexico by various means.

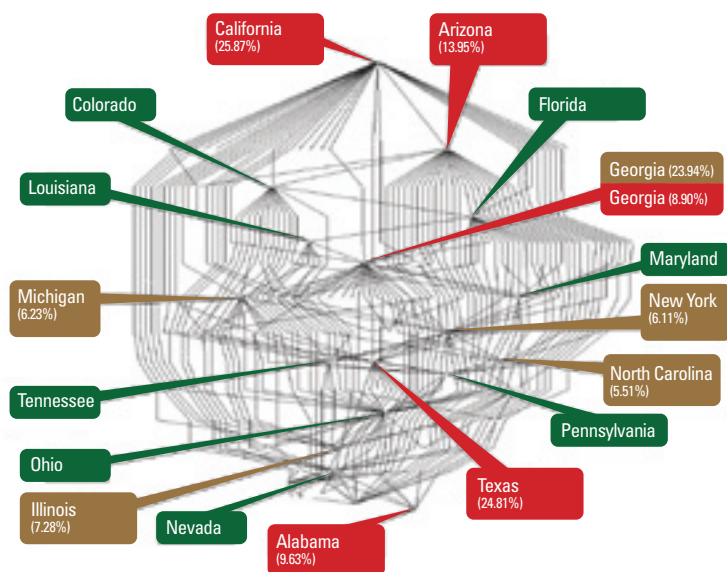
### Evidence of U.S. Bulk Cash Movements

To suggest that the movement of such vast amounts of cash may occur in an ad hoc manner—the product of loosely networked criminals active across multiple jurisdictions—is to ignore the organizing principle evident in the scrutiny of bulk cash seizures across the United States.

Analysis by the ICE BCSC of seizure data compiled from multiple sources<sup>18</sup> provides evidence of domestic bulk cash movements to convergence points within the United States (depicted in figure 1). The data represent enforcement activity by federal, state, and local law enforcement resulting in seizures of bulk cash of \$10,000 or more. Points of aggregation clearly identify an organized pattern of activity over time. What are not visually apparent in the figure are the relative strengths of the connections and the direction of the flow that reinforce the presence of a systematic organizing principle. Of the 632 seizures identifying both origin and destination information as part of the seizure record, 82.66 percent of the total dollars seized were destined for five terminal locations, and 49.07 percent of total dollars seized were linked to five origin locations.

### Challenging the Law Enforcement Intelligence Process

Intelligence is a process of developing meaning from available information. For law enforcement, a relevant intelligence process must first and foremost support the produc-



**Figure 1 Bulk Cash Convergence by Geographic Location (Period: October 2008–July 2009)**

Callouts in red identify the top five destinations by percentage of total dollars. Those in gold identify the top five origin locations. Subordinate convergence hubs are highlighted in green.

Source: ICE Bulk Cash Smuggling Center



tion of investigations. To achieve this, two critical ingredients are required: developing facts, and reliable and valid inferences.<sup>19</sup>

As demonstrated in the recent successful investigations in Mexico and Colombia, the collection of high-value intelligence is achievable through a well-managed capability for developing confidential sources. However, that is only part of the process for developing high-value intelligence. Referencing existing information held by various components of U.S. law enforcement also can yield inferences that can successfully inform interdiction and enforcement strategies.

To challenge the adaptability of transnational crime, the law enforcement community needs to share its raw material: information. Building a capability that emphasizes coordinated intelligence collection and analysis brings the community closer to this goal. Just as the flow of illicit bulk cash cannot be viewed in isolation from the larger context of the globalization of crime, law enforcement cannot meet the challenge of disrupting illicit networks if its discrete elements operate in isolation from each other.

One way for the law enforcement community to achieve greater interoperability is the fusion centers. This existing platform provides an immediate network of access points for federal, state, and local law enforcement jurisdictions to exchange tactical intelligence and act as a natural conduit for advancing education, outreach, and training among community members. In this way, organizations such as the ICE BCSC and others achieve greater effectiveness in focusing efforts to address law enforcement issues of national importance on a global scale. ❖

#### Notes:

<sup>1</sup>U.S. Immigration and Customs Enforcement (ICE), "ICE and International Partners Seize More than \$41 Million in Colombia and Mexico: Largest Container Bulk Cash Seizure Made in Colombia and the United States," press release, September 28, 2009, <http://149.101.23.4/pi/nr/0909/090928washingtondc.htm> (accessed February 4, 2010).

<sup>2</sup>Douglas Farah, "Money Laundering and Bulk Cash Smuggling: Challenges for the U.S. Mexico Border," International Assessment and Strategy Center, June 19, 2009, [http://www.strategycenter.net/printVersion/print\\_pub.asp?pubID=203](http://www.strategycenter.net/printVersion/print_pub.asp?pubID=203) (accessed September 19, 2009).

<sup>3</sup>Ibid.

<sup>4</sup>Ibid., n. 1, citing "Marching as to War," *Economist.com*, January 31, 2008.

<sup>5</sup>Ibid., n. 1.

<sup>6</sup>Raymond W. Baker, Testimony before the Committee on Financial Services, U.S. House of Representatives, 111th Cong., 1st sess., May 19, 2009.

<sup>7</sup>International Monetary Fund, "Country Tables," IMF Statistical Database, <http://www.imfstatistics.org/imf/> (accessed September 21, 2009).

<sup>8</sup>Colleen W. Cook, *CRS Report for Congress: Mexico's Drug Cartels*, CRS Report RL3425

(Congressional Research Service, October 16, 2007), 4, <http://www.fas.org/sgp/crs/row/RL34215.pdf>. (accessed September 21, 2009).

<sup>9</sup>*National Drug Threat Assessment 2009*, (Washington D.C.: National Drug Intelligence Center, December 2008), <http://www.usdoj.gov/ndic/pubs31/31379/finance.htm#strategic> (accessed September 22, 2009).

<sup>10</sup>Ibid.

<sup>11</sup>Dominique Carroll, "Ambiguity in Contemporary Money Laundering Statutes," *The Illinois Business Law Journal* (April 15, 2008), [http://iblsjournal.typepad.com/illinois\\_business\\_law\\_soc/2008/04/i-introductio-2.html](http://iblsjournal.typepad.com/illinois_business_law_soc/2008/04/i-introductio-2.html) (accessed February 9, 2010).

<sup>12</sup>Ibid.

<sup>13</sup>Stefan D. Cassella, "Bulk Cash Smuggling and the Globalization of Crime: Overcoming

Constitutional Challenges to Forfeiture Under 31 U.S.C. 5332." *Berkley Journal of International Law*, 22 (2004) 105-106.

<sup>14</sup>Cook, *CRS Report for Congress*, 4-5.

<sup>15</sup>"Mexico, U.S., Italy: The Cocaine Connection," *Stratfor*, September 18, 2008, [http://www.stratfor.com/analysis/20080918\\_mexico\\_u\\_s\\_italy\\_cocaine\\_connection](http://www.stratfor.com/analysis/20080918_mexico_u_s_italy_cocaine_connection) (accessed September 29, 2009).

<sup>16</sup>Farah, "Money Laundering and Bulk Cash Smuggling."

<sup>17</sup>Ibid.

<sup>18</sup>These sources are the EPIC National Seizure Database (NSS) and the Treasury Enforcement Communication System (TECS).

<sup>19</sup>Robert M. Clarke, *Estimation & Prediction*, (Baltimore: American Literary Press, 1996).



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# Cyberterrorism Attacks on Police Departments

By John Dewar, Detective Lieutenant,  
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and Development

**B**y September 30, 2009, more than 25 percent of the world population was Internet users.<sup>1</sup> The information super highway has become the path by which the world is connected. This highway allows access to anyone with a computer and Internet access, including criminals and terrorists. This highway also leads to the most critical computer-operated infrastructures: power grids, communications, water, banking, and unlimited amounts of sensitive data. In developed countries, lives are embedded in the cyber world. This presents law enforcement with a unique dilemma: the communications and computer systems relied upon by law enforcement agencies to respond to emergencies and keep communities safe may also be exploited.

## Recent Incidents

Prior to 9/11, law enforcement had little concern about infrastructure protection. Power grids, water systems, and communications never appeared to be under any credible threat. However, a brief review of recent cyber attacks and intrusions shows that the ability to launch cyber warfare against the critical infrastructure is real.

Computer hacking was the first evidence to the public of any vulnerability in the computer systems, but it was a phenomenon promoted primarily by computer whizzes in college. Law enforcement agencies have become more aware of computer crimes over recent years, although they are usually synonymous with stealing one's identity or the fraudulent use of bank accounts. Not until

quite recently did law enforcement agencies take a more serious look at their critical computer-based infrastructure as a potential target. Recent news headlines underscore that emerging threat:

- U.S. authorities concede that in the early 1990s, China initiated *Shashoujian*, a military term that loosely means "creating a military weapon or strategy that can get the better of a seemingly invincible enemy." The result is that the Chinese have been investing heavily in three weapons systems: an anti-satellite missile system to knock out U.S. satellites, ultra-quiet diesel electric submarines, and cyber weapons to attack computer-based infrastructures.<sup>2</sup>
- South Korean police analyzed some of the thousands of computers in South Korea and the United States attacked by a North Korean Military Internet Warfare Unit.<sup>3</sup>
- The U.S. government reports widespread cyber-spying of the U.S. electronic grid, much of it apparently originating in China and Russia.<sup>4</sup>
- President Obama moved to create a new director of cybersecurity amid growing concerns that sophisticated attackers will wage a cyber assault on critical infrastructure networks. Russian and Chinese attackers have repeatedly penetrated U.S. electric and power grids.<sup>5</sup>
- Thieves stole more than 40 million account numbers from computer systems.<sup>6</sup> A worldwide investigation revealed the global nature of criminals

using the Internet. Suspects were tracked from the United States, China, Estonia, Belarus, and the Ukraine. One of the American suspects, Gonzales, was a confidential informant for the U.S. Secret Service.<sup>7</sup>

- Simultaneous denial-of-service cyber and physical attacks by Russian military forces against Georgia in 2008 illuminated just how unprepared the world is for this new kind of warfare.<sup>8</sup>
- The California Independent System Operator, which coordinates and monitors electrical and power systems throughout the state, acknowledged that the California system is vulnerable to a cyber attack.<sup>9</sup>

These are but a few of the recent publically reported incidents that should give law enforcement pause in examining the extent for vulnerability from cyber attacks at the local level. Clearly, if 10 local street gang members from Long Beach can steal information from computers worldwide, or if a North Korean Cyber Warfare Unit can attack a power grid six thousand miles away, how can a local police department assume its piece of the Information Super Highway is safe?

### Attacking the Critical Infrastructure

Critical infrastructure is a "good" target for cyber terrorists because most sectors are relatively exposed, vast, interconnected, and unprotected.<sup>10</sup> In lay terms, a cyber attack occurs when a skilled computer user intentionally attacks a data-filled target over the Internet. There are typically two target centers of electronic information: data systems and control systems. Police departments use both.

A cyber attack is going to do one or more of the following to the target system:

- Steal data
- Disrupt or damage data
- Deny access to data or access to computers
- Spread disinformation
- Shut down control systems

Supervisory control and data acquisition (SCADA) systems are the standard computers and servers used in gas, water, electric, and telecommunication grids across the country. They are found in almost all industrial processes.<sup>11</sup> Electric power grids are controlled by SCADA systems that are often accessible through the Internet, DSL lines, digital radio, Wi-Fi, or telephone modems. Current technology allows employees to operate these systems remotely or by dialing in with a modem. Of course, law enforcement widely uses many of the same systems, networks, and technologies to conduct business, including sharing criminal data information, storing

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One might think that systems can be isolated and protected easily, but that often is not the case. Network systems, in reality, are typically interconnected with corporate networks, business partners, Web sites, and databases outside of law enforcement. There are many “walls” that can be breached from different access points. If employees can access these systems that control the infrastructure, so can attackers. A primary means of attack might be to breach security and then manipulate or share the data resident therein.

Another method of attack is the denial of service in which attackers hijack thousands or millions of other computers that then saturate a computer system with requests, essentially shutting down the computer operation. This forces the operators to reroute their entire network to new servers—a process that, depending on the size and complexity of the systems, could take hours or days to accomplish.

The risk that these types of attacks will occur increases as young computer-savvy generations around the world come of age. And the vast number of potential targets guarantees that terrorists will be able to locate weak points to attack in unconventional, asymmetrical ways.

**Terrorists Think Asymmetrically**

Cyber warfare is appealing to terrorists for several good reasons. It is inexpensive, since an attacker needs only a laptop and an Internet connection. It is also an anonymous method of attack, since attackers can “hide” their locations through the Internet and can attack from remote locations. National War College military theorist Lieutenant Colonel Kenneth McKenzie defined asymmetric warfare in 2001 as “leveraging inferior tactical or operational strength against the vulnerabilities of a superior opponent [American] to achieve disproportionate effect with the aim of undermining the opponent’s [American] will in order to achieve the asymmetric actor’s strategic objectives.”<sup>12</sup> Terrorists seek ways to make up for their inferior power by striking critical, poorly defended targets. Their goal is to sow terror in the hearts of targeted populations and cripple that country’s economy. The terrorists’ ability to disrupt the basic human desire to stay connected might be all that is needed to accomplish this goal. Doing so through inexpensive and achievable disruption to the core electronic systems may be one of the best ways to accomplish this task.

Many of the terrorists recently arrested in Europe and Great Britain are well educated. Government officials recently uncovered several online Internet jihadist forums, hosted in Europe, through which individuals could receive advanced instructions for computer hacking. Computer experts, including those capable of breaching government infrastructure, were being sought for the jihad. For the United States, in the recent past, fighting the enemy was in some other part of the world. U.S. citizens have become accustomed to confronting an adversary on a faraway battlefield. That is not the case if the method of warfare utilized is the Internet—the enemy is capable of bringing the fight into U.S. homes and businesses.

**Addressing Government Vulnerabilities**

The U.S. government has issued a directive addressing the critical infrastructure sectors most likely to be targets of a terrorist attack.<sup>13</sup> Included among the 13 sectors noted, is the technological/communications infrastructure. Given that almost all critical infrastructure sectors, including public health, energy, defense, shipping, and emergency services, rely on networked technologies, a cyber attack may be the most proficient means to destroy the most critical components of U.S. society.

Law enforcement executives must not assume that other city employees or departments are managing cybersecurity or have the ability to respond when under such an attack. Steps that can be taken by law enforcement executives effectively to mitigate such an

attack and to respond and manage the incident follow:

- Communicate that cybersecurity is a top priority in emergency planning.
- Determine which infrastructure nodes in the jurisdiction are the most vulnerable. This will require a partnership with public works, information technology, and private sector businesses.
- Prioritize the list. This will assist in the proper allocation of resources and funding to the most critical locations first.
- Develop a timeline for implementation to protect these key sites.
- Establish a working group of police, information technology professionals, communications, and public works experts to determine which infrastructures support first responders. These infrastructures include radio frequencies, computer systems, wireless technology, and power systems.
- Ensure that only trusted, key people have access to the critical infrastructure that supports emergency operations. Never assume employees are not vulnerable to influence or corruption. Passwords must be verified and changed often.
- Ensure that redundant, backup communications systems are in place and can function in the field for first responders when all other systems fail. If there is no back-up system, create one. This may be something as simple as direct-talk walkie-talkies.
- Test these redundant backup systems in real-time training scenarios. Include these tests in regional, mutual-aid training days. Include mock cyber attacks in the training matrix.

Preparation for such an attack is essential and training is important. Shut down all communications, power, and computer systems during the exercise. This exercise will assess how quickly first responders can flex to the change, if the backup systems are working, and if the jurisdiction is prepared to handle a cyber attack during an actual critical incident.

Law enforcement has the core responsibility to provide for the safety and security of communities. The police department must be knowledgeable about the rapidly changing environment and adapt to meet these challenges. One such challenge is the use of the Internet by terrorists to further their goals of creating chaos and terror in communities. This is a significant challenge to law enforcement now and will continue to grow more challenging in the years to come. Departments must also be clear about their vulnerabilities and prepare for worst-case scenarios, such as combined cyber/physical attacks.

Those police agencies and jurisdictions that assess the potential for harm from a cyber attack will be in the best position to

safeguard against it. If they don't, those who would see a disruption to the critical infrastructure as a good thing have a clear path to success. ♦

#### Notes:

<sup>1</sup>"Internet Usage Statistics: The Internet Big Picture: World Internet Users and Population Stats," Internet World Stats Usage and Population Statistics, Miniwatts Marketing Group, <http://www.internetworldstats.com/stats.htm> (accessed February 3, 2010).

<sup>2</sup>Bret Stephens, "Hiroshima 2.0," *The Wall Street Journal*, April 14, 2009, A13, <http://online.wsj.com/article/SB123966785804815355.html> (accessed February 3, 2010).

<sup>3</sup>Kwang-Tae Kim, "South Korea Analyzes Hacked Computers," *CBN.com*, July 13, 2009, <http://www.cbn.com/cbnnews/world/2009/July/S-Korea-Analyzes-Compters-in-Cyber-Attacks> (accessed February 3, 2010).

<sup>4</sup>Stephens, "Hiroshima 2.0."

<sup>5</sup>Siobhan Gorman and Yochi J. Dreazan, "Obama Set to Create 'Cyber Czar' Position," *The Wall Street Journal*, May 29, 2009, A4, <http://online.wsj.com/article/SB124355914259564961.html>, (accessed February 3, 2010).

<sup>6</sup>Joseph Menn and Andrea Chang, "11 Charged in Massive Identity Theft," *Los Angeles Times*, August 6, 2008, <http://articles.latimes.com/2008/aug/06/business/fi-hack6> (accessed February 3, 2010).

<sup>7</sup>U.S. Department of Justice, "Retail Hacking Ring Charged for Stealing and Distributing Credit and Debit Card Numbers from Major U.S. Retailers: More Than 40 Million Credit and Debit Card Numbers Stolen," press release, August 5, 2008, <http://www.justice.gov/opa/pr/2008/August/08-ag-689.html> (accessed February 3, 2010).

<sup>8</sup>"War, Redefined: Even before Russian Troops Arrived, Georgian Government Web Sites Were Under Cyber Attack," *Los Angeles Times*, August 17, 2008, A25, <http://articles.latimes.com/2008/aug/17/opinion/ed-cyberwar17> (accessed February 3, 2010).

<sup>9</sup>Charles Piller, "Power Grid Vulnerable to Hackers," *Los Angeles Times*, August 13, 2001, <http://articles.latimes.com/2001/aug/13/business/fi-33642> (accessed February 3, 2010).

<sup>10</sup>Theodore G. Lewis, *Critical Infrastructure Protection in Homeland Security: Defending a Networked Nation* (Hoboken, N.J.: John Wiley and Sons, 2006), 62.

<sup>11</sup>*Ibid.*, 72.

<sup>12</sup>Kenneth F. McKenzie Jr., "The Rise of Asymmetric Threats: Priorities for Defense Planning," in *QDR 2001, Strategy Driven Choices for America's Security*, ed. Michèle A. Flournoy (Washington, D.C.: National defense University Press, 2001), 76, <https://digitalndulibrary.ndu.edu/u2/ndupress,32131> (accessed February 4, 2010).

<sup>13</sup>Lewis, *Critical Infrastructure Protection in Homeland Security*, 38; also see *Technology Assessment: Cybersecurity for Critical Infrastructure Protection* (Washington, D.C.: U.S. General Accounting Office, May 2004), 20, table 5, which lists the 13 critical infrastructures, <http://www.gao.gov/new.items/d04321.pdf> (accessed February 4, 2010); and Homeland Security Presidential Directive 7 (HSPD-7), [http://www.dhs.gov/xabout/laws/gc\\_1214597989952.shtm](http://www.dhs.gov/xabout/laws/gc_1214597989952.shtm) (accessed February 4, 2010).

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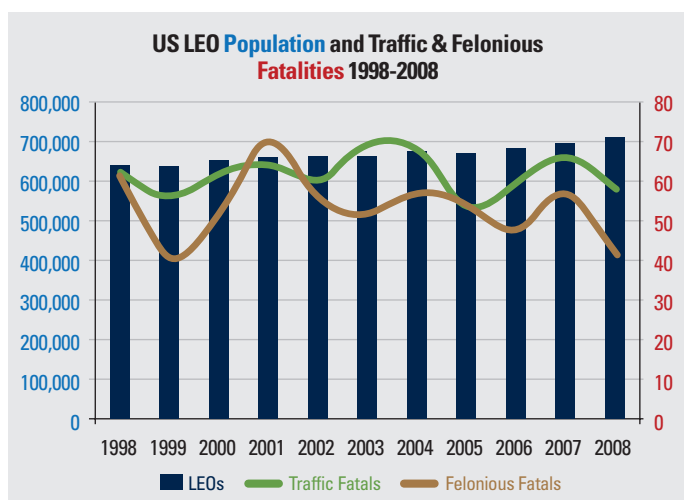
Circle no. 2 on Reader Response Card



# SAFE Driving—The Role of the Chief

By Bryon G. Gustafson, Senior Law Enforcement Consultant, California Commission on Peace Officer Standards and Training, and Director, SAFE Driving Research Team, Denver, Colorado; and Paul A. Cappitelli, Executive Director, California Commission on Peace Officer Standards and Training, and Founder, SAFE Driving Campaign, Sacramento, California

**T**raffic collisions take more lives and end more careers for law enforcement officers than any other event—felonious or accidental. According to the National Law Enforcement Officers Memorial Fund (NLEOMF), 2009 was a “good” traffic year: Law enforcement traffic-related fatalities declined more than 20 percent from 2008.<sup>1</sup> Sadly, however, traffic remains the leading cause of death for law enforcement officers nationwide. Traffic consistently claims more officer lives than firearms and, in most years, all felonious assaults combined. This has been the trend for more than a decade.<sup>2</sup>



Law enforcement officer population and fatality data compiled from FBI UCR reports 1998–2008, <http://www.fbi.gov/ucr/ucr.htm>.

The surprising reality is that the greatest threat law enforcement officers face today is their own patrol vehicles. While felonious officer deaths (especially those involving firearms) have generally been on the decline, traffic-related

deaths overall have not.<sup>3</sup> The nation’s leading advocacy and reporting agencies identify and announce this trend year after year. Still, until recently, little has been done to actively understand and address the problem. The International Association of Chiefs of Police (IACP), the National Institute for Occupational Safety and Health (NIOSH), and the NLEOMF have each taken significant steps to raise awareness, and the IACP has instituted a number of intervention programs, such as two videos: *Your Vest Won’t Stop This Bullet* (promoting greater awareness of the perils inherent in traffic stops and other roadside contacts) and *P.U.R.S.U.E.* (providing guidance to officers to improve decision making during pursuits) and publications, including *Highway Safety Desk Book* and *Manual of Police Traffic Services Policies and Procedures*. Still, more needs to be done to help officers stay safe on the road.

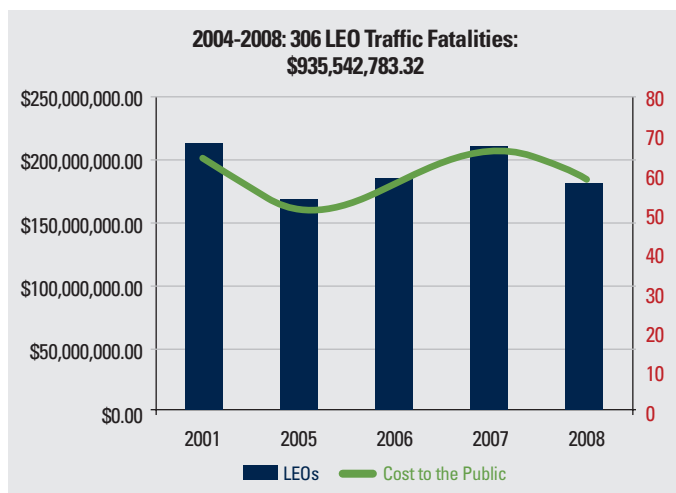
Safe driving for law enforcement officers is, ultimately, a local responsibility. Chiefs of police have the enormous task of maintaining a safe working environment for officers in communities and conditions that cannot always be made safe. Still, national attention on law enforcement’s most dangerous environment can facilitate the support chiefs need to follow through with new safety efforts. Just as standards for use of body armor and retention holsters have reduced officer deaths from gunshot wounds, attention to a number of key driving practices can change the tragic realities of on-duty traffic collisions. While saving officer lives is of paramount concern, the added benefit is that these practices can also save money. Reduced costs resulting from civil liability, workers compensation, and property damage make the policies and practices that follow logical options for any chief.

Nationally, 306 officers lost their lives in traffic-related incidents between 2004 and 2008.<sup>4</sup> The losses to families, friends, and the communities these officers served are immeasurable. In addition to these tremendous emotional costs, significant monetary costs are incurred by the various government entities involved. According to compiled



(above) Authors Bryon G. Gustafson and Paul A. Cappitelli  
 Photographs courtesy of Bryon G. Gustafson

cost estimates and benefits data from the National Highway Traffic Safety Administration (NHTSA) and the Department of Justice (DOJ), these 306 officer fatalities are estimated to have cost the federal, state, and local governments nearly \$1 billion.



Figures estimated based on (a) NHTSA The Economic Impact of Motor Vehicle Crashes 2000 (DOT HS 809 446), <http://www-nrd.nhtsa.dot.gov/Pubs/809446.PDF>; (b) calculated increases of 4.8 percent annually to adjust for 2009 dollars; (c) addition of Public Safety Officers' Benefits; and (d) cost averaging of law enforcement officer fatalities 2004-2008.

Still, these estimates only consider fatal collisions. In California, for example, data compiled by the Commission on Peace Officer Standards and Training (CalPOST) show that on a statewide annual basis, there are frequently more than 100 officer injury collisions for each fatal collision. While the costs of these collisions vary significantly

depending on the severity of injuries, they are unquestionably substantial.

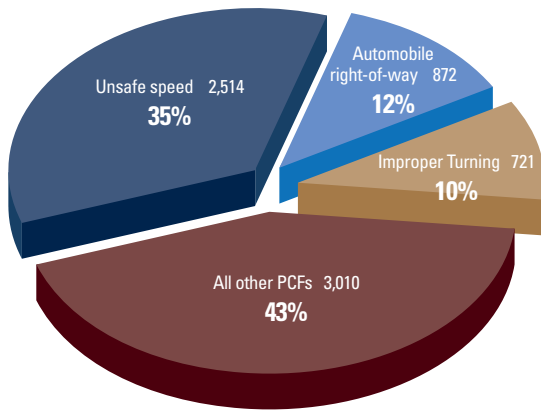
### Causes and Consequences

Every reporting and advocacy organization involved in the law enforcement field is aware of law enforcement collision rates. The Federal Bureau of Investigation (FBI), NHTSA, NIOSH, NLEOMF, and IACP, among others, have published reports or initiated programs identifying traffic collisions as a primary job risk for law enforcement officers. But far too little is known about the causes and consequences of these collisions across the county.

At the Annual IACP Conference held in Denver in October 2009, Charles E. Miller III, who oversees the FBI's Law Enforcement Officers Killed or Assaulted (LEOKA) program, spent nearly an hour focused on the problem of on-duty traffic collisions. Miller noted that even though LEOKA researchers know that collisions are the most prevalent risk, they don't know a lot about why this is the case. As a result, they created a new survey instrument to gather far more detailed information on law enforcement officer deaths as a result of traffic collisions to better ascertain how and why they occur. Unfortunately, it will take some years and many more lost lives for these new data to be collected and analyzed to a level where they will be helpful.

At the Association of Law Enforcement Response Trainers (ALERT) International Conference held in Daytona Beach in September 2009, NHTSA's James Bean reported on the alarming and well-documented trend of officer deaths resulting from collisions as evidenced by decades of data in the Fatality Analysis Reporting System (FARS, formerly called Fatal Accident Reporting System) database. Bean presented fatal collision data from as far back as 1975 that dispelled two common myths: first, that the majority of law enforcement officers killed in collisions are between the ages of 30 and 39—not "young" or "rookie" officers as is often assumed; and second, that even when population increases are taken into account, officer traffic fatalities still have been increasing.

**1997-2007 Peace Officer Involved Injury and Fatal Collision PDCFs—7,117 Total**



*Courtesy of CalPOST; reflects 7,117 California law enforcement officer-involved injury collisions 1997–2007.*

## Training and Studies

CalPOST first directed its attention to fatal and career-ending officer collisions in late 2007 after it realized that California’s law enforcement traffic fatalities were outpacing the national average. It initially focused on training and labeled its inquiry the “Driver Training Study.” The logic followed that if law enforcement officers continue to crash at increasing rates, the training program must be inadequate. An early investigation into this issue paired Department of Motor Vehicles (DMV) collision reports with CalPOST training records to examine whether or not different training programs were associated with higher or lower collision rates. This research design had the appearance of simplicity. However, the first finding was that the officers with the most driver training also had the most collisions. The reason for this relates to the industry practice of sending officers to in-service refresher and remedial training immediately following an on-duty collision.<sup>5</sup>

After addressing this sequencing issue, common statistical analyses were used to test the hypothesis that different types of training before a collision were associated with higher or lower collision rates over time. “Training” was generically grouped into three categories: behind-the-wheel, simulator, and blended (a combination of behind-the-wheel and simulator training). This relatively simple and limited analysis, while challenged by a number of methodological issues, revealed that as much as a 10 percent reduction in collision rates could be realized from blended training.<sup>6</sup>

Other early findings from the CalPOST study show that (a) many training programs don’t adequately prepare officers for the kind of emergency driving they are expected to perform, (b) unsafe speed is the most common primary collision factor (PCF) in injury and fatal collisions, and (c) policy enforcement is a significant factor in preventing law enforcement traffic collisions.

*CalPOST’s Driver Training Study: Volume I is available for free download online at [http://www.post.ca.gov/Publications/Driver\\_Training\\_Study/](http://www.post.ca.gov/Publications/Driver_Training_Study/).*

## SAFE Driving

The good news is that training does appear to reduce collisions. The potentially more important reality is that 90 percent of collision rates appear to be driven by variables other than training. It was this realization that moved CalPOST from its original training



focus to its comprehensive “SAFE (Situation-Appropriate, Focused, and Educated) Driving Campaign,” aimed at reducing fatal and injurious officer collisions nationwide.

For CalPOST, the SAFE Driving Campaign is aimed at both action and awareness. Action is realized through two components. First, CalPOST has assembled a multidisciplinary research team (RT) to investigate law enforcement traffic collision causes and feasible interventions. An ambitious agenda looks at the effects of policy, training, fatigue, distraction, supervision, management, and culture on officer collision rates.

Second, CalPOST has established a Vehicle Operations and Training Advisory Council (VOTAC) comprised of law enforcement trainers and policy makers from across the nation. The VOTAC uses findings produced by the RT to create validated, evidence-based, data-driven training and policy options for chiefs to implement at their discretion.

So what should or can a chief do to reduce collisions and improve safety? For starters, implement the “Three Es”—engineering, education, and enforcement. The same practices used in communities around the world to reduce traffic collisions can be applied to law enforcement agencies as well.

Engineering may be the area a chief has the least control over; however, giving officers the right tools is a big step toward helping them stay safe on the job. David “Doc” Halliday of the Michigan State Police is a member of the CalPOST VOTAC and an advisor to the nation’s law enforcement automakers in Detroit. Halliday has long noted the importance of proper equipment and professional installation in law enforcement vehicles—speed-rated tires and air-bag-appropriate installation of in-car computers and radio accessories are just a couple of examples. Additionally, the deployment of a police-package vehicle is a must for law enforcement officers assigned to emergency response. A Volkswagen Beetle or Toyota Prius may be fine for community volunteers or administrative personnel, but officers on routine patrol who are expected to respond to emergencies with lights and sirens on should have a vehicle designed for that purpose.

Education is often incomplete and occasionally inadequate. To be complete, law enforcement officer-driving education needs to attend to both skills acquisition and decision making. This means that an officer must develop the ability to operate a vehicle under emergency conditions and, equally important, learn when—and when not—to do so. Chiefs must ensure that officers are taught agency policy and expectations and that supervisors and managers consistently reinforce these. To be adequate, law enforcement driving education needs to address all areas officers are expected to encounter—high speed, night driving, traffic, pursuits, calls for backup, and so on. This may seem obvious, but too many examples show that it is a problem. For example, less than half of California’s 40 basic law enforcement academies train officers at freeway speeds.<sup>7</sup> At the same time, all of California’s more than 600 law enforcement agencies expect their officers to drive skillfully at freeway speeds.

Enforcement is the elephant in the room at most discussions about injury and fatal traffic collisions involving officers. Law enforcement officers are professional enforcers; however, there is strong resistance in most agencies to enforcing SAFE Driving standards on officers and even stronger resistance to identifying officer errors after a fatal collision. Although the law enforcement industry does not have an overarching regulatory body that reviews officer-involved collisions, chiefs can create internal review processes to serve the same function. CalPOST encourages a focus on what it terms Negligent Operator Negative Outcome (NONO) collisions. There will always be instances where an officer does everything right and still gets involved in a collision. There also will always be property damage-only (PDO) “fender benders” and miscellaneous backing incidents. While important, these are not the concern of SAFE Driving. NONOs—those instances where officers neglected to drive properly and had a collision resulting in some untenable conclusion—are



where chiefs have the greatest opportunity to identify problems and enforce positive change. The challenge is to approach the NONO factors without indicting the individual officer. While this may be difficult at the time, the benefits will far outlast the discomfort.

An unfortunate but apropos example of this recently took place in the Las Vegas Metropolitan Police Department (LVMPD). After losing two officers in fatal traffic collisions in 2009, Sheriff Douglas C. Gillespie instituted sweeping policy and training changes to address what he deemed to be a culture problem. As is anecdotally common in law enforcement, officers were driving too fast and without wearing seat belts. In response, Gillespie has changed the way his agency works and made his expectations clear: his agency's officers must wear their seat belts and observe agency-established limits on their speed.<sup>8</sup>

What else can a chief do beyond the all-important basics? Renowned lawman and lawyer Gordon Graham—who is also an advisor to CalPOST's SAFE Driving Campaign—has consistently offered chiefs easy, empirically proven options. Speaking at the 2009 Annual IACP Conference in Denver, Graham challenged chiefs with a number of direct operational questions. Among them, "Why deploy motorcycles?" and "Why make driver's-side approaches?" Tacit answers to these questions neglect hard data. Routinely, 10 percent or more of officers killed in traffic are on motorcycles; often, twice that amount are struck by a vehicle—frequently while making a driver's-side approach. So why are these practices continued? Graham says that the risk-benefit analysis doesn't make sense. As a risk manager for some three decades and a former motorcycle officer, he makes compelling arguments against the use of motorcycles on patrol and in favor of the safe-side (out of traffic) approach. These are just two examples where chiefs could review common practices and consider their necessity.

## Safety or Speed

Another consideration for chiefs is whether or not they are creating cultures of safety or speed. A Google search for "police department" and "response time" produced 130,000 hits—many of them from law enforcement agencies letting their communities know how fast they can respond to the average call for service. By contrast, a search for "police department" and "officer safety" returned fewer than 50,000 hits. This illustration is not particularly empirical, but the fact remains that what a chief values and emphasizes contributes greatly to the establishment of the agency's culture. A constant focus on response time is likely to encourage a competitive culture wherein officers try harder—against themselves and each other—to get to calls faster. Speed and traffic collisions go hand-in-hand. Therefore, it's critically important that chiefs consider the message they send to their officers and how consistently that message is delivered both directly and through supervisors and managers in word and in practice.

Last, and among the most critical concerns for chiefs, are fatigue and distraction. How many things can an officer do while driving? How long can an officer go without sleep and still practice safe driving? These are important questions that law enforcement as a whole has not addressed very well. By comparison, truck drivers are carefully regulated in the number of hours they can drive and how much rest they have to get between shifts. Likewise, airline pilots are prohibited from engaging in distractions during takeoff and landing. Imagine a pilot taking a call on a cell phone during landing—it's unconscionable. Yet it is not uncommon for an officer to take a cell phone call while responding to a call for service. Clearly, these are not perfect comparisons, but officers today "do" a lot more while driving than they did even 10 years ago. A patrol car without distractions is not realistic; however, when and how officers directly engage distractions like cell phones and in-car computers is something that can be managed.

Fatigue can be managed too. Both management and labor representatives on CalPOST's VOTAC have been wary of discussions

about fatigue. Understandably, law enforcement officers worry that their overtime opportunities and long days off might be affected. Likewise, chiefs and sheriffs are concerned about maintaining staffing and readiness levels. The good news is that these issues do not preclude responsible fatigue management. Professor Bryan Vila, a member of CalPOST's SAFE Driving RT and author of the book *Tired Cops: The Importance of Managing Police Fatigue*, stresses that the issue is not as simple as overtime or shift length.<sup>9</sup> A law enforcement officer who works eight-hour shifts and no overtime, but commutes three hours a day, has a second job, and has a baby with colic that interrupts sleep is likely to be a far greater risk than another who works twelve-hour shifts with some overtime but manages to get a good "night's" sleep. In the utopian world people would go to bed when they get tired and sleep until they naturally wake up. Absent that "dream," Vila teaches that a thoughtful fatigue-management program is the best practice.

As part of a safety-oriented fatigue management program, a growing number of agencies have embraced on-duty rest periods—naps, by another name. Not surprisingly, some traditionalists will bristle at this concept and suggest that it is not true to industry standards and long-held expectations of professionalism. Others may realize that an alert officer is a better and a safer officer. Other professions have utilized rest periods for years. Medical doctors in hospitals often have the availability of a designated room for rest periods, and some pilots on appropriately staffed long-haul flights have the option of a rest period. Research has revealed benefits to this practice, and it is likely to gain acceptance. Chiefs should consider this option. Setting aside a dark room with a cot is a small investment to prevent tragedies and improve officer performance.

Chiefs have many opportunities to improve safe driving in their agencies. Providing comprehensive skill and policy training, prioritizing safety over response time, carefully managing fatigue and distraction, and consistently communicating and demonstrating expectations from the chief down through management and supervision will give officers the framework they need to perform their best. Law enforcement agency cultures oriented toward safe driving and accountability will save lives and reduce costs while simultaneously enhancing the law enforcement profession nationwide. ❖

## Notes:

<sup>1</sup>Law Enforcement Officer Deaths: Preliminary 2009: A Tale of Two Trends: Overall Fatalities Fall, Fatal Shootings on the Rise," National Law Enforcement Officers Memorial Fund, Research Bulletin, December 2009, [http://www.nlawenforcementofficermf.org/assets/pdfs/law\\_enforcement\\_officer\\_deaths\\_2009\\_end\\_year\\_report.pdf](http://www.nlawenforcementofficermf.org/assets/pdfs/law_enforcement_officer_deaths_2009_end_year_report.pdf) (accessed January 4, 2010).

<sup>2</sup>Ibid., 4.

<sup>3</sup>Ibid., 2.

<sup>4</sup>Law enforcement officer traffic fatalities are based on FBI *Law Enforcement Officers Killed and Assaulted (LEOKA)* reports. Other agencies (for example, NHTSA, Law Enforcement Officer Memorial Fund) report similar but slightly different statistics because of different definitions of "law enforcement officer" and reporting time frames (that is, the time between collision and death).

<sup>5</sup>California Commission on Peace Officer Standards and Training, *Driver Training Study* 1:30 (Sacramento: February 2009), [http://www.post.ca.gov/Publications/Driver\\_Training\\_Study/](http://www.post.ca.gov/Publications/Driver_Training_Study/) (accessed February 18, 2010).

<sup>6</sup>Ibid.

<sup>7</sup>California Commission on Peace Officer Standards and Training, *Driver Training Study* (Sacramento: February 2009) 1:18, [http://www.post.ca.gov/Publications/Driver\\_Training\\_Study](http://www.post.ca.gov/Publications/Driver_Training_Study) (accessed February 18, 2010).

<sup>8</sup>Douglas C. Gillespie, *Sheriff Gillespie Addresses Media Concerning October 7th Officer Involved Fatal Traffic Accident*, 7 min., 24 sec, from YouTube (October 20, 2009), <http://www.youtube.com/watch?v=x-2Yappnd-g> (accessed February 18, 2010).

<sup>9</sup>Bryan Vila, *Tired Cops: The Importance of Managing Police Fatigue* (Washington, D.C.: Police Executive Research Forum, 2000)



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With body-on-frame construction, 75-mph rear-end crash testing, five-star crash test rating\* and available factory-installed ballistic door panels, you can whisk them away in total comfort and peace of mind . . . well, for you anyway.

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Circle no. 13 on Reader Response Card

# Vehicles and Accessories

## PATROL VEHICLES

### Ford Crown Victoria Police Interceptor

The Ford Crown Victoria Police Interceptor (CVPI) is a “work-horse” police car, considered by many to be safe, and durable, with plenty of interior and trunk space. The CVPI tested for 75-mph



rear crash, and earned 5-Star crash ratings in all NHTSA crash and rollover tests. Optional safety features include ballistic door panels and an industry-exclusive fire suppression system. The Crown Victoria features a body-on-frame construction, which contributes to its durability and safety. Its large interior provides more room for officers to work, and a large trunk provides space for storing police equipment.

Ford Motor Company recently announced that it would produce an all-new purpose-built Police Interceptor specially designed and engineered to replace the Crown Victoria Police Interceptor. There will be two more model years (2010 and 2011) of CVPI production, and the new Ford Police Interceptor will be offered in late 2011. The new Police Interceptor is being developed in conjunction with Ford's Police Advisory Board, which provided input on key vehicle attributes, such as safety, performance, durability, driver convenience, and comfort. Ford is revealing a concept Police Interceptor in the first quarter, 2010.

For more information, visit [www.fleet.ford.com](http://www.fleet.ford.com) or call 313-390-1041.

### Chrysler – Dodge Charger

Engineered to meet the needs of law enforcement agencies worldwide, the 2010 Dodge Charger police car is a pursuit vehicle. The Dodge Charger police car features a world-class rear-wheel drive architecture that delivers performance and power. It also features performance in four key pursuit categories: available power, acceleration, top speed, and vehicle dynamics.

Designed from the ground up with police-specific features, the Dodge Charger police car features braking from 60–0 mph in 135 feet; greater stability and improved handling; performance-tuned steering and suspension; instrument panel-mounted shifter to make room for police equipment in the center console area; police interior lighting in white to illuminate the interior and red for use with night-vision equipment; heavy-duty seats for comfort and support; and a spacious trunk for equipment.

Underneath the hood, the 2010 Dodge Charger offers a HEMI V-8 with fuel-saving Multi-displacement System technology that delivers 20 percent better fuel economy through cylinder deactivation when cruising. A fuel-efficient 3.5-liter high-output V-6 engine also is available. Both engines feature a five-speed Auto Stick transmission.

Safety features incorporated into the 2010 Dodge Charger police vehicle include segment-exclusive Electronic Stability Control (ESC) with Anti-lock disc Brake System (ABS) and all-speed traction control. Dodge Charger police vehicle also is equipped with Brake Assist, which helps apply maximum braking power in emergencies.

For more information, visit [www.chrysler.fleet.com](http://www.chrysler.fleet.com) or call 248-944-0846.

### General Motors – Chevrolet

The Chevy Impala Police offers low lifecycle costs, fuel economy (EPA-est. MPG 17 city/24 hwy), and is police rated for high speed up to 139 mph.

The Chevy Tahoe PPV features low lifecycle costs, city fuel economy (EPA-est. MPG 15 city), and the SUV is ideal for HAZMAT, K9, medical first responders, and tactical operations.

Coming soon, the 2011 Chevy Caprice PPV will be equipped with a powerful 6.0-liter V8 engine for exceptional acceleration and top speed. Other features include responsive rear-wheel drive for

The Michigan State Police recently released its 2010 Model Year Police Vehicle Evaluation Results. The department's vehicle test team evaluated eight vehicles in six categories. For results, visit <http://www.michigan.gov/msp/0,1607,7-123--16274--,00.html>.

handling and maneuverability and officer-friendly seats contoured to accommodate equipment belts.

General Motors - Chevrolet police vehicles are backed by standard coverage of 5 year/1000,000 miles (whichever comes first, details at dealers) transferable power train limited warranty, roadside assistance and courtesy transportation programs.

For more information, visit [www.gmfleet.com/police](http://www.gmfleet.com/police) or call 248-885-6585.

## Carbon Motors

It is common knowledge that products designed to operate according to a specific usage pattern by highly trained individuals will ultimately conquer any opposition they encounter. Carbon Motors Corporation believes that the vehicle to fill this need in law enforcement is the Carbon E7.

Carbon Motors received input from more than 2,500 U.S. agencies and carefully evaluated the 13,000-plus parts used to build a vehicle to determine how law enforcement usage will affect officer safety, long-term durability, cost, and repair. As a result, the team is designing, engineering, and manufacturing a purpose-built patrol vehicle from the ground up, including all of the equipment currently added in the aftermarket as original equipment, which dramatically improves the economies of scale and makes for a much more affordable and safe product.

With its proprietary On-board Rapid Command Architecture (ORCATM), available weapons of mass destruction sensors, license plate recognition, and over 40 other options, the Carbon E7 removes



the clutter from the cockpit and provides an efficient flow of data to officers so that they may make informed decisions quickly in the field. In addition, an ergonomically correct environment will drastically improve officer safety and comfort during the next eight- to twelve-hour shift. Safety, comfort, and better job performance make for a happier officer, agency, and ultimately the citizens served.

For more information, visit [www.carbonmotors.com](http://www.carbonmotors.com) or call 404-348-6066.



## SPECIALTY VEHICLES

### Solar Electric Police Vehicle

The Solar Electric Vehicle is a no-gas, no-emissions, solar-charged police vehicle. Environmentally conscious communities have found the vehicle useful for downtown areas, parking lots, special events, and parking enforcement.

The Solar Electric Police Vehicle is registered as a street legal NEV and goes 25 mph with a range of 60 miles through its solar supplemental charging system. The vehicle plugs into a standard 110-volt outlet and can be fully charged overnight. It comes with siren, light package, and premium suspension.

The Solar Electric Police Vehicle also can be used at stadiums, airports, medical centers, corporate parks, and college campuses. All of the Solar Electric Police Vehicle Company's vehicles are manufactured via a U.S. General Services Administration contract holder.

For more information, visit [www.solarevco.com](http://www.solarevco.com) or call 847-656-8100.

### Crime Point Surveillance Van

Crime Point, manufacturer of surveillance vehicles and video equipment for law enforcement, has rolled out the nation's first line of IP Complete surveillance vans. The IP Complete series gives police officers the ability to not only monitor but also fully control all surveillance functions, whether they are physically in the van or miles away, via any Internet-enabled device. Available in several models, the fully networked vehicles create a versatile, multi-functional platform for both manned and unmanned operations, enhancing tactical communications, investigative effectiveness, officer safety, and return on investment. The IP Complete package is available in full-size vans, SUV/minivans, or as an upgrade to existing surveillance vehicles that may be underutilized. The

equipment allows agencies to maximize personnel resources by programming the equipment to record and send photo notifications on motion, alerting officers to log in to view and manipulate the cameras to obtain critical visual intelligence. Live audio and video from external security systems can be accessed via the Internet, as well as recorded evidence and usage data. The vans also provide the ability to review battery consumption and perform diagnostics remotely. Despite their technologi-

cal sophistication, Crime Point's vehicle systems are surprisingly simple in appearance and straightforward to operate.

For increased flexibility, officers also can remove the portable surveillance module from the vehicle for use in other platforms, buildings, or enclosures for situations when the original vehicle is unsuitable.

The ability to drop a vehicle for remote video surveillance not only multiplies the number of "eyes" on the street, but also allows officers the option of following criminal activity from a safe distance and responding to incidents strategically. In addition to its surveillance vehicle division, the company offers a continuously expanding product line including fixed covert and rapidly deployed tactical outdoor video systems; temperature-tolerant, concealable mobile camera and recording systems; and do-it-yourself equipment for integrators and technical agents.

For more information, visit [www.crimepoint.net](http://www.crimepoint.net) or call 888-484-9901.



## Armored Response and Rescue Vehicle

The BearCat G-series M-ATV armored All Terrain Vehicle by Lenco provides .50 Caliber armor protection and underbody blast shielding with high ground clearance for aggressive off-road performance and superior maneuverability.

SWAT and Special Operations teams at high-security facilities for perimeter patrol and security are using the BearCat G4. In business since 1981, Lenco is a designer and manufacturer of tactical armored response and rescue vehicles. Customers include more than 300 U.S. and international police special response teams, the U.S. military, the U.S. Department of Energy, the U.S. State Department, the U.S. Marshals Service, the ATF, and private security forces. Lenco vehicles are on the DHS-approved equipment list, and are GSA listed.

For more information, visit [www.ArmoredTrucks.com](http://www.ArmoredTrucks.com) or call 800-444-5362.



## Oshkosh Tactical Protector Vehicle

The Tactical Protector Vehicle (TPV) by Oshkosh Defense, a division of Oshkosh Corporation, is a high-mobility protected tactical vehicle. Designed for superior maneuverability and speed, the vehicle can accommodate both tight urban settings and rugged rural environments. Its modular armor systems can be custom configured to serve a variety of tactical needs.

With armor protection ratings from NIJ Level I to Level IV, the TPV has the capability of stopping multi-hit, armor-piercing ammunition. The high-energy absorbing underbody armor, ballistic steel roof, and suspended seat systems provide optimum safety and security for vehicle occupants. The TPV carries up to eight people and is available with a transport variant payload capacity of 3,650 pounds and a utility variant payload capacity of 4,650 pounds. Its turning circle is less than 42 feet curb-to-curb, and the maximum speed is 75 mph. With selectable four-wheel drive and 13 inches of ground clearance, the TPV can handle the roughest terrain and obstructions.

For more information, visit [www.oshkosh-tacticalprotector.com](http://www.oshkosh-tacticalprotector.com) or call 920-235-9151, extension 22815.



## Mobile Processing and Command Center

Mobile Concepts by Scotty has developed a secure, high-tech, communications-ready tractor-trailer for the U.S. Customs and Border Patrol. The 53-foot tractor-trailer is equipped with all the same processing capabilities as a normal station and can be deployed anywhere.

The equipment and communications capabilities allow the mobile processing center to double as a mobile command center.

For more information, visit [www.mobileconcepts.com](http://www.mobileconcepts.com) or call 800-783-0213.

## Harley-Davidson Motorcycles

For over a century, the Harley-Davidson Motor Company has provided motorcycles of the highest caliber to police and sheriff departments. These high-performance vehicles have earned a strong reputation of reliability and safety.

Harley-Davidson 2010 Police Motorcycles are the FLHTP Electra Glide, the FLHP Road King, the 883L Sportster. Both the FLHTP and FLHP have the 1690cc Twin Cam 103 engine, six-speed transmission, and optional ABS.

For more information, visit [www.harley-davidsonpolicemotors.com](http://www.harley-davidsonpolicemotors.com) or call 414-343-8603.



## VEHICLE ACCESSORIES

### Setcom

The Liberator Wireless Mobile-Portable system from Setcom Corporation is wireless technology designed specifically for police motorcycle officers. The system integrates the mobile radio on the motorcycle with the portable radio on the officer. A feature the system offers is its battery life, which provides up to 40 hours of talk time to accommodate extended shifts. Setcom's system operates on Near Field Magnetic Induction (NFMI), which is a highly secure, low-power, and low-frequency technology. This creates a Personal Area Network, which is an extremely secure communications "bubble" surrounding Liberator wireless users, giving them dedicated communication channels with no radio frequency interference. A vital concern for motor officer safety includes inclement weather—Setcom's Liberator 9 handlebar transceiver and PTT switch are fully waterproof (IP-X8), and the SuperMic is weatherproof (IP-X3), allowing officers to ride in harsh elements and still communicate safely. The system has eliminated the cable between the officer and the bike and added an auto-link feature so no syncing or pairing is necessary.

For more information, visit [www.setcomcorp.com](http://www.setcomcorp.com) or call 650-965-8020.



### Genetec

As an advanced license plate recognition (LPR) solution, AutoVu automatically collects information from license plates, compares that against selected databases, and alerts officers to vehicles of interest. This mobile LPR solution is ideal for law enforcement applications such as wanted vehicle and felon identification, data mining, and information gathering.

With unification within the Security Center, Genetec's unified security platform, law enforcement agencies can take advantage of comprehensive back-office software that allows them to collect and review system usage, route playback data, monitor live reads and hits, and generate detailed reports for both fixed and mobile LPR, among so much more.

Features of AutoVu include wildcard hotlists, map display, data mining, and geo-fencing. With AutoVu, police departments can create a wildcard hotlist database where only partial license plate numbers are included. This is particularly useful when a witness cannot remember the complete license plate number of a vehicle associated with a crime.

The map displays the current position and covered areas by indicating positions on the map as the vehicle moves, thereby allowing officers to maximize the use of the system by covering as much ground as possible during each shift.



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Officers can use the back-office security center system to conduct searches for vehicles based on factors such as date and time, complete or partial license plate numbers, one or more specific geographic areas, type of hit, or even other data associated with the hotlists such as VIN, make, model, or year of the vehicle of interest. All matched records are then displayed on the map, at which point an officer simply has to click on a record to view the record information and associated images.

For more information, visit [www.genetec.com](http://www.genetec.com) or call 514-332-4000.

## Federal Signal Legend Lightbar



The low-profile Legend is a fully equipped LED lightbar built with the latest in Federal Signal's technology. The all-LED lightbar is built with the ROC (Reliable Onboard Circuitry) technology, Solaris LED reflector design, the patented HotFoot mounting system, and FS Convergence network compatibility.



In addition to 360-degree lighting coverage, the Solaris LED reflector design enables the Legend to provide bright and intense off-axis light output, eliminating dark spots around the vehicle. For additional lighting

positions and vehicle visibility, the Legend is also available with the patented HotFoot mounting system. The HotFoot takedown and alley lights can be adjusted horizontally based on officer preference.

In conjunction with Federal Signal's new SmartSiren Platinum, amplifier, and controller, the Legend lightbar is built with the unique FS Convergence Network for "plug-and-play" installation. There is virtually one connection point from the lightbar to the new controller and amplifier.

The latest innovation in lightbar performance, Federal Signal is driving technology to provide safe and reliable emergency warning for officers.

For more information, visit [www.federalsignal.com](http://www.federalsignal.com) or call 708-534-4729.

## Whelen SpitFire Dash and Deck Warning



The Whelen SpitFire Plus series is a compact, full-feature Super-LED dash and deck warning light with 50 percent more light output in a smaller package than the original SpitFire. The features include a clear, non-fluted lens and black molded polycarbonate integral hood and housing with bale bracket and two suction cups for mounting. Split colors are available and the fully encapsulated electronics provide full moisture and

vibration protection. The eight-foot straight cord and cigar plug with on/off switch and pattern control switch enable operator control. It comes with a five-year warranty.

For more information, visit [www.whelen.com](http://www.whelen.com) or call 860-526-9504.

## Decatur Electronics

The Responder 1000 is the latest technology derived from a time-tested, third-generation, in-car video system designed and produced by Decatur Electronics. This latest version combines easy-to-use options with high-tech results. The Responder 1000 delivers high-quality video using both front and rear camera images. The simplicity of the unit allows



departments of various sizes to benefit from the technology without spending countless hours training staff to use the device. Several important features characterize the Responder 1000. The flexible display solutions allow operators to choose whether to play back video on the console, using a small LCD screen; on the in-car computer; or in the rearview mirror. Simple evidence management is a point-and-click back-office software that keeps video transfers simple while allowing officers to find the evidence they need without overwhelming technological functions. The system also records radar speeds. Overlaying radar displays on the video ensures the best evidence.

Operating the Responder 1000 is as simple as operating a VCR. Officers also have the option of automatically kick-starting recording by activating the vehicle lights or pushing a button on the belt mic.

For more information, visit [www.decaturovideo.com](http://www.decaturovideo.com) or call 800-686-6797.

## WeatherTech FloorLiners

MacNeil Automotive Products Limited provides WeatherTech FloorLiner for the 2007 Dodge Charger Police vehicle. The liner's semi-flexible material fits over the interior carpet with a surfacing that carries fluids and debris to a lower reservoir to help minimize fluid movement while driving. Once trapped in the tray away from shoes and clothing, fluids can be easily removed. The liners are available in Black, Tan or Gray. WeatherTech FloorLiners also are available for cars, trucks, SUVs, and minivans.



For more information, visit [www.weathertech.com](http://www.weathertech.com) or call 800-441-6287.

# STUN CUFF

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The Stun-Cuff Patrol Car Unit & Stun-Cuff Magnum are palm sized wireless prisoner control devices that lock on wrist or ankle using a standard handcuff key.

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August Vollmer (1876-1955) "the Father of American Policing," pioneered many of the innovations that continue to define modern police work. While Chief of Police in Berkeley, CA, Vollmer served as president of the IACP from 1921-1922.

Vollmer promoted the use of new forensic technology including fingerprinting, polygraph machines and crime laboratories. He also contributed to the development of radio communication, improvement in crime analysis and the creation of patrol districts based on crime data, and encouraged higher education and professionalism in policing.

# AUGUST VOLLMER EXCELLENCE IN FORENSIC SCIENCE AWARD

IACP recognizes the significant impact forensic science has on the criminal justice system.

The August Vollmer Excellence in Forensic Science Award has been created to honor the proactive, innovative use of forensic technologies by law enforcement.

Nominations for selection of the 2010 awards are now being accepted through April 16<sup>th</sup>, 2010 in the following six categories:

- Current or Past Contribution to Forensic Science by Police Agency
- Current or Past Contribution to Forensic Science by an Individual
- Current or Past Collaboration Between Police Agency and Forensic Science Provider
- Innovation in Forensic Technology
- Significant Investigative Value in a Major Crime
- Enhancement of Forensic Capability by a Forensic Science Provider

Visit <http://www.theiacp.org/tabid/275/Default.aspx> or contact Aviva Kurash at [kurasha@theiacp.org](mailto:kurasha@theiacp.org) for details on the criteria for each category and for an online nomination form.

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## Folding Ballistic Shields

Patriot3 Minuteman Folding Ballistic Shield is a fully functional shield that starts out as a folded unit in a black, nondescript laptop case that is 20 inches wide and 18 inches tall. Once deployed, the unit becomes a rigid 19 x 34 inch or 24 x 48 inch ballistic shield with a viewport. The ballistic shield meets the standards and is available in either the National Institute of Justice level 3 or 3A protection.

For more information, visit [www.patriot3.com](http://www.patriot3.com) or call 540-891-7353.



## Battery Protection System

Baton Labs, Incorporated, produces the Priority Start battery protection system. The new units being produced have advanced microprocessors with new features. PriorityStart automatically disconnects battery drains, once battery voltage gets below 11.7 volts due to GPS systems, two-way radios, computers, lights, or any electrical accessories being left on. Just operate the headlight switch to reconnect automatically to battery power.

For more information, visit [www.prioritystart.com](http://www.prioritystart.com) or call 509-467-0332.



## Tactical Gear Security Drawers

Tuffy Security Product's Tactical Gear Security Drawers are secure gear storage and organization. These functional, secure, and customizable drawer units are precision crafted from 16-gauge steel. The large drawers open on Tuffy's exclusive slide system, incorporating eight heavy-duty precision

stainless steel roller bearings. Drawers are securely locked with Tuffy's exclusive locking system to provide protection for tactical equipment and other valuables. Each drawer features a weatherproof design and is finished in a durable powder coat. The heavy-duty 1/8-inch and 16-gauge-thick welded top cross supports allow for an extra 300 pounds of gear to be loaded on top (550 pounds on side-by-side drawer models).

Each drawer features Tuffy's patented Pry-Guard II locking system that incorporates a 1/4-inch-thick steel security latch enabling the drawer to be latched closed without locking for convenient and quick access using the large, comfortable handle. All of Tuffy's drawers and other locking vehicle accessories can be keyed alike with a highly secure 10 Tumbler double-bitted key featuring built-in weather seals. Optional combination push-button locks can be added for convenience.

For more information, visit [www.tuffyproducts.com](http://www.tuffyproducts.com) or call 970-564-1762.



## Strengthening Communities Through Traffic Safety

"The IACP Law Enforcement Challenge is much more than an awards program. It provides police executives with the opportunity to take a comprehensive look at their traffic safety program on an annual basis and share ideas with other departments. Whether large or small, your agency's participation is a critical part of this tremendous livesaving initiative across North America."

Harry J. Corbitt, Superintendent  
New York State Police

IACP's National Law Enforcement Challenge program recognizes law enforcement agencies that are making a difference in their communities. Learn more about this program and download your 2009 and 2010 applications at

[www.theiacp.org/NLEC](http://www.theiacp.org/NLEC)



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## APPLY NOW for the 2nd Annual IACP/DynCorp International AWARD for CIVILIAN LAW ENFORCEMENT – MILITARY COOPERATION

We want to hear from you... Tell us about an innovative cooperative effort between civilian and military law enforcement agencies that has led to improved public safety for both military and civilian communities.

This award, jointly sponsored by IACP and DynCorp International, will be presented at the 117th Annual Conference in Orlando, FL. Submissions are due by **May 17**.

For more information or an application guide, go to [www.theiacp.org](http://www.theiacp.org), or contact Arnold Daxe, Jr.  
★ 800-THE-IACP, ext. 817 ★ [daxe@theiacp.org](mailto:daxe@theiacp.org) ★



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## Bomb Detecting K-9



K-9 use for bomb detection has increased, and this leads to the necessity for dogs and their handlers to arrive at incidents quickly, safely, and with all of the necessary equipment to perform their duties. The vehicles require sophisticated laptop computer equipment that must be accessible to the officer, as well as radio equipment in the communication console that can communicate with several other agencies in an emergency.

Adamson Industries offers complete vehicle modifications to make the interior safe accommodations for the dog as well as providing protection from overheating by sophisticated temperature-monitoring equipment. The cargo area in the rear is modified with storage cabinets that contain weapons, equipment, and communications equipment. An anti-theft device that has an unobtrusive switch keeps the vehicle running its heating and air conditioning.

For more information, visit [www.adamsonindustries.com](http://www.adamsonindustries.com) or call 800-232-0162. ❖



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IACP and SAIC proudly support outstanding achievement in

# Law Enforcement Volunteer Programs

**IACP has teamed with SAIC** to support an awards program for Outstanding Achievement in Law Enforcement Volunteer Programs, also known as the Volunteers in Police Services (VIPS) Award.

The VIPS Award will honor volunteers who make the business of law enforcement a little easier, and recognize those agencies that have shown leadership in creating and sustaining programs that successfully integrate volunteers into overall organizational operations and administration of law enforcement work.

Take this opportunity to show your volunteers the difference they make to your organization and community—apply for the VIPS Award today.

To get started, visit the IACP Web site at [www.theiacp.org/awards/volunteerprogram](http://www.theiacp.org/awards/volunteerprogram) or call **Carolyn Cockroft** at **1.800.THE.IACP**. Applications must be postmarked no later than May 17, 2010.



# NEW MEMBERS

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

The full membership listing can be found in the members-only area of the IACP Web site ([www.theiacp.org](http://www.theiacp.org)).

## \*Associate Members

All other listings are active members.

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The IACP notes the passing of the following association members with deepest regret and extends its sympathy to the family and coworkers left to carry on without them.

Fouad K. Aide, Major (ret.), Calhoun County Sheriff's Office, Anniston, Alabama; Jacksonville, Alabama

Richard L. Callaghan, Inspector (ret.), U.S. Department of Justice; Santa Fe, New Mexico (life member)

Martin J. McDonnell, Regional Director (ret.), U.S. Customs Service; Gaithersburg, Maryland

William C. McDonough, Chief Inspector (ret.), Philadelphia Police Department, Philadelphia, Pennsylvania; Chincoteague Island, Virginia (life member)

Patricia L. Schneider, Assistant Chief of Police (ret.), Miami Beach Police Department, Miami Beach, Florida





# The 2010 IACP and Cisco Systems Community Policing Awards

## CALL FOR ENTRIES

For the 12th year, the IACP and Cisco Systems Community Policing Awards recognizes and pays tribute to departments worldwide that have collaborated with their communities to bring about change, address crime and terrorism, and make their communities and nations a safer place to live, work, and play. Share with the world how your department has addressed these challenges through collaboration, prevention, and proactive partnerships. Winners will be honored at the 2010 IACP Annual Conference in Orlando, FL.

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# Product update

The **Police Chief** keeps you on the cutting edge of law enforcement technology with monthly product announcements. For free in-depth information, visit us online, or circle the appropriate Reader Service Numbers on the Reader Response Card, and fax or mail the postage-paid card today. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



## Command post

The Reeves Incident Command Post (ICP) Trailer is a unique trailer and shelter combination that allows law enforcement officials to bring operations directly to the incident scene. The Reeves ICP's lightweight trailer is designed to travel anywhere, including off road, while its military-grade shelter can be set up within minutes by minimal personnel and is built to withstand the harshest conditions. Additionally, a flexible command console can be used to insert a department's equipment—from tactical gear to communications equipment—or one of the ICP's optional interoperability packages.

For more information, circle no. 37 on the Reader Service Card, or enter the number at [www.theiacp.org/freeinfo](http://www.theiacp.org/freeinfo).

## Boat configuration Web site

Brunswick Commercial and Government Products, a leading manufacturer of commercial and government fiberglass watercraft, announces the launch of its newly designed Web site, [www.brunswickcgp.com](http://www.brunswickcgp.com), aimed at helping law enforcement, military, fire/rescue, and workboat customers configure boats specific to their needs. The home page features a brief video that shows an array of military and commercial boats in action. Other site features include an easily navigable menu that showcases BGCP's Boston Whaler and Impact RIB product lines and a Grant Opportunities page, designed to assist agencies in researching and obtaining boat procurement funding.

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## Entry tool

Groves Incorporated introduces the innovative Back-up Entry Tool (B.E.T.). Invented by a Chicago police officer, the B.E.T. allows officers to hold a locking entry door at a multi-unit building open so that their back-up can enter without having to be buzzed in. Its automatic clamping feature holds the B.E.T. on to the door, creating a safer alternative to propping the door open with items such as pens, or rolled up newspapers.

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## Combination handgun

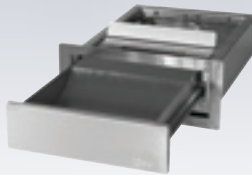
Taurus is proud to unveil the revolutionary new Judge Public Defender Polymer. This scaled-down model of the Taurus Judge still gives the ability to fire the shooters choice of both .410

and .45 Colt ammunition, now in a size that fits in most pockets and also in a lighter, polymer body frame with new updates for improved handling and accuracy. This five-shot combo gun is ideal for short distances—where most altercations occur—or longer distances with the .45 LC ammunition. The rifling has been finely tuned on this small frame revolver to spread the shot pattern at close quarters or to guide the bullet to the target.

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### **Extending tray**

Shuresafe extending Deal Tray model no. 672350 is the economical security solution for cashier windows, ticket windows, outdoor ticket and payment kiosks, and other high-risk areas. Suitable for walk-up or drive-through applications in interior and exterior environments, model no. 672350 features an 11-inch extending tray housing a removable deal tray for installation in countertops with



### **Boot flexor technology**

GORE-TEX Extended Comfort Footwear Fabric has been selected by STC to enhance comfort in its new Lima and Zulu boots, which are engineered to perform in a broad range of climates. This new fabric and Gore's patented boot construction improve comfort in three ways. First, the boots pick up less water and dry out faster, which reduces boot weight. Second, the waterproof fabric protects the feet from exposure to rain and inclement weather. Third, the boot's construction increases the amount of moisture vapor that can escape from the boot, keeping feet drier and more comfortable.

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a window above, in kiosks, or through other window arrangements. The face of the extending tray is equipped with a ballistic insert that covers the entire width and height of the wall opening for additional security in a closed position.

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### **Tactical pen**

The UZI Tactical Pen takes something as trivial as a pen and turns it into a potential lifesaving tool. The most unique feature is the UZI DNA Catcher on the crown of the pen—the sharpened crown can be used to jab or poke an attacker, not only causing extreme pain, but also collecting the aggressors' DNA, which can be used for future identifica-

tion. Made from high-grade aircraft aluminum, the UZI Tactical Pen, available in Gun Metal Gray, is a durable pen for any work condition.

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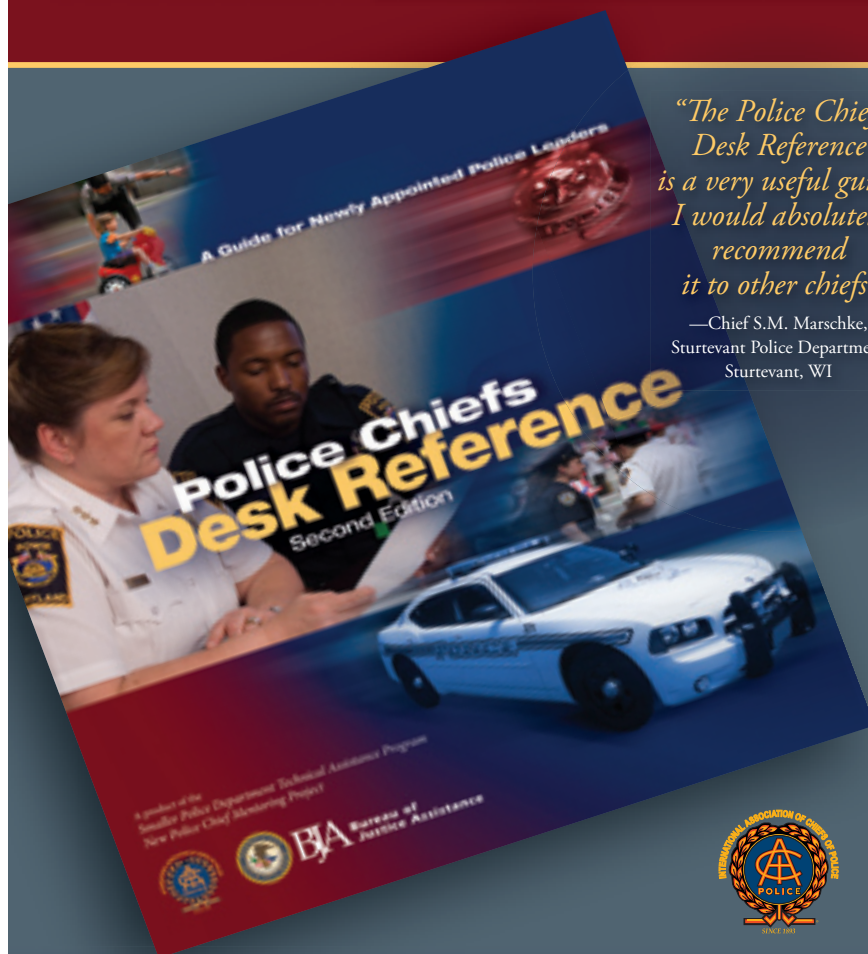
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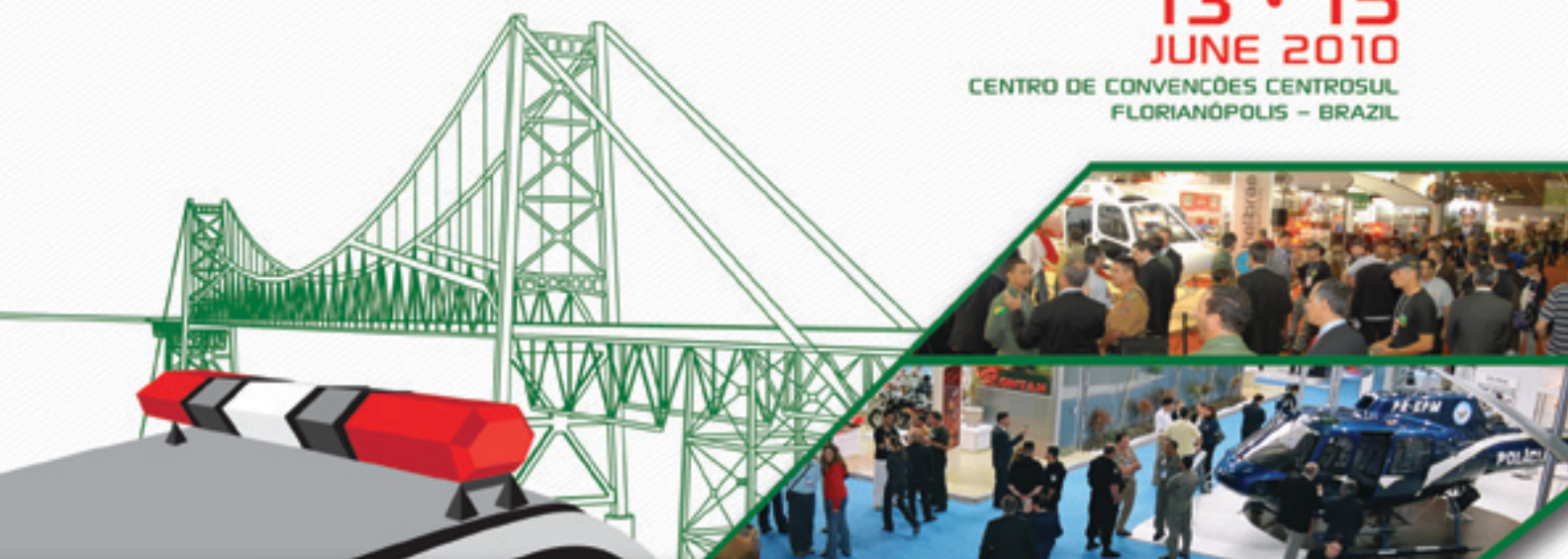
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# Digital Multimedia Evidence Processing Laboratory - *Training*



By Thomas C. Christenberry, Director of Public Safety Education, School for Adult Learning, University of Indianapolis

For many television viewers and forensic science enthusiasts, shows like *CSI* and the spin-off television shows *CSI: Miami* and *CSI: New York* are fun to watch and, with their various characters and story lines, continue to fascinate viewers of all demographics. Viewers anxiously marvel at the forensic technology, the latest scientific methodology, and the amazing deductive skills of the forensic specialist. Best of all, the whole case is completed in just one hour.

Well, forensic magic does not normally occur in the span of a one-hour TV drama; instead, it takes many hours, days, and weeks of painstaking science. A significant part of the scientific process is the extensive training associated with the field of video forensics—that is where the Law Enforcement and Emergency Services Video Association (LEVA) and its strategic partnership with the University of Indianapolis in Indianapolis, Indiana, come in.

The University of Indianapolis and LEVA signed a memorandum of agreement (MOA) in fall 2006 to establish a Digital Multimedia Evidence Processing Laboratory for the specific purpose of training law enforcement personnel with the most sophisticated and up-to-date technology in the field of forensic video analysis. The laboratory was officially opened in January 2007 and since that time, LEVA has conducted more than 23 classes, with six more classes scheduled for 2010.

The LEVA lab is virtually dedicated to training. Any requests from the public and private sector to use the lab for evidence processing are referred to local law enforcement agencies or specified LEVA-trained forensic video experts. However, the lab can be converted into a video processing center during a national emergency if a massive amount of video needs to be examined. In such a case, LEVA-certified analysts and technicians would populate the lab around the clock to assist law enforcement.

## The Concept of a Training Facility Develops

The early LEVA training was conducted at the Federal Bureau of Investigation (FBI) Academy at Quantico, Virginia; then, in fall 2004, LEVA forged a partnership with the University of Indianapolis to host the forensic video analysis training in ad hoc classrooms at the university. This initial partnership required that LEVA ship all the

various technical equipment to the university and then assemble it during the weekend before the class began. Law enforcement students were required to work on systems with different versions of the required software. The university and LEVA began to discuss the feasibility of establishing a permanent home on the university campus with state-of-the-art equipment and the latest versions of the software.

LEVA had other partners who shared the vision of creating such a unique training facility. The actual non-linear, digital editing systems were leased from Massachusetts-based Avid Technology, Inc., and the highly specialized software with the forensic tools was purchased from Ocean Systems in Maryland.

In January 2007, the Digital Multimedia Evidence Processing Laboratory was the culmination of that vision and dedicated effort of all its partners. From the perspective of LEVA, it was extremely important to have a permanent lab facility to conduct its training programs and to use the latest in audiovisual teaching equipment. One such technology is the use of the RoboTel system, which allows the instructor to interact individually or with a group of students at the workstations. From the instructor's point of view, the ability to observe and provide specific direction to students on their projects from the instructor's station is invaluable to the learning process. The integration of the permanent facility offered the ability to incorporate the most up-to-date technology at the learning stations with the large data storage capabilities of the Avid LANshare server. The permanent facility allowed for regular system upgrades and the installation of peripheral training equipment.

## Academic Standing

A significant benefit for LEVA is the academic association with the University of Indianapolis. LEVA developed three core courses: Level 1 – Forensic Video Analysis and the Law, Level 2 – Digital Multimedia Evidence Processing, and Level 3 – Advanced Forensic Video Analysis and the Law. Each of the core courses has been reviewed by the University of Indianapolis's School for Adult Learning, which approved the awarding of Continuing Education Units (CEUs) for successful completion of the courses.



Some students request university credit for the courses completed, and the University of Indianapolis has approved these core courses for credit. Furthermore, students who successfully complete LEVA's Level 1, 2, and 3 courses are conferred as LEVA Certified Forensic Video Technicians. They can progress to the level of LEVA Certified Forensic Video Analyst with additional training and demonstrated competence.

Over the past three years, the Digital Multimedia Evidence Processing Laboratory has been a tremendous asset to the University of Indianapolis. The development generated an increased interest and funding for the university curriculum, as well as provided a state-of-the-art training facility used by faculty, staff, and students. On the day of the dedication and opening of the lab, the university received funding from a benefactor who directed the funds to be used to provide education and training for those involved in the criminal justice and forensic programs. For example, one student enrolled in the criminal justice program was able to attend the Level 1 – Forensic Video Analysis and the Law and successfully complete the course. Several faculty members also have requested to participate in some of the upcoming LEVA core courses.

The funding also enabled the establishment of LEVA mini-grants for faculty and staff to conduct specific projects in the lab. The lab has been used extensively by the Communication Department faculty in the development of public service projects and other television and radio projects.

The lab continues to generate excitement and interest in the surrounding community, with requests for use coming from professional associations, corporate risk management personnel, private security, and schools. Secondary and elementary school students are interested in the "wow" factor and a potential career in forensic science. On October 15 through October 18, 2009, the 40th Bouchercon World Mystery Convention held its event in Indianapolis and the group scheduled several attendee tours of the Digital Multimedia Evidence Processing Laboratory. Corporate security personnel also are interested in the training and the use of the forensic video analysis systems.

Finally, the strategic partnership forged by LEVA and the University of Indianapolis has been a tremendous success. LEVA has found a permanent home with the needed technological support while

the university has been able to expand its learning opportunities for faculty, staff, and students. For more information about LEVA, visit [www.leva.org](http://www.leva.org) and for more information about the University of Indianapolis, visit [www.uindy.edu](http://www.uindy.edu). ❖

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# Efficiency-Led Management

By Gary Schobel, Captain, Pinellas County Sheriff's Office, Largo, Florida

Law enforcement agencies around the United States have been experiencing reduced operational funding as a result of the country's current financial crisis while demands for service have remained constant or, in some cases, increased. Many state and local governments are experiencing reduced tax revenues and are under pressure from constituents to reduce expenses or even face tax-reduction laws that prohibit increased taxation, thus compounding the problem of a weak revenue stream. As a result, many government agencies are struggling to maintain core services.

In today's environment, the Efficiency-Led Management (ELM) system provides a guide for exploring current operational functions and serves as a foundation for developing new ideas leading to efficient operations. The model applies to any size organization, identifying those functions and activities duplicating services. ELM can guide law enforcement leaders to bridge the gap between financial shortfalls and continued excellent service to the community.

The ELM system helps law enforcement leaders—as well as other public officials—to think about operations differently. In order to adjust and adapt quickly leaders must fully understand how organizational processes function. Using the ELM system, law enforcement leaders will view the organization and services provided systemically and cross-functionally to integrate staff, organizational structure, process functions, and strategic initiatives. The ELM system is a concept for managing services and operations as a business process model. Process improvement is a vital component to any law enforcement organization's planning and operational needs.

ELM has three phases: audit, strategy development and implementation, and assessment.

## Audit Phase

Auditing the agency is the best way to understand what process functions the units, sections, divisions, bureaus, and support components provide and how they interact throughout the agency. The audit phase should include the following:<sup>1</sup>

1. Determining the scope of the audit
2. Identifying the audit methodology to be used
3. Mapping the audit process
4. Conducting the audit

## Audit Scope

The audit scope determines if it will focus on one process function or component within the organization, or if it will be a systemic audit examining multiple components and process functions within the organization. When planning the scope of the audit, determine if dedicated resources to the global approach are available from the onset, or if it would be better to look at each component over an extended period of time.

The audit scope determines the number of people needed to conduct the study. In smaller agencies, the team may consist of only one person; larger agencies could require numerous teams that need coordination. Systemic audits require a leader who can facilitate communication between all levels of the organization. The audit leader needs to be well respected and a strategic thinker with excellent interpersonal communication skills. The auditor must ensure from the very beginning that the audit is transparent and open, since there will most likely be territorial concerns by participating managers and commanders.

The best approach to conducting an audit is to include key staff from the onset and determine if the systems are working for the organization or if staff members are working to support the systems. Identifying the systems that interact within the organization is important in determining the audit process. Once organizational systems are identified, determine if they are communicating and interacting with each other for optimal operational efficiency.

The audit should determine what functions or services are repetitive or redundant. It can identify what processes can be enhanced, modified, or eliminated to achieve more efficient and effective results. The audit should include a cost/benefit analysis as a part of the scope to help determine the depth of the study.

Even micro-audits of small units can provide a better picture of operational processes within the organization if a full study is not feasible. Review any previous information or staff studies that may be available as this will help focus the scope of the audit. Identifying those employees who will need to be interviewed can help define the scope and number of members needed for the audit.

Conducting a systemic audit in a large organization can be time consuming and will require substantial communication,

time and effort, and intra-organizational reflection. Smaller organizations may accomplish the assessment in only a few days, require limited staff (possibly just the chief), and can provide a new perspective on the agency's operational needs and efficiencies.

## Audit Methodology

The audit process can be conducted by using any number of analytical methods. The most prominent methods are qualitative and quantitative analyses, historical analysis, and cross-functional analysis, as well as by SWOT (strengths, weaknesses, opportunities, and threats) analysis. Each analytical methodology can provide a different insight into the organization's workings. A combined "hybrid" approach of the methods will probably provide the best overview of the organization's processes and provide insight into organizational efficiencies.

The variations and types of analyses with each analytical method are numerous; therefore, only a brief description and supportive example is offered for each.

**Qualitative Analysis:** Qualitative analysis is one of the two major research methodologies. Qualitative analysis is nonstatistical; it is subjective and largely exploratory, providing reasons for certain behaviors. Qualitative analysis is useful for exploring the "how and why." An example of qualitative analysis is conducting interviews to determine "how" people are performing a particular function. Survey analysis and group discussion are excellent for answering questions about "why" certain outcomes were found, for hypothesis generation, and determining impact issues and unintended effects. The biggest challenge to this method is remaining neutral.

**Quantitative Analysis:** Quantitative analysis is the other major research methodology and deals with mathematical and statistical models. It is focused on analyzing measurable data. Quantitative analysis can be used for cost-benefit analysis or involve a review of lease agreements and contracts that can disclose potential savings if renegotiated. Analysis of the impact of modifying shift hours, reducing holidays, reducing shift differential pay, or having employees use flex overtime are a few offered for consideration using this analytical method.

**Historical Analysis:** Historical analysis provides a picture of performance over a specific period of time. It can be used with fiscal or crime data analysis and can be used



to forecast models. Historical analysis can compare overtime worked based on population increases resulting in additional calls for service in a certain area. It can be used to explore causes for changes in response times to calls by shifts over time.

**Cross-functional Analysis:** The cross-functional analysis can provide a holistic view of the organization or system. It requires defining what functions and processes are in play, how and why the function or process is being performed, and who is performing the function or process. As an example, cross-functional analysis can be used for electronic information and communication systems. It can also be used to change managerial focus by providing planning information. Cross-functional analysis can also provide leaders with a focus to enhance performance.

**SWOT Analysis:** The information gained from conducting a SWOT analysis may aid in deciding strategic options for service to the community or the organization. A SWOT analysis will identify both external and internal functions that contribute to the success or failure of obtaining an objective. One tangible benefit is that it will provide a global picture of the most important aspects that are affecting or will affect the organization. It will identify organizational strengths and weaknesses, and will help develop strategies to improve organizational efficiency. For example, conducting a citizen's survey as part of the audit may reveal certain opportunities the organization can capitalize on through a process change that will positively affect community relations.

### Mapping the Audit Process

Mapping outlines a schedule of events or a timeline of activities that will need to be performed during the audit. The mapping process provides components with an overview. A timeline offers those involved an idea of when their area of responsibility will be reviewed and the amount of involvement members can expect. It also provides leadership with a completion time frame.

The audit team leader should meet periodically with senior leadership to discuss progress and any concerns that develop. Simplify the process where possible, publish the scope of the process, and ensure the audit process will be flexible enough to adjust to the work demands of those impacted.

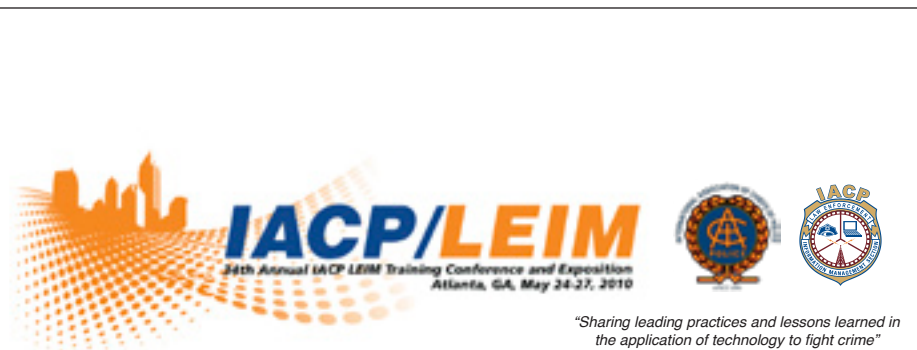
### Conducting the Audit

Assimilating and analyzing the information from the audit can be rewarding. The audit will better define functions and processes that are performed by personnel and electronic systems and identify how efficient support mechanisms are to the organization. A function or process could be an activity performed in one area as stand alone or

in many areas cross-functionally. Functions may consist of a series or a combination of subfunctions performed in one or a multiple areas of the organization.

The audit will also map the communication and information flow through the organization; identify any efficiency impediments related to organizational structure; and determine if rules, policies, or regulations are having an adverse impact on efficiencies. The audit should determine if multiple people are performing the same function or a process, whether the results from the process performance are reviewed or acted upon, and whether the process is essential to operations.

Before and during the audit phase, senior leadership should communicate the need for thinking differently about the way business is done. During the audit, leaders need to communicate and emphasize the need for an organizational evaluation and the potential benefits it will ultimately provide to the agency and the community. Emphasis should be placed on identifying areas that can be improved, without casting blame for the way it has been done to date. The first time anyone is tagged for a deficiency and chastised, other component leaders will be more guarded in their participation.



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Good communication will help determine what functions or processes are supportive or complementary. Open lines of communication are critical to establish. Open dialogue will assist in deciding if like functions or processes can be combined, and sets the stage for strategy implementation. Those involved in obtaining the source information during the audit will and must question everything—and verify and validate the information. Do not rely on hearsay or poor source information.

Assessing any possible savings is critical: sharing communal equipment such as projectors; establishing car pools; and sharing or contracting for records management, fleet maintenance with another government entity, or perhaps joint communications may make for improved economic efficiencies. Purchasing in bulk for the agency or jurisdiction as a whole—instead of having individual components make purchases—may provide savings. Consolidating services, both external and internal, needs to be explored. This can be a sensitive area, but failing to examine savings potential or improved efficiencies cannot be overlooked in a thorough audit.

The audit should successfully identify source factors restraining efficiency such as internal policy and procedures. There may be external factors such as contractual issues with service providers that are restrictive. Agreements may need to be renegotiated, and lease agreements and purchasing policy and procedures may need review. Vendor pricing is usually negotiable.

Examine the organizational structure since it may impede efficiency. The organization may have either too much or too little structure or command staff to operate effectively. Communication and political infighting can stand in the way of best service and cost. Statutory considerations and financial rules and regulations may affect best practice but are required for line-item control.

Some employees may attempt to hide information and disrupt the audit. To minimize this problem, the chief executive officer needs to clearly state that cooperation is expected at all levels and then support those conducting the organizational evaluation to get necessary information.

### Strategy Development Phase

Once the audit is completed, defining the change strategy and recommendation phase begins. The primary guiding focus for the strategy should be optimizing agency efficiency. The audit should have identified changes that need to be made to improve efficiencies and identified what functions or processes can be consolidated.

Knowing how functions and processes align following any change strategy is important. If the strategy is flawed, then implementation and any results could be counterproductive to the process as well as morale.

The audit should have revealed whether consolidation is warranted. Consolidation of similar agency and support functions can streamline operations. Combining units into one venue and reducing the command structure can save on financial expenditures and improve team focus.

During this phase, build support for any upcoming changes by reviewing the audit with the organizational members and forming implementation teams, if warranted. Ownership and inclusion will go a long way to reducing resistance to any change strategy.

Defining the strategy and the feasibility of success should include the following:

- Is the change the right thing to do?
- Is it ethical?
- Is the change achievable and practicable?
- What are the financial considerations and constraints?
- Can the strategy be followed to completion?
- What is the impact on the organization and employees?
- Will the change be accepted?
- What is the impact on the service provided?
- Is the change in keeping with the overall objectives or the vision of the organization?
- If the department is accredited, is there any impact on standards compliance?
- What are the labor union considerations, if any?

### Strategy for Implementation

After the strategy-forming sessions, the implementation step begins. At the start of this step, it is important to continue to press for buy-in from the stakeholders. Restate the need and the benefit for the changes. This may be both an internal and an external process. The strategy may point to a consolidation of external organizational services. If another governmental agency can offer the same or better services to a community at a lower cost, that agency needs to become part of the development as well as the implementation strategy.

If external change is a part of the strategy, clearly communicate why the change is warranted. People are more receptive to change if they don't fear it. Again, transparency must be maintained through this step. People like being a part of the plan and the change process, so include them as much as possible. Make sure everyone knows and understands why the change is warranted and make it meaningful to

them. Present the positives for those most impacted by the change and communicate it—repeatedly.

Test and evaluate the change process to ensure it will achieve the desired results on a small group before pushing ahead with a global implementation strategy. Parallel runs on any new system may be warranted. Remember to be flexible and adjust accordingly. If changes are warranted in the strategy, make them, explain why they are needed, and continue.

Communication is critical in all aspects of any change but more so during the implementation phase. Insights from those affected early on in the change process can allow for the process to be modified to ease any complications that may arise. Stick to the timetable so everyone understands what service adjustments may be warranted and when they will be affected by any changes.

### Assessment Phase

Once the functional change strategy has been fully implemented, the assessment phase begins. In this phase, identify what information or measures need to be tracked for assessment. Develop procedures on information assimilation and analysis collection and ensure those involved understand the need for good data collection.

Validate information and determine if further assessment is warranted. Establish benchmarks and source information. Change assessment should determine the degree of efficiency enhancement. If the process change did not achieve the desired results, determine the cause and adjust accordingly.

### ELM Is an Ongoing Process

The Efficiency-Led Management process must be continually performed and evaluated. ELM is not a one-step plan. Leaders should always be looking for ways to tweak the system for improved performance. Seeking a better way to do business is important to the continued success and growth of any organization. ELM is a systemic approach to identifying areas that can be enhanced to work more efficiently and economically. Efficient and effective leaders achieve best practices through an open operational environment that allows for continual process improvement. This is the heart of Efficiency-Led Management. ♦

*(The author wishes to thank the Pinellas County Sheriff's Office Strategic Planning Division staff for their contribution to this article.)*

#### Note:

<sup>1</sup>U.S. Navy, *Handbook for Basic Process Improvement*, (1996), [http://www.au.af.mil/au/awc//awcgate/navy/bpi\\_manual/handbook.htm](http://www.au.af.mil/au/awc//awcgate/navy/bpi_manual/handbook.htm)

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# Combating Impaired Driving

By Chuck Hayes, Impaired Driving Training Programs Regional Operations Coordinator, International Association of Chiefs of Police, Salem, Oregon

One estimate puts the costs for traffic crashes at \$230 billion each year in medical expenses, lost productivity, property damage, and related costs.<sup>1</sup> The National Highway Traffic Safety Administration (NHTSA) estimated that three in every ten Americans will be involved in an alcohol-related crash at some point in their lives. Just as alarming, in 2008, one person every 45 minutes, or approximately 32 people per day, died in traffic crashes involving a driver or motorcycle operator with a BAC of .08 g/dL or greater.<sup>2</sup> Drivers with high BACs are also 385 times more likely than sober drivers to die in single vehicle crashes.<sup>3</sup> Considering the magnitude of alcohol-related crashes on the economy and the personal tragedies, law enforcement has taken steps through various processes over the years to curtail impaired driving.

Since 2006, many states are making meaningful gains in eliminating deaths and injuries caused by impaired drivers. Numerous positive factors are involved, including expanded impaired driving enforcement training for officers, sobriety checkpoints, high-visibility enforcement, ignition interlock device laws, educational campaigns, media attention, and tougher prosecutorial stance on impaired driving crimes. These are commendable ongoing efforts that all police departments should continue.

According to NHTSA, in 2007, 13,041 people were killed in alcohol-impaired driving crashes in the United States—involving at least one driver or motorcycle operator with a blood alcohol concentration (BAC) of .08 grams per deciliter (g/dL) or greater.<sup>4</sup>

In 2008, that number dropped to 11,773 deaths with an overall reduction of nearly 10 percent.<sup>5</sup> A total of 40 states saw reduced alcohol-impaired driving deaths in 2008. States having the greater decreases were Vermont (44.8 percent), the District of Columbia (43.2 percent), and Wisconsin (32.1 percent). Ten states experienced no change or an increase. States experiencing the most significant increases were New Hampshire (more than 40 percent), Kansas (more than 36 percent) and Wyoming (more than 34 percent).<sup>6</sup>

Individuals aged between 18 and 20 years constitute more than 10 percent of the total alcohol-impaired driving trips in the United States. The percentage of alcohol-related road crashes in which teenagers are involved remains disturbingly high. Alcohol-impaired driving statistics show that, in 2007, 18 percent of the alcohol-related driving deaths in the United States involved drivers aged 16 to 20 years old with a BAC of .08 or greater.<sup>7</sup>

In 2007, 15 percent of all drivers involved in fatal crashes during the week were alcohol-impaired, compared to 31 percent on the weekend.<sup>8</sup> Not surprisingly, alcohol-impaired fatalities increase dramatically during the holidays and times when many people are celebrating. According to NHTSA, the 10 deadliest days of the year are January 1, July 3, July 4, August 3, August 4, September 1, September 2, December 22, December 23, and December 24 (with July 4, on average, being the deadliest day of the year).<sup>9</sup>

## Gains Are Being Accomplished

NHTSA's latest impaired driving survey, *The 2007 Roadside Survey of Alcohol and Drug Use by Drivers*, found a dramatic decline in the number of drinking drivers with BACs of .08 g/dL or greater on weekend nights compared to that in previous surveys. In 1973 it was estimated that 7.5 percent of drivers had BACs of .08 g/dL or greater. The 2007 roadside survey found there were only 2.2 percent of drivers with a BAC of .08 g/dL or greater. This represents a decline of 71 percent in alcohol-impaired drivers on weekend nights.<sup>10</sup>

## The Use of Drugs When Driving Is Increasing

Although the decrease in alcohol-impaired driving numbers is encouraging, the same is not true for driving under the influence of drugs. Drugs, both illicit and prescription, are increasingly being detected in chemical tests in many fatal and injury crashes.

In the 2007 roadside survey, NHTSA researchers also found that 16.3 percent of

nighttime weekend drivers were drug positive. The survey further found that the drugs used most commonly by nighttime drivers were marijuana (8.6 percent), cocaine (3.9 percent), and methamphetamine (1.3 percent).<sup>11</sup>

While these estimates are not in themselves conclusive regarding the nature and scale of the drug-impaired driving problem, they are an important part of the ongoing research NHTSA and other groups are undertaking to better understand the role of drugs in traffic safety.

## Cooperative Efforts

Efforts to further reduce drug- and alcohol-related crashes are continuing. Local government, law enforcement, nonprofit groups, and private businesses are continuing to join forces to attack the impaired driving problem.

At the 2005 annual IACP conference, the Highway Safety Committee (HSC) created an Impaired Driving Subcommittee to address impaired driving. The subcommittee comprised a diverse group of local, state, and provincial law enforcement executives, as well as representatives from the Governors Highway Safety Association; Mothers Against Drunk Driving; National Highway Traffic Safety Administration (NHTSA); and other dedicated stakeholders.

The subcommittee was tasked with identifying ways to reduce impaired driving and also reduce impaired driving fatalities and injuries in the United States and Canada. The subcommittee concluded that increased success centered in three key areas:

- Law enforcement leadership
- Criminal justice system collaboration
- Effective communication strategies

The subcommittee's best practices guide, *Impaired Driving Guidebook: Three Keys to Renewed Focus and Success*, provides valuable recommendations for building a well-rounded approach to attack impaired driving. As a result of the subcommittee's work, the membership of IACP passed a resolution, to renew the effort to eliminate alcohol- and drug-impaired driving.<sup>12</sup> The subcommittee's guidebook is

available online at [www.nhtsa.dot.gov/people/injury/enforce/ImpDrGuidebook/index.htm](http://www.nhtsa.dot.gov/people/injury/enforce/ImpDrGuidebook/index.htm).

### Impaired Driving Enforcement Training

NHTSA and the IACP have partnered to develop and provide a number of impaired driving enforcement programs that help meet the three key areas identified by the IACP committee. Each of the impaired driving enforcement training programs developed by NHTSA and coordinated by the IACP is designed to assist law enforcement and prosecutors and can be used in effective communication strategies with the media and the community. The NHTSA/IACP impaired driving enforcement training programs include the following:

**Standardized Field Sobriety Testing:** The Standardized Field Sobriety Testing (SFST) curriculum is the standard for all impaired driving detection training programs. SFST was developed by NHTSA and approved by the IACP. SFST training is vital in effectively investigating, detecting, arresting, and convicting impaired drivers.

During the NHTSA/IACP 24-hour SFST course, law enforcement officers learn

- how to recognize impaired driving behavior;
- what the importance of the SFST battery is and how to properly administer the tests that include the Horizontal Gaze Nystagmus (HGN), Walk and Turn, and One-Leg Stand;
- when to make an impaired driving arrest;
- how to write accurate and detailed reports; and
- how to give clear and convincing courtroom testimony.

SFST training is used across the United States as well as in many other countries.

**Advanced Roadside Impaired Driving Enforcement:** Advanced Roadside Impaired Driving Enforcement (ARIDE) training was developed by NHTSA with input from the IACP and the Virginia Association of Chiefs of Police. ARIDE was created to address the gap in impaired driving training between SFST and the Drug Evaluation and Classification (DEC) Program, commonly referred to as the Drug Recognition Expert (DRE) Training Program.

ARIDE bridges the gap between these two programs by providing police officers with general knowledge related to drug impairment and by promoting the use of DREs in states that have the DEC Program.

Significantly, ARIDE requires students to demonstrate their SFST proficiency. The ARIDE program also stresses the importance

of securing the most appropriate biological sample in order to identify substances likely to cause impairment.

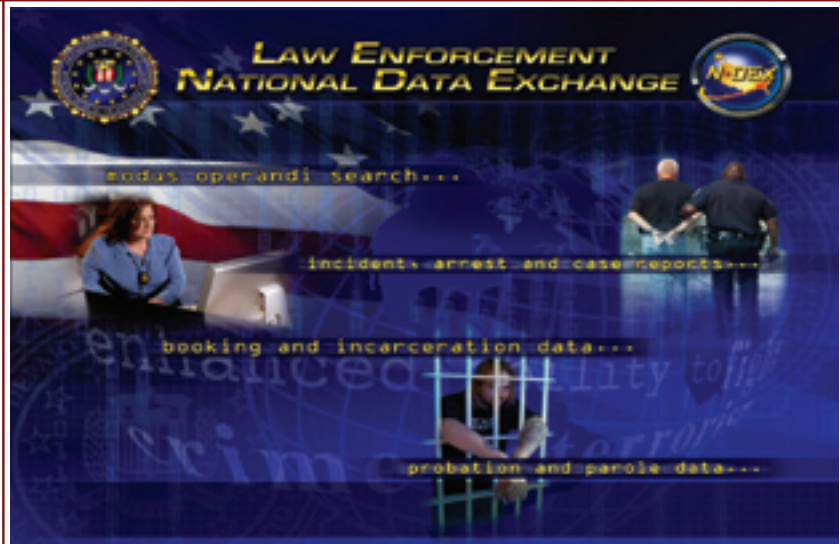
ARIDE is not intended to replace DRE training, which is much more intensive and skill-based. ARIDE is not a prerequisite for DRE training, but officers who complete ARIDE may decide to enhance their skills and complete DRE training. For states that do not yet provide DRE training, or for agencies with limited training budgets, ARIDE meets the need

for increasing officers' knowledge base for identifying drugs that impair driving.

In addition, ARIDE helps to promote the DEC Program and the use of DREs.

**DEC Program:** The DEC Program focuses on detecting and apprehending drug-impaired drivers. The program is managed and coordinated by the IACP with NHTSA support.

The program began in the early 1970s by the Los Angeles Police Department. Due to the program's success in identifying



**Information Sharing is a mission critical component of today's public safety mandate for local, county, state, tribal and federal agencies to enhance our crime fighting efforts.**

**N-Dex is part of that mandate as a powerful investigative tool for law enforcement agencies to submit incident data, make connections between persons, places, events and crime characteristic – linking information across jurisdictions – allowing officers to 'connect the dots' between data that appears unrelated.**

**The IACP, in partnership with FBI's CJIS Division, is delivering a national communications and educational outreach program to promote awareness and use of N-Dex.**

**To find out more information please email us at [ndex@theiacp.org](mailto:ndex@theiacp.org).**



drug-impaired drivers, it became an international program expanding to other states and eventually into Canada and other countries. Forty-six states and the District of Columbia currently participate in the program nationally. As of December 31, 2009, there were over 6,500 DREs in the United States and another 500 in Canada.<sup>13</sup>

The DEC program trains police officers and other public safety officials as DREs through a three-phase training curriculum consisting of (1) the DRE pre-school (16 hours); (2) the DRE school (56 hours); and (3) DRE field certification (approximately 40 hours).

The training relies heavily on SFST, which provides the foundation for the DEC Program. Once trained and certified, a DRE becomes a highly effective officer skilled in detecting and identifying persons impaired or affected by alcohol and/or drugs.

DREs are trained to conduct a systematic and standardized 12-step drug evaluation consisting of physical, mental, and medical components. The evaluation takes approximately one hour to complete, covering the person's appearance and behavior, vital signs, and the person's automatic responses and reactions.

The DRE also administers carefully designed psychophysical tests to evaluate the person's judgment, information-processing ability, coordination, and various other characteristics.

The DRE systematically considers everything about the person that could indicate the influence of drugs or the presence of a medical condition. After completing the evaluation, the DRE renders an opinion as to whether or not the person is impaired and, if so, determines the category of drugs likely causing the impairment.

DRE testimony has been widely accepted throughout the United States.

**Drug Impairment for Educational Professionals:** Drug Impairment for Educational Professionals (DITEP) is a drug impairment detection program developed by the IACP to help combat the growing problem of drugs in the educational environment. Designed to assist school administrators, teachers, school nurses, and school resource officers in detecting possible drug impairment in students, DITEP provides the necessary tools and strategies to take appropriate action and needed intervention. The strengths of SFST, DRE training, and ARIDE are combined to form the 16-hour DITEP training program.

DITEP assists school officials and health-care professionals to aggressively evaluate and detect drug use in schools and ease the disruption caused by individuals abusing drugs. The training also helps deter people from driving to and from schools while impaired by either alcohol or drugs.

**Protecting Lives, Saving Futures:** This impaired driving training program was developed by the American Prosecutors Research Institute's National Traffic Law Center, with input from NHTSA and the IACP. The program is designed to train both law enforcement and prosecutors in a single class in detecting, apprehending, and prosecuting impaired drivers. The program brings law enforcement officers and prosecutors together as a team to successfully prosecute impaired driving violators. It also helps ease the challenges and difficulties that prosecutors and law enforcement officers face in impaired driving cases.

**Prosecuting the Drugged Driver:** Prosecuting the Drugged Driver is a curriculum developed in cooperation by NHTSA and the National Traffic Law Center. The course is designed to build a team of prosecutors and law enforcement officers to help detect, apprehend, and prosecute impaired drivers. Prosecutors and law enforcement officers participate in interactive training classes taught by a multidisciplinary faculty.

The course includes an overview of the drug-impaired driving problem in the United States and the substantive areas of training that police officers receive to be certified as DREs. Learning about drug categories, signs, and symptoms of drug influence, the role of the DRE in establishing impairment, and the role of toxicology in these cases will assist the prosecutor to effectively and persuasively present this information in court.

The course also addresses how to qualify the DRE as an expert witness in court and how to respond to common defense challenges. Participants are given the opportunity to prosecute a mock case including direct examinations of a DRE and a toxicologist. Throughout every stage of the course, participants receive direct feedback on their courtroom skills with assistance in how to compose more persuasive arguments and deliver more dynamic presentations.

**Lethal Weapon DUI Vehicular Homicide:** This four-day course is designed for the experienced DUI prosecutor. It highlights the importance of creating and improving police-prosecutor teams in investigating and prosecuting vehicular homicide cases. It features extensive presentations on crash reconstruction, including direct and cross-examination of crash reconstructionists. Additional topics include the role of the prosecutor at the scene of a fatality and working with hostile witnesses and with victims' families.

## The Future

The United States has one of the safest highway systems in the world, due in part to improved design characteristics, engineering, and many other safety improvements on its roadways. Also, great strides in reducing the number of fatalities per 100-million

vehicle miles traveled are occurring. However, the portion of crashes involving alcohol and/or other drugs continues to be one of the highest in the world. A crash involving an alcohol- or drug-impaired driver continues to be one of the most frequently committed violent crimes in the United States today.

The training courses described above help law enforcement officers, prosecutors, and toxicologists combat impaired driving, make our highways safer places and assist in lifesaving efforts. ♦

## Notes:

<sup>1</sup>U.S. Department of Transportation, "USDOT Releases 2002 Highway Fatality Statistics," press release, July 17, 2003; and Russell Weisman, "The High Cost of Drunk Driving," Article Alley, January 5, 2006, [http://www.articlealley.com/article\\_22350\\_18.html](http://www.articlealley.com/article_22350_18.html) (accessed January 29, 2010).

<sup>2</sup>NHTSA, "Overview," *Traffic Safety Facts: 2008 Data*, DOT HS 811 162 <http://www.dmv.ne.gov/highwaysafety/pdf/TSFOverview2008.pdf> (accessed January 29, 2010).

<sup>3</sup>Steve Blackistone, National Transportation Safety Board, testimony before the House and Senate Transportation Committees, Kentucky General Assembly on "Highway Safety in Kentucky," October 7, 2003, Frankfort, Kentucky, <http://www.nts.gov/speeches/s031007.htm> (accessed January 29, 2010).

<sup>4</sup>NHTSA, "Alcohol-Impaired Driving," *Traffic Safety Facts: 2008 Data*, DOT HS 811 155, <http://www-nrd.nhtsa.dot.gov/Pubs/811155.PDF> (accessed January 29, 2010).

<sup>5</sup>Ibid.

<sup>6</sup>NHTSA, "Fatalities and Fatality Rates in Alcohol-Impaired-Driving Crashes by State, 2007-2008" *Traffic Safety Facts: Research Note*, December 2009, DOT HS 811 250, <http://www-nrd.nhtsa.dot.gov/Pubs/811250.pdf> (accessed January 29, 2010).

<sup>7</sup>NHTSA, "Alcohol-Impaired Driving," *Traffic Safety Facts: 2007 Data*, table 3, DOT HS 810 985, <http://www-nrd.nhtsa.dot.gov/Pubs/810985.PDF> (accessed January 29, 2010).

<sup>8</sup>NHTSA, "Alcohol-Impaired Driving," *Traffic Safety Facts: 2007 Data*.

<sup>9</sup>NHTSA, "Trend and Pattern Analysis of Highway Crash Fatality by Month and Day," table 2, March 2005, DOT HS 809 855, <http://www-nrd.nhtsa.dot.gov/Pubs/809855.PDF> (accessed January 29, 2010).

<sup>10</sup>Richard Compton and Amy Berning, "Results of the 2007 National Roadside Survey of Alcohol and Drug Use by Drivers," NHTSA, *Traffic Safety Facts*, July 2009, DOT HS 811 175, <http://www.nhtsa.gov/staticfiles/DOT/NHTSA/Traffic%20Injury%20Control/Articles/Associated%20Files/811175.pdf> (accessed January 29, 2010).

<sup>11</sup>Ibid.

<sup>12</sup>Highway Safety Committee, "A Renewed Effort to Eliminate Alcohol- and Drug-Impaired Driving," IACP Resolution adopted at the 113th Annual Conference of the International Association of Chiefs of Police, (Boston Massachusetts, 2006) [http://www.iacp.org/resolution/index.cfm?fa=dis\\_public\\_view&resolution\\_id=272&CFID=47474494&CF\\_TOKEN=80030201](http://www.iacp.org/resolution/index.cfm?fa=dis_public_view&resolution_id=272&CFID=47474494&CF_TOKEN=80030201) (accessed January 29, 2010).

<sup>13</sup>The IACP DRE Certification Database.

Save the Date!

# IACP 2010



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*We invite you to share your knowledge and ideas for the educational program at IACP 2010. IACP's goal is to offer relevant and timely education and training to help attendees do their jobs more effectively and to make their agencies more successful.*

*Through this call for proposals we are seeking the very best, most relevant, and most thought-provoking ideas in order to deliver content pertinent to the law enforcement profession. Past session topics have included leadership, management, legal and liability issues, information sharing, homicide investigation, SWAT selection, officer injury prevention, and much more. Go to [www.theiacpconference.org](http://www.theiacpconference.org) to submit your proposal.*

**DEADLINE: MARCH 26, 2010**



**117<sup>th</sup> Annual International Association of Chiefs of Police Conference  
and Law Enforcement Education and Technology Exposition**

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**President Michael J. Carroll**

### 2010 President's Membership Drive Rules and Information:

1. The new members you sponsor must use the 2010 President's Membership Drive application. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the close of business August 1, 2010.
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. Winners of a free IACP Model Policy CD ROM will be able to make their choice at the conclusion of the drive.
6. The 117th Annual IACP Conference will be held in Orlando, Florida, USA October 23 – 27, 2010.
7. Members will be sent/notified of all prizes & incentives following the conclusion of the drive.
8. The first 500 members to sponsor a new member in the drive will receive the Official IACP gift. The item sent will be at the discretion of the IACP.





# IACP President's Membership Drive Application

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Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

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

Name: \_\_\_\_\_ (Please Print)

Title/Rank: \_\_\_\_\_

Agency/Business Affiliation: \_\_\_\_\_

Business Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Residence Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Business Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Web Site: \_\_\_\_\_

Signature: \_\_\_\_\_ Date of Birth: (MM/DD/Year) \_\_\_\_/\_\_\_\_/\_\_\_\_

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

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

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

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

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

Education (Highest Degree): \_\_\_\_\_

Date elected or appointed to present position: \_\_\_\_\_

Law enforcement experience (with approx. dates): \_\_\_\_\_

Have you previously been a member of IACP?  Yes  No

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

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All memberships expire December 31 of each calendar year.  
Applications received after October 1 will be credited to the following year.

**For further information on membership benefits and eligibility,  
visit the IACP Web site [www.theiacp.org](http://www.theiacp.org).**

## Membership Requirements

### Active Membership

Commissioners, superintendents, sheriffs, chiefs and directors of national, state, provincial, county, municipal police departments.

Assistant chiefs of police, deputy chiefs of police, executive heads and division, district or bureau commanding officers. Generally the rank of lieutenant and above is classed as active membership.

Police chiefs of private colleges and universities who are qualified as law enforcement officers within their respective states/provinces.

Officers who command a division, district or bureau within the department. Command must be specified on the application.

Chief executive officers of railroad police systems and railway express company police systems.

### Associate Membership

Police officers employed by police agencies below the rank of lieutenant.

Superintendents and other executive officers of prisons.

Chief executives, departmental officers and technical assistants of city, county, state, provincial and national agencies with administrative or technical responsibility for police-related activities.

Prosecuting attorneys, their deputies and deputy sheriffs.

Professors and technical staffs of colleges and universities engaged in teaching or research in criminal law, police administration and other phases of criminal justice.

Staffs of crime institutes, research bureaus, coordinating councils, law enforcement associations.

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

Employees of companies providing services to law enforcement agencies.

*Associate members enjoy the same privileges as active members except those of holding office and voting.*

For Practitioners, By Practitioners

## 34th Annual IACP LEIM Training Conference and Exposition

Bill Albright, Program Manager,  
IACP Technology Center

The ever-escalating pace of converging technologies (audio, video, and data) has increased pressure to acquire new technology to meet the ever-growing demands placed on public safety agencies. Always-on connectivity, information on demand, and interoperability standards have also led to greater demands being placed on law enforcement executives. Rapid, continuous information technology modernization in support of public safety has been, and will remain, critical to success.

The introduction of new technology also brings with it additional challenges beyond the technical realm, such as governance development for interoperability projects. Historically, law enforcement agencies have engineered and maintained their respective systems to be independent of neighboring jurisdictions. The idea of interoperability is a relatively new concept, requiring a shift in the systemic law enforcement paradigm to become a viable movement. Many grants now give preference to projects that involve a collective effort between two or more agencies, but an underlying question for many agencies is that of simply maintaining operability. Likewise, underfunded agencies with flat budgets lack the expertise to build or maintain systems capable of interagency connectivity.

The Law Enforcement Information Management (LEIM) Section invites you to participate in the 34th Annual IACP LEIM Training Conference and Exposition, May 24–27, 2010, at the Hyatt Regency Atlanta in Atlanta, Georgia. The Atlanta Police Department will serve as the host agency and as a cosponsor in support of the conference.

This conference will provide attendees with an opportunity to hear and learn about current and emerging technology and trends. Subject matter experts from around the nation and the world will give presentations on leading practices and lessons learned in the application of technology to fight crime. Topics will include, but are not limited to, strategic planning; information sharing; information technology standards; license plate readers; communications; digital asset management; video surveillance, network integration and system security; project governance; and grant writing. The objectivity, quality, and quantity of the information exchanged at this conference are unparalleled.

The IACP LEIM Section exists to address technology issues facing the law enforcement

community. The IACP LEIM Section hosts an annual conference designed by practitioners, for practitioners. This annual conference gives law enforcement professionals a forum to exchange ideas, lessons learned, and leading practices with their peers.

### Conference Activities

**LEIM Conference Orientation:** All first-time conference attendees are invited to attend this session on Monday, May 24. This orientation is designed to answer questions and provide an overview of the multitude of offerings at the conference. Valuable tips will be provided for benefiting from the conference. Receive directions on how to navigate the halls and find the sessions you need, review networking and social event opportunities, and learn where to check your e-mail—the cyber café. Attendees will find everything they need to have a successful conference experience.

**Workshop Tracks:** As part of an ongoing process to deliver focused content, the conference offers four workshop topic tracks (Federal, Executive, Technical, and International) to allow conference attendees to select which sessions would be of most interest to them. These workshops will address programs and strategies that are being or have been implemented by local, regional, and state law enforcement agencies. The tracks will run concurrently each day of the conference.

**Exposition Hall:** Discover new solutions. Tour the exposition hall with the latest law enforcement technologies and speak to knowledgeable vendors that serve the industry. In addition to corporate displays, federal government technology projects and state and local law enforcement technologies will be featured.

**7th Annual IACP-iXP Excellence in Technology Awards Ceremony:** Join IACP in recognizing superior achievement and innovation in the field of law enforcement communications and information technologies. This international awards program is designed to recognize exceptional, innovative, and extraordinary achievement in law enforcement technology-based programs, efforts, or initiatives that benefit the profession. Award achievements will be recognized in the areas of Innovation in Information Technology, Response to Computer-Related Crime, and Excellence in Law Enforcement Communications and Interoperability. The awards ceremony is set for Monday evening, May 24, 2010, in conjunction with the conference Welcome Reception at the Hyatt Regency Atlanta.

**Pre-conference Workshops:** (1) The ABCs of Information Technology Tutorial session is designed to assist non-technical law enforcement personnel to understand the basics of managing technology programs and information systems. Clarity of basic terms, concepts, and trends will give law enforcement practitioners the tools they need to survive and excel in what can appear to be an impossible job: information technology management.

(2) The prevalence of License Plate Reader (LPR) technology in law enforcement has significantly increased in the last few years. As with any technology, there are policy implications that law enforcement agencies must consider. This workshop will provide an opportunity to learn more about the current trends, issues, and challenges of implementing LPR technology.

**Complimentary Expo Hall Day Pass for Law Enforcement:** Sworn officers, first responders, and civilian employees of public safety and government agencies and of the armed forces, can register on-site for complimentary access to the exhibit hall. Public safety agencies include offices of police, sheriffs, emergency medical service, fire service, Hazmat, and park rangers from federal, state, city, county, campus, and tribal agencies and the armed forces. To qualify for this exhibit hall-only day pass, the recipient must work for a government or public safety agency and will be required to show credentials when registering.

**Registration:** Full conference registration, which includes access to all general sessions, workshops, receptions, and the expo hall, is limited to IACP members, non-members, and exhibitors. Non-members include sworn officers, first responders, and civilian employees of public safety and government agencies, and the armed forces. Non-member registrants must work for a government or public safety agency and will be required to show credentials upon arrival.

### Further Information

To register, view the current conference schedule of events, make hotel reservations, and to view more conference details, visit the IACP LEIM Conference page on the IACP Web site ([www.theiacp.org/LEIM2010Conference](http://www.theiacp.org/LEIM2010Conference)). Early registration is strongly encouraged due to the limited space, so register today to see what the LEIM Section has to offer. The LEIM Section looks forward to seeing you in Atlanta.

For additional information, please send an e-mail to [LEIM2010Conference@theiacp.org](mailto:LEIM2010Conference@theiacp.org). ♦



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### National Crime Victims' Rights Week

The 2010 National Crime Victims' Rights Week (NCVRW) is April 18–24, 2010.

Each April since 1981, the Office for Victims of Crimes (OVC), Office of Justice Programs, U.S. Department of Justice, has assisted communities in the annual observances of NCVRW by promoting victims' rights and honoring crime victims and those who advocate on their behalf. Several resources for local departments are available.

**NCVRW Resource Guide:** The 2010 National Crime Victims' Rights Week resource guide is available online at <http://ovc.ncjrs.gov/ncvrw2010/pdf/2010ResourceGuide.pdf>. The guide was developed to help communities promote awareness of crime victim issues; it includes camera-ready art files, public awareness posters, the 2010 theme DVD and public service announcement, and much more.

**Multimedia Gallery:** OVC's Gallery of multimedia products promoting crime victims' rights and services is available to local departments. Items such as posters, promotional materials, and photographs are available for promoting victims' rights. All artwork from OVC is free for download and can be used with public service advertisements, billboards, and Web sites.

For more information, visit: <http://ovc.ncjrs.gov/ncvrw>.

**IACP Online Resource:** Created and successfully field-tested by 11 law enforcement agencies around the United States, [www.responsetovictims.org](http://www.responsetovictims.org) features 21st century approaches and effective strategies in the areas of leadership, partnering, training, and performance monitoring that place victims at the center of public safety efforts and response to crime.

The site hosts four volumes of the *Enhancing Law Enforcement Response to Victims Strategy* and a great number of victim-related publications and materials that will assist any law enforcement agency in making significant strides towards serving this important constituency in a more comprehensive way with minimum investment. On-site and off-site technical assistance is available to agencies interested in strategy implementation.

For more information, visit [www.responsetovictims.org](http://www.responsetovictims.org) or contact Jeff Ebersole at [ebersole@theiacp.org](mailto:ebersole@theiacp.org).

### IACP Gun Violence Reduction Initiative—Member Assistance Sought

The IACP's Gun Violence Reduction Initiative, supported by the Chicago-based Joyce Foundation, seeks to identify and promote programs and strategies that aid in reducing gun violence. Current efforts are focused on the development of a practical, pro-active guide for law enforcement on gun violence reduction to assist law enforcement agencies in identifying gun violence-related problems within their communities and support them in implementing concrete solutions.

In developing this guide, the IACP is seeking information about tools and strategies used by law enforcement agencies to address and prevent gun violence. Also of interest are department efforts to engage community partners in ending gun violence.

Please share strategies, tools, and suggestions by contacting Nancy Turner, Senior Program Manager, with IACP's Gun Violence Reduction Initiative at [turnern@theiacp.org](mailto:turnern@theiacp.org) or 800-THE-IACP, extension 807.

Visit <http://www.theiacp.org/research/RCDGunCrime.html> for more information.

### Enhancing the Law Enforcement Intelligence Capacity: Recommendations from the IACP's Strategic Planning Session

This report presents the findings and results of a July 2009 IACP meeting of law enforcement and criminal intelligence leaders to assess the progress toward a national intelligence-sharing approach among all U.S. law enforcement agencies. The meeting was cosponsored by the Office of Community Oriented Policing Services (COPS), the U.S. Department of Homeland Security, and the Program Manager for the Information Sharing Environment (PM-ISE). The meeting and this summary report both focused exclusively on two goals: (1) to enhance law enforcement's engagement in information sharing, and (2) to expand the utilization of fusion centers by law enforcement. The report presents a set of recommended actions proposed by the participants to accomplish both goals.

An electronic version of the report is available by visiting the IACP Web site at <http://www.theiacp.org> or can be obtained by contacting Carrie Corsoro at [corsoro@theiacp.org](mailto:corsoro@theiacp.org).

### NamUs National Training Academies

Beginning in 2010, the first two of five National Missing and Unidentified Persons (NamUs) training academies will be held. Each academy will train multidisciplinary NamUs teams—one from each state—creating a national network of case management resources for future education and training of other participants in the investigation and eventual resolution of missing and unidentified person cases in the United States.

The ultimate goals of the program are promoting and facilitating consistent data collection and sharing protocols critical for solving missing and unidentified person cases. Academy participants are nominated by the appropriate leadership of various stakeholder organizations to develop a five-person team in each state to form a NamUs investigation training team.

NamUs team members will represent the following National Institute of Justice's partner agencies, organizations, and constituencies:

**Law Enforcement:** The law enforcement representative is a sworn officer with a federal, state, or local law enforcement agency or department of public safety. This individual should have "training officer" status with experience in the investigation of missing persons, specifically adults. Team members should be active members of their state, national, or international professional organizations (National Sheriffs' Association, International Association of Chiefs of Police, and so on) and considered to be in good standing with the agency of employment with at least five years' experience in the field of missing persons investigation.

**Clearing House Agent:** The missing persons clearinghouse representative is an employee of a state or local government agency, including a law enforcement agency, responsible for the evaluation and distribution of missing persons data, including "adults." This team member will be considered to be in good standing with his or her employer and have at least five years' full-time experience in the field of missing person investigations.

**Forensic Specialist Expert:** The forensic specialist representative is considered an "expert" in forensics and a member in good standing with the American Academy of Foren-

sic Sciences (AAFS) from one of the following AAFS membership sections: Criminalistics, Odontology, Pathology/Biology, or Physical Anthropology. This individual will hold appropriate status (that is, diplomat) within the chosen specialty and have knowledge of various scientific identification techniques including DNA, fingerprint, dental, and radiographic applications in the identification of missing persons. This team member should be considered to be in good standing with professional organizations such as the International Association of Identification (IAI) or the American Board of Criminalistics (ABC), with documented experience within the specialty area equal to five years' full-time employment within the past ten years.

**Medical Examiner/Coroner:** This representative is a Medical Examiner (ME), Coroner (C) or ME/C Investigator. This team member will be a member in good standing with, or certified by the National Association of Medical Examiners (NAME), the International Association of Coroners and Medical Examiners (IACME) and/or the American Board of Medicolegal Death Investigators (ABMDI), with at least five years' full-time experience in the area of medicolegal death investigation.

**Victim Advocate:** The victim advocate representative is a paid or volunteer member of at least one of the "recognized" not-for-profit state or national missing persons organizations (DOE Missing Person Network, National Center for Missing Adults, and so forth). This individual has a proven track record of professional conduct while working with the many "participants" in the investigation, location, and identification of missing persons. In addition, this person shall understand the personal and professional diligences required in investigations of this type and complexity. This team member should be considered to be in good standing with the community and local law enforcement agency or agencies.

Team members will be nominated and selected based on their ability to participate and will fulfill the roles of NamUs case manager and educator in the year(s) following completion of the academy.

Participants' expenses to attend the training academy are paid by a cooperative agreement with the Department of Justice with certain federal limitations (for example, federal per diem rates).

There will be two academies in 2010:

Midwestern Academy in St. Louis, Missouri—July 19–21, 2010.

Southwestern Academy in Albuquerque, New Mexico—November 8–10, 2010.

There will be three academies in 2011 (dates to be determined):

Northeastern Academy in Baltimore, Maryland

Southeastern Academy in Atlanta, Georgia, or Nashville, Tennessee

Western Academy Los Angeles, California

Departments interested in participating in the academies and others seeking more information,

including access to the nomination form for the NamUs academies, should visit <http://academies.orainc.com>.

### Lessons from D.A.R.E.

The Bureau of Justice Assistance (BJA), Office of Justice Programs, U.S. Department of Justice, and the Center for Court Innovation has released a new research document entitled *Lessons From the Battle Over D.A.R.E.: The Complicated Relationship between Research and Practice*.

This research shows that there have been dozens of articles written about D.A.R.E (Drug Abuse Resistance Education) that tell a similar story: school officials, the public, and law enforcement support the program over the objections of academic researchers. To date, there have been more than 30 academic evaluations of the program that have documented negligible long-term impacts on teen drug use. Despite these studies, D.A.R.E. is taught in about 75 percent of school districts across the United States. More than 15,000 police officers participate as D.A.R.E instructors, providing educational sessions about drugs and drug abuse largely targeted at fifth and sixth graders.

This BJA-funded research reveals that in the case of D.A.R.E., many local practitioners were able to sift through the competing claims and make reasoned judgments about whether to keep the program. In general, local officials reached their own conclusions about what made the most sense for their jurisdictions. In some places, this has meant that D.A.R.E. is still a vital, active presence; in others, this has meant that D.A.R.E. has been scrapped.

Since its inception in 1983 under the leadership of Los Angeles' police chief Darryl Gates, the D.A.R.E. program has become a well-known and widespread crime prevention program. D.A.R.E.'s model is relatively straightforward: Police officers are trained to lead educational sessions in local schools that are designed to help students resist peer pressure and live drug-free lives. The program's reach is remarkable:

- D.A.R.E. has been responsible for training hundreds of thousands of police officers and educating millions of children.
- The program has spread to 43 different countries.
- In recognition of these accomplishments, every year for the last 18 years, four consecutive U.S. presidents have set aside a day in April as "National D.A.R.E. Day."

To its critics, D.A.R.E. is a cautionary tale of how criminal justice programs can live on despite evidence of failure. To its defenders, D.A.R.E. is a case study of resilience in the face of adversity.

The new BJA-funded research is an effort to examine the D.A.R.E. story. In particular, it seeks to unpack the complicated relationship between research and practice by examining a case where practitioners and researchers clashed.

For the report, visit the Center for Court Innovation Web site: [http://www.courtinnovation.org/\\_uploads/documents/DARE.pdf](http://www.courtinnovation.org/_uploads/documents/DARE.pdf). ♦



## 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.

Deputy Sheriff Walter "Kent" Mundell  
Pierce County, Wash., Sheriff's Department  
Date of Death: December 28, 2009  
Length of Service: 10 years

Officer Milburn Wilbur Beitel III  
Las Vegas, Nev., Metropolitan Police Department  
Date of Death: October 8, 2009  
Length of Service: 6 years, 1 month

Officer Julius Keith Moore  
St. Louis, Mo., Metropolitan Police Department  
Date of Death: October 15, 2009  
Length of Service: 2 years, 6 months

Corporal Dennis E. Engelhard  
Weldon Spring, Mo., State Highway Patrol  
Date of Death: December 25, 2009  
Length of Service: 9 years, 9 months

Deputy Sheriff Josie Greathouse Fox  
Fillmore, Utah, Sheriff's Department  
Date of Death: January 5, 2010  
Length of Service: 5 years

Trooper Paul G. Richey  
Franklin, Pa., State Police  
Date of Death: January 13, 2010  
Length of Service: 16 years, 8 months

Captain Chad A. Reed  
Dixie County, Fla., Sheriff's Office  
Date of Death: January 14, 2010  
Length of Service: 12 years

Police Officer Alfred L. Celestain Sr.  
New Orleans, La., Police Department  
Date of Death: January 11, 2010  
Length of Service: 20 years

Trooper Duane Dalton  
Lake Charles, La., State Police  
Date of Death: January 12, 2010  
Length of Service: 14 years

Officer Craig Gordon Story  
Arlington, Tex., Police Department  
Date of Death: January 13, 2010  
Length of Service: 7 years

Trooper Jill E. Mattice  
Sidney, N.Y., State Police  
Date of Death: January 20, 2010  
Length of Service: 6 years, 6 months

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## Cutting Fatalities by 50 Percent Over 20 Years

*By Richard J. Ashton, Chief of Police (Retired), Frederick, Maryland; and Grant/Technical Management Manager, IACP*

One of law enforcement's cardinal responsibilities always has been to reduce highway crashes and the heartbreaking deaths and dreadful injuries they cause. To that end, the IACP joined the American Association of State Highway and Transportation Officials in 2008 by adopting an IACP Highway Safety Committee resolution supporting a national highway safety goal of halving fatalities over the next two decades—essentially reducing fatalities by 1,000 per year.<sup>1</sup>

Is this goal reasonable and achievable? Naysayers indicate that over the past two decades (1989–2008), traffic fatalities in the United States declined only 18 percent, sparing 8,321 lives<sup>2</sup> and that motor vehicle crashes are the leading cause of death of people of every age between 3 and 34.<sup>3</sup> They also suggest that the historic declines in fatalities over the past several years are attributable to less travel in this dire economy. However, while Americans have driven somewhat less, the reductions in vehicle miles traveled do not alone account for the significant drop in fatalities.<sup>4</sup> For example, although nearly three in every five fatalities occur in rural areas, mileage probably has not dropped much in these areas because residents still need to drive to work, shop, receive medical care, and complete other essential activities.

If this ambitious new goal were achieved during the next two decades (2009–2028), fatalities would decline 50 percent from the 37,261 recorded in 2008:<sup>5</sup> 18,631 lives would be spared. Put another way, fatalities would decrease from an average of 102 per day in 2008, to 51

per day in 2028. The following are means by which the national highway safety goal could be reached; however, this list is not intended to be all-inclusive.

**Seat Belt Use.** Seat belt use has saved more lives than any other vehicle safety program.<sup>6</sup> Overall seat belt usage increased from about 11 percent in 1979–82,<sup>7</sup> to 84 percent in 2009<sup>8</sup>—the highest rate in U.S. history. As impressive as this reality is, 2,970 more lives might be saved annually if all states permitted primary enforcement of seat belt statutes; the National Highway Traffic Safety Administration (NHTSA) estimates that each percentage point increase in the national seat belt usage rate translates into nearly 270 lives spared.<sup>9</sup> Seat belt use in the District of Columbia and in the 30 states that allow primary enforcement is 11 percentage points higher than it is in those 19 states permitting only secondary enforcement, as well as in New Hampshire that stands alone with no adult seat belt use requirement.<sup>10</sup> Enacting primary enforcement laws in those 20 states would close this gap and, in turn, would noticeably contribute to the achievement of the new highway safety goal.

With 13 states in 2007 attaining an overall seat belt use rate in excess of 90 percent,<sup>11</sup> it will become increasingly difficult to continue to raise the usage rate, for those who fail to buckle up will be the hardcore violators. However, almost two-thirds of passenger vehicle occupants killed in nighttime crashes in 2005 were unrestrained, compared to just fewer than half in daytime collisions.<sup>12</sup> Nighttime seat belt enforcement admittedly presents a challenge, but it also yields an opportunity to save more lives. For example, an average of 64 Washington state law enforcement agencies partnered in a modified Click It or Ticket program in 2007–08 that reduced nighttime deaths of vehicle occupants by 21 percent (compared to 1998–2002) and increased seat

belt use in fatal crashes from 31 percent to 46 percent during the same periods.<sup>13</sup>

**Electronic Stability Control (ESC) Systems.** ESC systems, which “use automatic computer-controlled braking of individual wheels to assist the driver in maintaining control in critical driving situations in which the vehicle is beginning to lose directional stability at the rear wheels (spin out) or directional control at the front wheels (plow out),”<sup>14</sup> hold real promise in significantly reducing rollover crashes and in literally saving thousands of lives annually. NHTSA predicts that the full implementation of Federal Motor Vehicle Safety Standard 126—requiring the installation of ESC systems by Model Year 2012 in 100 percent of passenger cars, multipurpose passenger vehicles, trucks, and buses with a gross vehicle weight rating of 10,000 pounds or less—will spare 5,300 to 9,600 lives annually, preventing between 42 percent and 55 percent of the more than 10,000 deaths each year resulting from rollover crashes alone.<sup>15</sup>

**Cable Barriers.** Over the past decade, many states have installed cable barrier systems, which have substantially reduced fatalities from cross-median crashes and from rollover collisions in medians. Cable median barriers tend to be more forgiving and considerably less expensive than traditional concrete and guardrail median barriers; by absorbing the impact, vehicles tend not to ricochet into traffic, preventing thereby secondary collisions. North Carolina pioneered this lifesaving strategy in 1998 and witnessed a 95 percent reduction in cross-median fatalities. Utah reported no crossover fatalities in a nine-mile test area compared to twelve during the previous two years. Missouri installed 179 miles of median cable barriers on I-70; while it recorded 24 fatal median crossover crashes in 2002, only 2 occurred in 2005 in those areas where these barriers had been installed.<sup>16</sup> The state of Washington has installed more than





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- Police Physicians Section ..... \$35
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Provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative and practicing concerns.

### Indian Country Law Enforcement Section

Promotes the professional status of those engaged in providing police services to Indian Country.

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Facilitates the exchange of ideas, procedures, and specific information for the professional leadership and management of education and training within police agencies, as well as enhancing the quality of law enforcement and policing at the international level through education and training.

### Law Enforcement Information Management Section

Facilitates the exchange of information among those individuals responsible for computers, records, communications or other support-service-related functions.

### Police Foundations Section

Promotes networking and the exchange of ideas and best practices among police executives and police foundation professionals.

### Legal Officers Section

Assists in the establishment of professional standards, assistance and cooperation among attorneys who provide legal advice or representation to law enforcement administrators.

### Police Physicians Section

Facilitates the exchange of information among police medical practitioners, promotes effective police medical practices, and acts as a resource of professional expertise to the association.

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Promotes the exchange of information and training among officers who are responsible for planning and implementing effective public information programs.

### Public Transit Police Section

Promotes meaningful relationships between police executives and cooperative efforts in the implementation of effective police matters and the achievement of an accepted professional status of the police service. Included in this section are gaming enforcement, public transportation, housing authority, airport police, seaport police and natural resources.

### Railroad Police Section

Explores ways to improve the services of those responsible for ensuring the safety and security of people and goods traveling by rail.

### Retired Chiefs of Police Section

Open to IACP members who at the time of their retirement were active members as prescribed in Article II, Section 2 of the IACP Constitution. For the purpose of this section, retirement shall be defined as the voluntary and honorable separation from a position in active and regular police duties because of age, physical disability, or retirement on pension from the agency of employment.

### State and Provincial Police Academy Directors Section

Membership is open to individuals currently serving as directors of state and provincial law enforcement training facilities. The section meets annually to exchange information and disseminate proven ideas, plans, and methodologies among members and other organizations interested in enhancing law enforcement training.

### State and Provincial Police Planning Officers Section

Open to sworn and civilian members of planning and research units of state and provincial law enforcement agencies, this section meets in the summer of each year to share information concerning trends and practices in law enforcement. The section maintains a database of current projects in progress, as well as a compendium of information on the status of state and provincial law enforcement agencies.

### State and Provincial Police Retired Officers Section

Open to any member or previous member of the IACP who is, or was, affiliated with an agency belonging to the State and Provincial Police Division and who was of command (lieutenant or above) rank at the time of retirement.

### University/College Police Section

Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.

181 miles of cable median barrier on state highways and reported a 59 percent reduction in fatal and serious injury collisions.<sup>17</sup>

**Impaired Driving.** Law enforcement, with NHTSA's support and in conjunction with organizations such as MADD (Mothers against Drunk Driving), has made tremendous inroads toward reducing impaired driving fatalities; for example, consider that alcohol-impaired was involved in 57 percent of the 50,984 fatalities in 1966<sup>18</sup> compared to 32 percent of the 37,261 deaths in 2008.<sup>19</sup> However, while about the same number of passenger vehicle occupants were killed in 2005 during the day as at night (15,878 versus 15,294), 3.3 times more were killed in nighttime crashes involving alcohol.<sup>20</sup> Perhaps, agencies should consider more targeted approaches to saving additional lives: for example, NHTSA has suggested employing sobriety checkpoints between 6:00 p.m. and 9:00 p.m. to leverage their deterrent value, complemented by saturation or roving patrols between 9:00 p.m. and 3:00 a.m. when approximately half of all alcohol-impaired fatalities occur.<sup>21</sup> Today there are 1,268 more people alive because alcohol-impaired driving fatalities (fatalities in crashes involving drivers or motorcycle riders with blood alcohol concentrations [BACs] of .08 grams per deciliter [g/dL] or greater) declined in 2008 by almost 10 percent.<sup>22</sup>

**Motorcycles.** Motorcycle fatalities continued to be problematic in 2008, increasing for the 11th consecutive year and accounting for 14 percent of the total fatalities.<sup>23</sup> In 2008, 30 percent of all fatally injured motorcycle riders had BACs of .08 g/dL or above, and the percentage of those with BACs of .08 g/dL or above once again was highest among fatally injured motorcycle riders in two age groups—40–44 and 45–49—both at 41 percent. More than two of every five motorcycle riders killed in each of the past three years were not wearing helmets at the time of the crash. The IACP has supported all-rider motorcycle helmet legislation and enforcement,<sup>24</sup> recognizing NHTSA's estimate that 823 more lives could have been spared in 2008 if all motorcyclists had been wearing approved helmets.

## Conclusion

Based on the foregoing, the national highway safety goal of halving fatalities over the next two decades clearly is both reasonable and achievable. Law enforcement officers understand more than most that the lives wasted in traffic crashes are far more than mere numbers; each fatality is a loss to someone: a parent, a child, a sibling, a teacher, a neighbor, a friend, or even a partner. Flesh and blood will continue to inspire and enhance law enforcement's commitment to saving lives, thereby reaching the national highway safety goal. ♦

## Notes:

<sup>1</sup>IACP Resolution, "New Highway Safety Goal," 2008, <http://www.iacp.org/resolution/2008Resolutions.pdf> (accessed December 10, 2009).

<sup>2</sup>NHTSA, *Early Assessment of 1999 Crashes, Injuries, and Fatalities*, <http://www.nhtsa.dot.gov/people/nca/reports/2000/99summary.html> (accessed February 18, 2010).

<sup>3</sup>"Overview," NHTSA, *Traffic Safety Facts: 2008 Data*, December 2009, DOT HS 811 162, 2, <http://www-nrd.nhtsa.dot.gov/Pubs/811162.PDF> (accessed January 4, 2010).

<sup>4</sup>"Early Estimate of Motor Vehicle Traffic Fatalities For the First Half (January–June) of 2009," NHTSA, *Traffic Safety Facts*, DOT HS 811 207, October 2009, <http://www-nrd.nhtsa.dot.gov/Pubs/811172.pdf> (accessed January 7, 2010).

<sup>5</sup>"Overview," NHTSA, *Traffic Safety Facts: 2008 Data*.

<sup>6</sup>Charles J. Kahane, *Lives Saved by the Federal Motor Vehicle Safety Standards and Other Vehicle Safety Technologies, 1960-2002: Passenger Cars and Light Trucks: With a Review of 19 FMVSS and Their Effectiveness in Reducing Fatalities, Injuries, and Crashes*, NHTSA technical report, DOT HS 809 833, October 2004, 88, <http://www.nhtsa.dot.gov/cars/rules/regrev/evaluate/pdf/809833Part1.pdf> (accessed December 10, 2009).

<sup>7</sup>*Ibid.*, 88.

<sup>8</sup>"Seat Belt Use in 2009—Overall Results," *Traffic Safety Facts: Research Note*, NHTSA, DOT HS 811 100, September 2009, 1, <http://www-nrd.nhtsa.dot.gov/pubs/811100.pdf> (accessed December 16, 2009).

<sup>9</sup>NHTSA, 2009 National Communications Plan, March 2009, 3, <http://www.stopimpaireddriving.org/CommPlan2009.pdf> (accessed December 11, 2009).

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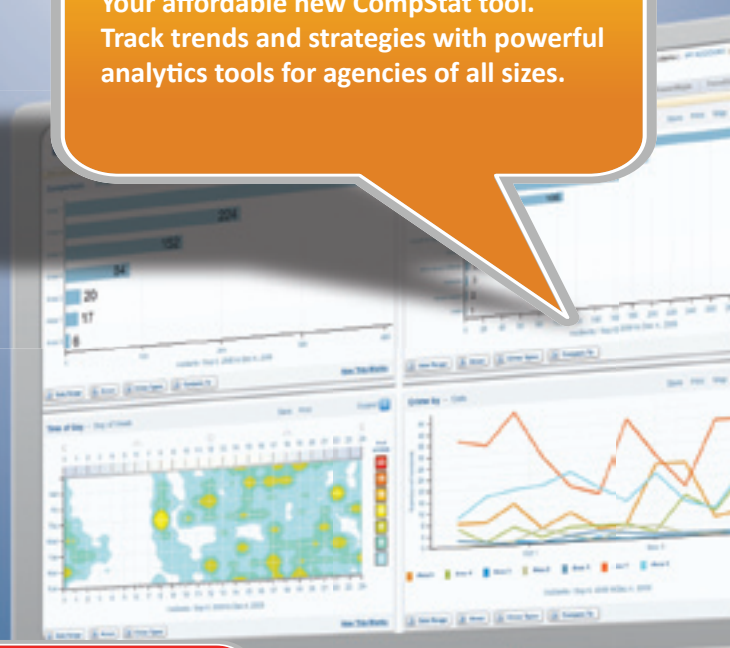
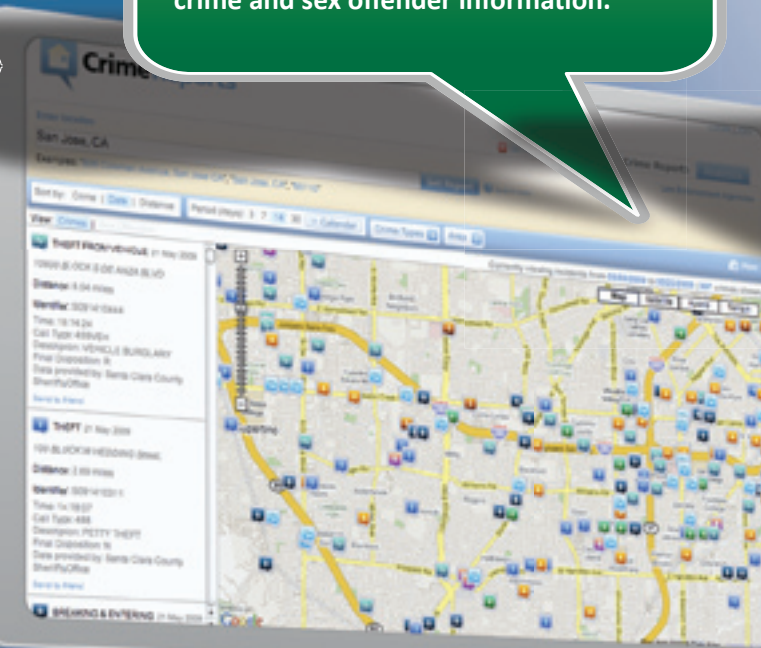
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