

POLICE CHIEF

Celebrating 125 Years

PLUS

Volunteer Policing Modernization **24**

Heart-Focused Leadership **34**

Tribal JIS Participation **42**

Transformation of Community-
Police Relations **52**

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FEATURES



48 SPECIAL FEATURE Celebrating 125 Years

When the IACP was founded in 1893, no one knew what the next 125 years would bring for law enforcement. Even as we look forward to the future, 2018 also gives us a chance to reflect on and explore IACP's history.



24 The Modernization of Volunteer Policing Around the Globe

Agencies worldwide have embraced volunteer police as an effective model to fill critical needs and to create a bond with the communities they serve. Well-trained modern volunteer police can be a valuable asset to any agency.

ROSS WOLF

34 Heart-Focused Leadership

Leaders who are dedicated to heart-focused leadership can reap the benefits of increased productivity and harmonious workplaces, as well as establishing legacies of accomplishment and the ability to truly influence people's hearts.

HECTOR R. GARCIA,
MICHAEL NILA

42 The Evolution of Tribal Participation in Justice Information Systems

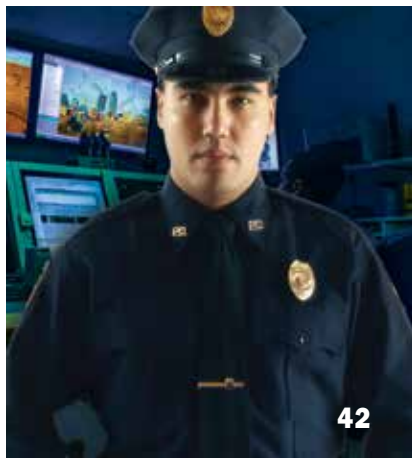
Many American Indian tribes operate their own law enforcement programs that need access to justice information systems for effective operations; however, numerous roadblocks exist that require resolution.

BILL DENKE

52 Transformation of Community-Police Relations Through History

Law enforcement has undergone several transformations across history, including in its approach to community-police interactions. A historical perspective can provide context and understanding for how current policing practices came to be.

JARED PRIMICERIO,
ANTHONY NORMORE



60 HISTORICAL FEATURE
The Changing Role of Women in Law Enforcement

As part of our IACP 125th anniversary series, this reprint of a 1993 article gives readers a historical look at how the role of women in law enforcement had evolved up until that time.

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Attorney Jack Collins

Attorney Jack Collins is a former assistant district attorney, labor counsel for dozens of municipalities, and counsel for the Fire Chiefs Association of Massachusetts. He served as the general counsel for the Massachusetts Chiefs of Police Association, is an expert witness in civil rights cases, and has written hundreds of articles on all aspects of police administration.



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Dr. Mary G. Carey

Dr. Mary G. Carey is an associate professor at the University of Rochester's School of Nursing. Her nursing research has improved ECG monitoring to better detect heart disease conditions. Over her career, she has applied ECGs to more than 2,000 research subjects including ER, ICU, and telemetry patients, outpatients, on-duty firefighters, and swine.

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Dr. Ross Wolf

Dr. Ross Wolf serves as an associate dean and associate professor at the University of Central Florida, a reserve chief deputy with the Orange County Sheriff's Office, and the president of the Volunteer Law Enforcement Officer Alliance. He is an expert on volunteer policing and has worked with police worldwide.

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Dr. Hector R. Garcia

Dr. Hector R. Garcia has over 30 years of law enforcement experience serving in various leadership capacities. He has facilitated numerous law enforcement and organizational leadership development programs around the globe. Dr. Garcia currently serves the IACP as a committee member for the Juvenile Justice & Child Protection Committee.

34



Commander Michael Nila

Commander Michael Nila retired after 29 years with the Aurora Police Department and is the founder and CEO of the Blue Courage leadership development program. Commander Nila has facilitated leadership professional development initiatives across the globe and is considered one of the top law enforcement leadership development advisors in the field.

42



Chief Bill Denke

Chief Bill Denke is the chief of the Sycuan Tribal Police Department. He chairs IACP's Indian Country Law Enforcement Section and the FBI CJIS Advisory Policy Board's Tribal Task Force. He is a member of the U.S. Attorney General's Global Justice Information Sharing Advisory Committee and an SME for the CA POST.



52



Captain Jarod Primicerio

Captain Jarod Primicerio has 20 years of experience with the California Highway Patrol and is currently assigned to the CHP's Office of Inspector General. In addition, he is a candidate for a master's degree in negotiations, conflict resolution, and peacekeeping. During his tenure, he has served in several specialized assignments and on numerous advisory panels and committees.

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Dr. Anthony H. Normore

Dr. Anthony H. Normore is professor emeritus of graduate education at California State University Dominguez Falls. He has experience serving as a professor of justice studies and law, ethics, and leadership, and he recently worked with the LAPD to design a leadership program for officers.

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Jeffrey Fisher

Jeffrey Fisher is a writer-editor with the FBI's Crime Data Modernization Team. He has a master's degree from West Virginia University, and he has worked for the FBI for 21 years as a forensics expert, manager, and writer.

POLICE CHIEF

A PUBLICATION OF THE IACP

OCTOBER 2018 | VOLUME 85, NUMBER 10

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ADVERTISING SALES The Townsend Group,
301.215.6710

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and Mara Johnston

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tgdc.com

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LEGAL COUNSEL Howe & Hutton, Ltd.

www.policechiefmagazine.org

Article notes are available online.

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

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

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

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

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

Printed in the USA.

BPA business publication membership granted September 1991



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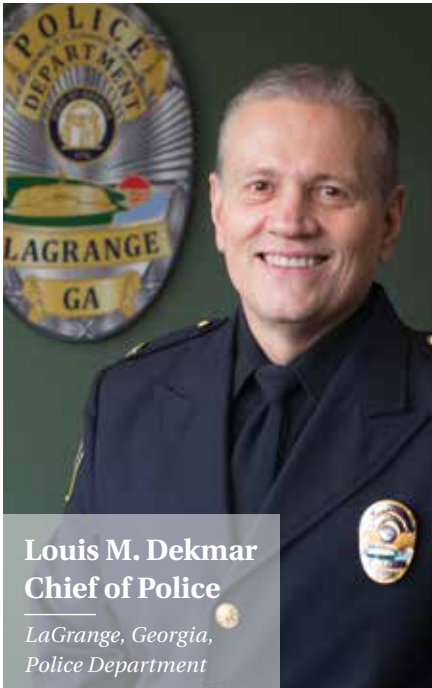
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SCHOOL of CONTINUING
and PROFESSIONAL STUDIES

Year in Review



Louis M. Dekmar
Chief of Police

*LaGrange, Georgia,
Police Department*

AS I COMPLETE MY TERM AS PRESIDENT OF THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, I WANT TO EXPRESS MY APPRECIATION TO EACH OF YOU FOR YOUR SERVICE AS LAW ENFORCEMENT PROFESSIONALS AND YOUR WORK AND LEADERSHIP ON BEHALF OF OUR ASSOCIATION. IT HAS BEEN HUMBLING AND AN HONOR TO SERVE AS IACP PRESIDENT.

This year has brought a characteristically full and productive schedule. The IACP continues to grow, with membership at an all-time high of more than 31,000 members representing 152 countries.

During my term, I have traveled the world to learn about law enforcement's global challenges and the solutions undertaken to combat our shared challenges of cybercrime, terrorism, human trafficking, narcotics, and building and maintaining community trust. I traveled to five continents and met with police executives in Canada, France, India, Mexico, Hungary, Israel, United Kingdom, Columbia, United Arab Emirates, and Taiwan, as well as representing the IACP at numerous world regional meetings of

law enforcement officials, including INTERPOL, AMERIPOL, and EUROPOL.

As president, I pledged to focus on three initiatives: at-risk adults, police response to persons with mental illness; and building trust and legitimacy in our communities.

We have made progress on all three initiatives, and the IACP will revisit them annually to ensure we are meeting law enforcement's needs in these areas.

At-Risk Adults

The global population of people aged 60 years and older will more than double, from almost 1 billion today to 2 billion in the next 30 years.

A staggering 1 in 10 at-risk adults are victims of abuse, neglect, and exploitation. In the United States alone, 5 million senior citizens are financially exploited annually. Crimes against the aging continue to increase, but many patrol officers do not have the experience or training needed for effective response. However, patrol officers play a critical role in identifying and protecting potential elder abuse victims.

It is for these reasons I pledged to focus on at-risk adults—to enhance law enforcement's ability to address crimes committed against these vulnerable adults and provide police with tools to identify, investigate, and prosecute those who victimize at-risk adults. To this end, IACP developed At-Risk Adults Roll Call Training Videos and the Senior Abuse Financial Tracking and Accounting Projects (SAFTA) toolkit.

The roll call videos reflect actual case studies and highlight the roles that patrol officers, detectives, victim advocates, prosecutors, and adult protective services fill, ensuring law enforcement is prepared to effectively serve victims and successfully prosecute offenders.

Police Response to Persons Affected by Mental Illness

There has been a global failure in the services provided for those affected by mental illness, from the initial, often

unanswered, cries for help to the constant cycle of the same people entering treatment or incarceration. Current public policy continues to inflict harm through a lack of community-based services and in-patient resources. The use of force challenges involved in responding to persons with mental illness directly result from this failed public policy.

In 1960, the United States had a population of 150 million and 600,000 in-patient treatment beds for those affected by mental illness. Today, the U.S. population is 330 million, and less than 60,000 beds are available. The tragic reality is that the largest U.S. providers of mental health services are prisons and jails. The three largest facilities in the United States that treat mental illness are New York City's Ryker's Island Jail, the Cook County Jail in Chicago, and the Los Angeles County Jail. This problem is not confined to the United States; other countries struggle with the same stark reality. In 1960, Canada had a population of 18 million and approximately 60,000 in-patient treatment beds. Today, there are about 15,000 beds, while Canada's population has increased to 36 million.

To address this challenge, the IACP developed the One Mind Campaign to ensure successful interactions between police officers and persons affected by mental illness. The initiative focuses on uniting local community services and resources, public safety organizations, and mental health organizations so that the three become "of one mind." To join this campaign, law enforcement agencies must pledge to implement the four components of the campaign over 12–36 months. These practices include, (1) establishing a clearly defined and sustainable partnership with a community mental health organization; (2) developing a model policy to implement police response to persons affected by mental illness; (3) training and certifying sworn officers and selected non-sworn staff in mental health first aid training or

other equivalent mental health awareness course; and (4) providing Crisis Intervention Team (CIT) training to 20 percent of the agency's personnel.

Presently, more than 400 agencies have taken the pledge and 30 agencies have completed all four steps. In addition to police and sheriff departments in the United States, law enforcement agencies in Casablanca, Morocco; Vancouver and Ontario, Canada; and the Virgin Islands have taken the One Mind pledge.

TRUST Initiative

The goal of the TRUST Initiative is simple: invite law enforcement agencies to join in a commitment to build stronger communities in areas where there might be historical or contemporary obstacles to effective community-police partnerships. IACP's goal is to develop and provide support and resources to law enforcement leaders pursuing a TRUST initiative. This was accomplished through a roundtable discussion and a series of Listening Sessions.

In January 2018, the IACP convened a roundtable of over three dozen participants, including police practitioners; law enforcement leaders; civil rights organizations; civic leaders from legal, advocacy, and other organizations; academic advisers; DOJ representatives; and NFL members or associates. The structured discussion outlined the challenges law enforcement agencies confront in some communities, particularly minority communities, with a focus on historic and recent events that hinder trust between the police and specific groups or community members. Recommendations were developed to reduce or eliminate obstacles to trusting community-police partnerships.

During the summer of 2018, we traveled across the United States to hear concerns from communities directly, along with their suggestions for improving community-police partnerships. Community members were eager to improve their relationships with and confidence in their local law enforcement agencies. Many participants recognized officers' difficult job and challenges law enforcement faces.

Several consistent themes became evident during the four TRUST Initiative listening sessions, which are detailed in the report released at the IACP 2018 Annual Conference. A singular refrain became clear—trust building requires

engagement from law enforcement and community members alike. Each group's role in the process looks slightly different, but a path forward is not possible without both.

Trust between the police and the community is no different than other relationships—it is an ongoing process of give and take. However, both law enforcement and the community must agree on what a healthy relationship looks like and what factors can damage the relationship.

Advocacy and Criminal Justice Reform

In addition to these initiatives, our legislative efforts on behalf of the law enforcement profession remained a central priority. IACP has been actively working with the U.S. administration, as well as with members of Congress, on a wide range of issues critical to public safety and law enforcement. In particular, we have been actively engaged in discussions related to criminal justice reform. We continue to advocate for the establishment of a National Criminal Justice Commission to conduct a comprehensive examination of all aspects of the criminal justice system and develop a strategic plan to guide public safety for years to come. Over the past year, we have accomplished a lot as an association and a profession. I am privileged to have had the opportunity to lead this amazing organization for the past year and to meet so many of you who embody public service and leadership.

I would like to extend my gratitude to the IACP Executive Board and Board of Directors for their extraordinary leadership and vision. I owe a debt to the IACP staff for their daily support, guidance, and direction on a variety of issues.

Finally, and in particular, I am grateful to my family, especially my wife, Carmen; my friends; and my colleagues at the LaGrange, Georgia, Police Department and the City of LaGrange elected officials and management. Thank you for your unwavering support.

To my friend, IACP First Vice President Paul M. Cell, congratulations to you as you assume the role of IACP president. I am confident in your leadership and your advocacy on behalf of our profession. I look forward to continuing to be actively involved and serving in any way that I can. ♡



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To Our Members

As an IACP member, you likely look forward to the arrival of *Police Chief* in

your mailbox or at your agency each month. The magazine is just one of the many benefits of being a member of the IACP. It connects you to IACP so that you know what work is being done on your behalf, and it provides a way to learn from and share ideas with law enforcement agencies around the world.

To ensure that this member benefit remains valuable and useful, the IACP has enhanced and improved *Police Chief* based on member feedback and best practices. In this issue, you'll notice a new design, including a refreshed cover and masthead and improved page layouts, as well as some new features such as The Advisor, Perspectives, and Spotlight.

What hasn't changed is the high-quality, in-depth information you've come to expect from *Police Chief*. Each issue will still have articles that dive into different aspects of the month's topic and provide useful, actionable information.

Police Chief has been evolving alongside law enforcement since the 1930s, and this is just another step in that evolution. As policing moves further into the 21st century, you can expect this reliable member benefit to keep pace as it helps you stay up to date on initiatives, solutions, and information from around the globe.

Vincent Talucci
Executive Director and CEO
International Association of Chiefs of Police

The IACP Law Enforcement Policy Center continually develops and updates model policies and related documents on important law enforcement issues.

New and Updated Model Policies & Resources



ARREST



RESPONSE TO VICTIMS OF CRIME



FIREARM RECOVERY



RESPONSE TO INDIVIDUALS EXPERIENCING A MENTAL HEALTH CRISIS



SMALL-SCALE SPECIAL EVENT PREPAREDNESS



Model policies and other policy center resources are available to IACP members and IACP Net subscribers at theIACP.org/model-policy.

New Officer Safety & Wellness Event



Improving officer safety and wellness enhances the health and effectiveness of officers, as well as the safety of the community. The new **IACP Officer Safety and Wellness Symposium** is an opportunity for law enforcement professionals to learn about resources, best practices, and strategies for comprehensive officer safety and wellness.

The IACP Officer Safety and Wellness Symposium will be held in February 2019 in San Antonio, Texas. Learn more at theIACP.org/OSWSymposium.

Successful 2018 DAID Conference

The 2018 Annual IACP Training Conference on Drugs, Alcohol, and Impaired Driving in Nashville, Tennessee, was the largest-ever DAID conference, with 1,112 attendees, including delegates from six countries.



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Q: What do you consider to be a landmark moment in policing history and why?



A: We are amid a landmark moment right now. My thoughts go immediately to Ferguson and the steady stream of related events that followed. Those events put law enforcement in an spotlight that focused initially on policies and procedures, but quickly moved to issues of racism, implicit bias, and police culture.

To their credit, police leaders are using this uncomfortable moment as an opportunity to critically assess—and change, if necessary—their values, principles, and practices. They are doing this work hand-in-hand with the people they serve and emerging with an even stronger clarity of purpose.

I believe history will confirm a sea change in how police agencies measure and improve their values and their performance—and that change began when the spotlight was turned on.

John Firman

Professor of Practice

American University, School of Public Affairs, Department of Justice, Law, and Criminology



A: The advent of crisis intervention training (CIT) has changed policing through the collaboration of law enforcement and mental health practitioners to provide officers with tools to address individuals experiencing mental health crises. Instead of arresting individuals in crisis, through CIT, officers are taught to use communication to deescalate a situation, identify the needs of an individual, and provide resources to assist the persons in crisis and their families. CIT is proven to reduce injuries to both officers and individuals in these crisis situations, as well as reducing use of force, and, more importantly, it reduces the number of individuals with mental illness entering the criminal justice system.

Jeff Ebersole

Major (Ret.)

Loudoun County Sheriff's Office, Virginia

Assistant Director

Member Engagement and Leadership Services, IACP



A: On September 9, 1968, Betty Blankenship and Liz Coffal—two women with the Indianapolis Police Department—became Car 47. On that day, they became the first women in the United States to respond to emergency calls, just like their male counterparts! All women who have joined law enforcement since September 1968 walk the path blazed by Officers Blankenship and Coffal. As we continue to crack and break glass ceilings across the world, let us never forget the importance of this history-altering day. Without these two individuals' courage and inspiration, policing would not be moving in the progressive and diverse directions of today—directions taking law enforcement into its next phase and toward a brighter future for all officers and the communities they serve.

Valerie Cunningham

Deputy Chief

Indianapolis Metropolitan Police Department, Indiana

Immediate Past President, NAWLEE



A: The significance of the 9/11 terror attacks cannot be overstated. Policing in a post-9/11 landscape has required a shift from a sole focus of law enforcement on the basic mission of preventing crime and disorder to one that incorporates homeland security issues. Legislation such as the Patriot Act raised important questions in policing regarding the balance between public safety and constitutional protections. Previously unseen efforts became a common sight, such as heavy-weapon teams patrolling transit hubs; coordinated efforts with the National Guard; training for mass casualty events; and the move toward the modernization of police equipment, which has been perceived by some as militarization. Far from being limited to New York and major cities, the 9/11 attacks changed policing as we know it forever.

Thomas Coghlan

Detective and Psychologist

New York Police Department

IACP Visiting Fellow

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1Q3A

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



Q: What was the most unexpected challenge during your first year as a chief of police?

A1: *Chief Deanna Cantrell:* I didn't realize how difficult it would be and how long it would take to build trust in my new organization. I spent over 21 years at my former department, starting as an officer and leaving as an assistant chief—I was known among my colleagues and never had to start at zero to establish trust or my reputation when changing assignment or rank. When I moved to San Luis Obispo (SLO), I knew no one and no one knew me. I found myself facing the incredibly delicate task of building trust, while also attempting to understand, question, and sometimes change the “why” and “how” of agency operations. It was like trying to merge two cultures—the one I came from and the one that existed in SLO. I was not sensitive enough to the fact that everything I questioned or changed might make my team feel like I thought they were broken. I moved too quickly, although I felt I was moving slowly, harming the very trust I was trying to build. One fix—SLOW DOWN, slower than might be comfortable.

A2: *Chief Sean Marschke:* Unexpected challenges are by nature unforeseen. I was thrust into my current role when my previous chief suddenly retired. This was something I had always wanted to achieve, but the timing wasn't ideal. My wife was battling a serious illness, and I had a very busy six-year-old daughter to care for.

I found two excellent avenues for help. I asked for and received support from my extended family and friends. I thank them for their constant help

through the tough times we endured. For police department challenges, I relied heavily on my fellow police chiefs from across the state. From immediately recruiting new officers, budget issues, and motivating the levels of command, other chiefs had solutions that either worked or failed miserably. Tapping into this invaluable experience can certainly guide you in the right direction.

It's been 11 years since I became chief—I survived! To give back, I now assist new chiefs in a mentoring program and always encourage seeking the assistance of others in our profession. It does not have to be lonely at the top.

A3: *Chief C.J. Davis:* As a newly appointed chief in the City of Durham, my first year required a tenacious spirit as I confronted several organizational and leadership challenges. In the months prior to my arrival, the Durham Police Department had experienced a strained relationship with certain elected officials and community members; the process of regaining trust and rebranding the department's image became my first priority. This involved evaluating organizational competencies, identifying key change agents, and building strong relationships internally and externally toward a common vision. The men and women of the department were cautiously optimistic about embracing 21st century community policing principles, which fosters a culture of trust, transparency, and accountability. This shift has been an essential element in our success toward sustainable relationships in the communities we serve. ♡

MEET THE MENTORS



Deanna Cantrell,
Police Chief

SAN LUIS OBISPO POLICE
DEPARTMENT, CA



Sean Marschke,
Chief of Police

STURTEVANT POLICE
DEPARTMENT, WI



**Cerelyn “C.J.”
Davis,**
Chief of Police

DURHAM POLICE
DEPARTMENT, NC

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



BY

John M. (Jack) Collins, Police Legal Advisor,
Martha's Vineyard, Massachusetts

The Pregnancy Discrimination Act



THE PREGNANCY DISCRIMINATION ACT (PDA) WAS ADDED IN 1978 TO TITLE VII OF THE U.S. CIVIL RIGHTS ACT OF 1964 TO PROHIBIT EMPLOYMENT DISCRIMINATION BASED ON A WOMAN'S PREGNANCY OR POTENTIAL FOR PREGNANCY. IT DID SO BY EXPANDING THE DEFINITION OF UNLAWFUL SEXUAL DISCRIMINATION ("BECAUSE OF SEX") TO INCLUDE DISCRIMINATION RELATING TO "PREGNANCY, CHILDBIRTH, OR RELATED MEDICAL CONDITIONS." UNDER THE PDA, ANY DISCRIMINATION ON THE BASIS OF PREGNANCY IS OBVIOUSLY GENDER SPECIFIC AND IS THEREFORE DISCRIMINATION "BECAUSE OF SEX."

The PDA applies to all private and public employers with 15 or more employees during any 20 weeks in either the current or prior calendar year. It also applies to all agencies of the U.S. federal government, all employment agencies that regularly refer employees to employers, and all labor organizations that either operate a hiring hall or have at least 15 members. Some states and localities require greater protections for pregnant employees.

The PDA requires covered employers to treat women affected by pregnancy, childbirth, or related medical conditions the same as employees with temporary medical disabilities. The PDA prohibits an employer from basing employment decisions such as hiring, firing, promotion, or compensation on an employee's pregnancy or related medical condition.

REMEDIES AVAILABLE UNDER THE PDA

A successful plaintiff under the PDA may recover the same amount and types of damages as Title VII claimants, which include economic damages (including both back pay and front pay in lieu of reinstatement), compensatory damages (for emotional distress and pain and suffering), punitive damages, attorneys' fees, and certain legal costs. Title VII also allows the court to issue injunctive relief such as reinstatement, hiring, promotion, or other affirmative actions to remedy a violation of Title VII. Unless it can show that the plaintiff's claim was frivolous, an employer that successfully defends against a Title VII claim usually cannot recover its attorneys' fees.

While state and local anti-discrimination laws may have different caps or no caps at all, Title VII caps the amount of compensatory and punitive damages at the following levels, depending on the size of the employer:

- \$50,000 for employers with 15–100 employees
- \$100,000 for employers with 101–200 employees
- \$200,000 for employers with 201–500 employees
- \$300,000 for employers with 501 or more employees

The Equal Employment Opportunity Commission (EEOC) is responsible for enforcing the PDA. It

investigates complaints of discrimination against covered employers. Where the EEOC finds evidence of pregnancy discrimination, if conciliation fails, the EEOC can either litigate the case itself or allow the individual complainant to proceed in state or federal court. Even if the EEOC does not find evidence of discrimination, an individual complainant may still proceed in state or federal court once the EEOC closes its investigation.

The EEOC's 2015 pregnancy discrimination guidelines make it clear that PDA covers lactation, current pregnancy, past pregnancy, and a woman's potential to become pregnant in the future. The EEOC has also indicated that it will broadly interpret cases when pregnancy-related conditions will be considered disabilities under the Americans with Disabilities Act (ADA).

Chiefs should review their department's policies regarding short- and long-term disability to ensure that such policies treat employees dealing with pregnancy-related medical conditions the same as other employees who temporarily cannot perform their job duties.

The PDA does not require employers to offer maternity leave, but if an employer grants leave for other temporary medical conditions, it must grant leave on an equal basis for pregnancy and childbirth. Policies regarding the beginning and length of leave, the availability of leave extensions, the accrual of seniority during leave as well as other accrued benefits and privileges, insurance coverage, and reinstatement rights after leave must apply equally to women who are pregnant as they do to other employees with temporary medical conditions. Employers may not require pregnant employees to use vacation and sick leave during maternity leave

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The PDA prohibits an employer from basing employment decisions such as hiring, firing, promotion, or compensation on an employee's pregnancy or related medical condition.

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unless the same requirements apply to employees who take leave for other temporary medical conditions. A pregnant employee who is denied an accommodation can state a prima facie case of discrimination if she can show that the employer accommodated other employees “similar in their ability or inability to work.”

The PDA only prohibits discrimination on the basis of pregnancy. It does not mandate any set period of maternity leave since “an individual’s choice to care for a child is not a ‘medical condition’ related to childbirth or pregnancy.” The PDA does not extend to medical conditions related to the employee’s offspring or status as a new parent, as decided in *Fleming v. Ayers & Assoc.*, in which the court held that an employer’s termination of an employee to avoid high medical costs for her newborn child did not violate the PDA. While most municipal employers would not adopt a similar position as the private employer in *Fleming*, the court rejected as “over-inclusive” the argument that the employer’s termination of the employee’s employment to avoid the high medical cost of caring for the child under the self-insured health plan would not have occurred but for her pregnancy.

When confronting issues related to pregnant employees, chiefs should be aware of an employer’s obligations

SCENARIO

A chief, out of concern for his employees’ health, proposes a rule to the union that would require pregnant public safety employees to stop working no later than the beginning of the third trimester.

RECOMMENDATION: LET EMPLOYEES DECIDE

In the past, many public safety departments required pregnant employees to accept light duty assignments or take a leave of absence at a certain point in gestation, typically the third trimester. This violates the PDA. An employer must permit an employee to work as long as she can perform her job. A chief will find that his or her good faith or well-intentioned concerns alone are not sufficient to defeat a claim for discrimination under the PDA. Similarly, an employer also cannot require an employee to wait a predetermined amount of time before returning to work after giving birth. Chiefs with a concern about the employee’s fitness for duty should treat a pregnancy like any other medical issue and conduct an objective analysis of the employee’s physical capabilities to meet the job requirements. Using specially created “tests” or using ones that are not applied to all other employees with medical issues will likely result in a challenge that the employer might lose. Chiefs should make sure that the department does not restrict female employees (regardless of whether they are currently pregnant) from performing certain jobs because it could negatively affect their reproductive systems or could result in birth defects.

under the PDA, ADA, and the Family and Medical Leave Act (FMLA). Since Title VII applies to employers that have only 15 employees, it might apply to employers that don’t have the 50 employees required to be covered by the FMLA. Employers that have at least 50 employees must comply with both laws.

SUPERVISORY LIABILITY

The actions or failures on the part of supervisors can lead to liability on the part of the employing municipality. Simply because the PDA does not provide for individual liability for supervisors does not mean a chief need not be concerned with training supervisors as is recommended for all other anti-discrimination laws. Typically, such training includes letting supervisors and any human resources employees know of the need to carefully document the legitimate reasons for any decision either not to hire an applicant or to terminate any employee that the department knows is pregnant. Chiefs should make sure that any supervisory employees involved in making employment decisions receive training so that they not only know that pregnancy discrimination violates the

law but also know to exercise care when confronting issues related to pregnant employees. Caution supervisors that they are not to ask employees or applicants whether they have children, are pregnant, or plan to get pregnant in the future. If the applicant answers “yes” and the department ultimately decides not to hire the applicant for other reasons, the applicant could argue that the decision resulted from pregnancy discrimination. Instead, persons conducting employment applicant screenings should ask all prospective employees whether anything would prevent the employee from working the required hours (including overtime) and whether the prospective employee anticipates needing time off in the next few months. Chiefs should let supervisors know that they should not assume that pregnant employees will not return to work after their pregnancy or will require special treatment after childbirth.

PRACTICE POINTERS

Whenever thoughts of “how much this is costing” creep into a chief’s mind when confronted with someone out for an extended period of time for a pregnancy-related

condition, it is time to catch one’s breath and call the municipality’s labor counsel. Similarly, when confronted by novel requests or requests for time off simply because a person is pregnant, contacting labor counsel is often the best way to avoid making decisions that cost the municipality significant funds, not to mention public embarrassment. The law may have been interpreted in one’s federal circuit differently than in others. For example, a leave of absence to receive infertility treatments was required in one case, but not in another.

Chiefs should be sure they are aware of any instances where employees have been granted leave for any other reasons. Making labor counsel aware of these instances will allow counsel to provide more accurate advice as to how to handle any requests by a pregnant employee for time off or other accommodations. It also helps avoid losing arbitration or court cases when the employee or union submits testimony of various instances where others have been treated better. ☪

BY

Mary G. Carey, RN, PhD,
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The Importance of Managing Blood Pressure



ALONG WITH THE AMERICAN HEART ASSOCIATION AND THE AMERICAN COLLEGE OF CARDIOLOGY, NINE OTHER PROFESSIONAL ORGANIZATIONS HAVE VOICED SUPPORT FOR NEW GUIDELINES TO LOWER THE NUMBERS FOR WHAT IS CONSIDERED “HIGH BLOOD PRESSURE” TO 130/80 MM HG AND HIGHER FOR ALL ADULTS. THE PREVIOUS GUIDELINES SET THE THRESHOLD AT 140/90 MM HG FOR PEOPLE YOUNGER THAN AGE 65 AND 150/80 MM HG FOR THOSE AGES 65 AND OLDER. USING THIS NEW GUIDELINE, 70 PERCENT OF MEN AGES 55 AND OLDER WILL NOW BE CLASSIFIED AS HAVING HYPERTENSION, INCLUDING MANY MEN WHOSE BLOOD PRESSURE HAD FORMERLY BEEN CONSIDERED “HEALTHY.”

The upper number in the blood pressure ratio is known as “systolic pressure.” Systolic pressure reflects the amount of blood pressure flowing through a person’s veins when his or her heart contracts. The bottom number reflects pressure when the heart is relaxed, filling with blood for the next heartbeat.

According to Paul Conlin, an endocrinologist with Harvard-affiliated, VA Boston Healthcare System and Brigham and

Women’s Hospital, this update reflects improved understanding of blood pressure rates and heart disease risk factors:

Blood pressure guidelines are not updated at regular intervals. Instead, they are changed when sufficient new evidence suggests the old ones weren’t accurate or relevant anymore. The goal now with the new guidelines is to help people address high blood pressure—and the problems that may accompany it like heart attack and stroke—much earlier.

Unlike family history or aging, blood pressure is a risk factor that people can change or improve. A person’s blood pressure can be lowered by medicine or lifestyle changes, such as optimizing weight, avoiding salt, eating foods that lower blood pressure, and exercising. The goal is to keep the blood pressure less than 120/80.

DIET MATTERS

Dietary recommendations for lowering blood pressure, such as the Dietary Approaches to Stop Hypertension (DASH) diet, include reducing one’s

intake of fat, sodium, and alcohol. Following the DASH diet for two weeks can lower a person’s systolic blood pressure by 8 to 14 points.

Self-monitoring will help achieve results. For example, people who track what they eat while dieting lose more weight than those who do not track. In addition, instruments to help track progress are a terrific investment. The most basic self-monitoring tool is the simple bathroom scale. Heart rate monitors have become affordable and easily wearable (e.g., Fitbits), as have automated blood pressure cuffs. Also, some smartphones can track steps and activities via free online apps. To get started, create a tracking sheet and document the blood pressure or heart rate values daily, both during exercise and during rest.

ACTIVITY TO LOWER BLOOD PRESSURE

Becoming more active can lower one’s systolic blood pressure by an average of 4 to 9 mm Hg and can be as effective as some blood pressure medications. For some people, exercising is enough to reduce the need for blood pressure medication. Many police departments

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FIGURE 1
Blood Pressure–Lowering Foods

have recognized this benefit and have dedicated gyms for officers. Another strategy used by some agencies is to capitalize on law enforcements' fraternal and competitive culture by incentivizing officers to participate in a city-wide competition. Other strategies successfully adding exercise to one's lifestyle include the following:

- Beginning slowly with 10–15 minutes of minor exercise, like walking around the block, to prevent injuries.
- Finding activities you enjoy and aiming for 30 minutes a day of any type of exercise that elevates your heart rate
- Seeking support with a trainer or exercise buddy
- Including weight training, which will promote weight loss, boost muscle mass, and raise the metabolic rate
- Making exercise a part of every shift since many police departments have gym areas

- Doing 10-minute mini workouts three times a day to add up to 30 minutes

BLOOD PRESSURE AND DEMENTIA

Most people know that low blood pressure prevents heart disease, but it is less commonly known that keeping one's blood pressure at healthy levels will also reduce the risk of dementia.

In the past, family history and age were the two big indicators doctors looked at when assessing a patients' risk for developing dementia, especially Alzheimer's Disease. Because neither of these factors are modifiable (reversible), there has been very limited research on what other people can take to lower their risk of developing dementia.

The good news is that while scientists were studying the effects of low blood pressure on cardiovascular disease, they also discovered that people with low blood pressure developed dementia at lower rates. This study, called *The*

SPRINT Study (Systolic Blood Pressure Intervention Trial), was published in the *New England Journal of Medicine* and is a gold-standard study design that targeted specific blood pressure goals and tracked people's health outcomes. In the study, researchers randomly assigned people to take medications to lower their blood pressures to either below 140 or below 120. The group of subjects that had their systolic blood pressure lowered to less than 120 mm Hg had a lower risk of mild cognitive impairment, a precursor to dementia, by 15 percent compared to the group who lowered their systolic blood pressure to only 140 mm Hg. It is not yet fully understood *why* lower blood pressure seems to reduce the risk of dementia, but this study suggests that everyone, including police officers and civilians, have one more reason to maintain a healthy blood pressure rate. ♡

HEART DISEASE IN LAW ENFORCEMENT

Policing is an occupation that requires unpredictable and stressful bursts of intense and strenuous physical activity, placing high demand on the cardiovascular system.

According to the Buffalo Cardio-Metabolic Occupational Police Stress study, a large percentage of officers had high levels of traditional and non-traditional cardiovascular disease risk factors. Risk factors include obesity, high blood pressure, high cholesterol, and diabetes.

Among the risk factors, high blood pressure and hyper-triglyceridemia were the most common abnormalities. The following other prevalent risk factors for cardiovascular disease were found in the study:

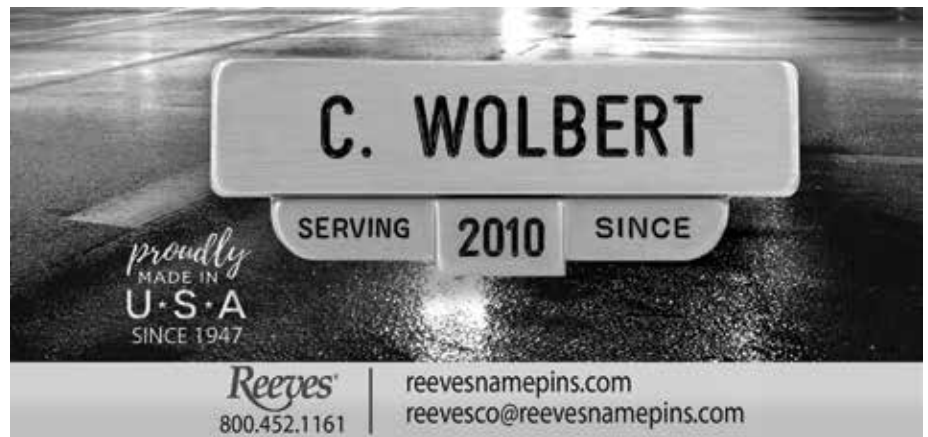
- High body mass index (65.6 percent)
- Alcohol use (48 percent)
- Hypertension (37.7 percent)
- Smoking (10 percent)
- Diabetes (7 percent)

The risk level heightens when an officer is involved in a stressful situation. According to a study from Harvard T.H. Chan School of Public Health and Cambridge Health Alliance, law enforcement officers face a 30 to 70 times higher risk of sudden cardiac death when they're involved in stressful situations such as suspect restraints, altercations, or chases than when they're involved in routine or nonemergency activities.

It is important for officers to keep tabs on their cardiovascular health. The risk factors for cardiovascular disease can be managed.

RESOURCES

Visit theIACP.org/COSW-Physical-Health for health resources, including a Doctor's Visit Checklist and Eating Well on the Go - Officer's Guide.



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Global Initiative to Reduce Traffic Fatalities

BY
Carl Maupin,
Assistant Director, IACP



FUNDED BY A GRANT FROM BLOOMBERG PHILANTHROPIES, THE BLOOMBERG INITIATIVE FOR GLOBAL ROAD SAFETY (BIGRS) IS A FIVE-YEAR (2015–2019) PROJECT FOCUSING ON THE REDUCTION OF FATALITIES AND INJURIES FROM TRAFFIC CRASHES THROUGH STRENGTHENED ROAD SAFETY LEGISLATION AND EVIDENCE-BASED INTERVENTIONS AT THE LOCAL LEVEL. THE INITIATIVE IS WORKING TO IMPROVE ROAD SAFETY IN 10 CITIES: ACCRA, GHANA; ADDIS ABABA, ETHIOPIA; BANDUNG, INDONESIA; BANGKOK, THAILAND; BOGOTÁ, COLOMBIA; FORTALEZA, BRAZIL; HO CHI MINH CITY, VIETNAM; MUMBAI, INDIA; SÃO PAULO, BRAZIL; AND SHANGHAI, CHINA. THROUGH THE MEMBER ENGAGEMENT & LEADERSHIP SERVICES TEAM (MELS), THE IACP IS PART OF THE BIGRS EFFORT IN SÃO PAULO.

BIGRS has identified four key behavioral risk factors contributing to traffic fatalities in these cities: (1) non-usage of motorcycle helmets, (2) non-usage of seat belts, (3) impaired driving, and (4) speeding. The IACP is working to strengthen the capacity and capability of traffic safety officials in São Paulo to target these risk factors with evidence-based enforcement and education interventions. The interventions are refined for local implementation, applied, harmonized with other police operations, and then institutionalized.

SÃO PAULO POLICE PARTNERS

The IACP traffic safety partners in the City of São

Paulo are the Polícia Militar do Estado de São Paulo (PMESP) and the Companhia de Engenharia de Tráfego (CET). These organizations have complementary enforcement roles, and their active collaboration is integral to successful traffic safety operations in the city.

While the PMESP trace their roots to military police, they are actually a civilian agency entrusted with providing police services to the Brazilian state of São Paulo. There are a total of 645 municipalities within the state including the City of São Paulo. By far the largest municipality in the state, the City of São Paulo has more than 12 million residents. PMESP traffic enforcement operations are conducted by the Comando de Policiamento de Trânsito (CPTran). They are responsible for all traffic enforcement that requires the stopping of motorists (e.g., impaired driving), and traffic enforcement is primarily accomplished through checkpoints.

The CET is responsible for the safe and efficient flow of traffic in the City of São Paulo, with a focus on aspects such as system operations, planning and project studies, educational campaigns, and road safety technology. While it was originally staffed with engineers and related support specialists, the CET has recently been empowered to enforce traffic laws that do not involve stopping motorists (e.g., parking or speed violations).

IACP PARTICIPATION

Joining the BIGRS team in 2017, IACP activity in the City of São Paulo progressed through several phases. Orientation visits introduced the IACP to the BIGRS team, PMESP, and CET. These visits were instrumental in developing an understanding of local public traffic safety challenges, as well as the organizational structure and culture of each partner. A training and implementation plan was developed by the IACP that built on the existing strengths of the PMESP and CET. The primary approach was to increase both agencies' knowledge base and ability to operationalize evidence-based practices. A delegation of senior PMESP officers from the CPTran attended the 2017 IACP Annual Conference and Exposition in Philadelphia, Pennsylvania, which served to expand the senior commander's perspective of the policing profession with an emphasis on strategic planning related to traffic safety. Following the conference, the senior command officers joined another delegation of operational commanders from the PMESP and CET for an evidence-based traffic safety seminar and workshop at IACP headquarters in Alexandria, Virginia. The senior command officers attended lectures and site visits focused on evidence-based theory and strategic implementation. Seminar activities were supported by partnerships with George Mason

University; Smithsonian Museum of American History; U.S. Capitol Police Department; and Alexandria, Virginia, Police Department. Concurrently, the operational commanders completed training involving the operationalization of strategies such as traffic risk behavior hot spot analysis, intervention development, and traffic enforcement checkpoint operations. Workshop activities were supported by partnerships with the Montgomery County, Maryland, Police Department and the Fairfax County, Virginia, Police Department.

PMESP and CET participants were carefully selected to capitalize on the approach of securing senior command buy-in to enhanced evidence-based practices while training their operational commanders to implement these practices. The workshop yielded an operational plan template drafted by the PMESP and CET that coordinated their supporting enforcement authority for joint traffic safety operations targeting specific hot spots within the City of São Paulo. The template was revised following their return to São Paulo to accommodate the administrative and legal requirements for implementation.

In March 2018, the IACP team returned to São Paulo to host another workshop with the PMESP and CET. The purpose of this workshop was to use the combined traffic analysis of these agencies to identify serious crash hot spots; prioritize the BIGRS-identified risk behaviors (motorcycle helmets, seat belts, impaired driving, and speeding); and develop a targeted intervention to address the most pressing risk factor. Motorcycle crashes on the Marginal Pinheiros and Marginal Tietê stood out. These highways are the only two high-volume options for motorists traveling in and through the city of São Paulo, and 70 percent of crashes on these highways resulted in fatalities. The primary contributing factors to these dangerous crashes were excessive speed and lane



cutting (motorcyclists traveling between other vehicles in adjacent lanes).

Initially, the PMESP used Operation Steel Horse to create a general deterrent while the CET employed speed enforcement to great general and specific deterrent effect. Operation Steel Horse is a checkpoint operation conducted by the PMESP targeting equipment and licensing violations associated with motorcycles. All motorcyclists are guided off the marginals and inspected in a collection area where violations are issued, and motorcycles failing inspection are impounded. The resulting general deterrent effect promotes motorcycle operation training and licensing as well as vehicle maintenance prior to operation. Conversely, CET agents use LIDAR from overpasses along the marginals to identify speeding motorcyclists. However, this requires a clear view of the license plate, and the subsequent ticket is mailed to the registered owner. Motorcyclists are aware of this and obscure their license plates while traveling through known enforcement areas.

The PMESP-CET intervention plan drew on existing practices of each agency, enhancing their joint actions to target motorcycle crashes on the marginals during morning rush hours. A CET agent is paired with a PMESP officer on overpasses along the marginals. The CET agent identifies motorcycles that are speeding, lane cutting, or have their license plate obscured. An image and the speed of the offending motorcycle is captured by LIDAR, and the PMESP officer radios ahead to the checkpoint location on the marginal where other

PMESP officers detain the motorcyclist. By targeting individual motorcyclists, this approach complements Operation Steel Horse—creating a stronger general and specific deterrent effect. However, the PMESP and CET value voluntary compliance through education as well. They developed an educational component to their motorcycle safety campaign. During morning rush hour, groups of 20 motorcyclists are randomly selected from traffic on the marginals. They are guided to an adjacent CET facility and invited to attend a 15-minute presentation highlighting motorcycle safety and facilitated by CET agents and PMESP officers. These joint operations are conducted weekly on the marginals, averaging three enforcement checkpoints and one educational checkpoint each month. In addition to assessing the impact of combined enforcement and education intervention, the PMESP and CET will analyze the effect of each strategy to determine the validity of the educational component with the proven enforcement component.

NEXT STEPS

As the PMESP and CET assess the effectiveness of their joint motorcycle enforcement operations on the marginals, they will develop additional interventions targeting the risk factors of not wearing motorcycle helmets or seat belts, impaired driving, and speeding at other crash hot spots in the City of São Paulo. The IACP will continue to support the application of their operational template through training, workshops, and mentoring. ♡

Building an Emotionally Intelligent Agency



Lieutenant John Coppedge

DENVER, COLORADO,
POLICE DEPARTMENT

26 years in law enforcement

EARNING MA IN COUNSELING

NATIONAL INSTRUCTOR FOR IACP
LEADERSHIP IN POLICE ORGANIZATIONS

LEAD FOR IACP
FIRST-LINE LEADERSHIP

AT THE DENVER POLICE DEPARTMENT, EMOTIONAL INTELLIGENCE (EI) IS INCLUDED IN EVERY RECRUIT'S TRAINING, AS WELL AS PART OF THE TRAINING FOR CORPORALS, SERGEANTS, AND PATROL TRAINING OFFICERS. FOR THE 600 OFFICERS HIRED BY THE AGENCY IN THE LAST FIVE YEARS, EI IS A STANDARD PART OF THE TRAINING, BUT IT WASN'T ALWAYS THAT WAY AT THE DEPARTMENT.

According to Lieutenant John Coppedge, who led the development and introduction of EI into Denver's training programs, it started with a conversation with a colleague who had learned about the concept while attending the FBI National Academy. Lt. Coppedge had researched and written papers on EI during his undergraduate work, so the topic wasn't

foreign to him. Together, the two officers recognized that many problematic civilian-officer and employee-supervisor interactions could be resolved—or, better yet, avoided—if officers improved their EI.

At the same time, Lt. Coppedge had been given the reigns of the leadership portion of the Denver Police Department's two-week training for new sergeants, so he and his colleague developed a one-day training module that included information on EI and the research surrounding it, as well as practical applications of EI for law enforcement leaders.

Eventually, the training was added to the corporals' training, too, thus bringing EI to those who handled field training. Soon after, the Denver Police Department

shifted from a field training officer (FTO) approach to the police training officer (PTO) model, which includes EI as a core competency; therefore, EI training was added to new officer training, as well.

In simple terms, the goal of EI training is to make officers more aware of emotions in play in a situation so they get less complaints and to make supervisors more aware of how their emotions (and control of them) impact the workplace. After all, many people have been the employee with an out-of-control boss who steadily loses credibility in the eyes of his or her employees—and many people have reacted in an emotional manner to a situation that might have gone better had they remained calm. EI training can reduce those situations, improving things for everyone involved.

RESOURCES FOR IMPLEMENTING EI TRAINING AT YOUR AGENCY

For trainers and officers seeking to add EI training to their curriculum and culture, Lt. Coppedge advises “do your research.” There's a lot of material on EI for the private and public sectors available, but he recommends a two key resources:

- *Working with Emotional Intelligence* and psychologist Daniel Goleman's other books on emotional intelligence. Although they were written primarily for the business world, much of the information can be transferred to law enforcement.
- IACP's Leadership in Policing (LPO) course. Lt. Coppedge served as a consultant for the EI portion of LPO's curriculum and recommends the course for officers of all ranks.

Does EI work? Lt. Coppedge thinks so, though he's careful to point out that while you can teach about EI, you “can't teach people self-awareness,” which is a key element of EI—being aware one's own emotions, in addition to others' emotions in a situation. And, of course, any sort of culture change takes time to have its full effect. However, as Lt. Coppedge explains, the term “emotional intelligence” might be a recent addition to the public sector, but the ideas behind it aren't new. The cornerstones of EI are what are often referred to as emotional maturity—understanding how to control one's emotional response and recognizing emotionally volatile situations. According to Lt. Coppedge, police trainers always knew about the idea—it was one of the varied “soft” skills that made officers successful in the field—but there wasn't a clear name for it. Now, Denver Police Department has not only a name, but a strategy in place to build all their officers' EI. ♥

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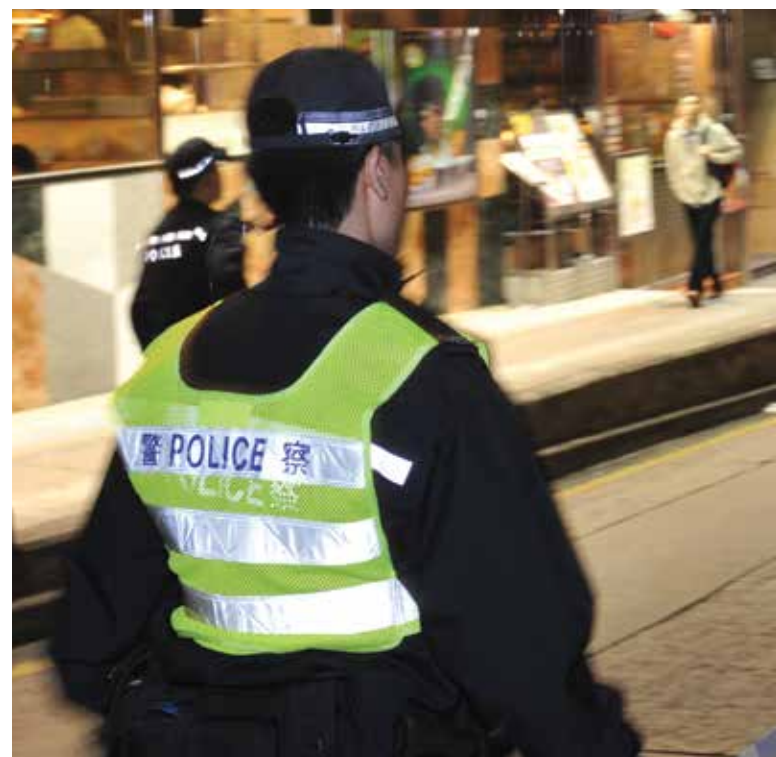
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The Modernization of Volunteer Policing Around the Globe

POLICING IN THE WESTERN WORLD began with citizens serving in roles that deterred crime, not paid police forces. In about 900 AD, every 10 families created a *tything*, which was led by a *tythingman* who was responsible for bringing those who committed criminal acts to justice and assembling volunteers to pursue criminals. Later, within the frankpledge system and with the appointment of the *shire reeve* (later known as the sheriff), volunteer citizens could be gathered together to pursue criminals. In the late 1200s in England, men were required to volunteer for night watch and were responsible for protecting property against fire, as well as guarding the town and apprehending criminals. If a “hue and cry” was raised regarding a criminal act, all able-bodied male citizens were required to join in the pursuit and apprehension of the offender. Known as the “watch and ward” system (nighttime patrol was called “watch,” while daytime security was called “ward”), this system of policing continued for nearly 500 years. The need for better law enforcement led to the creation of the first regular police force in the city of London, England, in 1800 with the Thames River Police Act, which served as the model for the London Metropolitan Police.

When Sir Robert Peel’s model of policing was introduced in England in 1829, the key principles included a very close working relationship with the public, specifically acknowledging that “the police are the public and the public are the police.” While Peel’s Principles of Policing and the Metropolitan Police Act that established the Metropolitan Police of London have been key foundations for modern policing, the formal implementation of volunteer policing can also be traced back to the same time period. The Special Constable Act of 1831 forms the basis of modern-day volunteer policing in countries that use the British model, but volunteer policing also exists elsewhere around the world.

Research on volunteer, reserve, and auxiliary policing has recently been garnering global attention, as well-trained volunteer police can serve not only to foster better relationships within communities, but also to function as a force multiplier. Volunteer police can be trained to assist in traffic



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direction, crime prevention, and site security, but they may also be trained to a more advanced level to provide regular police patrol and investigative functions where the local laws and regulations permit these responsibilities. While there are concerns about the proficiency of volunteers in policing roles, the appropriate type and level of training can allow those who do not perform police work on a daily basis to effectively accomplish many of the skilled duties required of modern policing. In some places, the use of volunteer police has been sharply limited to that of only citizen patrols, serving as a uniformed visual deterrent with no policing powers, but elsewhere volunteer police serve in all or nearly all the same ways of paid police personnel.

As demonstrated by law enforcement programs around the world, the professional use of volunteer police (and part-time police, which are a different, but related, area of modern policing) can serve as a bridge between the police and the public by having trained citizens performing policing functions in their communities.



United Kingdom Special Constables

The United Kingdom utilizes volunteer “special constables” to serve as part-time police officers in each of the 43 police forces in England and Wales, the 8 Scottish police forces, and the British Transport Police. Special constables have the same powers to enforce the law as those who serve in policing full-time, including the power of arrest. Special constables wear uniforms that are almost exactly the same as their full-time counterparts, and they are provided with batons, handcuffs, incapacitating spray, radios, and stab vests. “Specials” usually work in teams with other volunteer or full-time officers, but, after successfully completing additional training, they can be authorized to work alone. Specials are involved with all facets of policing, including crime prevention and special events, working road traffic incidents, dealing with burglaries, responding to fights, and investigating criminal damage. Just as most police in the United Kingdom are not armed, specials are not authorized to carry firearms. Specials are also not currently authorized to serve on Armed Special Response Teams. Many UK police forces recognize that volunteer special constables often have expertise and knowledge that they

can bring from their paid employment that can be utilized for the benefit of enforcement. In 2003, qualified accountants were recruited to work with the London Metropolitan Police Specialist Crime Unit, and, more recently teams of specially trained special constables with valuable computer skills have been recruited to investigate cybercrimes.

Israel Civil Guard

The Civil Guard of Israel includes uniformed and non-uniformed volunteers who assist the Israeli Police with various functions of policing, including patrol (both on foot and in marked cars), traffic control, police coast guard patrols, neighborhood watch and crime prevention, and police checkpoints. The guard, which was established in 1974, claims to be the largest volunteer body in Israel and consists of tens of thousands of volunteers, outnumbering the more than 28,000 paid officers who serve in the Israel Police. Members of the Civil Guard are trained and are authorized to provide initial response to terrorist attacks or other similar security situations until the regular police units can arrive. These volunteers are provided with certain police powers only when on duty, and powers may vary based on a volunteer’s level of training. Those in the Civil Guard are authorized to arrest a suspect who refuses to wait for the regular police to arrive and are also authorized to search private residences if they believe there is a threat of harm. Volunteers can be armed, based on the training they have received. Volunteers are issued duty gear, including police vests, flashlights, radios, firearms (dependent on training), and handcuffs.

Hungarian Auxiliary Police

The Auxiliary Police of Hungary, or the Hungarian Civil Guard, was established in 1989 and is reported to have as many as 90,000 volunteers countrywide. The Nationwide Civil Self-Defense Organization, abbreviated in Hungarian as OPSZ, is made up of entirely non-sworn volunteers who participate in various policing-related duties without police powers and who act as a uniformed police presence to deter crime, keep public order, and increase public safety. Members of the OPSZ participate in neighborhood patrols, foot and vehicle patrols with marked cars, traffic control, border patrol, and youth crime prevention units. The minister of the interior of Hungary has claimed that the Civil Guard has been instrumental in reducing the crime rate in the country, which is now the 15th safest place in the world. In the capital city of Hungary, Budapest, the auxiliary police unit is called the Civil Self-Defense Organizations of Budapest or BPSZ. Members of the BPSZ are assigned to one of 73 local community units, and they patrol in marked vehicles. Members of the BPSZ and the OPSZ are authorized to carry police-issued pepper spray, and the volunteers wear uniforms or vests to identify them as part of the police.

Bermuda Reserve Police

Established in 1951, the Bermuda Reserve Constabulary originally was issued gray uniforms to distinguish them from their regular police counterparts. While reserve police initially worked completely as volunteers, in 1991, a small stipend was approved to recognize the members of the unit for their service to their community. Members in good standing with



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the reserve unit continue to receive this stipend today for every six months of service (approximately US \$1,600/year). In 1995, the unit adopted a new uniform, nearly identical to the regular police officer uniform, and changed their name to the Bermuda Reserve Police (BRP). Members of the BRP receive the same training as regular police officers through a reserve police training course. In 2015, the BRP supervisory rank structure was changed to move away from a structure that mirrored the full-time police, but their uniforms have stayed the same. The regular police are not generally armed while on patrol in Bermuda, and members of the BRP also do not carry handguns.



Royal Canadian Mounted Police Auxiliary

Members of the Royal Canadian Mounted Police (RCMP) auxiliary constables assist with traffic duties and large crowd events, as well as in emergency situations where additional resources are needed. The primary role of an auxiliary police officer in Canada is to serve as an additional pair of “eyes and ears” for the patrol officer, but they are not trained to the same level as their full-time counterparts. While RCMP auxiliary police wear a uniform that is police-like, they are clearly denoted with the words “Auxiliary/Auxiliaire,” and their uniforms are different from the RCMP regular police uniforms. In 2018, the RCMP launched a new model for auxiliary police that includes three tiers to differentiate the duties of these volunteer police. Tier 1 auxiliaries do not have peace officer status and provide non-enforcement support operations and assist in community events a minimum of 60 hours per year. Tier 2 auxiliaries can patrol on foot and bicycle and provide traffic control and disaster assistance, but cannot perform operational patrols; they must provide a minimum of 120 hours of volunteer service per year and have peace officer status. Tier 3 auxiliaries also have peace officer status and may assist in calls and perform general patrol duties and site security for a minimum of 180 hours per year. However, regardless of tier, auxiliary police with the RCMP are not armed with a firearm. The entire RCMP auxiliary program was put under review in 2014, and the program was only recently restarted.



Malaysia Police Volunteer Reserves

The Royal Malaysia Police Volunteer Reserves (PVR) was established in 1957, initially to assist in fighting communist insurgency. Malaysia PVR officers are paid for their service through a per diem or allowance, not a salary, and they serve as part-time police officers at approximately US \$1.50 per hour for ranks up to sergeant major, and approximately US \$2 per hour for ranks of inspector and above. Members of the PVR possess the same police powers and authority as regular full-time police officers, and they participate in police desk duties, patrol, technical support duties, guard duties, and other similar functions. Volunteers for the PVR must meet the same background and employment requirements as those who apply for the regular police, and they must also hold a full-time position as an employee elsewhere, preferably in the government sector.

Singapore Volunteer Special Constabulary

The Volunteer Special Constabulary (VSC) of Singapore was founded in 1946 to augment the regular police immediately after World War II. There are currently approximately 1,000 men and women who serve as VSC in Singapore who must first complete the police officer basic training course in

an academy—which is offered at nights and is six months in duration—and successfully complete a basic training final examination. Singapore VSC officers receive an allowance of approximately US \$3.35 per hour (regardless of rank), and they must volunteer a minimum of 16 hours per month. Singapore VSC can be assigned to various policing units, including the airport police, the police coastguard, the traffic police, or one of the country’s land divisions, for which they may perform routine patrol functions, or take part in anti-drug operations, traffic operations, or other details. The VSC has an administrative structure that mirrors the regular police force, and VSC personnel hold ranks equivalent with their responsibilities and their full-time counterparts.

Hong Kong Auxiliary Police Force

Members of the Hong Kong Auxiliary Police Force (HKAPF) support the regular police force of Hong Kong in crowd management and in policing major events, but they also perform regular beat patrol duties. While the nearly 4,500 part-time members serve in an auxiliary role to the regular police, they are unlike the other examples provided in this article and are not a volunteer police force, instead serving as paid part-time police. Part-time police serve a different, but similar



role to volunteer police in creating a bridge between the police and the community, as part-time police officers also hold other positions in society (including college students). Unlike the other units in this article, the HKAPF provides a large continuous presence as paid police officers, mostly used at night in busy urban areas. The HKAPF provides pay to members that is up to approximately US \$27 per hour for



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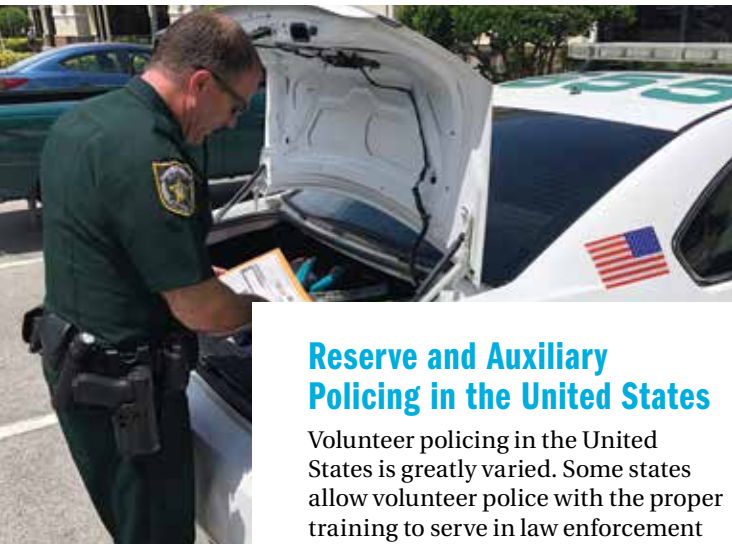


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those holding rank up to staff sergeant, and up to approximately US \$37 per hour for senior auxiliary police ranks. Members of the HKAPF carry firearms and wear uniforms that are the same as those worn by the regular Hong Kong Police. Originally created in 1914, the auxiliary unit is distributed among five land police regions.



Reserve and Auxiliary Policing in the United States

Volunteer policing in the United States is greatly varied. Some states allow volunteer police with the proper training to serve in law enforcement roles with all of the same authority and training as their full-time counterparts. However, other states and jurisdictions severely limit the roles that volunteers are authorized to provide.



In Florida, both volunteer and paid part-time officers must complete the same state police academy course (nearly 800 hours) and qualifying exam as their full-time counterparts to receive a law enforcement officer certification. In addition, the state of Florida offers an auxiliary officer certification (nearly 400 hours), and graduates of the auxiliary program are authorized with arrest powers, but must be under the command and control of a fully certified law enforcement officer at all times. As one example of a Florida volunteer police program, the Orange County, Florida, Sheriff's Office (OCSO) has its active and professional Reserve Unit that has responded to hurricane disasters, to mutual aid requests from partnering agencies, and to critical situations such as the Pulse Nightclub active shooter incident. In addition, individual reserve members respond to work shift coverage for full-time deputies in need of time off, and multiple members of the unit work together to provide squad relief to allow a patrol squad to participate in training. Reserve deputies with the OCSO are provided with uniforms that are

identical to full-time deputies and all duty gear necessary to work in a uniformed capacity, including handguns, shotguns, tasers, radios, ballistic vests, and access to a pool of marked law enforcement vehicles. OCSO requires reserve deputies with either "full" state of Florida law enforcement or "auxiliary" certifications to complete the same entire Field Training and Evaluation Program that is required of all OCSO deputy sheriffs.

The single largest volunteer policing organization in the United States is the New York City, New York, Police Department's (NYPD) Auxiliary Police program. The nearly 4,000 auxiliary police officers (APOs) wear uniforms that are nearly identical to their full-time counterparts, but they do not have authority of arrest, and they do not carry firearms. The auxiliary program in New York was initially developed to respond to civil defense emergencies and natural disasters; however, today they also provide uniform patrol and serve in crime prevention. The primary function of the NYPD auxiliary is to "oversee and report" observed criminal or suspicious behavior to the NYPD. Auxiliary officers cannot be assigned to solo patrol and cannot serve as primary response to a radio dispatched call. Auxiliary police with the NYPD receive 50 hours of training, and they can be assigned to patrol, transit, or housing service areas.

Conclusion

While some policing agencies choose to limit volunteers to the peripheral of policing, many agencies throughout the world have embraced citizen volunteer police (and part-time police) as an effective model to meet sudden planned or unplanned needs for an increase in personnel and as a way to create a bond with the communities they serve. Volunteer police come from all walks of life, including mechanics, airline pilots, business owners, school teachers and administrators, doctors, lawyers, truck drivers, firefighters, and other professions. When a policing agency ensures that volunteers have the correct training for the role and authority that they assume to the public, modern professional volunteer police can be used for almost any task or duty assignment. ☪



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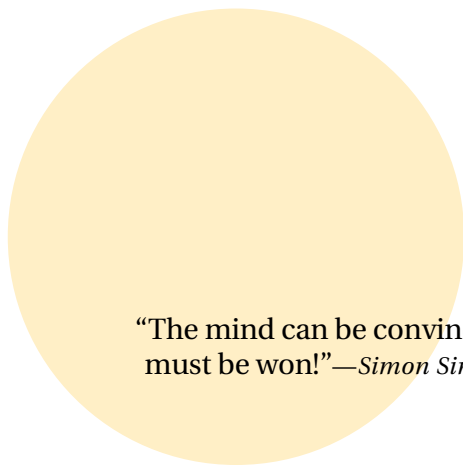


HEART-FOCUSED LEADERSHIP:

A Shifting Police Leadership Paradigm

BY

Hector R. Garcia, Major, EdD, IACP Juvenile Justice and Child Protection Committee, and Michael Nila, Commander (Ret.), Aurora, Illinois, Police Department



"The mind can be convinced but the heart must be won!"—*Simon Sinek*

AT THE IACP ANNUAL Conferences in San Diego, California (2016), and Philadelphia, Pennsylvania (2017), noted leadership speaker and author Simon Sinek challenged law enforcement executives to amplify the talent and capabilities of the uncommon men and women who make up the landscape of the law enforcement profession by leading with more courage, care, love, and heart. Sinek highlights the many definitions of leadership that exist; however, he argues, there is one anthropological definition of leadership that has existed from the beginning of recorded time—one that espouses the notion that leaders take care of those in their charge and that leaders have the sacred duty to protect their people from both internal and external dangers.

Courage, care, and love are emotions. These feelings emanate in the heart and serve as the drivers of leaders' actions and their influence on those they lead. To act with courage, care, and love is risky and demands vulnerability. So, what is heart-focused leadership and how does one become the extraordinary leader these extraordinary times demand?

Contemporary Law Enforcement Leadership

External Influences

Law enforcement leaders have struggled with underperforming employees, lack of motivation, and lackadaisical attitudes for many decades. These issues are not relegated to the law enforcement realm by any means. In fact, over 52 percent of U.S. workers report being unhappy at work. In addition, 75 percent of U.S. employees are reported to be disengaged at work,

providing only the minimum required effort; while 16 percent are dynamically disengaged in their jobs, fueling low morale and general malaise in their workplaces. The recent surge in anti-police sentiment in the United States, coupled with unprecedented attacks on police officers, has increased the risks of the law enforcement profession to new heights, resulting in 93 percent of law enforcement officers reporting increased concern for their personal safety.

The opinions of U.S. residents and police officers on how both groups interpret the challenges of police work vary greatly. The police and the public view the world through significantly different lenses. The Pew Institute reports that when both groups were queried as to "whether the public understands the risks and rewards of police work, fully eight in ten (83%) of the public say they do, while 86% of police say they don't." These external factors are major contributing factors to poor performance, low morale, and organizational and personal stress within the law enforcement community.

Internal Influences

Internal law enforcement culture, norms, mores, and leadership paradigms have been historically based on the notions of command and control, coupled with strict hierarchical philosophies and practices. Poor law enforcement organizational culture can be relegated to a contagion that may lead to high levels of inefficiency, turnover, poor productivity, high-profile liability issues, and even police officer suicide. Research findings in this area revealed that approximately 66 percent of law enforcement officers felt that their supervisors were ineffective and possessed the qualities of inadequate

leaders (poor leadership skills, politically motivated, caring only about themselves, micromanagement, etc.).

Law enforcement leaders are faced with both external and internal pressure points that inhibit their ability to effectively lead their departments; however, the internal pressure points can be the most difficult to mitigate. Internal bureaucratic procedures and protocols can prevent law enforcement leaders from focusing on the development of relationships with their stakeholders both inside and outside the agency. Office politics and the hierarchical bureaucratic policing realm of law enforcement have created leaders who focus on individual agendas as opposed to community and organizational agendas.

When renowned psychologist Abraham Maslow formulated his famous paper, *A Theory of Human Motivation* in 1943, he proposed that healthy human beings have needs that can be arranged into a five-level pyramid hierarchy.



The highest needs in the pyramid all deal with social and psychological human needs topped by the need for self-actualization (need for development and creativity). These high-level needs are not necessarily congruent with the internal cultural mechanisms of modern law enforcement agencies.

Workers today need to feel valued and appreciated for their work and to be nurtured individually. Law enforcement members are part of society and yearn for the same opportunities, care, sense of being valued, and respect to help them achieve their individual goals and, congruently, if properly aligned, their organizations' goals. Recent research has shown that the human heart has a role beyond its physiological purpose and that it is a source of great intelligence. The heart has a tremendous role in swaying human behavior in both positive and negative directions.

Heart-Focused Leadership and Police Culture

These are incredible times of accelerating change and technological advancements, all of which affect leaders' abilities to influence the hearts and minds of their people. Historically, humanity's focus has been on the mind, which, for thousands of years, was believed to be the seat of the human soul and existence. Yet, more and more, science and research are teaching that the heart is the actual driver of who a person is. Humans lead from the mind, and write policy for the mind, and argue from the mind; and often, people speak of mind-set shifts. Yet, transformation is driven by a change of heart. Often it is feeling something deeply—sometimes pain, sometimes joy—that causes people to see the world differently and shift how they think and behave.

Transformation often requires a "heart-wash" rather than a brain-wash. How many people, when struggling with a task or skill, have been told by a coach, or parent, or teacher to simply "Put your heart into it"? When hearts are touched and moved, the magic of transformation and leadership begins.

Leadership is not an intellectual exercise; rather, it is a calling of the heart. Many leaders have impeccable resumes and have been to the finest schools and can ace the assessment centers, yet fail

to walk the talk and thus, to truly lead or effect change. These are leaders who understand leadership intellectually, but fail to feel it in their hearts.

Policing, likewise, is a calling of the heart. When the heart is cloaked over with apathy and cynicism, as too often happens to those in the service professions, a heart-focused leader can reawaken and unleash the requisite passion for the mission of policing. Heart-focused leadership can serve as a vehicle for transformational change in both people's personal and professional lives.

Key Tenets of Heart-Focused Leadership Putting People First

"Business has to give people enriching, rewarding lives, or it's not worth doing. I've been shouting People First for 35 years. But, still, too few people listen. Help me! Put people first... It pays off—Big Time."

—Sir Richard Branson

In the years immediately following World War II, it was usual for employees to remain with a single company for their entire careers. Large firms offered health insurance and lifetime pensions with steadily increasing salaries and benefits. A shift in that paradigm, for a variety of economic, societal, and cultural reasons, created the 21st century job-hopping phenomenon. Those with more experience or higher skill sets can shop around for jobs and demand greater compensation. For those with less skills, the converse is true and begins to serve as the seeds for job dissatisfaction and discontent. Law enforcement officers too have begun moving from department to department in search of the most desirable work conditions.

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HEART-FOCUSED LEADERSHIP CASE STUDY: STARBUCKS

On April 12, 2018, a highly publicized incident took place at a Starbucks store in Philadelphia, Pennsylvania, that led to the arrest of two black men who were waiting in the store without making a purchase. The police had been called by a Starbucks employee on account of these men's presence. Reports of the event went viral, and the subsequent Starbucks leadership response was quick, reflective, and focused on the hearts and minds of the 175,000 people employed by the Starbucks organization.

Despite its status as a large corporation, the response was neither typical nor solely designed to protect the brand and financial standing of Starbucks. It was a response intent on influencing the kind of organization Starbucks strives to be. CEO Kevin Johnson stated, "Starbucks will continue to take actions that stem from this incident to repair and reaffirm our values and vision for the kind of company we want to be."

In response to the incident, Starbucks shut down 8,200 company-owned stores and offices for several hours to provide diversity training—it was a company "time-out" with a multimillion-dollar price tag. The goal of the training was focused on the idea of creating "belonging" in the stores and discussing what gets in the way of that goal. But the company leadership did much more than train their employees: Johnson and Starbucks Executive Chairman and Founder Howard Schultz both went to Philadelphia to meet with and apologize to the men who had been arrested. They further committed to helping the two men in their business ventures and to personally mentor them. Most importantly, Johnson and Schultz owned the issue. Lawyers did not speak for them, they spoke from the heart. In a memo to Starbucks employees, Johnson expressed "our deepest apologies," adding: "Starbucks stands firmly against discrimination or racial profiling."

A video followed the next day wherein Johnson again took responsibility for the crisis stating, "The way that incident escalated, and the outcome was reprehensible—and I'm sorry." Fierce calls to fire the store manager led Johnson to reply,

I believe that blame is misplaced. In fact, I think the focus on fixing this: I own it. This is a management issue, and I am accountable to ensure we address the policy and the practice and the training that led to this outcome.

In their response to this incident, Starbucks's leaders set an example of courageous, heart-focused leadership that boldly took measures to address the immediate and long-term implications of an issue that could easily have been managed in typical corporate fashion.

Large corporations have found that by viewing their employees not as human resources, but instead as human assets worthy of time, care, and investment, a positive environment develops that will lead to increased personal and organizational dividends. The value of placing people first in law enforcement will yield similar results by creating a culture of trust, respect, and esprit de corps among the members of the organization.

Emotional Intelligence

Emotional intelligence has been defined as

the ability to identify and manage your own emotions and the emotions of others. It is generally said to include three skills: emotional awareness; the ability to harness emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes regulating your own emotions and cheering up or calming down other people.

The tenets of heart-focused leadership closely mirror the concepts of emotional intelligence. Leaders who control their emotions and apply emotional intelligence strategies to

their decision making can experience positive results.

Noted leadership scholar Daniel Goleman expanded on the concept of emotional intelligence and its importance to personal and organizational mastery. Goleman postulates that the emotional intelligence involves four specific skills or qualities:

- **Self-regulating behaviors**—the ability to manage or redirect disruptive emotions and to make appropriate course corrections when circumstances stray from the preferred trajectory
- **Social skills**—the ability to frame other people's emotions toward preferred outcomes
- **Empathy**—the importance of recognizing, understanding, and considering other people's feelings
- **Motivation**—the ability to self-motivate to drive towards personal and organizational goals

Leaders who possess a high degree of emotional intelligence are already equipped with the tools to synthesize and enhance their leadership prowess through the integration of the enhanced heart-focused leadership principles.

TABLE 1: The Four As

EMOTIONAL NEED	BEST PRACTICES TO MEET NEED
ATTENTION: To be seen and heard, to feel that our input and presence matters. To not be invisible, but to be acknowledged in our presence.	MBWA—Management by Wandering Around; know your people's names, know about their families and their lives, get out of your office and meet your people where they work. Face time matters!
AFFECTION: To feel that we are cared for, that someone has our best interests at heart and is a cheerleader for our success. To know we are loved. To feel safe even when we mess up.	Express genuine concern or joy for what is occurring in their lives, make accommodations where possible to make work fit into their lives. Speak from your heart to theirs. Be vulnerable, and let people know what they mean to you and the organization.
APPRECIATION: To feel that we are valuable contributors to the whole and to know that our contribution matters to those who lead us.	Be quick and frequent in your praise. Avoid using texts and emails—call or show up to extend praise and gratitude. Handwritten notes are so rare that they are priceless and say, "You matter enough that I took the time!"
ACCEPTANCE: To feel a sense of belonging, a valued member of the team. To feel welcomed and included.	In organizations, there are no "bit players." Seize every opportunity to let people know how important they are to the organization and the mission. Ensure that no one feels left out and never allow members to be pushed aside or left behind.

HEART-FOCUSED LEADERSHIP CASE STUDY: CONNECTICUT STATE POLICE FAMILY LIAISON OFFICERS PROGRAM

As the horror of the Sandy Hook Elementary School shooting in Newtown, Connecticut was unfolding, the scene and communication for the families, school officials, and responding officers were described as chaotic and confusing, adding to the steadily rising emotional heat of the crisis.

Within hours of the tragedy's start, Governor Daniel Malloy and the Connecticut State Police colonel decided to assign trooper liaisons to families of the victims. At the core of this decision was the heartfelt empathy of leaders who also were experiencing incredible challenges in the complex management of this incident. From the outset, there were many things to be managed—resources to marshal and coordinate, a crime scene to manage and process, and a community in pain and grief.

The troopers had immediate and life-long impact on the families to which they were assigned. The troopers were transformed by the caretaking role and the relationships built, too. Connecticut Governor Daniel P. Malloy reported

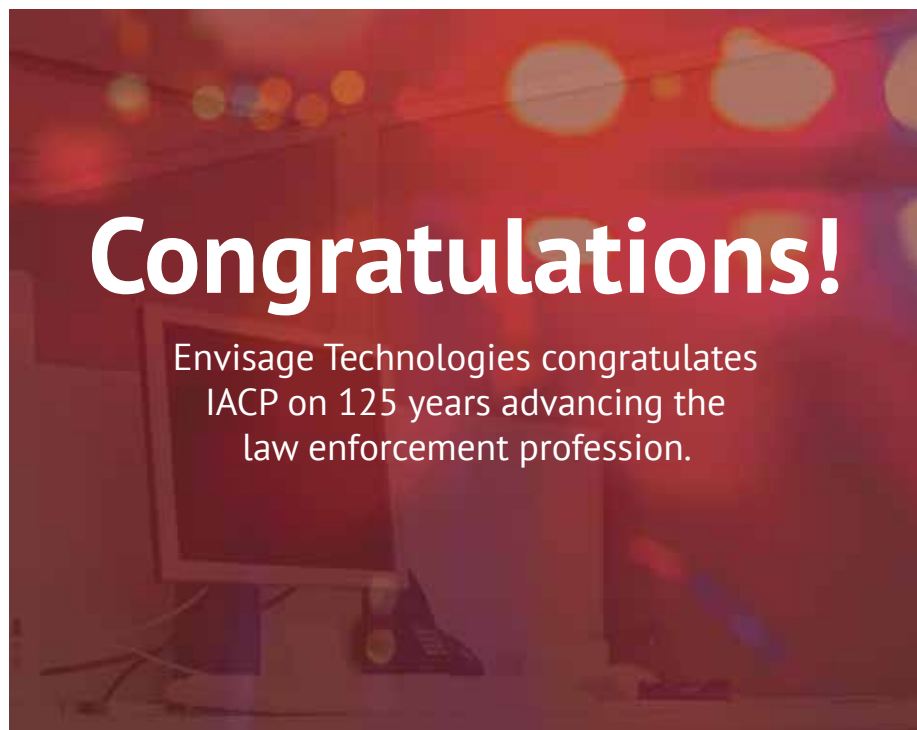
receiving positive feedback about the trooper liaisons from the victims' families and commented that the much-needed support from the troopers "made a difficult situation a tiny bit easier." One grieving family commented, "Who would have ever guessed that state troopers could also serve as therapists? Just their presence, their strength, the way they were there for us was enormously comforting and still is." Another victim recalled of the trooper liaison, "He watched us crumble, and he never cracked, he is now part of our family.

The Family Liaison Officers (FLO) program began as a practical decision to bring clarity to the chaos, but it had a heart-touching impact on families and troopers. A decision born of a need to manage a horrific situation and to care for the human beings affected by the moment was a display of courageous empathy and heart-focused leadership. Heart-focused leadership is a humanistic approach that is founded upon the key tenets of putting people first, emotional intelligence, legacy, and grace, as was demonstrated by the Connecticut state troopers in the FLO program.

Practicing Heart-Focused Leadership

Heart-focused leadership involves advanced emotional in-telligence (EQ); it is understanding that smarts and experience are important but that the capacity and desire to connect on a human level with those one leads is the most powerful driver of influence.

To practice heart-focused leadership is to be mindful and attentive to the basic human needs of all those the leader influences. All human beings inherently possess four basic emotional needs (attention, affection, appreciation, and acceptance) that serve as drivers of behavior (see Table 1). When these needs are denied, that lack activates a physical stress response that quantifies the denial as a threat to the person's safety. When those needs are fulfilled by leaders, people feel safe, cared for, and nourished, and they are then free to turn their attention to productivity, creativity, and contribution.



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Legacy and Grace

Leadership is about influence, and influence is legacy. To engage in heart-focused leadership is to imprint hearts and minds and to wield influence in turbulent times with a level of humanity that is best called “leadership grace.” Grace is seen as elegance, poise, finesse, and agility—qualities and words not often associated with strong leadership. However, leadership expert Jim Collins in his book *Good to Great* described great organizations as being led by “Level 5 Leaders” whose distinguishing attributes are humility and fierce resolve. These traits represent a true characterization of grace and grit.

Heart-focused leaders touch lives in a way that leaves indelible markers. Leaders’ presence in other people’s lives becomes bound and wound in

the fabric of those lives. Humans are moved by the moments that touch their hearts, and people are forever influenced by those who shape their hearts. Today’s leadership challenge rests not in more knowledge and technology, but in the courage to lead with wisdom, grace, love, and humanness.

Conclusion

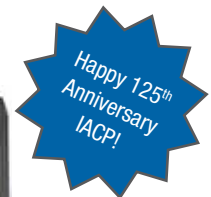
In today’s world, law enforcement’s purpose is challenged and chastised by a portion of the general public. Law enforcement officers are fighting a battle of rising discontent and distrust from the people they serve. In spite of these internal and external challenges, leaders are moving beyond the negative connotations and looking towards the power that heart-focused leadership can bring to their personal and professional lives.

Leaders who put people first, display high levels of emotional intelligence, and lead with wisdom and grace are exponentially increasing in industries and professions around the globe. Leaders who dedicate themselves to imprinting hearts through their actions are reaping the benefits of increased production and more harmonious workplaces. In turn, their legacies can be marked by both the accomplishment of organizational goals and their ability to touch and truly influence peoples’ hearts. ♡



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BY
Bill Denke, Chief of Police,
Sycuan Tribal Police Department,
California

THE **EVOLUTION** OF TRIBAL PARTICIPATION IN JUSTICE INFORMATION SYSTEMS

OFTEN, LAW ENFORCEMENT OFFICIALS don't realize that there are 566 federally recognized tribes in the United States, whose respective tribal communities and lands span more than 60 million acres across 36 states. Some of these tribal lands even straddle northern and southern international borders. For example, the Tohono O'odham Nation in Arizona shares approximately 75 miles of border with Mexico, while the Blackfeet Nation in Montana shares more than 60 miles of border with Canada. More often than not, these tribes operate their own law enforcement programs for their communities. They have the unusual challenge of having to provide police services in both very remote areas and urban-interface areas.

In addition to law enforcement agencies and other comprehensive government programs, approximately 200 tribes in the United States also operate gaming businesses. Even more tribes operate commerce-type enterprises on their lands, which every day attracts large transient populations. Investigating crimes perpetrated by these persons can be very difficult as they may be traveling from many different jurisdictions. Just imagine, thousands of people visiting a single casino in a 24-hour period of time—often in and out after spending just a few hours. Because of this, access to local, state, and federal justice information systems is imperative for tribal law enforcement programs to effectively carry out their duties. In a nutshell, those duties are keeping all those within the boundaries of their lands safe.

Although it has always been the practice of the FBI's Criminal Justice Information Services Division (CJIS) to allow tribal law enforcement access to federal justice systems such as the National Crime Information Center (NCIC), it has often been challenging for many tribal law enforcement programs to gain access to local and state systems. One of the primary roadblocks has been state or local statutory restrictions, either the law itself or the interpretation of the law, because tribal governments have been left out of the statutory language. This roadblock is bigger

than just not having access to local and state systems. This roadblock also hinders access to federal systems. Law enforcement agencies traditionally get their federal information through their respective state's CJIS System Agency (CSA)—usually the state police or state department of justice. Since the states control the key at that level, tribes can be refused access by states to information systems that the federal government allows tribes to access. There are also other contributing roadblocks as well, such as a lack of the finances and technology required to support access to such robust systems. This includes, but is not limited to, wireless infrastructure.

A FEDERAL SOLUTION

It's not all doom and gloom, though. In 2010, the U.S. president signed into law the Tribal Law and Order Act—historically one of the largest U.S. legislative actions taken to address critical safety issues facing tribal nations. One component of the act was codifying the past practice of the FBI CJIS of allowing tribal law enforcement agencies access into federal criminal databases. The law specifically states that the U.S. Attorney General shall permit qualified tribal law enforcement officers to have access and the ability to enter information into federal criminal information systems. This almost immediately led to a U.S. Department of Justice pilot project providing direct access to federal justice information systems, such as NCIC, for more than 20 tribal law enforcement programs—a workaround to the traditional point of access through a state CSA.

Building off the pilot project, the Department of Justice announced its Tribal Access Program (TAP) in 2015. Although TAP is managed by the Department of Justice's chief information officer, there is collaboration among other Department of Justice offices such as the Office of Tribal Justice, SMART, and the Office of Community Oriented Policing Services, along with FBI CJIS, the Bureau of Indian Affairs (BIA), and tribes. The program, in essence, facilitates tribal law enforcement access to national justice information systems such as NCIC, Next Generation Identification (NGI),

National Instant Criminal Background Check System (NICS), National Data Exchange (N-DEx), Law Enforcement Enterprise Portal (LEEP), and even the International Justice and Public Safety Network (Nlets). Under the program, each approved agency is provided integrated kiosk-type workstations. These workstations include a computer, palm and fingerprint scanner, camera, flatbed scanner, and printer to support access to and allow officers to enter data into U.S. national justice information systems. The Department of Justice also provides comprehensive software applications to support seamless access to the multiple systems. Along with providing comprehensive user training, the Department of Justice also serves as the program's CSA by vetting every tribal law enforcement agency and individual user, along with providing user support, testing, and auditing of the different systems.

It is important to note that the program is available to other tribal criminal justice agencies including prosecutors, criminal courts, jails, and probation departments. Additionally, tribal civil agencies, such as social services and public housing departments, may also qualify for the purposes of child placement and licensing. To date, 34 tribes are participating in the program along with an additional 13 tribes who were rolled in from the pilot program back in 2010. That is a total of 47 tribes, who had no connectivity before, now inputting their respective data into multiple federal information systems.

ACCESS TO LOCAL AND STATE SYSTEMS

With the TAP fix at the U.S. federal level, one might ask if there has been any progress with tribes identifying work-around solutions to the aforementioned roadblocks at the local and state level. The answer is yes, there actually has been progress, and one example was in California—the state with the largest number of tribes and also probably the state with the most challenging roadblock. The specific roadblock tribal law enforcement in California had been contending with was language in the state's government code as it pertains to accessing the California Law Enforcement Telecommunications System (CLETS)—the states switch or “gateway” into its own robust databases, along with FBI CJIS systems. In essence,

the code states, along with other requirements, that a qualifying law enforcement program must be a public agency (i.e., municipal, county, state, or federal). Nowhere in the code does it mention tribes or their respective agencies being defined as “public.” It is important to note, however, that although the state did not allow access to CLETS, the U.S. federal government allowed a number of tribal police departments in California access to FBI CJIS systems through the 2010 federal pilot program mentioned earlier.



Some resolution to this challenge finally materialized in 2013 after months of good-faith collaboration among the Sycuan Tribal Police Department (in San Diego County), the BIA, and the California Office of the Attorney General (OAG). The BIA, as a public agency, would apply to the California Department of Justice for Sycuan's tribal police officers to be deputized as special deputy officers of the BIA in order to have access to CLETS via the Sycuan Tribal Police Department's station terminals and patrol vehicles' mobile digital communicators. The application went through an extensive review process, and, in August 2014, the California

Department of Justice recommended the application be approved by the state Attorney General's CLETS Advisory Committee. This was a huge triumph.

However, before the application could be approved, the CLETS policies, practices, and procedures manual had to be amended. It had to read that law enforcement officers who are not federal, state, or other governmental employees but are exercising powers on their behalf by virtue of being deputized by a federal, state, or local criminal justice agency and who meet the state peace officer training requirements, do indeed qualify for access. At a special CLETS Advisory Committee meeting in September 2014, the amended policy was approved. And during that same meeting, the BIA's CLETS application for Sycuan's commissioned police officers was approved unanimously.

At the same time the CLETS application was being reviewed, the Sycuan Tribal Police Department, with support from the San Diego County Sheriff's Department and other local law enforcement agencies, also applied for and was granted access and membership to a robust regional law enforcement information system—the Automated Regional Justice Information System (ARJIS). ARJIS was created as a joint powers agency to share information among justice agencies. ARJIS has evolved into a complex criminal justice enterprise network used by more than 80 local, state, and federal agencies in the two California counties that border Mexico. ARJIS promotes data sharing and cooperation at all levels for member agencies, from chiefs to officers to technical staff. ARJIS is responsible for major public safety initiatives, including wireless access to photos, warrants, and other critical data in the field; crime and sex offender mapping; crime analysis tools evaluation; and an enterprise system of applications that help users solve crimes and identify offenders. ARJIS also serves as the region's information hub for officer notification; information sharing; and the exchange, validation, and real-time uploading of many types of public safety data.

Because of effective collaboration among leadership from the BIA, the San Diego County Sheriff's Department, the California OAG, local municipal police departments, and the Sycuan Tribal



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Government, the Sycuan Tribal Police Department now has the ability to input and query multiple robust information systems—local systems with the San Diego County Sheriff's Department, regional systems with ARJIS, and state and federal systems with CLETS.

INTER-TRIBAL INFORMATION SHARING

In 2013, five tribal law enforcement agencies in Arizona came together with the idea of sharing justice information among each other from their respective jurisdictions. The impetus was the fact that some members of these tribes had a long history of migrating from one tribal jurisdiction to another. Another key reason was that there was an incident in which a tribal member of one reservation went missing and was later found dead on another tribal reservation in the same region. The five tribes—Tohono O'odham Nation, Ak-Chin Indian Community, Fort McDowell Yavapai Nation, Salt River Pima-Maricopa Indian Community, and Gila River Indian Community—formed a consortium, the Tribal Law Enforcement Consortium of Arizona (TLECA), as a program managed by the Inter-Tribal Council of Arizona (ITCA). All five tribal law enforcement programs already had established a history of working together and sharing information as active members of the Indian Country Intelligence Network (ICIN)—another ITCA program. ICIN was established in 1994 as a statewide partnership among 21 Arizona tribes and multiple local, state, and federal law enforcement agencies. The organization's mission is to improve communication, provide training, and strengthen relationships with neighboring jurisdictions. Instead of recreating the proverbial wheel, the five tribes, working with ITCA, the National Consortium for Justice Information Sharing and Statistics (SEARCH), and FBI CJIS, came up with the idea of creating a private group within N-DEX. The participating tribes uploaded case reports, field interviews, and citations to an intermediary server managed by ITCA. The information then went from the shared intermediary server to N-DEX via a LEEP portal. Although a somewhat simple solution on paper, it did have its complications early on. For example, not all agencies were using a unified records management

system, so interfaces had to be developed by each of the participating tribal agencies. Additionally, all tribes had to enter into a data sharing agreement with each other, along with a resolution making each of the respective police chiefs the tribal government representative of record. The latter was the most difficult as all the tribes had to agree on what information would be shared along with ensuring security of the data.

Ultimately, the tribes agreed on coding for three different categories—green, yellow, and red. Green coding would allow a querying officer to see all information, yellow would have some restrictions, while red, reserved for sensitive or active felony cases, would not return any information. All queries that fall into the red category result in an automatic alert to the agency of record. It is then incumbent upon the agency of record to notify the querying agency of the information. This decision was based on the need for the information balanced with the sensitivity of the record. Further, the agencies would work together to resolve any type of conflict to allow specific and pertinent information to be shared.

Since the roll-out of TLECA's inter-tribal information sharing system, other tribes in Arizona have joined TLECA for the purpose of sharing regional justice information. Additionally, under the same inter-tribal agreements, all TLECA tribal law enforcement programs also share violent and organized criminal intelligence. This component of TLECA is facilitated in partnership with the Regional Information Sharing Systems (RISS), specifically with RISS's regional center, the Rocky Mountain Information Network.

CONCLUSION

Even with the progress TAP has made with closing some of the information sharing gaps for tribal law enforcement programs, along with some recent success stories between tribes and their respective states, there still remains a disparity in tribes' abilities to access local and state justice information systems. In order to continue resolving this issue, stakeholders need to take into account the millions of acres of tribal lands spread across the United States and the large transient and even tribal populations regularly traveling in and out of tribal jurisdictions. In some

areas of the United States, tribal law enforcement officers are still patrolling their respective lands blindly, especially when it comes to contacting non-tribal residents. Although one could reasonably argue that the officer safety side of it alone is enough to justify immediate solutions, the reasons don't stop there. Tribal law enforcement officers routinely come across information during traffic stops, detentions, or criminal investigations that could be invaluable for their local and state partners. If local or state policies or laws prohibit the respective agencies from participating in local or state systems, that information just sits in the respective tribe's records management system—unfortunately in a complete vacuum.

Imagine for a minute, a tribal police officer is working a fresh armed robbery case with an unknown suspect, but the officer has detailed vehicle description information. Most likely, that information immediately goes into the department's officer notification system, but it remains isolated there because the department can't access local systems. Then an hour later, an officer from another jurisdiction several miles away stops the same vehicle for a minor traffic violation, completely unaware that the driver might have just been involved in a violent felony. In this example, it would be safe to assume the driver is going to think that the traffic stop is related to the robbery, creating an unnecessarily dangerous position for the stopping officer to be in—one that he or she wouldn't be in if there was an automated bidirectional flow of important law enforcement information among all agencies in the region.

While open justice information sharing should truly be a win-win for all jurisdictions, it is going to take leadership from tribal, local, state, and federal jurisdictions to continue to strive toward closing the gaps. In some cases, it may take longer legislative processes while, in other cases, it may just take creative work-around solutions. Regardless, all stakeholders need to work collaboratively, transparently, and in good faith to resolve this problem. The outcome will not only result in solving more criminal cases and bringing more violators to justice, but, just as importantly, it will also improve officer and public safety. ♡



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Celebrating 125 Years

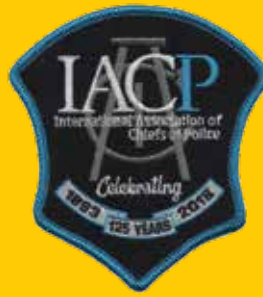
125th ANNIVERSARY

WHEN THE INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP) was founded in Chicago, Illinois, in 1893, the 51 chiefs in attendance had no idea how the association would shape and influence the law enforcement profession for the next 125 years.

Since then, the IACP has grown into a global network of more than 30,000 members in more than 150 countries—an association that the law enforcement community has come to respect and turn to as a leading resource and voice for law enforcement. It continues to be a leader in policing, tackling issues that have transcended decades, such as officer safety and wellness, community policing, traffic safety, drugs, and more.

As the membership looks to the next 125 years, 2018 is an opportunity to reflect on the association's history.





IACP Anniversary Patch

In honor of the 125th anniversary, the IACP held a patch contest in early 2018, asking the membership to submit their ideas for a commemorative patch to be revealed at IACP 2018. We received many thoughtful, creative submissions that incorporated aspects of IACP's rich history.

Congratulations to the Buffalo Grove, Illinois, Police Department for submitting the winning patch design!

NEXT 125 YEARS



AS THE IACP'S ANNIVERSARY YEAR WINDS DOWN, we encourage our members to take a moment to learn from the past, celebrate the present, and look to the future of the association and the profession. In this ever-changing landscape, no one can predict where the next few years, let alone the next 125, will take the profession of law enforcement. The IACP will be there for its members to ensure it meets their needs as they continue to serve their communities around the globe.





IACP Membership Application

International Association of Chiefs of Police
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Baltimore, MD 21264-2564
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Have you previously been a member of IACP? Yes No

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

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

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

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

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

Membership Categories

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

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Indian Country Law Enforcement \$25

Intl Managers Police Academy & College Training \$25

Law Enforcement Information Management (LEIM) \$25

Legal Officers \$35

Mid-Sized Agencies Section \$50

Police Foundations Section \$20

Police Physicians \$35

Police Psychological Services—initial processing fee \$50

Public Information Officers \$15

Public Transit Police No Charge

Railroad Police No Charge

Retired Chiefs No Charge

Smaller Department \$20

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S & P Police Academy Directors No Charge

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University/College Police—Initial Member \$50

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- Defense Chiefs of Police Section \$15
- Drug Recognition Expert Section \$25
- Indian Country Law Enforcement Section \$25
- International Managers of Police Academy and College Training Section \$25
- Law Enforcement Information Management Section \$25
- Legal Officers Section \$35
- Mid-Size Agencies Section \$50
- Police Foundations Section \$20
- Police Physicians Section \$35
- Police Psychological Services Section (initial processing fee) \$50
(Must be a psychologist. Upon admission to the section, \$50 processing fee applies to annual dues)
- Public Information Officers Section \$15
- Public Transit Police Section No charge
- Railroad Police Section No charge
- Retired Chiefs of Police Section No charge
- Smaller Department Section \$20
- State and Provincial Police Alumni Section No charge
- State and Provincial Police Academy Directors Section No charge
- State and Provincial Police Planning Officers Section No charge
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Capitol Police Section
Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state / province State House.

Defense Chiefs of Police Section
Promotes exchange of ideas and specific information and procedures for law enforcement organizations providing police and security services within military services and defense agencies. Open to individuals who are now or have been engaged in or responsible for providing law enforcement services within an IACP member nation's military services or defense establishment.

Drug Recognition Expert Section
Provides a unique opportunity for those professionals already associated with drug recognition to share common management, training, administrative and practicing concerns.

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

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

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

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

Mid-Size Agencies Section
Dedicated to providing a voice within the IACP for chiefs of jurisdictions with a population between 50,000 and 500,000, as well as a forum for these leaders to share the unique challenges and opportunities in policing that emerge from departments of this size. The section is further committed to embracing and leveraging the special capacity and flexibility of these agencies to innovate and drive progressive change within our profession with the goal of better policing our communities.

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

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

Police Psychological Services Section
Develops professional standards, facilitates the exchange of information among police psychological service providers, and acts as a resource of professional expertise to the association.

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

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

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

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

Smaller Department Section
Serves as the collective voice of law enforcement agencies with fewer than 50 officers or serves populations under 50,000. The Section addresses the unique needs of these agencies, provides a forum for the exchange of information, and advocates on behalf of these agencies with policy makers. Section Members are also granted affiliate membership in the IACP's Division of State Associations of Chiefs of Police.

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

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

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

University/College Police Section
Provides coordinated assistance in implementing effective university policing practices and achieving an accepted professional status.

TRANSFORMATION of Community-Police Relations THROUGH HISTORY



CHILDREN ARE OFTEN PRESENTED with imagery, drawings, and depictions of police officers interacting with school children on a playground, walking in a neighborhood while waving hello to the residents, or assisting a neighbor with a cat stuck in a tree. This illustration of a neighborhood police officer isn't a fabricated impression of societies' expectation; rather it is a glimpse or illustration of the role officers have traditionally played within communities. The law enforcement profession has been altered over the last century by both internal and external forces that demanded change. Change is defined as "to make or become different," but perhaps a more fitting and robust term depicting the evolution of law enforcement is "transformation," as there has been a thorough and dramatic change in both the form and appearance of policing. This transformation has occurred several times across history.

An important area of transformation is that of community-police interactions, which have morphed drastically throughout the past decades. Recently, following officer-involved fatal encounters with subjects, collaboration, communication, and trust have diminished in both parties. As one explores the various aspects of the conflicts between law enforcement and the community, the numerous expectations and desires of both the public and police officers will become evident. While there is no specific or precise road map for attaining a swift resolution, a dissection of the historical eras of police transformation is crucial. Although everyone in a community has the tenacity and desire to retain core values, ideals, and principles, maintaining the status quo is no longer acceptable. Understanding the transformation of policing in conjunction with the dynamic changes in society and applying conflict

resolution theories and concepts may provide an optimistic route for improving community-police relations.

Historical perspectives of law enforcement provide rationale and an understanding as to why and how particular law enforcement functions or protocols were implemented and continue to remain relevant. Scholars have generally agreed that modern U.S. policing can be divided into three distinct historical periods: (1) the political (mid-1800s–1930s), (2) the reform or professional era (1930s–1980s), and (3) the community era (1980s–present). Each era had positive and negative effects on policing that have influenced the current protocols, policies, and procedures in U.S. police agencies.



POLITICAL ERA

The political era provided a true individualist community policing atmosphere, with a decentralized system of regulation and oversight. The bottom-up approach permitted police officers to personally interact with members of the community on a social level, outside of situations involving criminal activity. The officers patrolled

BY

Jarod Primicerio, Captain, California Highway Patrol, Office of Inspector General,
and Anthony H. Normore, PhD, Emeritus Professor of Leadership, California State University Dominguez Hills

their communities via foot patrol and communicated casually with the residents. Police officers often resided within the communities they served; thus, they had knowledge of the area's social and criminal problems and shared the customs, expectations, and values of the community. According to sociologist Jürgen Habermas, social interaction is accepted unanimously by a particular group or community who have lived together for many years, as they take on the same beliefs, habits, and culture; thus, they have the ability to communicate effectively without difficulty or conflict. Members from the group or community can explain, rationalize, and coherently define expression or action seamlessly with minimal exertion. This would elucidate how police officers during the political era were able to resolve neighborhood conflicts or dilemmas efficiently.

The political era of policing was not, however, without issues. Corruption occurred within many law enforcement agencies resulting from limited oversight and supervision. As the era's name implies, police departments were influenced by politicians, crime organizations, and money. Prohibition laws further enhanced corruption from within the profession and compelled federal oversight, mandates, and regulation, which propelled law enforcement into the reform or professional era of policing.

REFORM OR PROFESSIONAL ERA

Due to years of corruption, the culture of law enforcement went awry, and change was necessary for police to regain the trust of the community. Law enforcement commenced revitalization efforts and transitioned to the reform or professional era. A new role emerged for police officers as they were provided with stringent rules, regulations, and policies to follow; beats were realigned; and there was a de-emphasis of community-service functions. The deviation from a bottom-up approach established an organizational command structure (top-down approach)

to increase professionalism and prevent officers from becoming susceptible to political or criminal coercion. To illustrate the significance of this shift, there was a period of time in Philadelphia, Pennsylvania, where it was illegal for police officers to live and work in the same beat. The new organizational structure of law enforcement agencies drastically changed the accessibility, approachability, and communication between the community and the police officers. During this era, law enforcement underwent a complete structural reversal from an open system to a closed system—police departments now limited any outside influence or input, as the potential for corruption was too great.

Although the necessity for U.S. law enforcement to increase its professionalism was evident, the next several decades proved quite turbulent as police agencies began to shift their paradigm. The demographics, cultures, and population density began to change in many communities, but, as a result of law enforcement establishing a closed system, police departments failed to progressively recognize and effectively respond to these changes. An increased social distance was apparent between police administrators, the beat officers, and the residents in the community. Community needs were not

related to police nor were there ample opportunities for community members to deliver information to law enforcement agencies, as community-police relations diminished. The advent of technologies such as the telephone, police dispatch centers, and the police car expedited this shift. Officers transitioned from neighborhood foot patrols to patrolling the streets via squad cars, and residents often used telephones to summon a police officer, rather than entering a police station and speaking face-to-face with an officer. While these modifications increased departmental efficiency, they also created barriers that further disintegrated community-police relations. Additionally, as the professionalism era of policing began, the Uniform Crime Report (UCR) began capturing crime and law enforcement statistics. While there are numerous positive aspects resulting from the UCR, many unintended consequences ensued and remain present today. The UCR captures data including the quantity of crimes by category, number of crimes reported, number of arrests, and the response times to calls for service by police officers. The statistical data produced were (and often still are) used as a grading scale of proficiency for police departments, which inadvertently encouraged departments to focus on quantity over quality of service.



The societal response to this type of policing was not well received as the public began to feel disenchanting with their police departments. Many of the officers who worked in metropolitan areas did not reside within their geographic areas of jurisdiction, thus further perpetuating the community's changing perspective of the neighborhood police officer.

As the rift between community members and the police grew, consequential damage occurred as public safety began to diminish. The safety of both officers and civilians alike is contingent on the strength of the connection between the police and the community. As the trust of police diminished, the public cooperation with law enforcement followed suit, which, in turn, led to an increase in violent crime and resistance. The broken relationship between the community and the local police ultimately endangered officers and civilians. This is nothing new—half of the 10 most violent and destructive riots in U.S. history have been responses to perceived police abuses. Consequently, police distrust of the public eventually led to an increase in officer misconduct and use of force. Additionally, law enforcement adopted aggressive “zero tolerance” tactics that further exacerbated the tension, perpetuating a downward spiral.

Although community-police tensions intensified during the 1960s Civil Rights Movement and the Vietnam War protests, law enforcement failed to break from the status quo for nearly another decade. Following many years of turmoil, police agencies were introduced to a new type of policing in the 1980s, commonly labeled the community era.

COMMUNITY ERA

During the community era, law enforcement agencies restructured once again, moving to a decentralized structure, retrospective of the political era. Neighborhood police storefronts were again assimilated into communities, allowing for the simplification

of interaction and communication. Community policing requires going out and forming relationships, enhancing existing relationships, and institutionalizing them so that when a crisis happens, one can rely on trust and goodwill instead of scrambling to build relationships. A broadening of police roles, responsibilities, and functions began to change officers' daily duties as they assumed more community-driven activities throughout their shifts rather than solely responding to calls for service. Increased collaboration with community members, in addition to long-term, problem-solving partnerships, occurred. This interaction can be explained using Habermas' depiction of the public sphere. He explained the public sphere as an act of sharing or communicating with each other without influence. This open forum of communication is an essential component of conflict resolution; thus, if a community strives for success, it is crucial there is a continuous circulation of information.

From improved communication and collaborations between police and the community, the concept of the neighborhood watch emerged. Members of the community who volunteered as neighborhood watch liaisons were asked to monitor and report unusual incidents

or persons and any potential criminal acts or behaviors. In addition, the school resource officer position was formed to integrate and improve interaction between high school students and the police. Furthermore, numerous law enforcement agencies created teen drug and alcohol abuse education programs and began educating school children in their classrooms of the potential dangers of substance use. These partnerships began to strengthen ties and work to increase the trust between the community and police.

While the implementations and modifications to policing during the community era attempted to reintegrate police into the community, not all involved subscribed to the reforms. As many of the newly imposed law enforcement responsibilities became duty-driven, there was a potential for officers who did not believe in the desired outcomes or effectiveness to be assigned to the community outreach programs. Likewise, there were community members who were skeptical of the intent of law enforcement, which thwarted advancement and further perpetuated distrust. As explained by psychiatrist Vamik Volkan's psychoanalytic theory, conflicts stem from a group's identity as they engage with others whose core identities vary. The





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groups converge in their respective geographic “tents,” and, when a group feels threatened, anxiety commences and regression occurs, unconsciously stimulating previous conflicts from the group’s memories of past incidents. The members’ collective memories of these preceding incidents bring about new conflicts that stem from the unresolved conflicts from the previous generations. This is referred to as a “time collapse,” which can initiate feelings from the past and collapse people’s present-day thoughts or feelings, leading to irrational decisions resulting in conflict. According to this theory, minor differences between groups become highlighted, thus resulting in conflict that could possibly have been avoided.

The unresolved conflicts between the community and police continue to permeate into modern-day dilemmas. Following the 2014 police shooting death of black, unarmed teenager, Michael Brown, in Ferguson, Missouri, numerous communities from across the United States rallied in opposition of the police. While policing in the United States is primarily a local affair, community-police relationships are not. Officer-involved shootings, especially in the age of the Internet and viral videos, echo far beyond the communities where they take place. What previously would have been local news rapidly spread worldwide via media outlets, giving rise to resistance groups, such as Black Lives Matter, demanding change. Numerous protests and riots ensued across the United States, accompanied by several additional media portrayals of police misconduct and suspected excessive use-of-force incidents. In response to years of backlash from the media and community members, law enforcement responded with a Blue Lives Matter campaign to raise awareness and gain support for the officers killed in the line of duty.

Several years have passed since the Ferguson incident, yet the ripple effects remain. Those effects are perhaps most visible in the significant tensions that exist between the Black Lives Matter movement and the Blue Lives Matter movement. Despite their very different perspectives, participants in both movements have essentially the same concern: a perception that society does not value members of their communities. As explained by economist Margaret Simms, those who think only law enforcement must change its behavior are likely to overlook the need for communities to



reduce violent behavior among citizens and provide comfort to the victims. Similarly, those who perceive community issues solely as resident-initiated violence and crime are likely to be inattentive to the need for the police to alter their behavior and build trust within the community.

Recognizing a definitive need for change is essential, as many law enforcement agencies have recently attempted to increase public trust and improve departmental transparency. A growing number of agencies utilize social media to relay information and advertise positive aspects and accomplishments from within their department. Technological advances have allowed police departments to purchase and implement protocols for using in-car cameras and body-worn

cameras, thus adding their ability to provide the public and the media with a video account of an incident. Many law enforcement agencies have initiated revisions and updated their use-of-force and civil disturbance response training programs to better align with the current public expectations, showing that the law enforcement profession might gradually be transitioning back to an open system. New education-based training programs have also been produced, including public trust, implicit bias, and cultural awareness training. For example, in an effort to improve public trust and further increase departmental transparency, the International Association of Chiefs of Police created the Institute for Community-Police Relations (ICPR). The ICPR is intended to provide guidance and assistance to law enforcement agencies looking to enhance community trust, by focusing on culture, policies, and practices. The ICPR’s mission is to advance a universal culture of cohesion and trust between police and the communities they serve.

There are several progressive police departments that have truly attempted to change, recognizing that the paradigm shift requires a complete culture change from within. There has been some remarkable progress in truly challenging situations, including police departments in Richmond, California, and Camden, New Jersey. Progressive mind-sets, “out-of-the-box” thinking, and the use of corporate entities who specialize in public relations have been effective. Nonetheless, versions of early era policing practices in which police candidates were selected to work patrol in their respective neighborhoods demand restoration. Ensuring the workforce is diverse and representative of the community served requires corresponding recruitment and hiring practices that afford this opportunity. A report from the U.S. Department of



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Justice found that a lack of diversity in police departments is hurting community policing and that a more diverse workforce would help to rebuild the trust that has been shattered in communities throughout the United States.

As one constructs a panorama of how community-police relations should appear, communication would reasonably be at the summit. Habermas explained undistorted communication as the ability of participants in a dispute to thoroughly communicate effectively in the discussion. In order for this to be successful, the involved parties need to have a mutual understanding and willingness to actively listen to the opposing thoughts, ideas, and opinions presented. Those involved must be able to communicate freely, without misinterpretations, and ensure all participants have an equal opportunity to speak, listen, and question information presented. Habermas' ideas clearly define the necessity for uncoerced debate. The rationale is if the intent of the discourse is to produce an accurate representation of involved parties' thoughts, beliefs, or ideas, communicative action must occur in a safe environment where individuals feel free to discuss issues without intimidation.

FINAL REFLECTIONS

Based on historical context, important conclusions can be drawn about the current policing era, one of which is that unless the past issues and conflicts are contended with, attempts for resolution may be destined for failure. Despite the fact that law enforcement remains amid the community era of policing, numerous components theoretically envisioned for the era failed to materialize, evolve, or come to fruition. Perhaps law enforcement is in the midst of a transition to a new era, one that views historical factors as significant and addresses unresolved issues, provides opportunities for genuine open communication, enables true discourse, determines the root causes of conflicts with the community, and unpretentiously engages and interacts with all members of the community as equals.

Encouraging community engagement requires a fundamental change in the socio-cultural outlook of police officers—who have remained driven

by performance and law enforcement mentalities during the community policing era. This shift requires an innovative approach to leadership and a challenge to the hierarchical model of policy implementation that has endured alongside, and often in conflict with, community policing. By developing healthy relationships, police departments enhance their collaboration efforts with the public.

A focus on the role of police officers as community leaders and active change agents is crucial for success. These leaders are in positions to explore the possibility of utilizing bottom-up models of leadership and collaborative initiatives to implement sustainable change within policing agencies that will rebuild and regain the public's trust. Small group settings assist law enforcement in defining problems and delivering solutions that customers want. Agencies must continue to find small settings to collaborate with the public to bring greater understanding of each other. Small group settings such as Coffee with a Cop assist the public and law enforcement in maneuvering through all of the stages of group dynamics. Finally, small platforms allow law enforcement officers to connect to customers for sustained rapport and overall job satisfaction, something that every agency should strive for.

In conjunction with earlier work on policing, law enforcement agencies are primed to connect with their communities. While there has been "much progress in establishing robust networks to exchange information," policing in general can still be more successful at building effective and enduring relationships with the public. Community-oriented policing and networking coupled with reciprocity is the ultimate form of public safety for reducing crime.

Policing in democratic societies embodies a range of core principles and characteristics related to justice, equity, fairness, efficiency, and effectiveness in order to achieve community consent. Yet, in many instances, models of initial police training, education, and leadership remain inconsistent with these demands and lead to a cultural dislocation between management and street-level perspectives on the utility and purpose of community policing.

RECOMMENDATIONS

In support of police and community efforts several recommendations are offered that promote effective collaboration between the police and public.

First, at the agency level, it behooves the leadership to facilitate the collaboration process by introducing ways to develop programs that meet the current needs of both police and the communities they serve. If a deeper focus is placed on meaningful programs for line-level officers (e.g., problem-solving strategies, time and flexibility afforded to patrol staff, geographical boundaries, frequency of shift changes), there exist higher chances for collaborative processes.

Second, opportunities for officers to interact and engage as first-line supervisors are critical. Therefore, it is incumbent on officers to look for opportunities to connect with communities. In order to do this successfully, they need the knowledge and skill sets to steer through the development process. Officers may wish to encourage other officers to exercise empowerment and flexibility while simultaneously using their ability to work through problems on their way to sustained performance. This reinforces the officer's empowerment through choice by voicing how the work is being done.

Finally, there is an untapped potential of street-level police officers to act as positive change agents via bottom-up models of leadership. Smaller and less formal settings have a huge potential for opportunities to connect on a personal level. Police officers understand that group development processes pose challenges from the start. Further, officers are in a position of command, and the uniform carries a great deal of command presence. However, it is up to the officers to understand group processes and set the stage with community members in order for performance to occur. They can do this by being upfront and transparent about the challenges ahead and remaining open to new ideas about how to best collaborate with community members as a collective. Subsequently, this group collaboration enriches the experience with meaningfulness and impact for the officer. ♡

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In celebration of IACP's 125th anniversary, each 2018 issue of Police Chief includes a republished article from the magazine's history, which dates back to 1934. The following article is from the April 1962 Police Chief.

BY
Cathryn H. House, Associate Director and Deputy Chief,
Miami University Department of Public Safety, Ohio

THE CHANGING ROLE OF WOMEN IN LAW ENFORCEMENT

WOMEN HAVE BEEN INVOLVED IN POLICE WORK FOR OVER 80 YEARS

in the United States, yet their participation in the profession with respect to duties, training and career advancement remained static for nearly 60 of those years. During this period, policewomen were considered specialists. Their work focused on aiding women and children, their training was in social work and their career path remained segregated within the separate Women's Bureau.

In the 1960s, individual policewomen in departments across the country gradually mounted challenges to these segregated practices. With legislative, judicial and executive rulings in their favor, women in policing began to move into nearly every aspect of law enforcement. In succeeding decades, women became generalists. Their opportunities in police work expanded, with duties, training and career advancement equal to men.

Despite these expanded opportunities, however, women did not find equality in the workplace. Though participation rates have steadily increased throughout the past two decades, according to the FBI's *Uniform Crime Report*, as of 1990, women represented only 8.3 percent of police officers in municipal departments. Additionally, they are making slow progress through the ranks. The idea of a woman police chief is still as peculiar to the profession as it is to the general public.

For this project, 12 women—all of whom have at least 20 years' police service—were interviewed. Each had stories of discrimination and difficulties, and each spoke of the changes that had taken place within herself. As Captain Judith Bennett of the Miami Metro Police Department put it: "This job shows you all the ugliness of humanity. It changes you in ways you sometimes don't like." Sergeant Rebecca Kisling of the Miami University Police told how she called upon her sense of command to remain steady and calm others while she investigated the suicide of a fellow officer. "I needed to be strong for all of the officers who were on that awful night and looked to me for guidance and leadership."

Women were involved in police work as early as 1845 in New York City, where they were employed as jail matrons. The first woman to be called a "police officer" was Marie Owens of Chicago, though she did not have arrest powers. The widow of a patrolman, Owens was appointed by the mayor in 1893 to assist male detectives in cases involving women and children.

If arrest powers make a police officer, then Lola Baldwin, a "safety worker," may be called the first woman police officer. She was hired by Portland, Oregon, in 1905 to care for women and children at the Lewis and Clark Exposition. In that same year, Portland became the first U.S. city to establish a Women's Division in its police department.

In 1910, in Los Angeles, Alice Stebbins Wells became the first woman to have both the title of police officer and arrest powers. A graduate theological student and social worker, Wells felt that social workers engaged in preventive and protective work for women and children would achieve better social results if they exercised police powers; therefore, she presented a petition to the police commission requesting an ordinance to create the position of policewoman. After her appointment, Wells' primary duties included the supervision and enforcement of laws concerning juveniles and women at dance halls, skating rinks, movie theaters and other areas of public recreation. However, her appointment did not come without criticism or commentary. As the first policewoman, she drew national attention. Comments as to why an educated woman and social worker had sought employment in a police department were common. She was depicted in caricatures as a muscular, masculine person grabbing a revolver.

Despite the media attention, civic groups and private women's groups—including the American Female Reform Society, the Women's Christian Temperance Union and the League of Women Voters—completely supported her work. She spent a great deal of time traveling around the United States seeking support for the hiring of women officers in departments across the country, speaking in as many as 31 cities in 30 days. Due in part to her

efforts, by 1915, 25 cities in 25 states had policewomen on staff, and several of those women held executive positions in police agencies.

On May 17, 1915, the International Association of Policewomen (IAPW) was organized with the support and assistance of the IACP. Wells, who served as one of its organizers, became its first president. The IAPW's mission was to improve standards and roles for policewomen. To this end, the association provided police agencies and the general public with information about policewomen. The IAPW functioned until 1932, when a principal financial supporter died, leaving the organization financially hard pressed at the peak of the Depression.

By the end of World War I, there were policewomen in more than 200 U.S. cities. Their acceptance was enhanced when, at its 1922 conference, the IACP proclaimed through a resolution that women were essential members of any modern police department. However, despite this formal resolution, the average male officer considered women in policing a fad and their entry an unjustified excursion into the profession.

At the time, the proper function of police officers was considered punitive rather than preventive. The primary argument for hiring women in policing—an argument advanced by women themselves—was that there were certain aspects of law enforcement that were inappropriate for men to handle. They argued that women were especially qualified to deal with these elements, including resolving family conflicts and undercover work with crimes that involved women as perpetrators, such as prostitution.

The tasks performed by women in 1911—matron's and clerical functions—remained the primary responsibilities of the policewomen of the 1930s. In 1933, as stated in *The Policewomen's Handbook*, the prerequisites for policewomen were a good educational background, formal training and experience in social work, a pleasant personality and a positive attitude toward dealing with the behavior problems of young women. Women in policing were required to display tolerance, common sense, sympathy, and emotional stability. These first policewomen generally were middle-class, well-educated, reform-minded social workers.



As the complexity of police work grew, training for policewomen became more extensive. The earliest specialized short-term courses for policewomen were given in 1922 under joint auspices of the American Social Hygiene Association and the New York School of Social Work. The first university-level course offered was police administration, initiated in 1916 at the University of California. In her autobiography, Mary Sullivan states that “since 1927 [women] have been receiving training in the police academy.” In 1934, “pistol practice” (firearms training) with men in the department was introduced in the New York City Police Department. The 1930 White House Conference on Child Health and Protection recommended that workers in juvenile bureaus be college graduates with specialties in psychology and sociology. By the 1940s, the State College of Washington offered a four-year degree in delinquency and crime prevention, as well as a master's degree for research in these fields.

Opportunities increased for women during the 1940s, although wartime conditions resulted in a decrease in the average number of police of both sexes. The National Women's Advisory Committee on Social Protection of the Federal Security Agency was organized, composed of representatives from 30 national voluntary women's organizations representing approximately 23 million women. This group

unanimously passed a resolution to “aid the local law enforcement administrators in problems relating to the recruitment, training, effective use and public support of qualified policewomen.”

Between 1940 and 1944, a survey conducted by the IACP showed the number of women in police work to have increased from 562 to 797; by 1949, nearly 1,000 women were performing police work. Though a 1949 Department of Labor brochure—*The Outlook for Women in Police Work*—depicted women in uniform and plain clothes interviewing “minors” on the street or helping a lost child, their opportunities remained largely in clerical and jail matron positions, and the requirements for women joining the police changed little from those of the 1930s.

While policewomen of that era were typically white, Washington, D.C., appointed its first African American woman to its police force in 1919; by 1949, eight African American women composed nearly one-third of the District of Columbia's policewomen. At least 70 African American women were employed in municipal police departments across the United States by 1949.

By the 1940s, civil service examinations were standard practice for all major city police departments. These examinations covered material dealing with sociology, criminology and social work. Women interested in joining the force

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were advised to be college graduates, neither overly feminine nor mannish, neither sentimental nor callous. They were also advised that they would be happier and better adjusted if they developed extracurricular social activities and paid close attention to details, such as grooming.

In 1961, Lois Lundell Higgins, a police-woman and president of the newly revived International Association of Women Police (IAWP), wrote in her handbook:

Both men and women police officers, it should be emphasized, have their proper roles and it is most obvious that routine police work is principally a man's job...The idea that policewomen are social workers is still widely held.

For her manual, she conducted a survey of chiefs of police, asking questions covering duties, educational and training requirements, and uniforms. Duties performed included general police work, crime prevention, court service, clerical tasks, assistance at public ceremonies, care of the mentally ill and public relations. According to respondents, uniforms were worn by 9 percent of policewomen and not worn by 36 percent; 55 percent did not respond. Forty-six percent of the respondents required recruit training,

while 55 percent required some college education in social studies, psychology, public speaking nursing, police science or welfare.

It was Felicia Shpritzer, who took the civil service examination in 1937 and finally joined the force in 1942, who began to challenge the idea that even the director of the Women's Bureau of the New York City Police Department was subordinate to any male sergeant. She sued the chairman of the New York City Civil Service Commission because it had turned down her application to take the exam for sergeant.

She and Gertrude Schimmel, who joined the force in 1940, served and waited in the Juvenile Aid Division for more than 20 years for their first promotion. It took two years, three court cases and 13 judges before the police and the city of New York were convinced that women deserved an equal right to fail the sergeant's exam. The first woman to take and pass all three civil service exams—sergeant, lieutenant and captain—Schimmel finally became the first woman deputy inspector in the New York City Police Department in 1971.

Opportunities increased greatly for women in police work in the 1970s. In 1973, the nation's largest police

department, New York City, offered its first civil service examination for the position of police officer, instead of the formerly gender-specific examinations. In 1971, the FBI's *Uniform Crime Report* began recording officer information based on gender. In July 1972, the first woman graduated from the FBI Training Academy; by 1975, there were more than 30 female FBI special agents out of a force of 8,500. Of the 1,200 special agents of the Secret Service, 7 were women.

Advice to women in policing still perpetuated some of the earlier notions of a woman's role in the profession, however. Policewomen were cautioned that they might often be the only women among men and thus should not wear excessive makeup or suggestive clothing, or use abrasive language. Finally, they were advised to gain respect in their profession while maintaining their femininity.

By the 1970s, state governments began to require standardized training for certification of all sworn officers; consequently, women began attending regular police academies along with the men. Although in the early days women entered the policing profession as specialists, to be qualified for the newly expanded opportunities they had to discard the role of specialist

Uniforms are an important part of the equipment issued to a police officer. More than a symbol of authority and the law, to a woman officer, it is clear evidence of the sort of role she is expected to play on the police force. The female officer's uniform is symbolic of the changing role of women in policing, since any consideration for the uniform's functionality was strictly secondary during the early years of policing.

The uniform for policewomen in 1911 consisted of a long, dark blue dress with a high white collar. The badge issued to policewomen was a different design from the policemen. As policewomen moved out of the jails and into the community, they performed their duties in "plain clothes." Hemlines went up in the 1920s and so did the uniform skirt. The uniforms were then used primarily for formal ceremonies and matron duties, and the policewomen of the 1920s chose plain clothes for regular duty. This remained the general rule throughout the '40s, '50s, and early '60s.

As women attempted to gain access to more generalized police work, such as mobile patrol, trousers were added to the uniform. Even with trousers, however, the women's uniform was still different from the men's. Their badges, ties and hats were distinctively different, providing a visual separation between the policemen and the policewomen.

By the end of the 1960s, most major departments were allowing women into patrol and the uniform was finally becoming *uniform*. Smaller departments, however, were slower to change female officers' uniforms. In 1971, Donna Woods, Miami University's first female officer, was not allowed to wear trousers because "they just weren't right for a lady."

When women were finally permitted to wear uniforms similar to men's, they were usually re-tailored men's trousers and shirts, and men's shoes with an approximate fit for a woman's foot. Indeed, until recently, suppliers did not carry a line of clothing for women beyond the dress uniform, with the traditional skirt, jacket and "WAVE"-style hat. Karen Murphy, a sales representative for a national police clothing distributor, said that it has only been in the past five years that manufacturers have begun to recognize and respond to the female market for police uniforms. It is now possible to order trousers, shoes, hats, and ballistic protection body armor especially designed for women. Beyond comfort on the job and functionality in design, the changing uniforms reflect the increased acceptance of women in policing.

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and be trained as generalists—just as men have been trained. The idea that women are naturally more qualified for the specialist’s role has been a limiting aspect for women in policing—particularly since 79 percent of U.S. law enforcement agencies employ 25 or fewer officers and thus must require that all officers be trained to perform a variety of duties.

A variety of legislative, executive and judicial rulings, resulting in part from the continued work of the women’s movement, served to increase opportunities for women in police work. The Civil Rights Act of 1964, Title VII, was amended by the Equal Employment Opportunity Act of 1972, which prohibits discrimination on the basis of race, creed, color, sex and national origin with regard to compensation, terms and conditions or privileges of employment. The 1972 amendment also served to extend the coverage of the Civil Rights Act to include public agencies.

The Equal Employment Opportunity Commission (EEOC), established as a regulatory agency under the authority of Title VII, has authority and responsibility to promulgate regulations, investigate complaints, conciliate and sue on behalf of a complainant.

Executive Order 11246 has been applied in combination with Executive Order 11375 to prohibit discrimination by federal agencies, contractors and subcontractors on the basis of race, religion, color, national origin and sex, while Executive Order 11478, which prohibits discrimination in federal government employment on the basis of race, color, religion, sex or national origin, was instrumental in gaining access for women to the FBI, Secret Service and the Executive Protective Service.

Rulings on issues of selection procedures, hiring and promotion—such as *Reed v. Reed*, 404 U.S. 71 (1971), in which the Supreme Court declared that a sex-discriminatory law violated the principles espoused in the Equal Protection Clause of the 14th Amendment; *Griggs v. Duke Power Company*, 401 U.S. 424 (1971), which addressed selection procedures; and

Shpritzer v. Lang, 234 N.Y.S. 2d 285 (1962), relative to promotional opportunities—provided legal precedents for women entering and advancing in previously male-dominated work, and contributed to a dramatic increase in the participation of women in law enforcement.

In 1971, there were 225,474 police officers in municipal police departments; of that number 3,157 (1.4 percent) were women. Over the ensuing 12 months, there was a 19.5 percent increase in the number of officers in municipal departments—due in part to the injection of federal money from the Law Enforcement Assistance Act and President Nixon’s campaign platform of law and order in response to rising crime rates. Although the number of women in policing grew to 4,041 (a 28 percent increase), they still comprised only 1.5 percent of the force. Nevertheless, the participation of women in municipal policing has steadily increased over the intervening two decades; by 1990, the number of women had grown to 28,335 (8.3 percent of the force).

The number of women in supervisory positions has also increased since 1971. According to figures released through a report from the Police Foundation, women have steadily climbed the ladder in law enforcement. However, women at the highest rank of chief are still an exception to the rule. Elizabeth Watson, former chief of the Houston Police Department, was the first-ever female chief of a department serving a city of over 1,000,000 population. Replaced in February 1992 due to a political change in the mayor’s office, Watson was asked by an interviewer what was standing in the way of women getting into the upper echelons of police work. She answered:

Two things. One, that women themselves, as part of a larger society, do not view police work as a viable career choice. There is still the notion that it is a man’s job. Second, there are real concentrated efforts to attract blacks and Hispanics, but fewer to attract women. I myself was given the opportunity

to serve as chief by a woman. And so it is that women tend to open doors for other women, and since there are so few, progress has been very slow.

Even in executive positions, the idea of a pregnant chief draws national media attention. Watson has noted:

There are many who saw me not just as a police chief, but a chief who had a baby. They confused images of motherhood, and everything that motherhood seems to attach to it—gentleness, softness, emotions, caring—and concluded that those qualities they saw in me somehow were in conflict with their notion of strength, determination, leadership.

Kathleen Burke, a retired lieutenant with 23 years’ service in the New York City Police Department and a past president of the IAWP, says today:

On the surface, women have all the opportunities that the men have. They are, for the most part, in every unit in the police department. [But] have all the discrimination fences been knocked down? Absolutely not, not until the last dinosaur’s bones are buried.

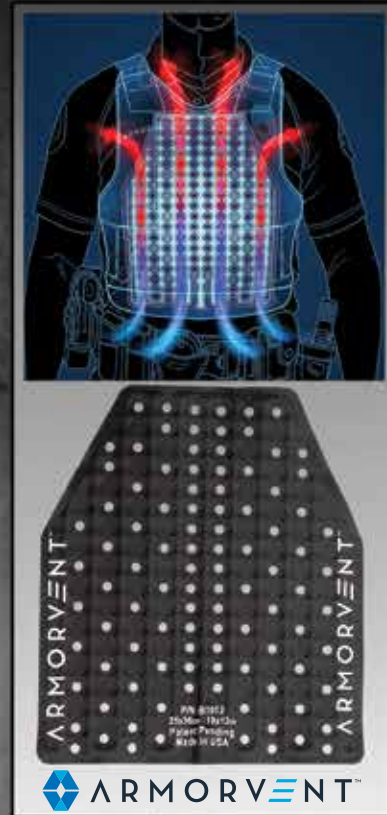
Women’s participation in policing has faced opposition throughout its history, from caricatures in newspapers to sexual harassment. Yet women persisted and proved themselves both capable and qualified.

They continue to prove that they are willing to give their lives to the profession, wearing the badge with equal honor and pride alongside their brother officers. ♡

COMING NEXT MONTH:

“Education + Training + Experience = Certified Officers” by the CA POST, from the May 1965 issue of *Police Chief*.

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BY

Jeffrey Fisher, Writer-Editor, FBI

Are You Ready? How Texas Is Moving to NIBRS

THE FEDERAL BUREAU OF INVESTIGATION (FBI) WILL RETIRE THE SUMMARY REPORTING SYSTEM (SRS) AND TRANSITION TO COLLECTING CRIME STATISTICS ONLY THROUGH THE NATIONAL INCIDENT-BASED REPORTING SYSTEM (NIBRS) BY JANUARY 1, 2021. TEXAS HAS DECIDED TO MAKE ITS TRANSITION TO NIBRS BEFORE THE 2021 CUTOFF DATE.

As Texas moves toward full NIBRS participation, the state expects to reap numerous benefits.

- Law enforcement agencies will have access to incident-related details, such as victim-offender relationships and location types, which will help agencies know how to strategically deploy resources.
- The superior dataset of NIBRS will improve the reliability of crime statistics, which is important for fostering transparency and trust between law enforcement agencies and the public.
- The fully electronic format of NIBRS will make reporting faster and more efficient.

- As NIBRS allows state and local agencies to automatically check for errors, maintaining data quality will be easier.
- By reporting to NIBRS electronically, agencies can avoid the redundancy of paper reporting.

LEGISLATING CHANGE

Even before the FBI announced in 2016 that it would retire SRS, the state of Texas began efforts to transition all contributing agencies from SRS to NIBRS. On September 1, 2015, the Texas legislature established a goal for the Texas Department of Public Safety (DPS) to transition law enforcement agencies within the state to incident-based crime reporting by September 1, 2019. The legislature also required the Texas DPS to submit an annual report detailing the number of agencies that have implemented NIBRS.

Texas made this move toward NIBRS based on its long-standing interest in usable crime statistics. Many law enforcement agencies and legislators in Texas support the transition to NIBRS for the following reasons:

- To provide better information to help law enforcement agencies with effective resource allocation.
- To show the effectiveness of law enforcement activities.
- To give agencies, government leaders, and the public a better understanding of crime trends.

To meet the transition goal, the Texas legislature approved \$16.2 million in grant funding to assist local agencies with their transitions to NIBRS. Any local agency that does not transition by September 2019 could experience limits in grant funding opportunities it could otherwise receive.

PROGRESS AND SOLUTIONS

Any kind of change can bring challenges, and the Texas DPS has encountered some challenges to the NIBRS transition. The Texas UCR Program became NIBRS-certified in 1998, but many local agencies within the state did not make the transition. The main challenge has been the concern that agencies feel about how the NIBRS transition will

affect their jurisdictions' crime figures. Among those opposed to the NIBRS transition, a common expectation is that the transitioning agency will automatically experience an apparent increase in crime rates. This concern is usually based on the difference between SRS and NIBRS offense counting capabilities—for instance, NIBRS collects data on a total of 62 offenses, while SRS collects data on only 10, and NIBRS can capture data on up to 10 offenses per incident compared to SRS's restriction of 1 offense (the most serious) per incident.

The Texas DPS has been working to dispel this myth through training and online articles, clarifying the fact that NIBRS does not increase crime rates—it measures crime rates more accurately and completely. Texas has conducted regional training since 2017 and plans to continue training to increase agencies' understanding of NIBRS and its effects on crime statistics. The state's training efforts also include explanations of the benefits of the NIBRS transition. When agencies

are equipped with better information about crime, as found through NIBRS, agencies can address crime trends in ways that can potentially decrease the actual crime rates in a jurisdiction.

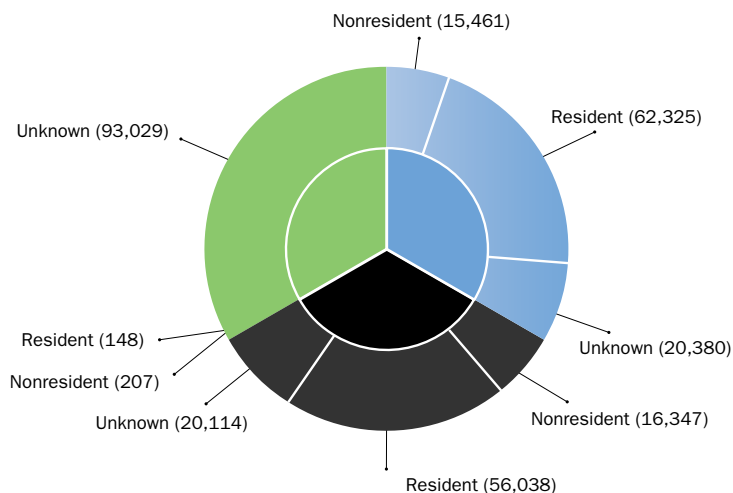
As part of its transition plan, Texas developed and implemented a new Uniform Crime Reporting (UCR) system that includes an online portal called Crime in Texas Online. This new portal made the state's repository of UCR data—both NIBRS and SRS—available to law enforcement agencies and the public. The Crime in Texas Online portal gives users the ability to view data tables, download data, and create customized tables.

While the portal's capabilities are extensive, the SRS data cannot show as many details as NIBRS. As Michelle Farris of the Texas DPS says, "The SRS data reports pale in comparison to the NIBRS reports. The portal's reporting tools are configured to provide reports that fully utilize the depth and breadth of the underlying NIBRS data."

Currently, most of the agencies in Texas continue reporting SRS data, thus the state UCR Program has to support both SRS and NIBRS, which has been a challenge with the limited amount of staff available to work on supporting both data collections. The difficulty for new staff members to learn both systems adds to the challenge of transitioning Texas fully to NIBRS by September 2019.

The Texas UCR Program has begun a strategy to transition its staff to working on NIBRS training and support rather than on SRS. For this reason, the Texas UCR Program stopped allowing onboarding of new agencies as SRS participants and phased out live SRS training by September 2018. This enables the Texas DPS to focus its efforts on support of the NIBRS transition in the state.

VICTIM SEX BY VICTIM RESIDENT STATUS FOR 5/23/2017 – 5/23/2018



Crime in Texas Online gives users the ability to create custom graphs, tables, and reports based on NIBRS data, such as this one showing victim sex by resident status.
Source: Texas DPS, "Crime in Texas Online: Reports," Crime in Texas Online (Texas DPS, 2017).

*Counts based on Victim or Victim Resident Status may not match counts based solely on the number of offenses.

Victim sex	Offense Count	Category	Victim Resident Status
Female	98,166	Nonresident	32,015
Male	92,499	Resident	118,511
Unknown	93,384	Unknown	133,523
Total	284,049	Total	284,049



“

Legislators and law enforcement agencies in Texas recognize how more detailed crime statistics can provide a better understanding of crime.

”

Another major challenge is the cost of agencies obtaining a NIBRS-compatible records management system (RMS) that is compatible with NIBRS. Agencies that have purchased RMS software in the last decade likely already have NIBRS-compatible RMS options without realizing it, but some agencies may have difficulty obtaining available funds for the transition to NIBRS if their current RMS software is not NIBRS compatible. To assist Texas agencies with the cost of the NIBRS transition, grant money might be available from several sources, including the Texas government; the U.S. federal Edward Byrne-JAG Program; and the National Crime Statistics Exchange (NCS-X), which is aiding the transition of 400 agencies, including 33 in Texas.

While NIBRS can capture and provide more detailed information about crime, many agencies have not opted to participate in NIBRS because they perceive it as being too complex. However, with RMS advancements, agencies have begun to see NIBRS reporting as less burdensome, which makes NIBRS more attractive compared to SRS reporting. Legislators and law enforcement agencies in Texas recognize how more detailed crime statistics can provide a better understanding of crime. They also appreciate how better crime statistics can help inform decision-making processes, help agencies more effectively allocate resources, and measure the effectiveness of law enforcement programs and initiatives.

The Texas DPS has made progress in successfully addressing agencies' concerns about crime figures, costs, and the complexity of the NIBRS transition. By the end of 2017, the number of Texas law enforcement agencies reporting to NIBRS increased to 153, representing 18.6 percent of the state's population. This was an increase of 74 agencies over the 2016 reporting year. Based on projections, the Texas DPS hopes to add another 110 agencies by the end of 2018.

To maximize the amount of population represented by NIBRS, the Texas DPS has been monitoring the progress of some larger state agencies, some of which are expected to make the transition by the end of 2018, including the El Paso Police Department, the Austin Police Department, and the San Antonio Police Department. The Dallas and Houston Police Departments are transitioning to NIBRS; as of September 2018, they are the two largest NIBRS participants in the United States.

LESSONS LEARNED

The Texas DPS has learned several lessons along the way. Based on the experience of the Texas DPS, a state program should take the following steps:

- Communicate with stakeholders. In Texas, the DPS sought the support of city police chiefs and collaborated with them early in the transition process, which was very helpful in gaining cooperation from agencies that represented much of the state's population.
- Understand how this transition can impose changes on agencies and be ready to provide support and guidance.
- Monitor agencies' timetables for their NIBRS transitions and follow up with them regularly to ensure they are on pace.
- Plan to make training and certification resources available for agencies' target dates.
- Provide online tools to allow participating agencies to view and manage their data while providing transparency to the public.
- Get support from state leaders; such support can encourage agencies to transition. This is especially true if the state government mandates participation and provides funds to transitioning agencies as Texas did.
- Provide online tools for users to access data on demand. By enhancing the utility of the data this way, a state can make the NIBRS transition more appealing. The Texas DPS has done this with NIBRS data in Crime in Texas Online, and the FBI makes NIBRS data tools available through its Crime Data Explorer.
- Prepare for challenges. A state should have detailed plans for the transition but should be prepared to adapt to unforeseen issues.
- Develop a training plan and conduct targeted outreach specific to NIBRS transition and participation as soon as possible. Training needs will vary, and developing a plan to address agencies in the different phases of transition is imperative to equip them to meet the NIBRS transition goal.

Texas continues to move toward full transition to NIBRS reporting. As a result, community leaders and law enforcement agencies in Texas will be better able to analyze crime and develop effective strategies to protect communities. ♡

Agencies planning to transition to NIBRS can get started by contacting the FBI's UCR Program at UCR-NIBRS@ic.fbi.gov or calling the NIBRS help line at 304-625-9999.

For agencies in Texas, help is available at 512-424-2091 or NIBRS@dps.texas.gov.



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- Substance abuse
- Impulse control



BY
Scott Harris, Freelance Writer

Advanced Tools to Help Police Agencies Recruit and Retain

IT SHOULD BE NO SECRET THAT LAW ENFORCEMENT AGENCIES ARE FACING PERSONNEL SHORTAGES. DEPARTMENTS FROM DETROIT, MICHIGAN; TO DALLAS, TEXAS; TO LAFAYETTE, LOUISIANA; AND ALL ACROSS THE UNITED STATES ARE COPING WITH STAFFING DEFICITS AND THE COMPLEX AND VARYING CIRCUMSTANCES THAT CREATED THESE SHORTAGES.

Turnover within the current ranks is also an ever-present concern. According to the results of a 2016 survey conducted by the North Carolina Department of Justice, about 62 percent of officers surveyed said they would leave their job in law enforcement for one in a different profession.

As leaders work to understand and address root causes for these issues, the hiring process continues. Despite

pressure to fill vacancies, law enforcement leaders know they cannot sacrifice quality in the name of quantity or fail to retain top talent.

Several vendors offer tools that can make the hiring process more effective and efficient, so agencies can make solid hires without spending more valuable work hours than necessary.

STREAMLINED BACKGROUND CHECKS

The hiring process contains several steps, particularly in law enforcement. In many cases, one of its more cumbersome aspects is the background check.

“Agencies are struggling to meet their hiring needs due to resource constraints and a delayed background investigative process,” said Kenneth Coats, CEO of Chicago-based Kentech Consulting.

“Excessive time and complexity to complete background investigations are causing candidates to lose interest in the selected agency, resulting in agencies not meeting recruitment numbers for the year.”

Kentech offers customized background check solutions that can complete digital background and security checks up to 75 percent faster than competitors. According to Coats, the solution saves costs and time over other options while streamlining screenings. The approach is to combine technology with “boots on the ground” in the form of veteran investigators.

“The approach is always using best technology with the human element, never omitting one for the other,” Coats said. “We always use a hybrid



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DATA TRACKS WITH AN EMPLOYEE



DOCUMENT FLOW



AUDIT USER



CONFIDENTIAL ENTRIES



CUSTOM FIELDS

Image courtesy of Guardian Tracking.

approach regardless of the client to get faster and more complete results than other services.” Each customer receives a customized plan, with Kentech serving as an active partner, as opposed to a third-party offering an “out-of-the-box” solution.

“We help our customers gain the competitive advantage of vetting and hiring superior human capital,” Coats said. “We’re also unique in how we cater to our customers. Kentech provides specialized products and services to uniquely solve our customer pain points at a variety of levels.”

RETAINING HIGH PERFORMERS

Part of the human resources puzzle is retaining employees that bring value to operations. Speaking generally, poor retention exacts a hidden cost. According to a 2017 study, when a worker departs, the employer spends an average of 33 percent of that worker’s salary on finding and hiring a replacement.

Guardian Tracking, based in Indiana, can play an important role in strengthening employee satisfaction and morale. Company leaders say

its personnel management software is designed, with police officer input, to assist law enforcement in recognizing and documenting good behavior and managing the records over time.

“Good performance can’t be compelled,” said Leon Wasilewski, co-founder of Guardian Tracking. “The history of law enforcement and the history of how we track employees was to document bad behaviors for liability. Now we reward high performance. When you ignore high performance, that’s when dissatisfaction happens.”⁵

Although rewarding good behavior is a challenging idea for a range of professions and cultures, law enforcement can sometimes be oriented toward punitive measures rather than incentives.

“When someone is promoted to sergeant, it’s because they were a good officer,” said Mike Reed, another Guardian Tracking co-founder. “We train officers to go out and look for bad things, and that’s what we do as supervisors. We’re good at catching bad behavior, but not at catching good behavior. Or when we do, it’s just a pat on the back and it ends there.”

This solution helps make sure it doesn’t end there.”

TAPPING THE MILITARY MARKET

The most fertile recruiting ground for law enforcement is arguably the military. After completing their service, members of the armed forces can use their skills and experience to serve communities as police officers.

“They know how to follow orders, most of them are physically fit, and they get along well with a lot of different types of people,” said Doug Bradbury, owner of Military Media, based in Poughkeepsie, New York. “They are trained in weapons and are especially well prepared for active shooter scenarios.”

Sometimes, however, accessing this audience can be challenging or confusing. That is where Military Media comes in. “The hope is that the media reach a lot of short-timers, who are thinking about or already decided to end their service and may be moving into the civilian job market,” Bradbury said.

The main focus of Military Media is to produce and distribute advertising and

marketing materials to a range of military audiences. As part of this, the company sells advertising space and is a frequent partner of law enforcement agencies that place ads announcing job vacancies.

According to Bradbury, it’s an effective way of connecting with potential candidates, and doing so on a customizable scale. Military Media facilitates the advertising, then hiring managers take it from there.

“It’s recruitment work, and it reaches out on a national basis to geotarget,” Bradbury said. “This is where they can advertise. We offer advertising services, and the candidate would respond directly to the agency.”

The option is also relatively inexpensive, as it is simply a matter of purchasing the ad. The value, Bradbury says, lies in its ability to reach the right people at the right time.

ADVANCED LIE DETECTION

Lie detection also can be an important component of the candidate evaluation process, and one that can absorb its share of time. The polygraph remains a familiar tool, but questions over its accuracy and its relatively complicated

workings have caused some to take a second look.

The PSE 7010, developed by the Dektor Corporation headquartered in Coopersburg, Pennsylvania, provides an alternative to the traditional polygraph machine, although it's based on the same kinds of biological subtleties.

"These systems are based on stress, any reaction or situation that upsets the body's normal state of being," said Arthur Herring III, owner of Dektor Systems. "Stress is most accurately measured through physiological responses. A polygraph needs attached wires to monitor things like breathing and galvanic responses."

However, according to Herring, the PSE 7010 provides a simpler means of

detecting those responses. "There's another way to measure physiological response and that's voice," Herring said. "Superimposed over voice in warm-blooded animals are minute voice changes called micro-tremors. They are inaudible [to the human ear] but are caused by different organ movements and so forth. Under stress, those tremors disappear, because lying makes you hold your breath and do similar things."

The PSE 7010 also auto-records each session for future use. This gives the tool investigative value as well. "Any confession by the subject is preserved. Only PSE auto-records the interview. It's not uncomfortable or unnatural," Herring said. "It's just natural talking."

Each PSE 7010 license is \$5,500 for any computer or smart device. The simplicity lies in the drastically shorter user training time when compared to the polygraph. Although polygraph training can last as long as 10 weeks, training for the PSE 7010 lasts 10 days. Each 10-day training session costs \$2,500 per person.

Whether an agency is seeking to improve the efficiency of their recruitment, hiring, or retention practices—or all three—technology exists to help them find and keep those best suited to protect and serve. ♡

SOURCE LIST

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

- Clancy & Associates LLC – Public Safety Exams
- Dektor Corporation
- Discover Policing
- Envisage Technologies
- Guardian Tracking
- KENTECH Consulting
- LanguageLine Solutions
- LexisNexis Risk Solutions
- Military Media Inc.

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anchoraudio.com/MegaVox-2



Handheld Thermal Camera

Seek Thermal introduces the Reveal ShieldPRO, a handheld thermal camera designed for law enforcement. It is the first in the Seek Thermal Tactical Series, built specifically for law enforcement and border patrol professionals and priced for every officer's belt. Helping officers quickly and efficiently clear a dark room or track a suspect, thermal cameras create an improved level of personal safety and situational awareness. Additional benefits include the ability to better investigate crime scenes, conduct search and rescue operations, and recover discarded evidence. The Reveal ShieldPRO combines a high-powered thermal sensor, intuitive software, and a 300-lumen flashlight into a lightweight, rugged product.

www.thermal.com/law-enforcement.html



Armored Vehicle

The Armored Group introduces its newest law enforcement vehicle, the Terrier LT-79, offering unparalleled tactical mobility and survivability to armored vehicle end-users worldwide in any climate or setting. The standard Terrier LT-79 will hold up to eight officers or, alternatively, seating for 10 (2+8) with optional bench seating, depending on the size of operators and amount of gear.

The Terrier LT-79 model features protection against kinetic energy weapons, heavy-duty suspension and axles, and upgraded tires and brakes for better off-road capability. Optional features include a public address system, acoustic deterrence system, and intercom; GPS; and a gunshot detection system, among others.

www.armoredcars.com



Rugged Mobile Device

Xplore Technologies Corp. announces its rugged 6-inch handheld computer: the Xplore M60. This Qualcomm Octa-Core-powered and Android 8.0 Oreo ultra-mobile device weighs only 0.81 lb. (369g). The M60 is an ideal option for workers who require real-time access to specialized enterprise applications and data. The device is easy to grip and easy to store, transport, and charge. Notable features include the glove/wet touch screen and a 22-hour, user-replaceable battery. The M60 is also MIL-STD-810G-certified to operate after 5-foot (1.5m) drops and within a -20° to 60° C temperature range.

www.xplorettech.com/M60

Electric Hoist

National Fleet Products announces its MAD EasyLoad Hoist, a 12-volt electric hoist with a 100-amp electric motor. Not only does the MAD EasyLoad Hoist lift its maximum load 1,100 pounds with a 90-inch maximum boom using the heavy-duty system or 550 pounds with a 75-inch maximum boom using the light-duty system) at a rate of 2 inches per second, it also operates quietly to allow easier communication during use. Unlike post-mounted cranes, the EasyLoad can lift up to 65 feet without losing lift capacity, and it can remain in the vehicle, safe from the weather.



www.nationalfleetproducts.com/hoist-media-page



Weight Tuning System

MasterPiece Arms introduces the new MPA Weight Tuning System, which gives shooters the ability to weight tune their own rigs. Compatible with the MPA Chassis and Rifle Systems, this weight tuning system gives users the option of adding the entire weight system or selected weights to establish the desired balance points. The system includes a steel enhance bag rider (1.2 lbs.), a steel monopod weight (1 lb.), a front forend weight (1.2 lbs.), a rear forend weight (1 lb.), eight front forend clamps, and eight button head cap screws for the clamps.

www.masterpiecearms.com



Muzzle Devices

Mission First Tactical's new MFT EVOLVE Add-Ons line includes five stainless steel and black nitride muzzle devices. The 3-Prong Ported Muzzle Brakes reduces muzzle blast and directs gas horizontally, minimizing recoil. Its front three prongs direct remaining gas forward. The 5-Direction Compensator disperses gas in five directions to limit recoil and muzzle climb. The 4-Prong Side Port Muzzlebrake/Compensator forces most gas forward while dispersing gas from the sides to minimize recoil. The Tapered 3-Port Compensator features two angled ports on top, directing gas up and backward. The 3-Prong Flash Hider works to keep the flash footprint to a minimum by redirecting the gas.

www.missionfirsttactical.com

Electronic Badge Service

The CMOOR Group announces its new ShowMYBadge service. This innovative service provides e-badging for all card holders, which allows employees to keep their badges electronically on their phones. With e-badging, employees can't lose or forget their cards and employers can update the badges with new expiration dates. ShowMYBadge also eliminates the need to collect an employee's badge upon his or her departure from the company. Instead, the service allows employers to recall access digitally. ShowMYBadge can save companies time and money that would otherwise be spent on printing physical badges and the hassles associated with them.



www.showmybadge.com



Multi-sensor Panoramic Cameras

Vicon Industries announces its V1000 line of 180-degree, ultra-high-definition, multi-sensor cameras. These cameras are fixed camera domes with four separate camera modules inside that can detect motion and alert operators. The video can be viewed as a single, horizontal image or broken down into four sections. Not only can the operator adjust the exposure settings, but the operator can also zoom in, in real time. These cameras allow wide surveillance using a single camera rather than limited surveillance with multiple cameras, which makes this new line a cost-effective option. Plus, video de-warping by VMS software is not required.

www.vicon-security.com/v1000-multi-sensor-camera



Multifunctional Axes

Outland Equipment introduces three new Multi-Mission Axes (MMA) made from S7 tool steel that can withstand extreme impact. These new axes include the MMA 1502, 1503, and 1902, which all function as axes while also having the capability to hammer, pry, cut seatbelts, cut sheet metal, and work with hex fasteners. The MMA 1502 and 1503

15-inch lengths are convenient for carrying. The MMA 1902's 19-inch length provides enhanced reach, impact force, and leverage. The MMA 1502 and 1902 have an angled pry bar, a seatbelt cutter, and a sheet metal cutter, while the MMA 1503 features an angled pry bar, a seatbelt cutter, and a hex wrench.

www.outlandequipment.com



Law Enforcement's Role in Supporting Crime Victims' Access to Compensation

BY
Julia Holtemeyer,
Project Manager, IACP

LAW ENFORCEMENT OFFICERS, OFTEN THE FIRST AND POSSIBLY THE ONLY PROFESSIONALS TO SPEAK TO VICTIMS FOLLOWING A CRIME, ARE A VITAL COMPONENT IN PROVIDING JUSTICE, INFORMATION, AND SERVICES TO CRIME VICTIMS. LAW ENFORCEMENT PROVIDES A CRITICAL CONNECTION BETWEEN THE JUSTICE SYSTEM AND VICTIM SUPPORT SERVICES, ENSURING THAT VICTIMS KNOW ABOUT ALL AVAILABLE RESOURCES. WHILE SOME LAW ENFORCEMENT AGENCIES HAVE PERSONNEL, POLICIES, PROCEDURES, OR TRAINING ON VICTIM ASSISTANCE, AS OF 2013, 20 PERCENT OF U.S. AGENCIES REPORTED THAT THE ISSUE IS NOT FORMALLY ADDRESSED.

Each U.S. state and territory has enacted legislation that provides compensation for unreimbursed costs incurred by victims of violent crimes and, in some cases, property crimes. Maximum compensation awards range from

\$10,000 to \$25,000 to cover crime-related expenses, often including medical and dental costs, mental health counseling, funeral and burial costs, and lost wages. Sometimes, depending on the state or county program, other expenses are also covered, such as relocation, transportation, and certain necessities. Violent crimes for which victims are eligible for compensation include, but are not limited to, assault, domestic violence, rape, child abuse, and alcohol-impaired driving. Indirect victims, such as family members of homicide victims and crime witnesses, are also eligible to apply in some programs. Eligibility, reimbursable benefits, maximum claim amounts, and application procedures vary by state or county. The vast majority of the money used to fund these programs comes from offender fees and fines, rather than taxpayer dollars, and about a third of the funding comes from the federal Crime Victims Fund.

While no amount of money can undo the harm caused by crime, compensation programs allow victims to focus on their physical and emotional recovery with less financial stress.

Any victim can apply for crime victim compensation, but state and county compensation program staff must follow guidelines as they make determinations on claims. These guidelines are based on a variety of factors including police reports, contributory conduct, cooperation with law enforcement, and whether the victim or claimant has other payment sources available to cover the costs. However, compensation programs define contributory conduct and cooperation differently than law enforcement departments, so it is important to refer every victim of crime to the compensation program.

Law enforcement often holds the important position of being the first point of contact to offer compassion

and resources for victims following a crime. A first responder is not expected to know the ways that trauma or crime will impact a victim, but he or she can help by being a source of information and link to resources, including crime victim compensation programs. In addition, providing information to victims to assist in their healing sets a supportive tone for the remainder of the case, which benefits both parties. Law enforcement can also refer victims to local advocates who can help the victims apply for compensation benefits, understand their rights, and navigate the criminal justice system. By providing information or referrals, law enforcement officers demonstrate their investment in the well-being of their communities and support the recovery of the victims who depend on them.

The International Association of Chiefs of Police (IACP), in partnership with the Police Foundation and the National Center for Victims of Crime,

“

Law enforcement often holds the important position of being the first point of contact for victims of crime.

”

has developed resources related to the role of law enforcement officers in supporting victims' access to compensation to provide officers with information and to encourage understanding of their critical role in supporting crime victims.

The resources include training videos for first responders, investigators, and executive leadership; companion guides to accompany each video and to guide discussions; tip cards for law enforcement; and more.

These new resources give law enforcement the information and motivation to help victims each step of the way, from speaking to a victim and leaving them with important information to writing reports that include key victim compensation information. Some resources can be personalized by an agency and can be printed and carried by officers to easily pass information on to victims. Ideally, these materials will become an important part of victim-centered policing and will promote trusting and reciprocal relationships between law enforcement and their communities.

Visit the IACP website to access these materials and more:

- Training videos and companion guides for first responders, investigators, and law enforcement leadership
- A list of frequently asked questions about victim compensation
- A palm card with information on victim compensation that can be customized to a specific jurisdiction
- A tip card on important elements of writing a report that can help a victim be approved for compensation

To learn more about crime victim compensation and law enforcement's role, visit www.theIACP.org/LE-Role-in-Victim-Compensation. ☺

Connect with IACP and Police Chief on social media!



www.facebook.com/TheIACP



@TheIACP
#PoliceChiefMag



<http://theiacpblog.org>



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2018 Census of State and Local Law Enforcement Agencies



19,000 law enforcement agencies asked to participate — including yours!

SURVEY ITEMS

- Operating budget
- Functions performed
- Number of sworn and civilian personnel
- Number of sworn by sex
- Number of sworn by primary duty

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csllea@rti.org





Recruitment and Retention Recommended Resources for Your Staffing Strategies



For over 25 years, IACP Net has brought agencies a cutting-edge information network.

The IACP Net information team brings you the most innovative and up-to-date information to help with your recruitment and retention strategies.

The Main e-Library contains more than 75,000 solutions and best practices for law enforcement, including

- Personnel Recruiting for the Future (648056)
- Hometown Recruiting: Innovation, Creativity, Connectivity and Community Policing (646927)

The Policies e-Library has thousands of ready-to-use policies from agencies like yours, including

- Recruitment and Selection (623501)
- Recruitment Incentive Program (645279)
- Recruitment/Equal Employment Opportunity Plan (645131)

Current Affairs includes training events and news, such as

- Recruiting, Hiring, Background Investigations and Retention (Events & Training)
- Law Enforcement News Summary: September 18–24 (News)

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

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TOP IACP BLOG POST

10 Ways Community Members Can Engage with Law Enforcement

1 VOLUNTEER



2 SERVE ON A CITIZEN ADVISORY BOARD



3 PARTICIPATE IN A CITIZEN'S POLICE ACADEMY



4 COMPLIMENT OR COMPLAIN



5 PARTICIPATE IN NEIGHBORHOOD WATCH



Read tips 6–10 and get details at theIACPblog.org

TWEET of the month

The IACP @TheIACP
 Colonel Craig Price of the @SDHighwayPatrol and General Chair of the IACP Division of State and Provincial Police spoke during this morning's Opening Ceremony at #DAID2018



9:11 AM - 13 Aug 2018

TOP POLICE CHIEF AUGUST ONLINE BONUS ARTICLE

Community Engagement through Coffee with a Cop

By Sgt. Chris Cognac, Hawthorne Police Department, California

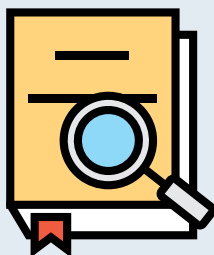


THIS MONTH'S QUOTE

“ Today’s leadership challenge rests not in more knowledge and technology, but in the courage to lead with wisdom, grace, love, and humanness. ”

“Heart-Focused Leadership” pgs. 34–40

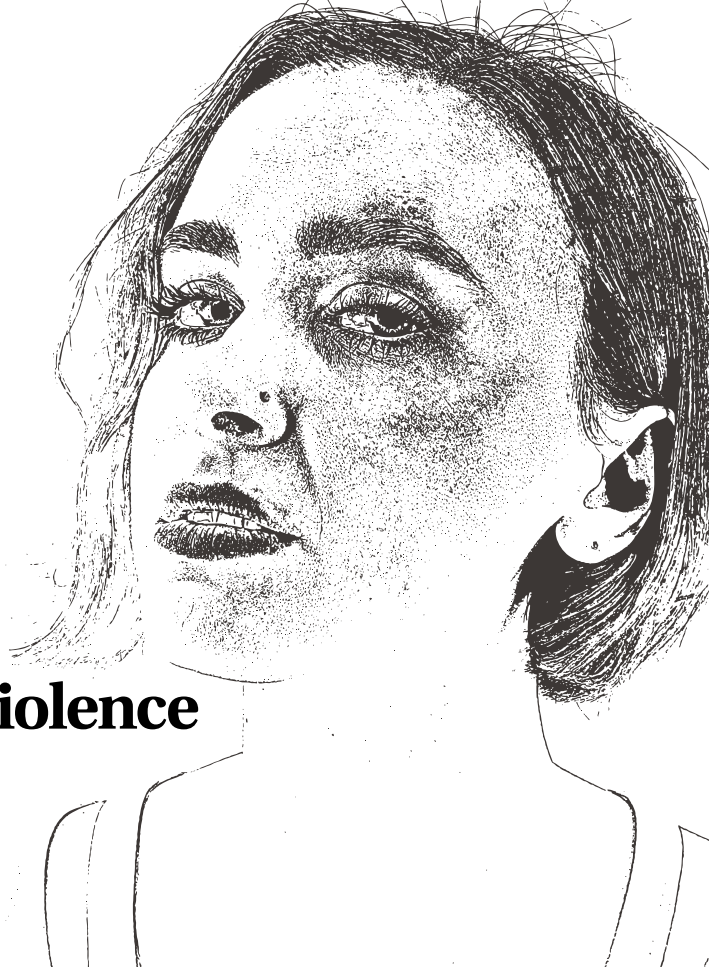
TOP IACP RESOURCES



1. Law Enforcement Oath of Honor
2. Drugs and Impaired Driving Conference Agenda
3. Women's Leadership Institute Schedule
4. 2015 President's Task Force on 21st Century Policing – Final Report



Access these and more at theIACP.org



For more information and resources on domestic violence and other crimes of violence against women, visit www.theIACP.org/Police-Response-to-Violence-Against-Women.

IACP Domestic Violence Training Video

DOMESTIC VIOLENCE IS ONE OF THE MOST DANGEROUS AND COMPLEX CALLS THAT LAW ENFORCEMENT OFFICERS RESPOND TO. OFFICERS PROVIDE AS MUCH SUPPORT TO VICTIMS AS POSSIBLE, BUT THE NATURE OF THE CRIME, THE HISTORY AND RELATIONSHIP OF THOSE INVOLVED, AND THE CO-OCCURRENCE OF MULTIPLE CRIMES OFTEN LEAVE LAW ENFORCEMENT FRUSTRATED AND DISCOURAGED. WHEN EQUIPPED WITH A BETTER UNDERSTANDING OF THE NUANCES AND DYNAMICS OF THIS COURSE OF CONDUCT CRIME, LAW ENFORCEMENT CAN MORE EFFECTIVELY ADDRESS VICTIMS' NEEDS AND HOLD OFFENDERS ACCOUNTABLE.

To support law enforcement and strengthen their response to victims of domestic violence, IACP has created a four-part training video, *The Crime of Domestic Violence*, with funding from the U.S. Department of Justice, Office on Violence Against Women. Through interviews with law enforcement, experts, and survivors, the training video highlights the realities of domestic violence, provides strategies for effective investigations, and counters social misconceptions of this complex crime.

SEGMENT 1: CRITICAL CONTEXT

The first segment presents information on the severity of domestic violence and factors that may impact victim behavior. It is critical for law enforcement officers to build a better understanding of the dynamics of the patterns of power, control, and abuse; until misconceptions and frustrations about victims and victim behaviors are comprehensively addressed, the response to domestic violence may be incomplete and

potentially harmful. This video acknowledges frustrations officers have when responding to these situations and begins to unpack some victim behaviors.

SEGMENT 2: ON SCENE RESPONSE

The second segment highlights the importance of recognizing domestic violence as a course of conduct crime, meaning that multiple incidents and abusive behaviors tend to occur over an extended period. Responding officers need to be equipped with this understanding to capture pertinent details to support the victim, hold the offender accountable, and conduct a thorough, comprehensive investigation. When law enforcement employs trauma-informed response techniques, officers can connect to and build trust with victims while on scene, which can help to empower victims and hold offenders accountable. The video provides tips on how officers can build rapport with victims and document threats, intimidation, trauma, and fear to strengthen criminal cases.

SEGMENT 3: OFFENDER REALITIES & THREATS TO OFFICERS

The third segment highlights the danger that domestic violence calls might present to responding officers. Law enforcement poses a threat to the power and control of abusers; thus, offenders will often respond with manipulation, threats, or violence. The tactics that perpetrators of abuse use to control victims are often the same tactics they will use on responding officers. This video highlights the danger and potential lethality of domestic violence calls, information about offender behaviors that may indicate increased risk for victims and officers, and details that officers should gather before approaching a scene.

SEGMENT 4: WORKING TOGETHER

The fourth segment highlights the value of partnerships to support individual cases and implement system-wide improvements. When law enforcement agencies collaborate with other organizations and partners on multiagency, multidisciplinary teams—victim support, police response, and investigations improve. This last segment of the four-part video explains the importance of reaching across professional boundaries to enhance the law enforcement response to domestic violence. ♡



IACP's Women's Leadership Institute (WLI)

addresses the unique challenges and opportunities women face and helps them to succeed as they rise through leadership positions in public safety organizations. The course is open to men and women in sworn and non-sworn positions.



Women's Leadership Institute participants will:

- Further leadership skills and prepare for advanced leadership positions.
- Understand internal and external stakeholders and the impact of their individual differences.
- Learn the value of and how to have crucial conversations.
- Create a strategic career plan.
- Meet and learn from others to bring proven practices and strategies back to their organizations.
- Increase their professional network.

CURRENT OPPORTUNITIES

CHANDLER, ARIZONA, 2018

October 21-26

ORILLIA, ONTARIO, CANADA 2018

October 28-November 2

NEW YORK, NEW YORK, 2018

October 28-November 2

CHARLOTTE, NORTH CAROLINA, 2018

November 4-9

ALEXANDRIA, VIRGINIA, 2018

December 2-7

COST: \$1,380. This includes course materials and select meals. Early registration discounts available.

FOR MORE INFORMATION:



WLIteam@theIACP.org • theIACP.org/WLI
800.THE.IACP

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

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

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

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

ARMENIA

Yerevan

Avagyan, Martiros, Head 4th Military Garrison Div, Investigative Committee of Armenia

Gevorgyan, Artur, Head of 2nd Division, State Revenue Committee of Armenia

Ghambaryan, Artur, Deputy Chairman, Investigative Committee of Armenia

*Hovhannisyán, Maritsa, Program Manager INL, US Dept of State INL

Mantashyan, Anna, Head of Tavush Regional Dept, Investigative Committee of Armenia

Vanyan, Artashes, Deputy Head of Dept, Investigative Committee of Armenia

AUSTRALIA

QUEENSLAND

Brisbane

Stewart, Ian, Commissioner of Police, Queensland Police Service

Surfers Paradise

McGuinness, Sarah, Senior Constable, Queensland Police Service

BAHAMAS

Nassau

Knowles, Shanta, Superintendent of Police, Royal Bahamas Police Force

BOSNIA AND HERZEGOVINA

Banja Luka

Jevdjenic, Dragan, Inspector General, Ministry of the Interior

Sarajevo

Halilovic, Mevludin, Police Commissioner, Canton Sarajevo Police Dept

*Radicic, Mak, Bosnia Program Contractor, US Dept of Justice ICITAP

BRAZIL

RIO GRANDE DO SUL

Porto Allegre

Frota, Marcelo Gomes, Colonel, Policia Militar RS

CANADA

ALBERTA

Edmonton

*Kahanyshyn, Brock, Chief Information Officer, Edmonton Police Service

BRITISH COLUMBIA

Richmond

*Fennig, Tamie, International Criminal Justice Research Consultant, Alexander Fennig & Co Inc

Vancouver

*Chersinoff, Blake, Detective, Vancouver Police Dept

MANITOBA

Winnipeg

*McDonald, Lianna, Executive Director, Canadian Centre for Child Protection Inc

ONTARIO

Brampton

*Osborne, Julia, Detective Constable, Peel Regional Police

London

*Peladeau, Hillary, Research Associate, Univ of Western Ontario

Niagara Falls

Flynn, Brett, Deputy Chief of Police, Niagara Regional Police Service

Ottawa

Moos, Ray, National Coordinator Canada DRE Program, RCMP

Lucki, Brenda, Commissioner, RCMP

Whitby

Wilson, Randy, Vice Chair, Durham Regional Police Services Board

QUEBEC

Westmount

*Boisjoli, Simon, Sergeant, RCMP

SASKATCHEWAN

Estevan

Ladouceur, Paul, Chief of Police, Estevan Police Service

COLOMBIA

Bogota

Aldana, Javier, Major, Colombian National Police

Arevalo, Nestor, Major, Colombian National Police

Barrios, Wilson, Major, Colombian National Police

Bayona, Jorge, Major, Colombian National Police

Bernal, Jorge, Major, Colombian National Police

Buitrago, Gelga, Major, Colombian National Police

Carrillo, Mauricio, Major, Colombian National Police

Chavarros Rojas, Edwin, Colonel, Colombian National Police

Chavez, Alex, Major, Colombian National Police

Corredor, Elkin, Major, Colombian National Police

Duran, Ricardo, Major, Colombian National Police

Echavez, Alain, Major, Colombian National Police

Gonzalez Delgado, Wilson Javier, Colonel, Colombian National Police

Guerrero, Giovanni, Major, Colombian National Police

Guerrero, Julio, Major, Colombian National Police

Londono, Gonzalo, Brigadier General, Colombian National Police

Mario Trejos, Jorge, Colonel, Colombian National Police

Martinez Verdugo, Rogers Enrique, Colonel, Colombian National Police

Molano, Hugo, Lieutenant Colonel, Colombian National Police

Moreno Miranda, Gustavo, Colonel, Colombian National Police

Moyano, Adymayeth, Major, Colombian National Police

Nieto Aldana, Juan Carlos, Colonel, Colombian National Police

Patino, Dailia, Lieutenant Colonel, Colombian National Police

Pulido, Jose, Lieutenant Colonel, Colombian National Police

Salamanca, John, Major, Colombian National Police

Salcedo, Elkin, Major, Colombian National Police

Sanchez, Ribellino, Major, Colombian National Police

Torres, Giovanni, Major, Colombian National Police

Trilleras Diaz, Rolando Arvey, Captain, Colombian National Police

Valencia, Carlos, Major, Colombian National Police

Valencia, Francoise, Major, Colombian National Police

Vargas, Hader, Major, Colombian National Police

Zamora, Piedad, Major, Colombian National Police

HONDURAS

Tegucigalpa

*Acevedo, Olga, Advisor, Celestar Corp

Manella, Merideth, INL Program Officer, US Dept of State INL

INDONESIA

Jakarta

Ahmudiarto, Yaya, Internal Affairs Division/Kombes, Indonesian National Police

Dwilaksana, Chryshnanda, Traffic Police Corps/Brigjen Pol, Indonesian National Police

Supono, Guntur Agung, North Sumatera Regional Police/AKBP, Indonesian National Police

Sutan, Purwanto Puji, International Relations Division/AKBP, Indonesian National Police

Walintukan, Ferry, Southeast Sulawesi Regional Police/AKBP, Indonesian National Police

IRELAND

Cork

Comyns, Michael, Superintendent, An Garda Siochana

Dublin

Nolan, John, Chief Superintendent, An Garda Siochana

ISRAEL

Beit Dagan

*Zidkiyahu, Yaniv, First Sergeant, Israel National Police

JAMAICA

Kingston

Anderson, Antony, Commissioner of Police, Jamaica Constabulary Force

Blake, Kevin, Assistant Commissioner of Police, Jamaica Constabulary Force

Coombs, Jacqueline, Senior Superintendent, Jamaica Constabulary Force

Garrick, Dahlia, Assistant Superintendent of Police, Jamaica Constabulary Force

Morgan, Samuel A, Superintendent of Police, Jamaica Constabulary Force

JAPAN

Tokyo

Uchida, Hidenori, Inspector, Metropolitan Police Dept

MEXICO

Guadalupe

Lara Lara, Blanca Fabiola, Policia Estatal, SSP Zacatecas

Martinez Rodarte, Maria del Carmen, Policia Estatal, SSP Zacatecas

Sandoval Avila, Ana Celia, Analisis Tactico, SSP Zacatecas

Tlaxcala

Azuara Serrano, Brenda Lizeth, Policia de Analisis Tactico, CES Tlaxcala

Cruz Bustos, Juana de Guadalupe, Directora del CJM, PGJ Tlaxcala

Hernandez Avila, Elba Maria, Policia de Analisis Tactico, CES Tlaxcala

Lopez Quezada, Evelyn Kimberlyn, Ministerio Publico Adscrita al CJM, PGJ Tlaxcala

Serrano Xochicale, Maria del Rosario, Delegado de Policia, CES Tlaxcala

Zacatecas

Encina Arroyo, Fatima Xochitl, Fiscal Especial de Genero, Fiscalia Zacatecas

Sanchez Fano, Elisa Magally, Directora del CJM, Fiscalia Zacatecas

MONGOLIA

Ulaanbaatar

Ulziibat, Enkhtur, President/Police Colonel, Law Enforcement Univ of Mongolia

Zorigt, Ochirkhuyag, Head of Information Analysis Dept, National Police Agency

NIGERIA

Abeokuta

Ijachi, Samuel Obiabo, Superintendent of Police, Nigeria Police Force

Abuja

*Abass, Adeola Binyamin, Inspector of Police, Nigeria Police Force

*Adams, Abiodun Thomas, Consultant, Nigeria Police Force

Aliu, Moses Abayomi, Superintendent of Police, Nigeria Police Force

*Ibrahim, Ladi, Sergeant, Nigeria Police Force

*Uweh, Chioma Helen, Inspector of Police, Nigeria Police Force

Yahaya, Alhassan Kawu, Assistant Commissioner of Police, Nigeria Police Force

Awka

Nwokolo, Solomon, Major, Nigeria Police Force

Benin City

*Okojie, Abel, Inspector of Police, Nigeria Police Force

Ibadan

*Adedayo, Adekola, Inspector of Police, Nigeria Police Force

Doga, Musiliu I, Chief Superintendent of Police, Nigeria Police Force

Ibitokun, Olufemi, Superintendent of Police, Nigeria Police Force



Ikeja

*Abiodun, Abdulateef
Rukiat, Inspector of Police,
Nigeria Police Force

*Adebunmi, Olasoji
Funmilayo, Inspector of
Police, Nigeria Police Force
Ojo, Ariyo Julius,
Superintendent of Police,
Nigeria Police Force

*Sylvester, Odugba,
Inspector of Police, Nigeria
Police Force

Ikoyi

Ukusare, Jude, Chief
Superintendent of
Police, Sepilat Petroleum
Development Co PLC

Kaduna

Danazumi, Suleiman
Mohammed, Chief
Superintendent of Police,
Nigeria Police Force

Karu

Maiyaki, Marinda Jephthah,
Superintendent of Police,
Nigeria Police Force

Lagos

*Abdulaleem,
Muhammad'N Lola,
Sectional Commander,
AVSEC

Alapini, John, Deputy
Superintendent of Police,
Nigeria Police Force

*Ige, Oluwagbenga Paul,
Inspector of Police, Nigeria
Police Force

*Martins, Elegbede Lekan,
Sergeant, Nigeria Police
Force

Obalende

Omai, Sami Bamidele,
Deputy Superintendent of
Police, Nigeria Police Force

Panti-Yaba

*Adedokun, David
Olusegun, Sergeant,
Nigeria Police Force

PANAMA

Ancon

Concepcion, Ovidio
Fuentes, National Director,
Panama Ministry of
Security

SERBIA

Belgrade

*Bogdanovic, Julijana,
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of Justice ICITAP

Sindjelic, Marija,
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Education, Serbian
National Police

Zivkovic, Bogoljub,
Assistant Director of Police,
Serbian National Police

Sarajevo

*Harrington, Dennis
Michael, Law Enforcement
Advisor, US Dept of Justice
ICITAP

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Pontevedra

Diaz Sanchez, Alfredo,
Inspector, Policia Nacional
de Spain

TAIWAN

Taipei City

Huang, Chi-Tze, Deputy
Commissioner, Taipei City
Police Dept

TAJIKISTAN

Dushanbe

Boimahmadzoda, Muzafar,
Colonel, Ministry of Internal
Affairs

Mashrabzoda, Jamshed,
Colonel, Ministry of Internal
Affairs

UKRAINE

Kiev

*Besedin, Andrii,
Interpreter, US Dept of
Justice ICITAP

*Danylenko, Denis,
Interpreter, US Dept of
Justice ICITAP

Havrysh, Ilona, Inspector
National Patrol Dept,
National Police of Ukraine
Kniaziev, Sergii, Chief of
National Police, National
Police of Ukraine

Kordonska, Oksana, Senior
Inspector National Patrol
Dept, National Police of
Ukraine

Koziakov, Roman, Chief
Kirovohrad Oblast, National
Police of Ukraine

Kysko, Artem, Deputy Chief
Donetsk Oblast, National
Police of Ukraine

Nevolia, Vasyl, Chief of
International Cooperation,
National Police of Ukraine

*Slipets, Tamara, Police
Recruitment Team
Coordinator, US Dept of
Justice ICITAP

UNITED ARAB EMIRATES

Dubai

Alsaadi, Anoud, Captain,
Dubai Police

UNITED KINGDOM

London

O'Doherty, Peter, Detective
Chief Superintendent, City
of London Police

UNITED STATES

ALABAMA

Birmingham

Holloway, Robert, Assistant
Special Agent in Charge,
US Secret Service

Brewton

*Jordan, Matthew,
Sergeant, Brewton Police
Dept

Brookside

Jones, Michael R, Chief of
Police, Brookside Police
Dept

Hillsboro

Taylor, Michael, Chief of
Police, Hillsboro Police
Dept

Huntsville

*Hughes, Tesla, Sergeant,
Huntsville Police Dept

Pevahouse, Brad,
Lieutenant, Huntsville
International Airport Police

Montgomery

Chandler, Scottie L, Deputy
Secretary, Alabama Law
Enforcement Agency

Hamm, John O, Director,
Alabama Law Enforcement
Agency

Mackey, Christopher W,
Chief/Special Agent in
Charge, Alabama Law
Enforcement Agency

Pregno, Deena, Chief,
Alabama Law Enforcement
Agency

Taylor, Hal, Secretary,
Alabama Law Enforcement
Agency

Thompson, Walter S, Chief,
Alabama Law Enforcement
Agency

Tidwell, Stephen, Chief,
Alabama Law Enforcement
Agency

Till, Robert T, Deputy Chief/
Captain, Alabama Law
Enforcement Agency

Tubbs, Johnny E, Deputy
Chief, Alabama Law
Enforcement Agency

Ward, Charles R, Colonel,
Alabama Law Enforcement
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Pelham

*Jones, Preston, Police
Officer, Pelham Police Dept

Tuscaloosa

Baker, Loyd, Chief of
Administration, Tuscaloosa
Co Sheriff's Office

ALASKA

Hoonah

Groshong, Rick, Chief of
Police, Hoonah Police Dept

Kenai

Langham, Ben, Lieutenant,
Kenai Police Dept

ARIZONA

Buckeye

Hall, Larry, Chief of Police,
Buckeye Police Dept

Chandler

*Balsiewicz, Tina, Police
Officer, Chandler Police
Dept

*Tyler, Seth, Detective,
Chandler Police Dept

Glendale

Briggs, Chris, Assistant
Chief of Police, Glendale
Police Dept

Marana

Jimenez, Roberto, Captain,
Marana Police Dept

Surprise

DeSanti, Christine,
Commander, Surprise
Police Dept

Tempe

*Stanifer, Roy,
Communications &
Records Manager,
Maricopa Co Community
College Police

Tucson

*Cramer, Jacob, Analysis
Superintendent, Tucson
Police Dept

*Ringler, Kristi,
Management Assistant,
Tucson Police Dept

ARKANSAS

Harrisburg

Brandon, Cassandra, Chief
of Police, Harrisburg Police
Dept

North Little Rock

Honeycutt, Wesley,
Lieutenant, North Little
Rock Police Dept

CALIFORNIA

Arroyo Grande

*Hogan, Bradley, Officer,
Arroyo Grande Police Dept

Beaumont

Keyser, Mark, Lieutenant,
Beaumont Police Dept

Beverly Hills

*Drummond, Dale, Police
Officer, Beverly Hills Police
Dept

Chula Vista

*Harrison, Bob, President,
ER Harrison & Associates
Inc

Garden Grove

Gildea, Patrick, Lieutenant,
Garden Grove Police Dept

Groveland

Buckingham, Cathy, Mather
District Ranger, National
Park Service

Hawthorne

*Kemp, Shaun, Detective,
Hawthorne Police Dept

Laguna Beach

*Torres, Joe, Lieutenant,
Laguna Beach Police Dept

Los Angeles

Baker, Jesse, Special
Agent in Charge, US Secret
Service

*Chavira, Tracey, Owner,
Collaborate

*Glynn, Tom, Manager,
Cherries

*Hennigan, Kate, Owner,
Collaborate

Menlo Park

Bertini, David C, Chief of
Police, Menlo Park Police
Dept

Morgan Hill

*Schaff, James, Vice
President of Sales &
Marketing, Yardarm
Technologies Inc

Pacoima

*Winter, Gentle, Sergeant,
Los Angeles Police Dept

Palo Alto

*De la Vega, Janine, Public
Affairs Manager, Palo Alto
Police Dept

Pasadena

Perez, John E, Chief of
Police, Pasadena Police
Dept

Placentia

Butts, Michael B,
Lieutenant, Placentia
Police Dept

Riverside

Assumma, Frank, Captain,
Riverside Police Dept

Horton, Jason, Chief,
Riverside Co Sheriff's Dept

Sacramento

*Burke, Kristen, Toxicology
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California Dept of Justice

*Mascetti, David,
Sergeant, San Bernardino
Co Sheriff's Dept

San Diego

Shibley, Josiah, Deputy
Police Chief MCAS Miramar,
US Marine Corps

San Francisco

Fabbri, Carl, Captain, San
Francisco Police Dept

Falvey, Timothy J, Captain,
San Francisco Police Dept

*Hitchcock, Meredith, COO,
RideAlong

Matthews, Valerie L,
Captain, San Francisco
Police Dept

McEachern, Douglas G,
Commander, San Francisco
Police Dept

Rainsford, Nicholas D,
Captain, San Francisco
Police Dept

Sawyer, Georgia A,
Lieutenant, San Francisco
Police Dept

San Leandro

Benabou, Isaac,
Lieutenant, San Leandro
Police Dept

San Mateo

*Luna, Jeanine, CSO/
Community Engagement
Coordinator, San Mateo
Police Dept

Santa Barbara

Huddle, Kevin L,
Commander, Santa
Barbara Co Sheriff's Office

O'Grady, Shawn W,
Commander, Santa
Barbara Co Sheriff's Office

Santa Monica

Jacob, Darrick, Captain,
Santa Monica Police Dept

Santa Rosa

*Mahurin, Christopher,
Sergeant, Santa Rosa
Police Dept

Simi Valley

Brill, Robert, Commander,
Simi Valley Police Dept

SUNNYVALE

Choi, Hyun, Captain,
Sunnyvale Dept of Public
Safety

Fanucchi, Ava, Captain,
Sunnyvale Dept of Public
Safety

Tracy

Ali, Khalid, Chief of Police,
Defense Logistics Agency

Vallejo

*Ramsay, Drew, Sergeant,
Vallejo Police Dept

*Romero, Daniel, Sergeant,
California Hwy Patrol

Victorville

*Ibeabuchi, Clement,
Corrections Officer
Ret, California Dept
of Corrections and
Rehabilitation

COLORADO

Aspen

*Atkinson, Andrew, Human
Services Officer, Aspen
Police Dept

Aurora

Parker, Darin, Commander,
Aurora Police Dept

Dudley, Marcus,
Commander, Aurora Police
Dept

Pitrusu, Michael, Sergeant,
Aurora Police Dept

Broomfield

Hempelmann, Enea,
Deputy Chief of Police,
Broomfield Police Dept

Canon City

Hill, Robert, Commander,
Canon City Police Dept

Castle Rock

*Allen, Elizabeth, Assistant
Town Attorney, Town of
Castle Rock

*Hugdahl, Heidi, Deputy
Town Attorney, Town of
Castle Rock

Colorado Springs

Edmondson, David, Commander, Colorado Springs Police Dept
 Jensen, Jeff, Commander, Colorado Springs Police Dept

Commerce City

Sadar, Greg, Commander, Commerce City Police Dept

Denver

Montoya, Joseph, Division Chief of Investigations, Denver Police Dept
 *Sublet, Chad J, Senior Counsel, City & County of Denver

Fort Lupton

Carroll, Terrance, Division Chief, Colorado Rangers

Fruita

*Foust, Kristen, Deputy Director, Colorado State Patrol

Golden

Goodwin, Jeff, Major, Colorado State Patrol

Grand Junction

Baker, William, Commander, Grand Junction Police Dept
 Hasty, Shawn, Commander, Grand Junction Police Dept

Greeley

Black, Stephen, Lieutenant, Greeley Police Dept

Lakewood

*Miller, Jaclyn, Psychologist, Nicoletti-Flater Associates
 *Palmer, Libbi, Psychologist, Palmer and Associates LLC
 Connecticut

Hartford

Powell, Ian, Lieutenant, Hartford Police Dept

Middleton

Kewer, William D, Lieutenant Colonel, Connecticut State Police

Waterbury

Napiello, John, Deputy Chief of Police, Waterbury Police Dept
 *Stevenson, Scott, Director of Campus Safety & Emergency Mgmt, Post Univ

DELAWARE

Dover

Jones, Kevin, Major, Delaware Alcohol & Tobacco Enforcement

New Castle

McCabe, Richard, Chief of Police, New Castle City Police Dept

Seaford

Kracyla, Robert F, Chief of Police, Seaford Police Dept

DISTRICT OF COLUMBIA
Washington

Agony, Exzyrodger, Lieutenant, Federal Reserve Board
 *Amado-Escobar, David F, Chief, US Marshals Service
 Dotson, D Samuel, Assistant Chief of Police, Amtrak Police Dept
 Espinoza, Mark, Deputy Chief International Operations, US Marshals Service
 *Garth, Jared, * Counsel, Amtrak Police Dept
 *Harman, Matthew, Research Associate, Police Executive Research Forum
 Kumar, Anurag, Minister, Embassy of India

Lestrangle, Joseph, Division Chief, US Dept of Homeland Security ICE HSI
 *Mendez, Luis, Chief, US Marshals Service
 Sheridan, Jeremy C, Deputy Assistant Director, US Secret Service
 Sullivan, Thomas J, Chief Uniformed Division, US Secret Service

*Trouteaud, Alex, Director of Criminal Justice Research, Laura and John Arnold Foundation
 *Walsh, Michael, Vice President Training, IACC

FLORIDA
Dade City

Walters, James, Chief of Police, Dade City Police Dept

Doral

*De La Uz, Carlos, IT Supervisor, Doral Police Dept
 Organvidez, Hernan M, Chief of Police, Doral Police Dept
 *Urrutia, Miguel, Assistant Director of IT Operations, City of Doral

Fort Lauderdale

Dunbar, Andrew, Captain, Broward Co Sheriff's Office
 Jackowski, Daniel, Captain, Broward Co Sheriff's Office

Fort Pierce

*Spector, Lee, Director Training Center, Indian River State College

Green Cove Springs

Butler, Bruce, Zone Officer, US Fish and Wildlife Service

Haines City

Connolly, Jerry, Deputy Chief of Police, Haines City Police Dept

Hollywood

*Doyle, Kristopher, Detective, Hollywood Police Dept

*Dragutinovic, Vanessa, Public Safety Legal Advisor, Hollywood Police Dept

*Grossman, Miranda, Police Information Manager, Hollywood Police Dept

*Keller, George, Asst City Manager for Public Safety, Hollywood Police Dept
 Millares, Boris, Major, Hollywood Police Dept

Jacksonville

Edwards, Ernest, Assistant Chief Investigator, Florida State Attorney's Office
 Kenny, Elizabeth W, Assistant Chief, Jacksonville Sheriff's Office
 O'Neal, Deloris, Assistant Chief, Jacksonville Sheriff's Office
 Poisson, Robert, Manager Police Operations & Critical Infrastructure, CSX Railroad Police Dept
 Reddish, Tim, Assistant Chief Investigator, Florida State Attorney's Office
 Short, Jennifer, Assistant Chief, Jacksonville Sheriff's Office

Jupiter

*Borrows, Andrew, Officer, Jupiter Police Dept

Largo

Danzig, David, Major, Pinellas Co Sheriff's Office
 Komar, Dennis, Captain, Pinellas Co Sheriff's Office
 *Starling, Ann, Sergeant, Largo Police Dept

Lauderhill

Gordon, William, Major, Lauderhill Police Dept

Melbourne Beach

Griswold, Melanie, Chief of Police, Melbourne Beach Police Dept

Miami

*Hone, Steve, Regional Manager, National Crime Agency UK

Miami Beach

*Bello, Alejandro, Sergeant, Miami Beach Police Dept

Miami Gardens

Gleason, Erik J, Sergeant, Miami Gardens Police Dept

North Lauderdale

McCoy, Chris, Captain, Broward Co Sheriff's Office

Ocala

Joiner, Dennis, Captain, Marion Co Sheriff's Office

Orlando

O'Brien-Buster, Caroline, Special Agent in Charge, US Secret Service

Parkland

Mulligan, Chris, Captain, Broward Co Sheriff's Office

Punta Gorda

*Renz, Dylan, Lieutenant, Punta Gorda Police Dept

Sanford

Herx, Paul, Captain, Sanford Police Dept
 Pergola, Mark, Captain, Seminole Co Sheriff's Office
 Perkins, Trekelle, Captain, Sanford Police Dept
 Pillen, Justin, Lieutenant, Sanford Police Dept

St Petersburg

Dente, Joseph J, Assistant Chief of Police, St Petersburg Police Dept

Tallahassee

*Alford, Nicole, Senior Research Associate, Institute for Intergovernmental Research
 *Finuff, Daniel W, Trooper, Florida Hwy Patrol
 Johnson, Anne-Marie, Major, Tallahassee Police Dept
 *Swindle, Charles M, Trooper First Class, Florida Hwy Patrol

Tampa

Bercaw, Lee, Deputy Chief of Police, Tampa Police Dept
 O'Connor, Keith, Deputy Chief of Police, Tampa Police Dept
 Vazquez, Eli, Assistant Chief of Police, Tampa Police Dept

Tequesta

Lally, Max, Lieutenant, Tequesta Police Dept
 Medina, Gustavo, Chief of Police, Tequesta Police Dept

West Melbourne

*Reid, Ronald, Detective Sergeant Ret, Washington DC

West Palm Beach

Morris, Charles, Lieutenant, Palm Beach Co Sheriff's Office
 Voiret, Kenneth J, Captain Air Operatives Division, Palm Beach Co Sheriff's Office

GEORGIA

Athens

Hood, William, Captain, Athens-Clarke Co Police Dept

Atlanta

Carrier, Andrew, Captain, Georgia Dept of Public Safety

Blackshear

Wright, Chris, Chief of Police, Blackshear Police Dept

Decatur

*Davis, Ginny, Deputy Director Office of Privacy & Compliance, Georgia Bureau of Investigation

Forsyth

*Greathouse, Cheryl, Division Director, Georgia Public Safety Training Center

Lawrenceville

*Choate, Ryall, Corporal, Gwinnett Co Police Dept
 *Long, Chris, Lieutenant, Gwinnett Co Police Dept

Marietta

Hite, Doyle, Captain, Cobb Co Police Dept

Sandy Springs

Nable, Dan, Captain, Sandy Springs Police Dept
 Chandler, Philip C, Major, Sandy Springs Police Dept

Savannah

Graves, Arron, Deputy Chief of Police, Chatham Co Board of Education Police
 Smith, Roshi D, Captain, Chatham Co Police Dept

Wrens

Kitchens, Jamey, Chief of Police, Wrens Police Dept

IDAHO

Boise

Larrondo, Ryan, Public Information Officer, Boise Police Dept
 Tate, Alison, Operation Support Commander, Boise Police Dept
 Young, Danielle, Lieutenant, Boise Police Dept

Meridian

Harper, Shawn, Lieutenant, Meridian Police Dept

Twin Falls

*Fustos, Ronald, Staff Sergeant, Twin Falls Police Dept
 *Garner, Chuck, Staff Sergeant, Twin Falls Police Dept

ILLINOIS

Berkeley

Larem, Timothy, Chief of Police, Berkeley Police Dept

Brookport

Hammond, Rod, Chief of Police, Brookport Police Dept

Chicago

*Berglund, Anthony, Senior Research Manager, Univ of Chicago

*Berkovich, Lilia, Clinical Psychologist, Center of Police Psychological Services

*Brooks, Glen, Director, Chicago Police Dept

*Bruggeling-Joyce, Marjolijn, Research Associate, California Policy Lab

McKnight, Brian M, Special Agent in Charge, Drug Enforcement Administration

*Quinn, Julia, Research Manager, Univ of Chicago

*Russek, Zoe, Project Associate, Univ of Chicago

Cicero

Gutierrez, Luis, 1st Deputy Superintendent, Cicero Police Dept

Decatur

*Brooks, Larry D, Master Patrol Officer, Decatur Police Dept

*Owens, Jessie R, Deputy, Macon Co Sheriff's Office

Justice

*Schuerg, Fred, Patrol Sergeant, Justice Police Dept

Mount Prospect

Garris, Joseph, Commander, Mount Prospect Police Dept

Rosemont

*Alvarado, Julio, Lieutenant, Rosemont Public Safety Dept
 *Balogh, Joe, Sergeant, Rosemont Public Safety Dept

Springfield

*McVicker, Nate, Trooper, Illinois State Police

Waterloo

*Clemons, Brian, Deputy Sheriff, Monroe Co Sheriff's Office

INDIANA

Albion

Harp, Douglas A, Sheriff, Noble Co Sheriff's Dept

Bloomington

Hunter, Benjamin, Superintendent of Police, Indiana Univ Police Dept

Carmel

Horner, Jeff, Deputy Chief of Police, Carmel Police Dept

Dietz, Aaron, Deputy Chief of Police, Carmel Police Dept

Franklin

Cochran, Kirby E, Chief of Police, Franklin Police Dept

Indianapolis

Bilbrey, J B, Deputy Special Agent in Charge, US Dept of Treasury IG/Tax Administration

*Coxey, Melissa, Legal Advisor, Indianapolis Metropolitan Police Dept

*Juday, Nicole, Patrol Officer, Indianapolis Metropolitan Police Dept

Selby, David, Chief of Police, Univ of Indianapolis Police Dept

South Bend

Lancaster, Tim, Captain, South Bend Police Dept

IOWA

Iowa City

*Jones, Tom, Executive Director, Joint Emergency Communications Center

*Siggins, Brandon, Emergency Communications Coordinator, Joint Emergency Communications Center

Storm Lake

Diekman, Patrick, Lieutenant, Storm Lake Police Dept

KANSAS

Topeka

*Lord, Tammie, General Counsel, Kansas Hwy Patrol

KENTUCKY

Florence

Rehkamp, Greg, Captain, Florence Police Dept

Frankfort

Barnett, Janet, Chief Information Officer, Kentucky State Police

Newton, Larry, Major, Kentucky State Police

Lawrenceburg

*Hendrix, Jason L, Deputy, Anderson Co Sheriff's Office

Louisville

*Dison, Larry, Sergeant, Louisville Metro Police Dept

*Kisling, Dean, Officer, Louisville Metro Police Dept

Mayfield

Prince, Jeremy, Captain, Graves Co Sheriff's Office

St Matthews

Wilkerson, Barry S, Chief of Police/Colonel, St Matthews Police Dept

Williamsburg

White, Brandon, Sergeant/DRE Instructor, Williamsburg Police Dept

LOUISIANA

Belle Chasse

Kimble, Gerald, Captain, Plaquemines Parish Sheriff's Office

Nicosia, Monica, Chief

Deputy of Tax/Civil, Plaquemines Parish Sheriff's Office

Solis, Grant, Major, Plaquemines Parish Sheriff's Office

Metairie

*Chambers, Brian, State Director, Gulf Coast HIDTA

St Gabriel

*Brown, Kalayn, Supervisor, St Gabriel Police Dept

Maine

Brunswick

*Roma, John P, Detective, Brunswick Police Dept

Saco

Huntress, Corey E, Deputy Chief of Police, Saco Police Dept

Westbrook

Lally, Sean J, Captain, Westbrook Police Dept

MARYLAND

Annapolis

*Sims, Cedric, President, Evermay Consulting Group

Baltimore

Brickus, Ettice, Captain, Baltimore Police Dept

Bowie

*Klopp, Michael, SVP/CTO, ASHA IT Solutions Inc

Centreville

Rhodes, Kenneth N, Chief of Police, Centreville Police Dept

Derwood

*Planty, Michael, Director, RTI International

Gambrills

*Dalton, Andrea, Managing Director, National Crime Prevention Council

Greenbelt

White, Timothy, Lieutenant, Greenbelt Police Dept

Joint Base Andrews

Stollings, Cody, Master Sergeant, US Air Force

Ocean City

Harmon, Elton, Administrative Commander, Ocean City Police Dept

Pasadena

*Janik, Eric, CEO, Operational Police Protective Services LLC

Seat Pleasant

Corriveau, Paul, Lieutenant, Seat Pleasant Police Dept

Silver Spring

*Kennedy, Carrie, Captain, US Navy

Towson

*Tilghman, William, Police Officer, Baltimore Co Police Dept

Kelly, Christopher M, Captain, Baltimore Co Police Dept

MASSACHUSETTS

Belchertown

Pronovost, Christopher, Chief of Police, Belchertown Police Dept

Boston

Carabin, David, Assistant Chief of Police, Boston Police Dept

Brookline

*Mottla, Peter, Sales Manager, Hingsight Imaging

Dracut

Chartrand, David, Deputy Chief of Police, Dracut Police Dept

Framingham

Duggan, Joseph P, Lieutenant Colonel, Massachusetts State Police

*Reardon, Sean R, Sergeant, Massachusetts State Police

Great Barrington

*Storti, Paul E, Sergeant, Great Barrington Police Dept

Holden

Sonia, Michael M, Lieutenant, Massachusetts State Police

Randolph

*Bringardner, John, Detective, Randolph Police Dept

*Clark, Trevor, Police Officer, Randolph Police Dept

Emerson, Robert, Lieutenant, Randolph Police Dept

Fisher, Jason, Detective Sergeant, Randolph Police Dept

Somerville

Kennelly, Michael, Lieutenant, Somerville Police Dept

Lavey, Richard, Lieutenant, Somerville Police Dept

Mitsakis, Timothy, Lieutenant, Somerville Police Dept

Sylvester, Sean, Sergeant, Somerville Police Dept

Westborough

*Sjogren, Jerry, Safety Director, E L Harvey & Sons

MICHIGAN

Ann Arbor

*Young, Heather, Director Strategic Communications & PIO, Univ of Michigan Dept of Public Safety

Detroit

*Cheng, Bo, President, Altovista Technology
Smiley, James, Assistant District Commander, Michigan State Police

Dimondale

Szczepanski, Douglas, Lieutenant, Michigan State Police

*Baker, Amanda, Budget Director, Michigan State Police

East Lansing

Roudebush, Kelly, Deputy Chief of Police, Michigan State Univ Police Dept

Grand Rapids

Payne, Eric, Deputy Chief of Police, Grand Rapids Police Dept

Lansing

*Olson, Tim, Sergeant, Michigan State Police

*Whitman, Sarah, Sergeant, Michigan State Police

Novi

*Woloski, Brian K, Sergeant, Novi Police Dept

Okemos

Rossow, Neal A, Director of Professional Development, Michigan Assn of Chiefs of Police

Taylor

Hopper, Richard, Deputy Chief of Police, Taylor Police Dept

MINNESOTA

Cloquet

Palmer, Jeff, Chief of Police, Cloquet Police Dept

Duluth

*Karp, Jason, Co-Founder, The Public Safety Network

*Kennedy, T J, Co-Founder, The Public Safety Network

*Lee, Victoria, Vice President, The Public Safety Network

MONTANA

Lame Deer

Satepauhoodle Mikkannen, Brandon, Chief of Police, Bureau of Indian Affairs

West Yellowstone

Newell, Scott, Chief of Police, West Yellowstone Police Dept

Whitefish

Kelch, Bridger W, Assistant Chief of Police, Whitefish Police Dept

NEBRASKA

Lincoln

Duis, Andrew J, Lieutenant Colonel, Nebraska State Patrol

Stille, Jason, Captain, Lincoln Police Dept

MISSISSIPPI

Jackson

Bane, Steven C, Major, Mississippi Hwy Patrol

Herzog, James D, Major, Mississippi Hwy Patrol

Morrison, Ellis L, Lieutenant Colonel, Mississippi Hwy Patrol

Sanders, Malachi J, Major, Mississippi Hwy Patrol

University

Hawkins, Ray, Chief of Police, Univ of Mississippi

MISSOURI

Bolivar

*Covert, Christopher, Corporal, Bolivar Police Dept

Brentwood

Spiess, Joseph L, Chief of Police, Brentwood Police Dept

Calverton Park

Buchanan, Jim, Chief of Police, Calverton Park Police Dept

Columbia

Hunter, Jeremiah W, Assistant Chief of Police, Columbia Police Dept

*Volkert, Nicole, Legal Advisor, Columbia Police Dept

Kansas City

*Boyd, Sarah E, Public Relations Specialist, Kansas City Police Dept

Price, Stephenie, Captain, Kansas City Police Dept

Lake Lotawana

Wilson, Randal, Chief of Police, Lake Lotawana Police Dept

St Louis

Lowe, Charles, Sergeant, St Louis Metropolitan Police Dept

MONTANA

Lame Deer

Satepauhoodle Mikkannen, Brandon, Chief of Police, Bureau of Indian Affairs

West Yellowstone

Newell, Scott, Chief of Police, West Yellowstone Police Dept

Whitefish

Kelch, Bridger W, Assistant Chief of Police, Whitefish Police Dept

NEBRASKA

Lincoln

Duis, Andrew J, Lieutenant Colonel, Nebraska State Patrol

Stille, Jason, Captain, Lincoln Police Dept

Papillion

*Percifield, Kyle J, Sergeant, Sarpy Co Sheriff's Office

York

*Headlee, Douglas, Police Officer, York Police Dept

NEVADA

Henderson

Andres, Thedrick, Deputy Chief of Police, Henderson Police Dept

*Labinsky, Sandra, Sergeant Personnel and Recruitment, Henderson Police Dept

*Moore, Kirk, Lieutenant, Henderson Police Dept

Las Vegas

Adams, Rhonda, Lieutenant, Las Vegas Dept of Public Safety

Koren, Dori, Lieutenant, Las Vegas Metropolitan Police Dept

Mleccko, Martin, Captain, Nevada Dept of Public Safety

NEW HAMPSHIRE

Portsmouth

Kinsman, Eric, Lieutenant, Portsmouth Police Dept

NEW JERSEY

Berkeley Heights

Deitch, Robert C, Captain, Berkeley Heights Police Dept

Schmidt, Ernest M, Lieutenant, Berkeley Heights Police Dept

Deptford

*Storm, John, Sergeant, Deptford Twp Police Dept

East Orange

Horsley, Ericka, Lieutenant, East Orange Police Dept

Lassiter, Carla, Lieutenant, East Orange Police Dept

Martin, Larry, Captain, East Orange Police Dept

*Powell, Chandra, Sergeant, East Orange Police Dept

Elizabeth

*Koundry, Thomas, Chief of Staff, Union Co Prosecutor's Office

Hamilton

Ebner, Scott, Lt Col/Deputy Superintendent Investigations, New Jersey State Police

Newark

McGuire, Mitchell, Chief of Detectives, Essex Co Sheriff's Office

Randolph

*Smith, Michael, Partner, Randolph Integrated Solutions

Seaside Heights

*Linnell, Christopher J, Patrolman, Seaside Heights Police Dept

NEW MEXICO

Albuquerque

Byrd, Angela, Commander, Albuquerque Police Dept

Santa Fe

Trujillo, M Freddie, Chief of Police, Pojoaque Tribal Police Dept

NEW YORK

Brockport

Cuzzupoli, Mark T, Chief of Police, Brockport Police Dept

Buffalo

Carpenter, Gordon T, Captain, Roswell Park Division of Public Safety

Mamaroneck

Creazzo, Paul, Chief of Police, Mamaroneck Town Police Dept

Mineola

Lack, Kenneth W, Assistant Chief of Police, Nassau Co Police Dept

New Rochelle

Loneragan, David, Lieutenant, New Rochelle Police Dept

New York

*Daitz, Elizabeth, Executive Director Civil Litigation, New York City Police Dept

Esposito, Joseph, Inspector, MTA Police Dept

Saraceno, Paul, Deputy Inspector, New York City Police Dept

Plattsburgh

*Lucia, Melisa, Quartermaster, Plattsburgh Police Dept

*Silver, Heather, Assistant to Chief of Police, Plattsburgh Police Dept

Yaphank

*Budway, Stephen, Sergeant, Suffolk Co Police Dept

NORTH CAROLINA

Albemarle

Huneycutt, Jesse D, Assistant Chief of Police, Albemarle Police Dept

Burlington

Long, James, Captain, Burlington Police Dept
Majors, Dalton, Captain, Burlington Police Dept

Chapel Hill

Holland, Rahsheem D, Captain, Univ of North Carolina-Chapel Hill Police

Charlotte

Facchina, Michelle E, Special Agent in Charge, Federal Air Marshal Service

Durham

Burwell, Henry J, Lieutenant, Durham Police Dept

Cates, Kevin, Assistant Chief of Police, Durham Police Dept

Jackson, Jermaine L, Lieutenant, Durham Police Dept

Pennica, Scott J, Lieutenant, Durham Police Dept

Vaughan, Stephen, Lieutenant, Durham Police Dept

Fayetteville

*Hardin, Michael, Sergeant, Fayetteville Police Dept

*Holland, William, Sergeant, Fayetteville Police Dept

*Reid, Lisa, Public Safety Communications Manager, Fayetteville Police Dept

*Sumler, Kenise, Police Training Coordinator, Fayetteville Police Dept

Fort Bragg

*Looney, Troy, Investigator, Fort Bragg Police Dept

Gastonia

*Polly, Jon, Senior Manager Business Development, Recore Technologies

Henderson

Johnson, Vance W, Assistant Chief of Police, Henderson Police Dept

Pendergrass, Tony R, Captain, Henderson Police Dept

Vaughn, Steven T, Captain, Henderson Police Dept

Navassa

Howell, Preston, Chief of Police, Navassa Police Dept

Raleigh

*Caves, Thomas C, Policy Analyst/Grants Administration, North Carolina State Bureau of Investigation

Holmes, Steven E, Assistant Special Agent in Charge, North Carolina State Bureau of Investigation

Smith, Elliott D, Acting Special Agent in Charge, North Carolina State Bureau of Investigation

Waxhaw

*Byrum, Stephanie, Administrative Assistant, Waxhaw Police Dept

Wilmington

Kennedy, Ben, Captain, Wilmington Police Dept

NORTH DAKOTA

Fargo

Vinson, George, Lieutenant, Fargo Police Dept

OHIO

Amherst

Cawthon, Mark, Lieutenant, Amherst Police Dept

Cincinnati

*Green-Schwartz, Clair, Research Associate, Univ of Cincinnati

Robinson, Maurice, Planning Section Commander, Cincinnati Police Dept

Schaefer, David, Chief of Police, Madeira Police Dept

Cleveland

Hamm, Johnny, Lieutenant, Cleveland Division of Police

Columbus

*Shaw, Traci, Police Officer, Columbus Division of Police

Dayton

Huber, John, Director of Public Safety & Chief of Police, Sinclair Community College

Maineville

*Treon, Kyle A, Officer, Hamilton Twp Police Dept

Navarre

Albaugh, Dennis, Chief of Police, Navarre Police Dept

North Randall

Whitted, Cherie Y, Lieutenant, North Randall Police Dept

Springfield

Burchett, Deborah K, Sheriff, Clark Co Sheriff's Office

Stow

Snavelly, Bryan J, Lieutenant, Stow Police Dept

Woodmere

*Colon, Christopher, Sergeant, Woodmere Police Dept

*Dotson, Christopher, Patrolman, Woodmere Police Dept

*Rodriguez, Luis, Patrolman, Woodmere Police Dept

OKLAHOMA

Enid

Jacobi, Tim, Captain, Enid Police Dept

Oklahoma City

*Shepherd, Brad, CEO, Warrior's Rest Foundation

OREGON

North Bend

*Dunlap, Freddie T, Senior Trooper, Oregon State Police

Portland

Dobson, Craig, Lieutenant, Portland Police Bureau

Price, Jeremy, Lieutenant, Portland Police Bureau

Salem

Adams, Shawn, Lieutenant, Salem Police Dept

Bales, Benton, Lieutenant, Salem Police Dept

Upkes, Treven, Lieutenant, Salem Police Dept

West Linn

*Weitman, Garen, Licensed Psychologist, Weitman Psychological Services PC

PENNSYLVANIA

Exeter

Lombardo, Leonard, Patrolman, Exeter Borough Police Dept

Harrisburg

*Amos, Craig B, IDP Law Enforcement Liaison, Pennsylvania DUI Assn

*Andrascik, David J, DECP State Coordinator, Pennsylvania DUI Assn

DePasqua, Justin, Lieutenant, Lower Paxton Twp Police Dept

Sokolowski, Joseph F, Captain, Pennsylvania State Police

Philadelphia

*Bond, Shaunta, Sergeant, Amtrak Police Dept

*Bosch, Michael, Sergeant, Amtrak Police Dept

*Clark, Donald, Sergeant, Amtrak Police Dept

Davis, Rodney A, Special Agent in Charge, US Dept of Treasury IG/Tax Administration

*Forsyth, James, Sergeant, Amtrak Police Dept

*Jones, Richard, Sergeant, Amtrak Police Dept

*Patterson, Sharon, Sergeant, Amtrak Police Dept

*Roberts, Joshua, Sergeant, Amtrak Police Dept

*Stefanowicz, Charles, Sergeant, Amtrak Police Dept

*Rodriguez, Luis, Patrolman, Woodmere Police Dept

Pittsburgh

*Barone-Katze, Alexis, Business Relationship Mgr Public Safety, City of Pittsburgh

Sharon

*Shepherd, Gerald T, Chief of Police Ret Sharon PA,

PUERTO RICO

Bayamon

*Santini, Miguel A, Criminal Justice Professor, American Univ of Puerto Rico

SOUTH CAROLINA

Cayce

Merrill, Jason R, Sergeant, Cayce Dept of Public Safety

Wilcox, Stephan, Lieutenant, Cayce Dept of Public Safety

Charleston

Bruder, Jason, Lieutenant, Charleston Police Dept

Conway

Fox, Thomas, Chief Deputy, Horry Co Sheriff's Office

Mauldin

Boyd, Kara, Sergeant, Mauldin Police Dept

North Charleston

*Intini, Michael A, Patrolman 1st Class, North Charleston Police Dept

Maugans, Ronald E, Lieutenant, Charleston Co Sheriff's Office

Watson, Eric B, Chief Deputy, Charleston Co Sheriff's Office

Surfside Beach

Miller, Arron, Captain, Surfside Beach Police Dept

Woodruff

Ryan, Gregory J, Chief of Police, Woodruff Police Dept

SOUTH DAKOTA

Pierre

*Bumann, Patrick, State Trooper, South Dakota Hwy Patrol

Rapid City

*Kinsler, Dave, Research and Development Specialist, Rapid City Police Dept

Sitts, Scott, Lieutenant, Rapid City Police Dept

TENNESSEE

Collegedale

*Boyd, Stanley D, Officer, Collegedale Police Dept

Hendersonville

Rogan, Janel, Commander, Hendersonville Police Dept

Lewisburg

Henley, David, Chief of Police, Lewisburg Police Dept

Martin

Erwin, Tommy, Captain, Martin Police Dept

Memphis

Campbell, Robbin A, Major, Memphis Police Dept

Crowe, Don E, Deputy Chief of Police, Memphis Police Dept

Hampton, Sharonda F, Deputy Chief of Police, Memphis Police Dept

Murfreesboro

*Sanders, Keith, Sergeant, Murfreesboro Police Dept

Nashville

James, Alisha, Assistant Commissioner, Tennessee Dept of Correction

*Loy, Jessie B, Police Officer, Metropolitan Nashville Police Dept

Somerville

Webb, J David, Chief of Police, Somerville Police Dept

White Bluff

Fulcher, Chris, Chief of Police, White Bluff Police Dept

TEXAS

Amarillo

Boatler, Tam, Captain, Amarillo Police Dept

Anna

Caponera, Jeff A, Chief of Police, Anna Police Dept

Arlington

*Norman, Brad, Sergeant, Arlington Police Dept

Austin

Avant, Dale L, Assistant Division Director, Texas Dept of Public Safety

*Ballew, Jessica S, Division Director Administration, Texas Dept of Public Safety

Goodson, Wait, Major, Texas Dept of Public Safety

Jones, Graham L, Director of Law Enforcement, Texas Parks & Wildlife Dept

*White, Taber, Corporal, Austin Police Dept

*Zgabay, Sherrie D, Director of Fleet Operations, Texas Dept of Public Safety

Bayou Vista

Gillane, Jimmie A, Chief of Police, Bayou Vista Police Dept

Dallas

Brody, Stephan, Deputy Chief of Police, Dallas Police Dept

Ned, Charles, Lieutenant, Dallas Police Dept

Reynolds, Greg, Captain, Highland Park Dept of Public Safety

Denton

Padgett, Frank, Deputy Chief of Police, Denton Police Dept

Smith, Bobby D, Assistant Chief of Police, Denton Police Dept

Eagle Pass

Vernon, James C, Senior Director of Tribal Police, Kickapoo Traditional Tribe of Texas

Southern Police Institute

2019 Spring Schedule



JANUARY

January 7-19, 2019 - **Homicide Investigation** - Louisville, KY

January 21-24, 2019 - **Managing the Media in Law Enforcement** - Louisville, KY

January 28 - February 1, 2019 - **Police Training Officer (PTO) Basic Course** - Louisville, KY

FEBRUARY

February 11 - May 10, 2019 - **141st Administrative Officers Course (AOC)** - Louisville, KY

February 18-22, 2019 - **Performance Management: From Budgeting to Operations** - Miami, FL

MARCH

March 4-8, 2019 - **Intelligence Led Policing - Turning Theory Into Practice** - Grand Junction, CO

March 11-15, 2019 - **Management of the Small Law Enforcement Agency** - Topeka, KS

March 25 - July 26, 2019 - **84th Command Officer's Development Course** - Fort Lauderdale, FL

MAY

May 6-17, 2019 - **Homicide Investigation** - North Pole, AK

JUNE

June 3-14, 2019 - **Homicide Investigation** - Louisville, KY

June 24-28, 2019 - **Intelligence Led Policing: Turning Theory Into Practice** - Louisville, KY

To learn more or to register for courses, visit:

louisville.edu/spi

[University of Louisville | Louisville, KY | \(502\) 852-6561](http://louisville.edu/spi)

Farmers Branch

Habel, Dean R, Deputy Chief of Police, Farmers Branch Police Dept

Farmersville

Phillips, Marsha, Lieutenant, Farmersville Police Dept

*Williams, John, Detective, Farmersville Police Dept

Fort Worth

Kraus, Edwin, Assistant Chief of Police, Fort Worth Police Dept

Hallettsville

*Jacobs, Carl, Administrative Advisor, Hallettsville Police Dept

Houston

Addoriso, Jared, Assistant Special Agent in Charge, Federal Air Marshal Service

Howard, Megan, Captain, Houston Police Dept

Jones, Eleanor, Major, Harris Co Sheriff's Office

Kinnard-Bing, Marcus, Major/Homeland Security Bureau Commander, Harris Co Sheriff's Office

*Moore, Dwight, Sergeant, Houston ISD Police Dept

Pair, Bryan, Major, Harris Co Sheriff's Office

*Skillern, Rebecca, Police Officer/Senior Instructor, Houston Police Dept

Smith, Kimberly, Captain, Harris Co Sheriff's Office*Spencer, Jason, Director of Public Affairs, Harris Co Sheriff's Office

Turner, Kellye, Captain, Texas Dept of Public Safety

Humble

Cook, Solomon, Chief of Police, Humble ISD Police Dept

Irving

*Wallace, Gary, VP Government Affairs, SiriusXM Connected Vehicles Inc

Lubbock

Bassett, Roy, Captain, Lubbock Police Dept

*Orosco, Melissa, Communications Coordinator, Lubbock Police Dept

Shavers, James, Captain, Lubbock Police Dept

*Wilson, Janci, Management Assistant, Lubbock Police Dept

Lytle

Dear, Matthew, Lieutenant, Lytle Police Dept

*Lopez, David, Police Officer, Lytle Police Dept*McKinney

*Sims, Mark, IT Consultant, Highland Village Police Dept

Memphis

Jolly, Christopher, Chief of Police, Memphis Police Dept

Mesquite

Artesi, Bill, Captain, Mesquite Police Dept

North Richland Hills

*Batchelder, Megan, Planning and Research, North Richland Hills Police Dept

Plano

*Golden, Mykel, Trooper, Texas Dept of Public Safety

Jenkins, Daniel, Lieutenant Operations, Collin College

McCoy, Bobby, Administrative Lieutenant, Collin Co College District Police Dept

Port Lavaca

Montgomery, Heather, Chief of Police, Calhoun Co ISD Police Dept

San Antonio

*Morales, Jose Mario, Texas Anti Gang Administrator, San Antonio Police Dept

Siemens, Johnny, Chief of Police, Castle Hills Police Dept

San Marcos

*Cost, Chris, Sergeant, Texas State Univ Police Dept

Snyder

Morrisson, Earl, Chief of Police, Snyder Police Dept

Trophy Club

Tillman, Bobby, Captain, Trophy Club Police Dept

Tyler

Minkel, Merritt, Patrol Sergeant, Tyler Junior College Police Dept

Webster

Edge, Jeremy, Lieutenant, Webster Police Dept
US Virgin Islands

Frederiksted

Hewitt, Kevin, Executive Director, Peace Officers Standards and Training

UTAH

Ogden

*Flint, Michael, Sergeant, Weber/Morgan Strike Force

Salt Lake City

*Judd, Christina, Director Communication & Public Relations, Salt Lake City Police Dept

South Salt Lake

Porter, Randy, Chief of Police, Granite School District Police Dept

VERMONT

Royalton

Stalnaker, Loretta, Chief of Police, Royalton Police Dept

South Burlington

*Dubie, Douglas, Sergeant, South Burlington Police Dept

VIRGINIA

Alexandria

*Klein, Ryan, Police Officer, Alexandria Police Dept

Redmond, Chris P, Supervisory Special Agent, US Dept of Defense OIG

Arlington

Duffy, Gavin, Chief, US Marshals Service

*Henry, Shawn, President, CrowdStrike Services

*Rhinerson, Samantha, Research Specialist, The CNA Corp

Ross, William, Deputy Assistant Director, US Dept of Homeland Security ICE HSI

Ashburn

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*Zeidan, Lyla, Legal Instructor, Northern Virginia Police Training Academy

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

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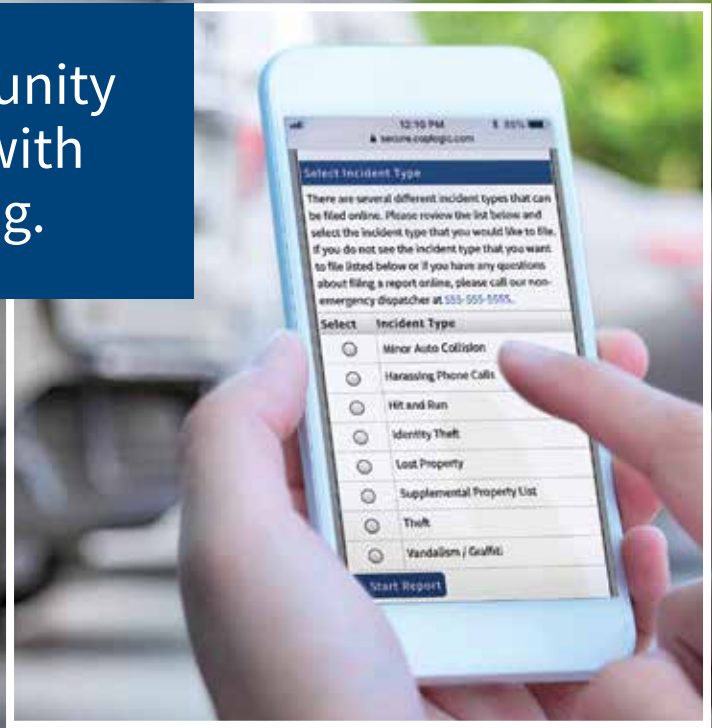


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