

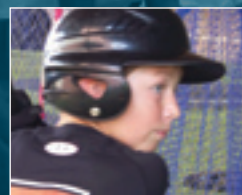
The Police Chief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

JUNE 2010



Badges for Baseball



Inside:

Mentoring

Generating New Revenue Streams

The Business of Policing:
Managing for Value

Fatigue and the Police Vehicle Operator

GET ON THE MAP

CrimeReports and Command Central give you a 360° view of crime



CrimeReports

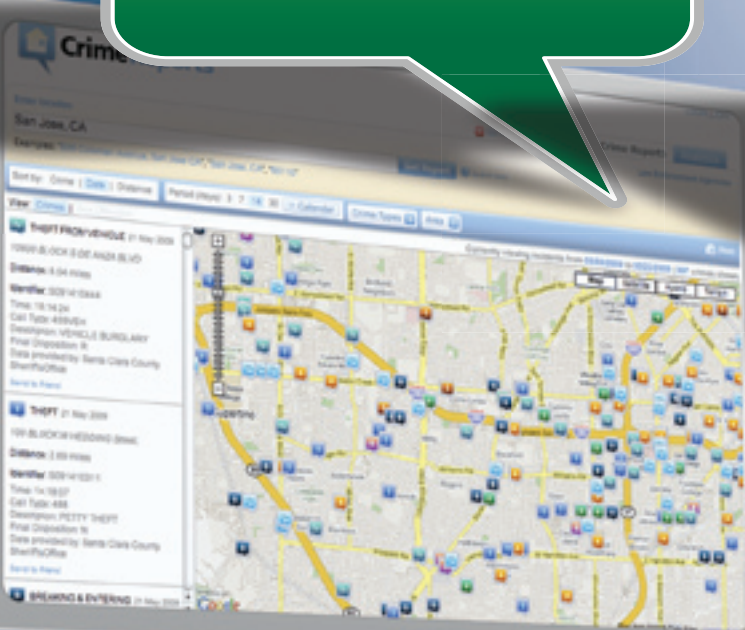
The most widely adopted public-facing crime mapping solution in the world. Engage citizens with accurate, up-to-date crime and sex offender information.



Command Central

by CrimeReports

The affordable and easy-to-use dashboard for your entire staff. Track trends and strategies with powerful analytics tools designed for agencies of all sizes.



Nearly
700
Agencies
across North America

FREE
iPhone App
Available!



888.888.CRIME | www.CrimeReports.com



WHEN OTHERS CRUMBLE,
YOU RISE TO THE OCCASION.

EVEN UNDER INTENSE PRESSURE,
YOU LOOK CALM AND READY ON THE SURFACE.

BECAUSE ALTHOUGH THE STAKES ARE GREAT,
YOUR DESIRE TO LEAD IS GREATER.

YOU ARE WHAT OUR COMMUNITIES DEPEND ON.

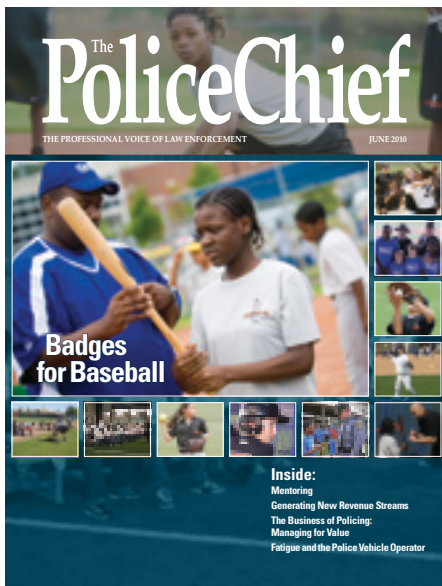
YOU ROLL UP YOUR SLEEVES
AND GET THE JOB DONE.

WE'VE BEEN LOOKING FOR YOU.

Our accredited Criminal Justice and Security programs offer a challenging curriculum to prepare you to become a leader in the field. You'll learn from our expert faculty that average 23 years of experience in the Criminal Justice and Security industries — providing real-world applications and valuable networking opportunities. If being an everyday hero is your true calling, learn more at phoenix.edu/heroes or call 1-800-419-2010

HEROES WANTED.





Summer is the time for America's pastime — baseball. Police departments around the world sponsor youth activities and highlighted in this issue of *Police Chief* is the Badges for Baseball initiative of the Cal Ripken, Sr. Foundation. The IACP governing body recommends Badges for Baseball as one partnership opportunity to reduce crime and build relationships with youth. Past issues of *Police Chief* magazine have highlighted other successful programs such as the Police Athletic League, Law Enforcement Exploring, Junior Police, and other community youth programs. See pages 60–62 for the article discussing Badges for Baseball. Photos by Bill Wood and Carolyn Moffatt, courtesy of the Cal Ripken, Sr. Foundation.

The Police Chief

JUNE 2010
VOLUME LXXVII, NUMBER 6

The official publication of the International Association of Chiefs of Police, Inc.

ARTICLES

18 Saving Our Own: The Ultimate Officer Safety Program

By Alexander L. Eastman and Jeffrey C. Metzger

22 Generating New Revenue Streams

By Paul LaCommare

32 Seniority Rights

By Michael E. Walleman

38 The Business of Policing: Managing for Value

By Tony Veneziano

44 SPECIAL FOCUS: Weapons and Tactics

60 What Will Your Legacy Be?

By John Clark

64 Moments of Truth in Policing

By Sean Duggan

66 Mentoring: Nourishing the Organizational Culture

By James Uhl

COLUMNS

6 President's Message: Chiefs Have a Place to Turn for Training

By Michael J. Carroll

8 Legislative Alert: IACP Supports Legislation to Curb Terrorist Access to Firearms

By Meredith Mays Ward

10 IACP Foundation: Police Foundation Success Stories

Washington DC Police Foundation

By Lois Frankel

El Paso, Texas, Police Foundation

By Paul de la Peña

Fairfax County, Virginia, Law Enforcement Foundation

By Lisa Gables

Los Angeles, California, Police Foundation

By Karen Wagener

New York City, New York, Police Foundation

By Pamela D. Delaney

12 Chief's Counsel: The Use of Garbage to Establish Probable Cause for Granting Valid Search Warrants

By Antonio J. Sanchez and James K. Rubin

76 From the Administrator

By Craig Fugate

DEPARTMENTS

14 Advances & Applications

52 New Members

58 Product Update

77 Technology Talk

78 IACP News

80 Index to Advertisers

82 Highway Safety Initiatives

Jim McMahon / Deputy Executive Director/
Chief of Staff

Charles E. Higginbotham / Editor

Kerry A. Sullivan / Assistant Editor

Margaret M. White / Proofreader

B. J. Hendrickson / Advertising Coordinator

Joan Randall / Circulation Assistant

Christian D. Faulkner and

Mara Johnston / Member Services

TGD Communications, Alexandria, Virginia /

Graphic Design and Production

Richard J. Ashton, Dianne Beer-Maxwell,

Patricia Casstevens, Carolyn Cockroft,

Elaine Deck, Rosemary DeMenno,

John Firman, Stevyn Fogg, Christina Horst,

Kim Kohlhepp, Nancy Kolb, Aviva Kurash,

Amy Lightcap, Phil Lynn, Meredith Mays Ward,

Jerry Needle, Cecelia Rosser, Paul Santiago,

Vincent Talucci, Nancy Turner,

Gene Voegtlin / Editorial Advisors

Howe & Hutton, Ltd. / Legal Counsel

<http://www.policechiefmagazine.org>

<http://www.naylornetwork.com/iac-nxt>

© Copyright 2010, by the International Association of Chiefs of Police, Inc. Reproduction of any part of this magazine without express written permission is strictly prohibited.

The *Police Chief* (ISSN 0032-2571) is published monthly by the International Association of Chiefs of Police, 515 N. Washington St., 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 \$25 to IACP members is included in annual membership dues of \$120; subscription rate to nonmembers is \$25 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*, 515 N. Washington St., Alexandria, VA 22314-2357, 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 nondelivery 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

ASSOCIATION OFFICERS — 2009–2010

President Michael J. Carroll, Chief of Police,
West Goshen Township Police Department, 1025 Paoli Pike,
West Chester, PA 19380-4699

Immediate Past President Russell B. Laine,
Chief of Police, Algonquin Police Department, 2200 Harnish Drive,
Algonquin, IL 60102

First Vice President Mark A. Marshall, Chief of Police, Smithfield
Police Department, 1613 South Church Street, Smithfield, VA 23430

Second Vice President Walter A. McNeil, Secretary, Department of
Corrections, 2601 Blair Stone Road, Tallahassee, FL 32399-2500

Third Vice President Craig T. Steckler, Chief of Police, Fremont
Police Department, 2000 Stevenson Boulevard, Fremont, CA 94538

Fourth Vice President Yousry "Yost" Zakhary, Director, Woodway
Department of Public Safety, 920 Estates Drive, Woodway, TX 76712

Vice President at Large Edmund H. Mosca, Chief of Police,
Old Saybrook Police Department, 225 Main Street,
Old Saybrook, CT 06475-2332

Vice President at Large Patrick Foley, Chief of Police, Douglas
Police Department, PO Box 244, 29 Depot Street, Douglas, MA 01516

International Vice President D.C. (David) Beer, Director, Africa
Programs, Pearson Peacekeeping Centre, 1125 Colonel By Drive,
CTTC Bldg, Suite 3600, Ottawa, ON K1S 5R1, CANADA

Vice President-Treasurer Carl Wolf, Chief of Police, Hazelwood
Police Department, 415 Elm Grove Lane, Hazelwood, MO 63042

Division of State Associations of Chiefs of Police General Chair
Terry Milam, Chief of Police, St. John Police Department,
8944 St. Charles Rock Road, St. John, MO 63114

Division of State and Provincial Police General Chair Colonel
Mark A. Dunaski, Chief of Police, Minnesota State Patrol,
444 Cedar Street, Suite 130, Saint Paul, MN 55101-5130

Parliamentarian Stephen White, Chief of Police,
Doylestown Township Police Department, 425 Wells Road,
Doylestown, PA 18901

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

Annual IACP Conferences

2010 (117th) • Oct. 23–27 • Orlando, FL
2011 (118th) • Oct. 22–26 • Chicago, IL
2012 (119th) • Sept. 29–Oct. 3 • San Diego, CA
2013 (120th) • Oct. 19–23 • Philadelphia, PA

International IACP Conference

2010 • June 13-15 • Florianopolis, Brazil



Spot the tarnished one?

If you can't, IAPRO will.

IAPRO lets you analyze and organize your internal affairs data like never before.

IAPRO is an "ever alert" software program that tracks all incidents of errant behavior and lets you know when someone has crossed the line—a line you set.

Don't risk losing your agency's luster to an inefficient information management system. Investigate IAPRO, the IA software program trusted by America's top law enforcement agencies.

www.iaprofessional.com
1-800-620-8504


Ever alert

THE STANDARD IN IA UNIT SOFTWARE
FROM CI TECHNOLOGIES

Reeves® Namebadges and Service Attachments

Adjusto-Lok® positions gripper for use with shirt, jacket or winterwear.



Fine namebadges, unique slide-on attachments for rank, service, title...more!
Unmatched quality and workmanship, most orders shipped on very next day!

Visit www.reevesnamepins.com for realistic illustrations, descriptions. Easy ordering *online* or *phone* in for our excellent customer service: 800-452-1161.

Chiefs Have a Place to Turn for Training

On my first day as a police chief, I was hit with a troubling realization. Through my years in law enforcement, I had learned what I needed to know to be a good police officer. Unfortunately, I knew nothing about how to be a good police chief.

Suddenly, the daily challenges of my job had shifted, and I found myself confronting an array of personnel, policy, and administrative questions and decisions that I had little to no experience addressing. Thankfully, by seeking out and listening to the wise counsel of experienced chiefs, getting involved with my state association, and taking advantage of the opportunities and resources offered by the IACP, I was able to successfully navigate the multitude of challenges that confronted me on my first day as chief 21 years ago.

The IACP remains committed to ensuring that new chiefs and their more experienced colleagues continue to receive the assistance and resources they need to lead their departments and officers in an effective and efficient fashion. To that end, the IACP continues to offer several tools and resources to aid this effort.

For this reason, the IACP developed the New Police Chief Mentoring Project with support from the Bureau of Justice Assistance, U.S. Department of Justice. The focus of our activities is to provide technical assistance to new police leaders in their first three years of appointment. The time element is essential because experience has demonstrated that the beginning of any newer police chief's administration can be crucial to achieving a successful transition and to building important relationships within the new agency and the community.

Another invaluable resource for police executives is the *Police Chief's Desk Reference (PCDR)*. The *PCDR* contains a wealth of resources to assist chiefs in their roles as police executives. The *PCDR* also helps executives connect to their state associations through state-specific resource supplements. More than 10,000 copies of the first edition were distributed and the second edition is available on the IACP website at <http://www.theiacp.org/PublicationsGuides/Projects/NewPoliceChiefMentoring/PoliceChiefsDeskReferencePCDR/tabid/365/Default.aspx>.

For example, just this year the IACP has launched a new program to address the unique challenges confronting rural agencies: the Lead-

ing by Legacy Program. This program provides leadership and management training to executives, command staff, and first-line supervisors specifically from rural law enforcement agencies. The program will also provide on-site training with travel scholarships, distance learning and online networking opportunities, and on-site technical assistance.

Additionally, the IACP Smaller Agency Program provides training and informative resources to the largest group of U.S. law enforcement agencies and IACP members: those serving populations of up to 50,000. The Smaller Agency Program, in partnership with SACOP's Smaller Agency Section, provides training and resources designed by smaller agency executives for smaller agency executives, including regional training in a variety of executive-level topics, the IACP Annual Conference Training Track, the *Big Ideas for Smaller* newsletter, and a Best Practices Guide series.

I would also encourage all IACP members to take advantage of the IACP's National Law Enforcement Policy Center, founded in

1987. The center has carried out its mission through the development of a wide variety of model law enforcement policies. Each model incorporates the research findings, the input of leading subject experts, and the professional judgment of advisory board members who have combined this information with their extensive practical field and management experience. The end product is some of the best contemporary thinking in the field.

The policies addressed by the center are selected because they represent some of the most difficult issues facing law enforcement administrators. The policy center continues to develop models in other priority areas. I encourage you to review model policy topics and to subscribe to receive the policies on the IACP's website.

Programs such as these reflect IACP's longstanding belief that training is the foundation of officer safety and effective policing. Moreover, proper training impacts not only officers and departments, but also the communities that they serve. The IACP takes great pride in its long history of providing high-quality, cutting-edge training to its members and to the law enforcement community.

In 2008, the IACP's training efforts were reorganized under one comprehensive Center for Police Leadership and Training. The mission of the center is to respond to the needs of the law enforcement community by offering a variety of training options in leadership, management and supervision, tactical response, and administrative and operational procedures.

I encourage you to view the 2010 online training catalog on the IACP's website. The online catalog provides readily accessible, up-to-the minute, interactive training information, including the latest training announcements, interactive information portals, and the ability to access training information worldwide.

As you can see, the IACP is committed to ensuring the success of new and seasoned chiefs alike. We are committed to aiding all law enforcement agencies in establishing effective programs that will develop the next generation of law enforcement leaders. We must always remember that our success as law enforcement leaders will be determined not only by how we manage our departments today, but also by how we have prepared our departments to meet the challenges of tomorrow. ♦



**Michael J. Carroll, Chief of Police,
West Goshen Township Police
Department, West Chester,
Pennsylvania**

COMPARISON TESTS PROVE THERE IS NO COMPARISON.

In the authoritative Michigan State Police Comparison Trials, the 2010 Dodge Charger Police with the 5.7-liter HEMI® V8 posted winning numbers that outperformed both the Chevy Impala and Ford Police Interceptor in decisive fashion. The verdict? Charger's vehicle dynamics deliver the optimum balance between handling, acceleration and braking.

Best-in-Class Acceleration⁽¹⁾ — 0 to 60 in 6.00 seconds

Best-in-Class Braking⁽¹⁾ — Stopping in 143.4 feet from 60 mph

Best-in-Class Highway Fuel Economy⁽¹⁾ — 25 mpg⁽²⁾

Best-in-Class Available Horsepower⁽¹⁾ — 368 @ 5,200 rpm

Best-in-Class Vehicle Dynamics⁽¹⁾ — Top lap average of 1:36:90

Add to this our 5-Year/100,000-Mile Powertrain Warranty,⁽³⁾ our built-in safety features, specialized vehicle ergonomics and overall low cost of operation and the 2010 Dodge Charger Police is one smart choice for your fleet. Visit www.fleet.chrysler.com or call 1-800-999-FLEET (3533) and find out why the 2010 Dodge Charger Police is showing up on the most wanted list of law enforcement agencies everywhere.

2010 DODGE CHARGER POLICE



Complete results at www.michigan.gov/msp.



CHRYSLER

FLEET OPERATIONS

fleet.chrysler.com 1-800-999-FLEET (3533)

⁽¹⁾ Based on 2010 Michigan State Police performance testing comprised of HEMI-powered Dodge Charger Police vehicle measured against Ford Crown Victoria Police Interceptor, Chevrolet Impala Police vehicle and Chevrolet Tahoe Police vehicle. ⁽²⁾ Based on 3.5L 17 city/25 hwy, 5.7L 16 city/25 hwy EPA estimated mpg. ⁽³⁾ See your dealer for limited warranty details.

IACP Supports Legislation to Curb Terrorist Access to Firearms

*By Meredith Mays Ward,
Legislative Representative, IACP*

The IACP recently declared its support for H.R. 2159, the Denying Firearms and Explosives to Dangerous Terrorists Act.

Under current law, an individual wishing to purchase a firearm must undergo a background check, having his or her name run through the National Instant Background Check System. Certain individuals—such as those convicted of a felony or those listed on the FBI’s Violent Gang List—cannot legally purchase firearms. H.R. 2159 would properly prohibit those who are on the terror watch list from purchasing firearms.

The legislation also gives the Attorney General the discretion to deny any firearms license of an individual who is suspected to be involved in terrorist activity, and, at the same time, it gives guidelines for individuals wanting to challenge a decision by the Attorney General.

The IACP has long advocated for laws that prevent individuals who pose a danger to society or themselves from purchasing firearms and proudly supports H.R. 2159.

IACP Supports Gun Show Background Check Act

The IACP recently announced support for S. 843, the Gun Show Background Check Act.

The Federal Gun Control Act of 1968 stipulates that individuals “engaged in the business” of selling firearms must possess a Federal Firearms License (FFL). Holders of FFLs are required to conduct background checks and maintain a record of all their firearm sales. Certain gun sales and transfers between private individuals, however, are exempt from this requirement.

There are approximately 5,200 traditional gun shows held annually across the United States, with vendors who are Federal Firearms

Licensees (FFLs) and non-licensed firearms sellers. Those who would fail a background check can access firearms through these non-licensed sources. Unlike an FFL, the seller is not required to conduct a background check to determine whether the purchaser is prohibited from purchasing and possessing a gun. If all gun sales proceed through an FFL, a single, consistent system for conducting gun sales, including background checks, will be established.

In a letter to Congress, IACP President Michael J. Carroll wrote, “the laws we have in place to ensure gun purchasers go through FFLs are undermined by oversights in the law that allow individuals prohibited from owning firearms to obtain weapons at events such as gun shows without undergoing a background check. The IACP calls on Congress to act swiftly to pass S. 843 to close these loopholes and preserve the effectiveness of the laws in place.”

S. 843 is currently being considered in the Senate Committee on the Judiciary.

IACP Calls for RISS Funding

The IACP recently called for sustained funding for the Regional Information Sharing Systems (RISS) at a funding level of a minimum of \$45 million in FY 2011, even though funding is authorized at \$50 million (according to the USA Patriot Act), and program demands indicate a need for \$60 million.

The IACP wholeheartedly endorses the RISS program and is committed to its continuing success. RISS centers are a unique combination of federal, state, local, and tribal cooperation, providing services to law enforcement agencies across the country.

Many IACP members have joined RISS and avail themselves of RISS’s service on a regular basis. Any reduction of services will greatly impair members’ ability to secure information that is vital to the apprehension of known drug traffickers and other criminals. That is why the

IACP wholeheartedly calls for a sufficient level of funding for RISS.

For more information on the RISS program, please visit <http://www.riss.net>.

House Committee Passes International Megan’s Law

The House Foreign Affairs Committee recently approved H.R. 5138, the International Megan’s Law of 2010. The legislation would require convicted sex offenders to report upcoming international travel at least 30 days before leaving the United States, would establish an international network for sex offender travel notification, and would request foreign governments to notify the United States when a known child sex offender is seeking to enter the United States.

According to the legislation, the law is aimed at curbing the growing “sex tourism” industry and prevents sexual predators from harming children outside of the United States. The bill requires sex offenders to register and carries a maximum penalty of up to 10 years in prison. The State Department would also be given the authority to limit passport privileges of those who are deemed “high risk” to commit a sex crime.

The IACP has created numerous information and training tools on human trafficking and sex offender management, and they can be found on the IACP website, <http://www.theiacp.org>.

For more information on any of the topics discussed here, please contact Meredith Mays Ward, Legislative Representative, at mays@theiacp.org. ♦

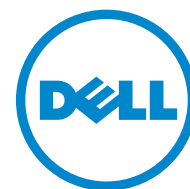
Windows®. Life without Walls™.
Dell recommends Windows 7.



Meet the rugged Dell™ Latitude™ E6400 XFR.

T3 magazine called it one of the toughest gadgets on Earth and it'll work in some of the toughest conditions on the planet. Whether that's Alaska, Afghanistan, or anywhere in-between. If you need a computer that goes above and beyond the call of duty, **visit Dell.com/myruggedXFR or call 1-866-257-4716.**

Powered by Intel® Core™2 Duo Processor



Police Foundation Success Stories

This is the last in a special series of columns authored by members of the IACP Police Foundations Section. This article examines just a few of the accomplishments enjoyed by police foundations across the United States.

Washington DC Police Foundation

*By Lois Frankel, Executive Director,
Washington DC Police Foundation*

The end of 2008 was a scary time for fledgling police foundations. Endowed foundations were hit hard, and many businesses, unsure of their own futures, began to reassess discretionary giving. At the same time, the needs of police departments were growing, even as their budgets and personnel shrank.

In response to the scarcity of funds, the Washington DC Police Foundation decided to look beyond what it could provide to the Metropolitan Police Department (MPD) financially and explore a variety of in-kind gifts and services. In 2009, the foundation gave nearly \$300,000 worth of pro bono services from a public relations firm to the MPD to develop a strategic plan for communications. This plan bolstered other efforts to build trust throughout the community so that residents would provide tips and serve as witnesses to assist the agency in closing cases fast. This effort played a part in driving the homicide rate to its lowest level since 1966 and the closure rate up to 76.4 percent.

In addition to the public relations assistance, the Washington DC Police Foundation was able to secure donations of gently used furniture and six donated bank safes for a total donation value of \$168,000. The district stations benefited from the office setups, and MPD staff were delighted that they had additional, secure storage for evidence.

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

El Paso, Texas, Police Foundation

*By Paul de la Peña-Franceschi, Executive
Director, El Paso, Texas, Police Foundation*

The El Paso, Texas, Police Foundation worked in cooperation with the El Paso, Texas, Police Department Grants Division to craft a grant request to the U.S. Smokeless Tobacco Company (a division of Altria), a private partner of the foundation. As a result of the successful grant, the foundation received a 2009 Polaris Ranger 6-by-6 all-terrain utility vehicle, valued at \$15,000, to be used by the El Paso Police Department.

The vehicle will be utilized by the Combined Search and Rescue Team (ComSAR) and the Special Operations Section of the El Paso Police Department. The ComSAR Team is a City of El Paso-funded interagency team comprised of 10 police officer/medics and 30 firefighter/medics who supply specialized assistance, paramedic-level medical care, and retrieval to citizens lost, injured, or deceased in remote wilderness settings in or around El Paso.

The team's objective is to protect human life in the safest and most effective and efficient way, and the vehicle will be directly utilized to meet this goal and the growing needs of the El Paso Police Department and the citizens it serves.

Fairfax County, Virginia, Law Enforcement Foundation

*By Lisa Gables, Vice President and
Treasurer, Fairfax County, Virginia,
Law Enforcement Foundation*

In June 2008, Lieutenant Dan Janicky from the Franconia District Station of the Fairfax County, Virginia, Police Department began discussing a community outreach initiative with local businesses. Discussions led to an agreement to create a planned soccer tournament targeted to reach children in at-risk district neighborhoods. The Fairfax County Law Enforcement Foundation became a proud sponsor of this event, along with many other local businesses and county agencies.

The initial goal was to have four teams participate, but, thanks to the efforts of the local Franconia District Community Liaison Officer Lieutenant Janicky and Elmer Arias, a local community organizer, the tournament had 10 teams and more than 100 kids participating.

In this largely Hispanic community, Lieutenant Janicky commented, "We've traditionally had a hard time establishing trust."

These outreach efforts have definitely paid off. United for Sport, as the program is now called, was beneficial for the community as well as the Fairfax County Police Department. As Franconia police officers were able to mingle with the crowd during the tournament, they were able to pass out brochures to parents on issues like gang prevention, childhood obesity, and drug awareness.

The event fostered a trusting relationship between members of law enforcement and the community, creating a more peaceful environment with less crime.

The Fairfax County Law Enforcement Foundation is proud to sponsor programs like United for Sport that lead to better relationships



the **FOUNDATION**
Moving leaders forward.

Patricia Casstevens, Foundation Director
casstevens@theiacp.org
www.theiacpfoundation.org

between the Fairfax County Police Department and those it serves.

Los Angeles, California, Police Foundation

By Karen Wagener, President (Retired),
Los Angeles, California, Police Foundation

Los Angeles, California, Police Department (LAPD) Chief William J. Bratton had one legacy project he wanted for the department: to build a memorial to fallen officers on the grounds of the new police administration building. Capital projects are not in the funding guidelines of the Los Angeles Police Foundation, but the board of directors agreed that this project would be important to the department, the city, and the chief.

The project engaged a large, diverse group of people, beginning with a board member obtaining pro bono services from a prominent architectural firm. LAPD senior command staff was involved in the visionary design phase, and after several meetings, the architects submitted a stunning concept of a wall with brass plates, including plates with the names, ranks, and end of watch for the 202 LAPD officers killed in the line of duty.

Even with donated architectural services and some donated construction services from

the contractor of the new police headquarters, the project still required \$750,000. The money was raised from corporate donors and from individuals, many on the foundation's board of directors. Their names are engraved in marble at the foot of the memorial, a timeless recognition of their generosity.

The dedication ceremony of the memorial was very emotional, with many family members and friends of the honored, deceased officers present. White roses were placed by the names of those officers, and visitors still come bearing flowers.

The project was completed on schedule and under budget. Chief Bratton told the foundation that the memorial is a fitting salute to the men and women who gave their lives in service and that it is indeed the tangible legacy he envisioned for his term as chief.

New York City, New York, Police Foundation

By Pamela D. Delaney, President
(Retired), New York City, New York,
Police Foundation

The New York City, New York, Police Foundation's "It's Not a Cop, It's a Con" program was designed to tackle the

persistent, misleading, and often threatening telephone solicitations by commercial fund-raising firms on behalf of law enforcement causes—legitimate and otherwise. The program was a cooperative effort of the New York City Police Foundation (NYCPF), the New York State Charities Bureau, the Better Business Bureau, and the New York Police Department (NYPD).

The message was clear: members of the NYPD and its unions never call the public for donations, and calls from anyone representing themselves as an officer or a representative of a union, fraternal organization, unit, or program of the police department is an attempt to scam.

Using billboards, flyers, and public service ad space, the advertisements offer complaint-line information and advice for responding to all telephone solicitations. The intent was to warn the public of the scam but not discourage its generosity to worthy causes.

As the public became more aware of the problem, the complaint lines became more active with noticeable spikes in calls in May (law enforcement month) and November (seasonable giving). Today, the annual fall mailing to donors and potential donors includes the "It's Not a Cop" flyer. This approach continues to deliver the message of the warning against fraudulent fund-raising and also provides a legitimate vehicle for donations to the NYPD. ❖

To aid in the prevention of prescription drug abuse and diversion

FREE Professional Educational Programs Presented by Experienced Former Officers

The Purdue Pharma Law Enforcement Liaison and Education Unit is staffed by retired law enforcement officials and offers...

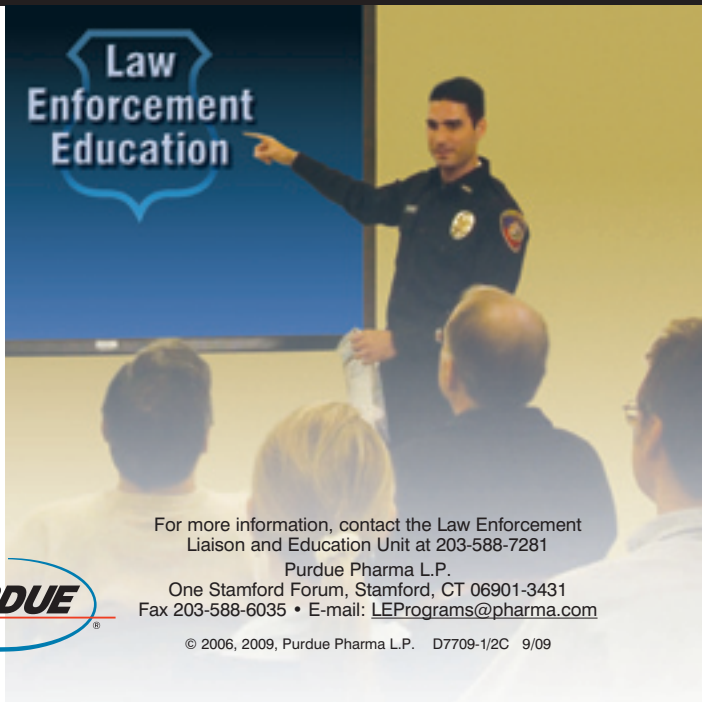
Training – Topics include preventing and investigating all types of prescription drug diversion.

Placebos – For "reverse sting" undercover operations. Identical to real controlled substances manufactured by Purdue Pharma, but contain no controlled substances. Their use is restricted to criminal investigations.

Educational Materials – For example: drug ID cards with full-color, actual-size photographs of the most commonly abused prescription drugs.

Anti-Crime Program – RxPATROL®
(Rx Pattern Analysis Tracking Robberies and Other Losses) is a website designed to assist law enforcement efforts to apprehend and prosecute pharmacy robbers and scammers, as well as to help protect pharmacies. www.rxpatrol.org

All of these programs are provided at no cost. Our goal is to help keep prescription drugs out of the hands of criminals, in order to ensure that they are available for patients with real medical needs.



For more information, contact the Law Enforcement Liaison and Education Unit at 203-588-7281
Purdue Pharma L.P.
One Stamford Forum, Stamford, CT 06901-3431
Fax 203-588-6035 • E-mail: LEPrograms@pharma.com

© 2006, 2009, Purdue Pharma L.P. D7709-1/2C 9/09

The Use of Garbage to Establish Probable Cause for Granting Valid Search Warrants

By Antonio J. Sanchez, MSM, CFS, CLET, Captain, Village of Biscayne Park, Florida, Police Department; and James K. Rubin, Esq., Legal Advisor, Village of Biscayne Park, Florida, Police Department

Law enforcement officers all have received calls about “that house”: a house generally associated with multiple reports of suspicious activity, but responding officers never find evidence of anything criminal. Officers have gone by “that house” many times and have discovered nothing to support any suspicions. They yearn to conduct surveillance of the house, but their agency is understaffed in patrol and is busy responding to calls for service.

Sometimes, though, an officer does not need to walk away empty-handed. Sometimes, something can be done—“dumpster diving.” What many law enforcement officers may have forgotten is that once trash or garbage is moved from a house and to the street for disposal, it is considered abandoned. Once the garbage is at the street, it is fair game for anyone—even the police—to take it away for inspection.

Surprisingly, most less-than-law-abiding citizens do not give much thought to their garbage and are unaware that they are placing potential incriminating evidence out for collection. There is no legal or practical reason that a “trash pull” cannot be a meaningful method for initiating a narcotics investigation.

Trash pulls are a method for obtaining incriminating evidence that often provides legal grounds to obtain a search warrant of a home. However, as with every aspect of law enforcement, officers need to think and plan before acting. In particular, officers need to understand the law and gather legally sufficient evidence to establish probable cause before attempting to have a search warrant issued. Often, officers are in such a rush to arrest a suspect that immediately after finding marijuana seeds, stems, or cocaine residue in a trash pull, they rush to the courthouse to get a search warrant.

In many instances, though, a single trash pull is insufficient. It is important to remember that to obtain a search warrant, the officer needs probable cause to believe that evidence will be located

inside the residence, and not just that evidence was in the residence in the past.

There is no reasonable expectation of privacy for trash after it has been placed out for pickup.¹ It is common knowledge that once garbage bags are left on the side of the road, they are readily accessible to animals, children, scavengers, snoops, and other members of the public.² It is important to establish that garbage seized by the police was readily accessible to the public. Courts have recently upheld the warrantless seizure of garbage from within the curtilage of a home.³ In this case, the court engaged in a very fact-specific analysis that the garbage left near the garage of Mr. Segura’s house and in open view was readily accessible to the public, even though it was within the curtilage of Segura’s house. Although the court upheld this seizure, investigators should consult with their department legal advisors or units prior to seizing trash within the curtilage of a home.

Establishing Probable Cause

When applying for a search warrant based on a trash pull, investigators must establish probable cause that two separate elements exist: (1) that a crime has been committed, and (2) that relevant evidence is likely located at the place to be searched. Probable cause is a sufficient reason based upon known facts to believe a crime has been committed or that certain property is connected to a crime.⁴

When judges or magistrates review applications and affidavits for search warrants, they must make practical, commonsense decisions whether, given all the circumstances set forth in the application, there is a fair probability that contraband or evidence of a crime will be found in the target location. If the property owner or occupant challenges a search warrant, the reviewing court must ensure that the magistrate had a substantial basis for concluding that probable cause existed at the time the warrant was issued.⁵ The review conducted to determine the validity of probable cause in a search warrant affidavit is limited to the information provided by the officer within the “four corners of the affidavit.”⁶

Evidence of Personal Use or of Distribution?

In order to obtain a warrant to search someone’s home, officers must have probable cause that there is a pattern of ongoing drug activity or

an honest probability that controlled dangerous substances could be found inside the home. An alert from a K9 can be probable cause for obtaining a warrant.⁷

Depending on the jurisdiction, a single trash pull revealing evidence of drug use may be insufficient to establish probable cause. For example, consider the ruling in *Gesell v. State*. A detective with the St. Lucie County Sheriff’s Office, Fort Pierce, Florida, received an anonymous phone call. The caller advised that there was a high volume of vehicular traffic at the suspect’s residence between 4:00 p.m. and 12:00 midnight. Because the visitors only stayed for a short period, the caller suspected that the resident was selling drugs at the house. The detective drove to the house at 2:00 a.m. and picked up a garbage bag from the curb. Inside the bag, he found a small amount of marijuana. As a result, a search warrant was obtained and numerous illegal substances were recovered from the house. The defendant moved to suppress the evidence.

On review, the appellate court ruled that there was insufficient probable cause for the issuance of the search warrant. They held that a one-time trash pull in conjunction with an anonymous tip does not support a reasonable conclusion that additional contraband would be found in the house.⁸

Significantly, the search of Gessell’s garbage did not reveal any evidence that indicated drug distribution. The court found a lack of probable cause to issue the search warrant for Gessell’s home, finding that there was nothing in the trash to indicate there would be additional contraband within the residence.⁹ This case demonstrates the importance of analyzing whether the trash evidence supports narcotics use or distribution. Essentially, a small amount of drug residue in a plastic bag or other small container may indicate personal use that, by itself, is insufficient to show probable cause that additional drugs are contained within the residence.

However, the same Florida court came to a different conclusion when the trash pull produced evidence of drug dealing.¹⁰ In that instance, packaging from a large quantity of cocaine was found in a single trash pull, resulting in a valid search warrant.¹¹

Probable Cause through Corroboration

A one-time trash pull may be sufficient to obtain a search warrant supported by probable

cause, if evidence from the pull is combined with other incriminating evidence.

Before or after finding incriminating evidence in the trash, an officer can set up surveillance on the suspect's home to watch the comings and goings of vehicular traffic and occupants acting in a suspicious manner. The investigator making the observations must be able to articulate the nature of the suspicious behavior. When describing suspicious activity, the investigator must describe a nexus between the activity and the criminal conduct and must cite previous experience with similar activity and its link to criminal conduct.

For example, making mention that a subject is always standing near a location where drugs are believed to be sold is likely insufficient and will perhaps be deemed irrelevant by a judge or magistrate reviewing an affidavit in support of a search warrant. However, specifically describing the actions of that subject under surveillance and explaining the link between the specific activities, establishing that this type of activity is commonly seen at locations where drugs are being sold, are material. Thus, this specific and well-articulated information can be included in the search warrant application to assist in establishing probable cause.

Special Risk Factors to Consider

Taking trash from a curb is one issue. Going inside the premises to arrest suspects is another matter. Law enforcement agencies in various jurisdictions have different policies and procedures governing the manner in which to execute search warrants. In cases in which the premises have already been secured and the investigators are waiting for the warrant to arrive to conduct the search, officers usually reasonably deem that the risk has been managed; thus, it is not a high-risk entry at that point.

However, most investigations present circumstances in which the premises are entered and secured only at the time when the search warrant is executed. For this reason, it is important to note whom the police will encounter upon entering. Prior to applying for a warrant, an investigator should learn who resides at the residence, and how many people may be present. One way to accomplish this is by locating names and identifiers from the trash, running vehicle tags, and checking local property records, along with other investigative techniques. Once the residents and frequent visitors are identified, a criminal history should be run on each individual. In the event any of these people have prior histories of drug involvement, that information should be detailed in the application and affidavit. The inclusion of this information furthers the probable cause for the warrant as it specifically goes to the "totality of the circumstances."¹² Additionally, obtaining this information about the people involved at the target location is vital to the planning and execution of the search warrant.

The most important goal of every police operation is to ensure, to the extent possible, the safety of the officers involved and to protect innocent people from being hurt. Many jurisdic-

tions throughout the United States have adopted the practice of executing search warrants with a SWAT team only. Many other jurisdictions, however, do not use SWAT teams to execute search warrants. Such a practice can have a potentially dangerous outcome.

Some jurisdictions use SWAT teams for search warrants only when certain risks are present. Intelligence gathered through the course of a good investigation may provide the basis for command staff to determine whether a search warrant should be executed by a SWAT team or a team of investigators without equivalent training or equipment.

The intelligence should detail the criminal history; the probability of suspects being armed; previous arrests for violent crime and weapons violations; and other risk factors that, if present, clearly establish that use of SWAT teams is the most prudent way to go.

When possible, officers using trash pulls to obtain probable cause for the issuance of a search warrant should either conduct multiple pulls or should use other investigative techniques to obtain evidence that corroborates what was discovered in a trash pull. When inspecting the trash obtained, investigators should use critical thinking and analysis in a search for evidence, taking care not to disregard garbage that may actually be evidence of a crime. This practice ensures that trash pulls are constitutional, effective, and viable crime-fighting tools. ♦

Notes:

¹*California v. Greenwood*, 486 U.S. 35 (1988).

²*Id.*

³*United States v. Segura-Baltazar*, 448 F.3d 1281 (11th Cir. 2006).

⁴*Coolidge v. New Hampshire*, 403 U.S. 443; 91 S. Ct. 2022 (1971); "Must demonstrate probable cause when seeking a warrant," citing *Warden v. Hayden*, 387 U.S. 294, 307 (1967); and "Warrants must describe the things to be seized and the place to be searched," citing *Stanford v. Texas*, 379 U.S. 476, 485 (1965).

⁵*Illinois v. Gates*, 462 U.S. 213, 238 (1983).

⁶*U.S. v. Martin*, 297 F.3d 1308, 1309 (11th Cir. 2002).

⁷*U.S. v. Place*, 462 U.S. 696 (1983); *Florida v. Royer*, 460 U.S. 491 (1983); and *Illinois v. Caballes*, 543 U.S. 405 (2005).

⁸Florida Department of Law Enforcement "Case Law Update 00-01: Single Trash Pull Coupled with an Anonymous Tip Is Insufficient for a Search Warrant," summarizing *Gesell v. State*, 751 So.2d 104 (Fla. 4th DCA 1999), <http://www.fdle.state.fl.us/Content/getdoc/e896b2d8-8d16-46f0-8256-09f1d9dd69c0/00-01--Single-Trash-Pull-Coupled-with-an-Anonymous.aspx> (accessed May 5, 2010).

⁹*Id.*

¹⁰*State v. Paige*, 934 So.2d 595 (Fla. 5th DCA 2006).

¹¹*Id.*

¹²*Gates*, 462 U.S. at 230.

Secure Storage for Law Enforcement

Increase quality of service and decrease expenses with inventory control systems that improve department accountability, efficiency, and loss prevention.

Weapons, Armor, Apparel & Equipment

**Full Accountability
Secure Lock-up
Managed Maintenance**

**L.E.I.D. Biometric
Asset Tracking**

Proprietary BACS™ software provided by Patti Engineering.

FREE Space Evaluations & Quotes!

Ancom Storage Solutions
request@ancom-filing.com
www.ancom-filing.com/Industries

Evidence, Case Files & Property

Speak with a Secure Storage Specialist Today!
Call NOW: 800-845-9010

ADVANCES & APPLICATIONS

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

Sanford, Florida, Public Safety Complex Celebrates Construction Milestone with Architects Design Group



From left: Fire Chief Gerard Ransom, Mayor Linda Kuhn, Police Chief Brian Tooley, Commissioner Velma Williams, City of Sanford Project Manager Nick McRay, Interim City Manager Thomas George, and Architects Design Group Project Manager Daniel Barrett

Recently, the city of Sanford, Florida, celebrated a key step in the process of completing its new public safety complex, located just east of the city's historic Goldsboro neighborhood. Attendees included elected officials, the city's police and fire chiefs, Architects Design Group (ADG), and all disciplines of the design team, including the construction management team of Wharton Smith and subcontractors. The ceremony marked the milestone at which the highest structural element was installed at the atrium roof. The atrium connects the police and fire department's new 76,000-square-foot, two-story public safety facility.

"The city of Sanford public safety building project has been more than 16 years in the making," said Sanford Police Chief Brian Tooley. "When the groundbreaking happened, many of our officers had believed this building would never materialize. That said, this building will provide a state-of-the-art facility for the men and women of the Sanford Police Department and the Sanford Fire Department to provide the best service possible to our community. The whole project team—the architects at Architects Design Group, the police and fire department staffs, the project manager, the city commission, the mayor, the city manager's office, and the Wharton Smith construction crew—worked together seamlessly to make this a reality."

ADG designed the complex to include all the necessary elements for a fully functioning police department, with vehicle-evidence processing, emergency services unit vehicle storage, and a drive-through sally port. The two-story fire department is comprised of a five-bay fire station, crew quarters on the first floor, and a

fire administration and an emergency operations center on the second floor.

The structure is designed to withstand wind speeds in excess of 150 miles per hour, with 100 percent mechanical and electrical redundancy to all critical infrastructures to ensure the complex remains operational before, during, and after a natural or man-made disaster. ADG also assisted the city in acquiring more than \$700,000 in FEMA grant funding for the project.

Construction is scheduled to be completed in October 2010.

For more information, visit <http://www.adgusa.org>.

BIO-key Delivers FBI-Compliant Authentication Solution for Oklahoma County Sheriff's Office

BIO-key International Inc., a leader in fingerprint-based biometric identification solutions, announces the successful deployment at the Oklahoma County Sheriff's Office of an FBI-compliant advanced authentication solution for law enforcement mobile data system users statewide, based on BIO-key's secure fingerprint authentication.

The solution complies with new federal security requirements for advanced user authentication from in-vehicle laptops accessing FBI Criminal Justice Information Services (CJIS) databases, while streamlining the log-on process for busy patrol officers and other users. More than 400 fingerprint scanners have been installed in Oklahoma State Highway Patrol vehicles and in patrol cars in Tulsa County and Oklahoma County. Upon completion of this deployment, 800 police vehicles will be equipped statewide.

The project, funded through the Oklahoma District Attorneys Council under the federal Justice Assistance Grant (JAG) program, is being managed by the Oklahoma County Sheriff's Office. The sheriff's office hosts the statewide mobile data system serving more than 70 federal, state, county, and municipal law enforcement agencies.

"The reception from officers in the field has been fantastic," said Lieutenant Matt Jackson of the Oklahoma County Sheriff's Office. "We're able to meet a new federal security requirement and make their jobs easier at the same time. The log-on process is more streamlined. Officers no longer have to remember their user IDs or passwords, and, unlike a token or smartcard, you can't damage, misplace, or lose your fingerprint."

BIO-key's Vector Segment Technology, the patented fingerprint matching algorithm used

to identify the officers in this application, is integrated with InterActMobile, the mobile data solution from BIO-key partner, Interact Public Systems, which these Oklahoma agencies currently use.

The BIO-key solution is fingerprint-reader independent, allowing for enrollment, identification, and verification to be performed across a variety of fingerprint scanners. This feature provided Oklahoma County with the ability to deploy a fingerprint reader that not only meets the rigorous U.S. Federal Information Processing Standard 201 (FIPS 201) for Personal Identification Verification (PIV) for law enforcement users, but one that is also NIST-certified for two-finger digital fingerprint capture. As a result, the same readers can be used by officers in the field to help positively identify persons of interest when these departments receive wireless access to the state's offender fingerprint database in the near future, eliminating the need for additional readers.

For more information, visit <http://www.bio-key.com>.

Defiance County, Ohio, Sheriff's Office and Decatur Electronics Recycle Old Video Systems, Upgrade

Decatur Electronics announces its partnership with the Defiance County, Ohio, Sheriff's Office, the first law enforcement agency to take advantage of Decatur's Green for Green environmental trade-in program for in-car video.

The Green for Green program allows law enforcement agencies to trade in their outdated in-car video systems for the new Responder 1000 in-car video system, while Decatur recycles the old systems.

"We're glad to work with Decatur," said Captain Chris Clawson, from the Defiance County Sheriff's Office. "New in-car video systems help us keep the country safer. Decatur's program gave us a chance to recycle the old units and get a good deal on the new equipment we needed."

Law enforcement agencies around the nation count on in-car video systems to help them protect their communities. In a study by the IACP, an overwhelming majority of prosecutors found in-car video useful in prosecuting criminals driving under the influence and assaulting officers.

Defiance County's purchase allows officers to take advantage of recent strides in video technology to capture high-quality evidence while remaining green. ♦

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



NEC, Your Partner In Crime

With NEC's Integra-ID AFIS, Cherokee Sheriff's Office can now get fingerprint and palmprint match results within 2 minutes, instead of hours.

Integra-ID is a complete integrated biometric identification solution that incorporates NEC's latest biometrics matching algorithms with a service-oriented architecture (SOA). This next-generation AFIS technology provides the flexibility and reliability that law enforcement agencies demand to do their jobs more effectively.

Make more matches: www.necam.com/afis



Cherokee Sheriff's Office

"Integra-ID has more far-reaching benefits than just identifying crime scene prints. It is the backbone to our jail management system."

Captain Hubert Love
Cherokee Sheriff's Office

International Association of Chiefs of Police

IACP Training

**Let IACP help you with your human resource training.
The following courses are available for co-hosting by your agency.**

Pre-Employment Background Investigations (2 Days)

This program is designed for individuals who are inexperienced in performing background investigations or veterans seeking to brush up on the latest techniques in conducting quality pre-employment background investigations. The seminar will focus on conducting pre-employment background investigations within law enforcement, security, corrections, or government organizations. Past behavior is a tremendous indicator of future performance.

The course will focus on the importance of conducting thorough and legally defensible character investigations. Topics will focus upon the following:

- (1) Federal and state laws applicable to background investigations;
- (2) Conducting legal interviews and obtaining the truth from deceptive applicants;
- (3) Developing resources to obtain information regarding the applicant pool;
- (4) ADA legal compliance and its impact on medical background investigations;
- (5) Conducting out-of-state background investigation;
- (6) Conducting interviews with spouses, neighbors, references, and co-workers; etc.
- (7) Obtaining credit history information; and
- (8) Understand the legal liability associated with negligent hiring practices.

At the conclusion of this program, participants will be able to:

- Successfully conduct a comprehensive applicant background investigation;
- Understand the legal environment and its potential for liability regarding background investigations
- Demonstrate an understanding of available resources, including Internet and electronic screening devices when conducting pre-employment background investigations; and
- Develop the necessary skills to conduct one-on-one interviews with applicants.

Performance Appraisal (2 Days)

The first-line supervisor plays a critical role in virtually every aspect of the agency. The supervisor oversees daily complex public safety operations and directs personnel toward the effective delivery of services. Also among the supervisor's many responsibilities are understanding the organization's mission

and unit objectives in furtherance of the mission, the individual performance standards for each position supervised, and how the performance will be measured. The supervisor must also effectively communicate unit standards with followers, become familiar enough with a follower's performance to insure that an objective and constructive feedback process is established, and be aware of individual follower behavior in certain environments.

At the conclusion of the class the student will be able to write a performance appraisal and performance improvement plan that is valid, reliable, equitable, legal and a document that provides utility to the follower, the leader and the organization.

Recruitment and Selection of Law Enforcement Officers (3 Days)

In today's competitive career market, recruiting quality applicants is becoming increasingly difficult for police agencies throughout the country. It has never been more important for police executives to select the right persons to serve as department recruiters and to provide them with the necessary skills and resources to accomplish their missions.

This interactive course uses role-playing, group work, and lecture techniques to provide participants with the knowledge and skills to maximize the success of recruiting initiatives. Topics include forming an agency strategy, recruitment vs. applicant processing, communications methods, building a diverse workforce, best and promising recruiting practices, as well as mentoring and retention strategies. Discover Policing, IACP's no-cost nationwide online recruiting resource for local agencies, is demonstrated. Police recruiters, executives, and commanders will benefit from this comprehensive course.

At the conclusion of the course, participants should be able to do the following:

- Create a plan to attract applicants in today's diversified workforce
- Identify the necessary traits of an effective recruiter
- Demonstrate effective recruiting communication skills
- List and compare available resources to enhance recruiting
- Employ the best and most promising recruiting practices
- Use professional skills in the recruitment process
- Develop departmental mentoring strategies
- Identify the necessary retention strategies

Visit IACP's website at www.theiacp.org/training for the most recent scheduling and to view the new digital IACP Training Catalog. If you would like to bring one of these classes to your area, information about co-hosting is also available on the Web or call IACP's Training Division at 1-800-THE-IACP ext. 221.

For more information about the LPO program, or for more information about any of IACP's leadership programs, contact Jennifer Porter at porter@theiacp.org or 1-800-THE-IACP ext. 366.

2010

**WE
OFFER.
PROVIDE.
DELIVER.
YOU SUCCEED.**



**IACP Training
Programs**

Advanced Supervision Skills (3 days)

7/20/2010 - 7/22/2010 Council Bluffs, IA
7/26/2010 - 7/28/2010 Edmond, OK
8/17/2010 - 8/19/2010 Salem, OR
8/24/2010 - 8/26/2010 Hampton, NH
9/13/2010 - 9/15/2010 New Brunswick, NJ
9/28/2010 - 9/30/2010 Chattanooga, TN

**Comprehensive Crime Scene
Investigation (2 days)**

7/19/2010 - 7/20/2010 Unionville, CT
9/15/2010 - 9/16/2010 Clear Lake, IA
9/29/2010 - 9/30/2010 Roanoke, VA

Critical Incident Management (2 days)

7/7/2010 - 7/8/2010 Fairfield, OH
8/19/2010 - 8/20/2010 McKinney, TX

**DISCLOSING SECRETS-Interview
and Interrogation for Patrol Officers
and Investigators (2 days)**

9/1/2010 - 9/2/2010 McKinney, TX
9/27/2010 - 9/28/2010 Warminster, PA

First Line Supervision (3 days)

8/9/2010 - 8/11/2010 New Brighton, MN
9/21/2010 - 9/23/2010 Chattanooga, TN

**Internal Affairs: Legal and
Operational Issues* (3 days)**

8/17/2010 - 8/19/2010 Miami Beach, FL
9/20/2010 - 9/22/2010 McKinney, TX

Investigation of Sex Crimes* (3 days)

7/12/2010 - 7/14/2010 Bedford, TX

**Leadership and Quality Policing
(2 days)**

9/8/2010 - 9/9/2010 Billings, MT

**Managing Generational Change-
Generation Boom X, Y (2 days)**

7/1/2010 - 7/2/2010 Buffalo Grove, IL
7/8/2010 - 7/9/2010 Council Bluffs, IA
7/29/2010 - 7/30/2010 Layton, UT
8/12/2010 - 8/13/2010 New Brighton, MN
8/24/2010 - 8/25/2010 Asheville, NC
9/2/2010 - 9/3/2010 Rockford, IL

Performance Appraisal (2 days)

9/15/2010 - 9/16/2010 Marietta, GA

**Rapid Deployment to High-Risk
Incidents* (2 days)**

7/29/2010 - 7/30/2010 New Brunswick, NJ
9/23/2010 - 9/24/2010 Monroe, WA

**SWAT Supervision and Management*
(5 days)**

9/13/2010 - 9/17/2010 McKinney, TX

Tactical Patrol Officer (5 days)

8/9/2010 - 8/13/2010 New Brunswick, NJ

SAVING
OUR OWN

THE ULTIMATE



to the point of injury. These programs are a theoretical offshoot of the fact that when people are injured, the earlier care begins, the better the outcome.

While these concepts are indeed those that were born in trauma centers and field hospitals, the effectiveness of SABA programs and the SOO program is based on the simplicity and profound effectiveness of basic techniques. The techniques described below can be easily taught to police officers, soldiers, and anyone engaged in high-risk occupations.¹

No group has learned more about the care of the injured over the last decade than our nation's armed forces. It is said that one of the few good things that comes from war is improvement in the care of the injured warrior. Now more than ever, improvements learned overseas and paid for with American blood are being applied to the civilian trauma care environment. While a number of advances have revolutionized the care of the injured, none has served as a greater force multiplier from a medical standpoint than the delivery of life-saving training and tools not just to the military medics, but to the warriors themselves. In reviewing the Joint Theater System (JTS) that has saved so many lives during Operation Enduring Freedom and Operation Iraqi Freedom, Colonel Brian Eastridge, JTS Director, has identified the delivery of SABA training and tools as the critical first link in the chain of survival.²

The SOO program and its core SABA techniques are based on sound science and the proven techniques known collectively as Tactical Combat Casualty Care (TCCC). Originally designed to address the profound failure of military medical doctrine in Mogadishu, Somalia, in 1993, TCCC developed into a set of tactically appropriate battlefield trauma care guidelines. Much of the content of these guidelines is geared toward interventions that can be taught to the troops, thereby multiplying the available number of individuals with medical training.

Since its introduction as a course in 1996, TCCC has been standardized from the war fighter/operator to the physician. Many civilian medical organizations including the American College of Surgeons Committee on Trauma (ACS-COT) and the PreHospital Trauma Life Support (PHTLS) program, as well as law enforcement and EMS agencies including the National Tactical Officers Association (NTOA) and the National Association of Emergency Medical Technicians (NAEMT), have adopted these guidelines for conducting operations in environments where injuries are likely. With the Department of Defense's implementation of TCCC guidelines, U.S. forces have achieved the lowest percentage of individuals killed in action and the lowest case fatality rate in recent recordable history (1945–present).³ The TCCC recommendations were initially at odds with civilian pre-hospital guidelines being taught at that time but the advantage of having battlefield trauma guidelines customized for the tactical environment was quickly acknowledged.

It is a common misconception in the civilian sector that TCCC guidelines are only applicable in a 360-degree military battle space similar to that seen in a war movie or in the middle of the streets of Iraq or Afghanistan. However, nothing could be further from the truth. The reality is that TCCC addresses optimal casualty care within a hostile environment. The average transport time to a medical treatment facility in Iraq can be less than one hour, which is not unlike situations that may be encountered in the United States. Weather, traffic, rural response, mass casualty, and ongoing tactical operations against active threats can contribute to longer transport times to definitive care in the civilian environment. Many also question the relevance of these guidelines due to the epidemiology of battlefield injuries compared with injuries likely to be encountered during civilian tactical operations. However, a gunshot wound that severs a

By Alexander L. Eastman, MD, MPH, Deputy Medical Director and Reserve Police Officer, Dallas, Texas, Police Department, and Officer-at-Large, Police Physicians Section, IACP; and Jeffrey C. Metzger, MD, Medical Director and Reserve Police Officer, Dallas, Texas, Police Department, and Member, Police Physicians Section, IACP

Law enforcement is safer today than it was even as little as one decade ago. With strides in equipment, body armor, vehicle design, and safety tactics, to name a few, the profession has improved its ability to minimize officer injury and death. However, as the families of the more than 100 law enforcement professionals who died in the line of duty in 2009 will attest, the profession has not eliminated these risks altogether, and, hence, in this Year of Officer Safety at the IACP, it is imperative that officers be equipped with the knowledge and tools to mitigate and minimize the consequences of injuries when they occur. We can no longer afford to bury our heads and just strive for zero injuries. Until the profession achieves zero injuries, its members must prepare, and to prepare, all must learn lifesaving skills. What has been limited historically to the tactical team medic or delegated to a civilian fire/rescue or EMS agency now must be delivered to the hands of each officer who has the potential for hostile contact. For this reason, the IACP presents the Saving Our Own (SOO) program and concept.

Saving Our Own: History

SOO is not a novel concept; it is simply a program designed to train police officers in simple, lifesaving techniques that have been proven effective. The delivery of this training to nonmedical providers is not new; early descriptions of a self-aid/buddy-aid (SABA) program exist. SABA, as a general concept, involves placing lifesaving skills and tools in the hands of people most likely to suffer injury. It takes trauma center concepts out of the hospital and moves them

OFFICER SAFETY PROGRAM

police officer's femoral artery is just as likely to cause death from blood loss as a shrapnel wound that severs a soldier's femoral artery, and both are equally amenable to immediate lifesaving treatment.

Save Our Own: Key Concepts

The question then is which skills are applicable to the risks faced by the modern law enforcement officer. The skills that make up the core competencies taught in the SOO program are

- management of life-threatening bleeding/hemorrhage,
- basic airway management skills,
- wounded officer evacuation techniques, and
- basic understanding of TCCC concepts.

With the above training and skills, the law enforcement community can harness the simplicity of the SOO program and save the lives of officers who sustain injuries.



SOO is based on what was at the time a novel, statewide SABA training program in Texas, which followed the core competencies described above. To date,

more than 500 Texas police officers have received this training. Bedford, Texas, Police Chief David Flory, a practicing paramedic, is the Tactical EMS Program Manager for the Texas Tactical Police Officers Association and a huge advocate for SABA training for law enforcement officers. According to Chief Flory, "SABA training is essential for the modern law enforcement officer. It teaches essential skills, every bit as important as defensive tactics, driving, and shooting." In the Dallas, Texas, Police Department alone, three lives have been saved by the use of tourniquets on wounds suffered during patrol operations. These officers would have suffered worse consequences of their injuries through continuing hemorrhaging had these SABA techniques and devices not been applied. Because of its initial success, the state SABA course is presently being incorporated into active shooter training through the Advanced Law Enforcement Rapid Response Training Center based in San Marcos, Texas.

Perhaps the most critical component of the SOO program is hemorrhage control,

since during any given shift, training in this area could help officers save their own lives or those of their partners. Of interventions that are possible in the field, with a basic amount of training, none has proven more effective than the immediate application of hemorrhage control techniques at the point of wounding.⁴ During SOO, these techniques are taught with both didactic and practical instruction. Several techniques including specialized pressure dressings that have been proven on the battlefield and tourniquet use are discussed. By the time officers complete the eight-hour SOO curriculum, they have more hemorrhage control training—and certainly more tourniquet knowledge—than most metropolitan EMS paramedics. After completing this single-day training and being issued a tourniquet that costs less than \$30, officers are empowered with the ability to save lives.


Also included in the eight-hour SOO training block is a basic understanding of noninvasive interventions designed to maintain airway patency in an injured officer. Most often, these techniques involve placing the injured officer in what is known



The Leader in City-Wide Surveillance Solutions

From the most powerful city in America to our Nation's Capital, **CrimeEye™** plays a significant role in their City-Wide Public Safety Programs!

- Stand-Alone and Engineered Network Solutions
- Self Installable Systems
- Complete City-Wide Enterprise Solutions



800-659-7793
www.totalrecallcorp.com

Contract Holder
GSA CS 07F 0136T

Security Systems & Solutions
NEW YORK STATE OGS #PT63304

Robots, Costumes, Puppets and Printed Educational Materials-

Fun and exciting Safety Education products for all ages and budgets!



GSA
Schedule Contract: GS-02F-0136T

1610 W 1600 S Springville, UT 84663
www.robotronics.com (800) 762-6876 Ext 2
For more information email: sales@robotronics.com



as the recovery position. Without placing any tubes or devices, an SOO-trained officer can help a critically wounded colleague maintain an airway most often in this position, and it is incredibly easy to learn. In jurisdictions that have chosen to add these additional airways skills to programming, law enforcement officers learn how to place nasopharyngeal airways—flexible nasal tubes to assist breathing—and even perform needle decompression on a fellow officer with collapsed lungs. While these skills are not included in the basic SOO package, it is clear that law enforcement officers, with no previous medical training, can learn these skills safely and effectively. After the SABA training, each SWAT officer in the Dallas, Texas, Police Department was issued an enhanced Individual First-Aid Kit (eIFAK). The contents of these kits are included in table 1.

Although listed as the third key component of the SOO program, knowledge of officer extraction techniques is critical for SABA training programs. One of the critical lessons learned from previous incidents is that the correct medical intervention at the wrong time or place can lead to serious consequences. To give students real-world training in this concept, several techniques are used. Officers are trained in methods of high-threat extraction, defined as the efficient

Table 1. Dallas Police SWAT—Enhanced Individual First Aid Kit (eIFAK) Contents

• Modular bandage
• Combat application tourniquet
• Nasopharyngeal airway with lubricant
• 14-gauge 3.25-inch IV catheter for thoracic needle decompression
• Trauma shears
• Latex gloves
Contents must be vacuum-sealed in pouch when issued to officers.

movement of a wounded colleague from the point of wounding to a place where effective cover exists. It is behind this cover that the initial treatment principles described above are initiated. Several techniques including lifts, drags, carries, rope extractions, and other specialized actions are taught in this part of the one-day course.

Save Our Own: Conclusions

While law enforcement professionals strive to eliminate daily dangers through research, product development, and tactic development, today's officers face unprecedented threats to their personal safety. Given this fact, the industry is left with no choice but to prepare these officers not only to face these threats with the tools to stop those that would do harm, but to mitigate the consequences of these encounters.

This year, the IACP intends to lead the way with a renewed focus on officer safety. Through a partnership between the IACP Police Physicians Section, the State Association of Chiefs of Police (SACOP), SafeShield, the Texas Tactical Police Officers Association, and several other organizations, IACP members hope to spread the word on this important project to every agency in the United States. While the profession strives to achieve zero injuries and illnesses, its members must be prepared when officers are injured. What they do when this happens will define the consequences for the officer, the agency, and the community. ♦

Notes:

¹Frank Butler, "Tactical Combat Casualty Care: Combining Good Medicine with Good Tactics," *The Journal of Trauma* 54 (May 2003): S2-S3.

²Brian J. Eastridge, et al., "Trauma System Development in a Theater of War: Experiences from Operation Iraqi Freedom and Operation Enduring Freedom," *The Journal of Trauma* 61 (December 2006): 1366-1373.

³Brian J. Eastridge et al., "Impact of Joint Theater Trauma System Initiatives on Battlefield Injury Outcomes," *The American Journal of Surgery* 198 (December 2009): 852-857.

⁴Ronald F. Bellamy, "Death on the Battlefield and the Role of First Aid," *Military Medicine* 152 (December 1987): 634-635.

NOW THAT YOU'RE MAKING THE DECISIONS—
Where do you go for the Answers?

CALEA® LAW ENFORCEMENT ACCREDITATION

The proven modern management model.

LAW ENFORCEMENT ACCREDITATION

Standards to Build on.

WWW.CALEA.ORG • (800) 368-3757
COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES, INC.

BRINKLEY SARGENT ARCHITECTS

OVER 30 YEARS EXPERIENCE

NEEDS ASSESSMENT
PROGRAMMING
SITE AND MASTER PLANNING
ARCHITECTURAL AND INTERIOR DESIGN
CONSTRUCTION ADMINISTRATION
LEED AND SUSTAINABLE DESIGN
BUDGET PLANNING AND DEVELOPMENT
SECURITY PLANNING

POLICE ARCHITECTURE

5000 QUINN DR. SUITE 600 DALLAS, TEXAS 75254 972.968.9970

ONE

USER EXPERIENCE



ONESolution[™] offers an easy-to-use, consistent user experience that improves efficiency and productivity.

The next generation of OSSI

Our enterprise-wide software solution for public safety lets your users move intuitively between applications and share information across departments, agencies, and jurisdictions. Written in Microsoft® .NET and utilizing service oriented architecture (SOA), **ONESolution** incorporates global features such as dashboarding, customizable workflows across departments, business intelligence, and integrated map-based interfaces with Google[™] and ESRI[™] support. With **ONESolution**'s flexibility and improved functionality, you'll be able to serve your citizens more effectively than ever before.

Experience the power of ONE!

SUNGARD[®] PUBLIC SECTOR

Connect the Community 

Financials & HR | Community Development | Public Works | Utility Management | eGovernment | Public Safety | Justice

www.sungardps.com | 866.965.PSEC

© 2010 SunGard

SunGard and the SunGard logo are trademarks or registered trademarks of SunGard Data Systems Inc. or its subsidiaries in the U.S. and other countries. All other trade names are trademarks or registered trademarks of their respective holders. Any references to the ONESolution products or product road map is not a commitment of legal obligation to deliver any of the described features or functionality described herein.

Generating New Revenue

STREAMS

By Paul LaCommare, Commander, West Covina Police Department, West Covina, California

A downward spiral in California city governments' revenue streams has occurred for the last five years starting with the housing bubble that burst property tax returns by 40 percent. Warnings contained in the California Department of Finance's *Economic Indicators, January–February 2008* report state that

the current economic slowdown afflicting California and the nation is the result of a one-two punch. The first blow fell in 2005 and 2006 when real estate markets peaked and began a gradual slowdown. Late in 2006, it appeared that despite some losses, home sales and prices had stabilized. The second blow, though, fell in 2007 when the subprime lending meltdown and rising foreclosures led to the implosion of real estate mortgage markets. Residential real estate markets were jolted by rising inventories as too many homes were on the market and the number of qualified buyers, particularly those looking to move up, dwindled. Ominously, as 2007 progressed, the likelihood steadily increased that rather than just suffering through severe corrections in real estate and home construction markets, the economy might run into a full-fledged economic slowdown.¹

The common reaction to a budget crisis is reducing personnel and cutting services. The focus of this article is to provide police agencies with an alternative to personnel and service reductions. This alternative could help the survival of a city and maintain or expand police service through generating new revenue streams as a proactive approach to meet the fiscal crisis of today and the uncertain future of tomorrow.

While generating revenue streams is not new to most agencies, the focus and resources necessary to meet current and emerging public safety needs are unprecedented in law enforcement's history. Law enforcement executives are accustomed to the ebb and flow of fiscal budgets. The current trend, however, is much more far reaching and will impact almost all cities in California and most likely all communities in the United States.

Five years ago, the current state of the economy facing cities and counties was not even a concern. Now, however, many

law enforcement agencies are facing the reality of severe budget cuts, reduced workforce, and the elimination or reduction of many law enforcement programs. Today, police chiefs are being asked to look for ways of economizing, increasing efficiency, eliminating redundancies, and finding revenue sources.

This trend will be prompted in two possible ways. First, increasing financial pressure will require more severe budget cuts to the point that many agencies will be able to provide only basic services. Second, cities will begin to see successes at nearby agencies and look to new revenue streams as a panacea to forestall reduced services or even bankruptcy. Based on the research for this article, there is a clear presumption of need for law enforcement to generate new income streams. A first necessary step in that process is to examine possible revenue-generating ideas.

Possible New Revenue Streams

A group of experts in the fields of city government, business, real estate, and entrepreneurship assembled in April 2008 to identify possible new income streams that could be initiated by law enforcement.² Their suggested new revenue streams serve as an example of ideas that can be generated in a short period of time. Each idea must be weighed against the feasibility of implementation, profit potential, and appropriateness for law enforcement involvement. Their most prominent recommendations were

- fees for sex offenders registering in a given jurisdiction,
- city tow companies,
- fine increases by 50 percent,
- pay-per-call policing,
- vacation house check fees,
- public hours at police firing range for a fee,
- police department-run online traffic school for minor traffic infractions,
- department-based security service including home checks and monitoring of security cameras by police department,
- a designated business to clean biological crime scenes,
- state and court fees for all convicted felons returning to the community,

- allowing agency name to be used for advertisement and branding,
- triple driving-under-the-influence fines by the court,
- resident fee similar to a utility tax,
- tax or fee on all alcohol sold in the city,
- tax or fee on all ammunition sold in the city,
- public safety fees on all new development in the city,
- 9-1-1 fee per use,
- police department website with business advertisement for support,
- selling ride-a-longs to the public, and
- police department-run firearm safety classes.

In addition to concepts that may lie ahead, there are also many examples of revenue-generating ideas that have been tried and proven in actual use.

West Covina's Revenue Service Model

The West Covina, California, Police Department is a midsized municipal police agency in Southern California. The concept of developing a police revenue service in West Covina began in the 1980s.

In 1984, the department was searching for a new computer software system to manage its computer-aided dispatch and records management system (CAD/RMS). Dissatisfied with the current offerings on the market, the department decided to develop its own CAD/RMS system. The department provided training to employees who later wrote and developed a complex software system to run CAD/RMS. The system was implemented at West Covina and was successful. By the late 1980s, the city leased the program to another agency and began marketing in earnest.

In 1995, the West Covina Service Group was formed as an enterprise and has been in operation ever since. Currently, the West Covina Service Group's CAD/RMS system is running in 21 police agencies throughout the United States. On top of the more traditional methods of revenue generation, which include impound fees, booking fees, and driving-under-the-influence investigation fees, the West Covina Service Group generates about \$1.75 million annually through its software system for the city's use. The West Covina Service Group also provides all CAD/RMS services for West Covina, resulting in a more than \$500,000 annual savings for a total ancillary benefit of \$2.25 million dollars per year.

Historically, the West Covina Police Department has spent a great deal of time and energy in the field of forensics as a method of crime solving. This has led to the development of a forensic lab and expert personnel. The department recognized that many small agencies in the area did not have the resources to process their own latent prints and were frustrated with the extended

Case Study

Intelligence-Led Policing

Law Enforcement Analytics



“The new design and utilization of business intelligence software provides the Houston Police Department’s Real-Time Crime Center [with] the ability to disseminate crime information along with support data to our officers and investigators, in real time.”

Charles McClelland,
Police Chief
Houston, Texas Police Department

Real-Time Crime Center

- Real-time access to data from the past 15 years
- Geographic mapping of location-specific data
- Information and analysis available at an officer’s fingertips
- Dashboard drill-downs for easy trend spotting

Equals Real-Time Results

- Predict the likelihood of crime in certain areas
- Zoom in on maps for a clear street-level view, including doors, yard layouts, etc.
- Maximize efficiency of administration and force deployment
- Faster response and proactive approach improve safety for all citizens



“Getting current information out of this system is practically instantaneous. That’s what makes this tool so effective on the street. Old data does us no good in the cars.”

Mark Fields
Police Chief
Erlanger, Kentucky Police Department



“Our approach is intelligence-led policing. [It] allows us to be proactive rather than reactive. It makes it possible for me to know what’s going on in the field and the department at every minute of the day and to plan our strategy accordingly.”

Roberto L. Hylton
Police Chief
Prince George’s County Police Department

Law Enforcement Analytics (LEA), Information Builders’ intelligence-led, predictive policing solution.

Visit informationbuilders.com/go/LEA for details and a white paper.

The Push to Talk network you want when you need it most.



Make Push to Talk a procurement priority.

The BlackBerry® Tour™ is the Push to Talk device your no-fail mission needs now.

- Instant two-way communication nationwide
- Access to data, email and applications
- The Nation's Largest Push to Talk Coverage Area
- CDMA security

BlackBerry Tour
Now with Push to Talk.

There are times when the success of your mission depends on instant communication. So when you want to make things happen and happen fast, you want Push to Talk. With Verizon Wireless you can support your team with the Nation's Largest Push to Talk Coverage Area and 24x7 Government Support. **Put your mission on the map.**



1.800.779.2067

verizonwireless.com/gov

Subject to qualifying Government Agreement and Calling Plan. Push to Talk is available only with other Verizon Wireless Push to Talk customers. Coverage not available everywhere. Network details and coverage maps at verizonwireless.com. Largest claim based on comparison of carriers' owned/operated networks. All company names, trademarks, logos, and copyrights are property of their respective owners. GOVPCPTTBBM610 © 2010 Verizon Wireless.

The concept of developing a police revenue service in West Covina began in the 1980s. By 1995, the West Covina Service Group was formed as an enterprise, and it has been in operation ever since.

lag time associated with current services. After recognizing this niche market in 2006, the department elected to offer contracted forensic services to other agencies. This also has become a successful business venture, netting more than \$42,000 since inception. Beyond monetary issues, the service also has benefitted crime reduction programs through the timely identification of latent prints. A selling point is the Forensic Investigative Unit's ability to meet a five-day turn-around time on submitted prints or articles as opposed to six months to a year through traditional county or state services.

During 2008 and 2009, the West Covina department also implemented other ordinances and programs that increase effectiveness, generate revenue, and mitigate the cost of personnel management. Two of them follow:

- **An administrative citation process for party noise.** Modeled after other California agencies, the party ordinance allows an administrative citation to be issued at loud parties where the music is plainly audible 50 feet from the property line. The first citation is \$100, a second \$200, and a third or subsequent citation within 12 consecutive months is \$500. The goal of the ordinance is to reduce repeat party calls, improve the quality of life for surrounding residents, and generate a revenue stream to offset the cost of response and enforcement.
- **An ordinance fining parents for child's graffiti.** The graffiti ordinance imposes a \$1,000 administrative fine to the parents of juveniles arrested for graffiti crimes. The juvenile is still processed independently through the criminal justice system. The goal of this new ordinance is to promote greater responsibility from parents, reduce the number of repeat offenders, and generate a revenue stream to compensate the city for enforcement efforts.

Both of these administrative citations are too new to provide statistical results, however they show promise in the areas of crime reduction and revenue generation.

One tried and successful idea that has greatly enhanced the West Covina Police Department's ability to maintain services while decreasing costs is the 960 program. Under the Public Employee Retirement System (PERS), retired employees can work up

to 960 hours per fiscal year at a PERS agency with no penalty to their non-medical retirement. The West Covina Police Department has retained some personnel immediately after retirement on a contract in their same role. They are paid their previous hourly rate without benefits. This saves the city approximately 40 percent to 50 percent per employee, while maintaining needed coverage. On average, the department can save the equivalent of one full-time position for every two to three 960 positions filled. This is a tremendous cost savings and has the real benefit of maintaining services at existing levels.

West Covina has focused on revenue-generating programs that offer side benefits to the department such as CAD/RMS technology, crime reduction, and improved quality of life for residents. Future revenue-generating programs may be focused more on profitability and be increasingly varied from the general law enforcement mission. Current trends affecting the economy, criminal justice, and the future must be considered as others scramble to fill gaping holes in their fiscal projections.

Act Now

The future of policing is in jeopardy based on the current and predicted financial futures of cities. Law enforcement will not cease to exist, but services will be reduced and personnel lost if action is not taken. Cities have few options in this matter. Cities can attempt to raise taxes; however, the public is already feeling the detrimental financial effects of the economy and may be reticent to acquire more financial liability. Cities can reduce the costs associated with law enforcement through budget cuts. This option has already been exercised by most cities and in many cases, further budget cuts can only be accomplished through the loss of personnel. Table 1 shows the most common actions initiated to lessen the impact of economic changes from agencies across the United States.

Actions Initiated to Cope with Economic Changes	% of Agencies
Eliminate/change take-home car policy	27%
Initiate/increase use of bicycles	23%
Initiate/increase use of hybrid vehicles	18%
Initiate/expand use of foot patrols	17%
Implement facility energy savings programs	17%
Initiate/increase use of two-person cars	15%
Initiate/increase use of Segways	13%
Adjust work hours of staff	12%
Initiate/expand use of telephone report units	10%

Source: *PERF 2008 Violence Crime Survey*

Check out our lineup of rugged Push to Talk phones.



The Casio G'zOne Rock™. The Motorola Barrage™. The Samsung Convoy™. And the Casio® G'zOne Brigade™. We have the phones that can maximize your Push to Talk performance. So don't put off equipping your teams with Push to Talk.

Speak to one of our dedicated government account managers today at 1.800.779.2067.



Some law enforcement professionals will balk at the strain of generating new revenue sources. Agencies must be extremely careful during the selection process when they are choosing a type of revenue-generating program to implement. Each program must be evaluated against the strengths and weaknesses of the organization. Just as important, each revenue-generating idea must be evaluated to determine if it is within the highest standards of law enforcement. Many ideas, although legal and possible, will not meet this standard.

The level of importance given to generating new revenue streams by

agencies will be based upon the agencies' individual needs and the resources available to them. In some cases, this alternative could forestall or prevent city bankruptcy. In the majority of circumstances, generating new income streams could provide the resources necessary to relieve part of the financial burden on cities and allow police departments to maintain current services and personnel levels. In the best-case scenario, new revenue streams would be sufficient to expand police services to the public. In all cases, the management of law enforcement agencies has the responsibility

of examining how it can reduce public effects of a poor financial climate.

Recommended Steps

To fulfill responsibilities to the public, law enforcement must prepare for the worst while hoping for the best. These recommended steps concentrate on the most likely trend of increased financial strain:

- Law enforcement executives must evaluate their agencies' financial situation to determine the necessity of developing new revenue streams. While all cities will have certain factors in common, many characteristics will be different and call for a different level of need for new revenue sources. This evaluation should be ongoing as most financial situations develop rapidly. Executives should seek to identify the overall economic trend and its projected impact on the department. This assessment will determine the extent of resources and the need for the development of new revenue streams.
- Once the executive staff of an agency has determined that new revenue streams are necessary, they must commit and communicate. Much of this responsibility rests with the chief of the agency. Because this project is outside of the mainstream duties of law enforcement, the chief must communicate the vision and the necessity of success in this endeavor. The level of commitment displayed by command staff will in great part determine the success of the new endeavor.
- Agencies should involve many people in the process of generating ideas for new revenue streams. This recommendation is very important because the more people who are involved, the more likely an agency is to find the ideas that will work best in its jurisdiction. The solicitation of ideas should extend past department personnel and include the remainder of the city and community members.
- Agencies should establish a broad-based committee to evaluate new revenue stream ideas. This committee should be charged with evaluating each idea's profit potential and determining if the strengths and weaknesses of the department could support a successful implementation. Most importantly, the committee must assess if the idea falls within the standards of the department, the city, and the general law enforcement community.
- Once one or more revenue-generating ideas are chosen, the agency must spend the time and resources necessary to develop strategic implementation plans. This background work will greatly increase the agency's chance of success.

Citizens File Reports Online

Select Incident Type

There are several different types of incidents. If the incident you are reporting is not listed, please call 3-1-1 for assistance.

Select	Incident Type
<input type="checkbox"/>	Harassing Phone Call
<input type="checkbox"/>	Hit and Run
<input type="checkbox"/>	Identity Theft
<input type="checkbox"/>	Lost Property
<input type="checkbox"/>	Theft
<input type="checkbox"/>	Vandalism
<input type="checkbox"/>	Vehicle Damage
<input type="checkbox"/>	Other

Provide a Convenient and Immediate Service to Citizens without Dispatching an Officer!

The Desk Officer Online Reporting System

- Saves valuable personnel time while enhancing service to citizens
- Interfaces with your existing records management system, or acts as a stand alone system that produces professional reports suitable for filing
- Has a user-friendly interface so agency personnel can review, approve, follow-up, or reject reports in minutes
- Can be used by citizens to file reports in English, Spanish, Chinese, French, or any other two languages
- Facilitates crime tips, traffic complaints, employee commendations, can be used as an online 3-1-1 system, and much more
- Qualifies under various grant categories including technology, community relations, service enhancements, homeland security, and many more
- Allows agencies to reallocate resources to proactively address crime trends and better meet the needs of the community

Outstanding Customer Satisfaction

copLogic
(800) 734-9293

"This new on-line reporting system has more than adequately met our needs. 25.3% of our reports are now done on-line by the customer"
Chief Craig Steckler; Fremont Police
IACP Vice President at large

"...go-live went extremely well and APD is proud to publish your new service. It's been wildly more popular than we had anticipated"
Brian Metras; Anchorage Police
IT Manager

231 Market Place, Suite 520 | San Ramon, Ca 94583

WWW.COPLOGIC.COM



Let your voice be heard.

Out here, your communications system has to work. It starts with a company that really listens to your needs and can respond with an end-to-end solution.

Because you rely on your mission-critical communications, you need a technology partner you can rely on. At Harris RF Communications, we understand the complexity of applying the right communications model to meet all of your needs—voice, data, situational awareness, and more. That's why we offer a complete portfolio of solutions—everything from IP-based networks, to information security, to multiband radios. And drawing on our vast experience partnering with public safety and military agencies, we know how to listen so we can deliver the solution that works best for you.

Let your voice be heard. Talk with us.

www.harrispublicsafety.com/PC

CrimeEye™ Helping Protect America One City at a Time



The Leader in City-Wide Surveillance Solutions

From the most powerful city in America to our Nation's Capital, **CrimeEye™** plays a significant role in their City-Wide Public Safety Programs!

- Stand-Alone and Engineered Network Solutions
- Self Installable Systems
- Complete City-Wide Enterprise Solutions

Control Holder
GSA CS 07F 0515A

Security Systems & Solutions
NEW YORK STATE OGS #PT63304



800-659-7793
www.totalrecallcorp.com

West Covina Service Group generates \$1.75 million annually for the city's use and provides other services, with a total ancillary benefit of \$2.25 million dollars per year.

The department also should focus on goal establishment and evaluation methodology.

- A critical part of implementation is the development of project support. Determine the stakeholders and actively build their commitment level. Lack of political support can sabotage even the most viable project.

The Future

To be successful and meet law enforcement's responsibilities to the public, several factors must be achieved. Police executives must be willing to adapt to the demands of the external environment in their respective cities, which likely are navigating their own financial crises. Law enforcement has a clear responsibility to meet financial challenges to provide for the safety and security of communities. Executives must be knowledgeable about the rapidly changing environment and adapt their organizations to meet these challenges. The alternative of generating new revenue streams is a viable, responsible option that will allow law enforcement to continue to provide excellent service to the public. This fiduciary responsibility and response to the financial crisis may be the most significant challenge law enforcement has faced in recent history. Each agency possesses talented personnel whose abilities exceed the daily requirement of police work. In working with leadership, employees may uncover and develop new revenue streams that could greatly assist their cities. This is the time to broaden the traditional definition of police responsibilities and include a proactive



You already have a complete digital dictation system in your pocket.

SpeakWrite is now available on iPhone, BlackBerry and Android smartphones

- Turn your phone into a digital office with our US based transcriptionists
- You can record dictation of any length from anywhere with full editing capabilities
- You can record Reports, telephone calls, meetings or interviews for transcription
- Or take photos and integrate those into your dictation
- And with our 24/7 transcription staff, your completed work is delivered to your email and your mobile device in about 3 hours
- The App is free; you simply pay for the work transcribed and nothing else

(800) 828-3889

www.speakwrite.com/LawEnforcement

SPEAKWRITE
Voice-To-Document Service

PROTECT AND SERVE

WHEN RESPONDING TO THE CALL, DEPEND ON THE SAME OREGON CRAFTSMEN WHO PROVIDE MORE LONG-RANGE TACTICAL OPTICS TO THE US MILITARY THAN ANY OTHER. LEUPOLD'S FAMILY OF TACTICAL OPTICS: RUGGED, FIELD-PROVEN, AND BUILT IN OREGON FOR AMERICA'S LAW ENFORCEMENT ELITE.

CALL 1-800-LEUPOLD OR VISIT
US AT WWW.LEUPOLD.COM

—PORTLAND, OREGON, U.S.A.—



LEUPOLD
TACTICAL OPTICS

LOCKERS



LOCKERS

- Single Tier Standard
- Double Tier Standard
- Triple Tier Standard
- Box Style Standard
- Extra Wide
- Vented
- Open Access
- Modular
- Designer
- Solid Oak Executive
- Plastic
- Storage
- Benches



Contact us for a Free quote or catalog!

1010 East 62nd Street, Los Angeles, CA 90001-1598
Phone: 1-800-562-5377 • Fax: 1-800-562-5399

approach to developing new revenue streams in the current economy. Those agencies that are willing to envision the future and then plan and act to provide future financial resources will be in the best position to provide public safety. ♦

Notes:

¹California Department of Finance, *California Economic Indicators, January-February 2008*, 3, http://www.dof.ca.gov/HTML/FS_DATA/INDICATR/2008_CEI/CEI_Jan-Feb_2008.pdf (accessed April 27, 2010).

²The field experts were assembled by the author in April 2008 for a nominal group technique.

Sources:

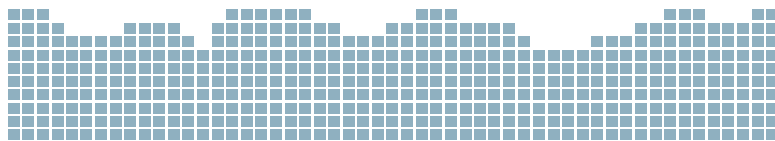
Jim Madaffer, "President's Message: Protecting Vital Community Services and Our Quality of Life," *Western City* (April 2008), <http://www.westerncity.com/Western-City/April-2008/Protecting-Vital-Community-Services-And-Our-Quality-of-Life> (accessed April 27, 2010).

Judy Mitchell, "President's Message: It's Time to Get Back to Basics," *Western City* (February 2009): 3, <http://www.westerncity.com/Western-City/February-2009/Its-Time-to-Get-Back-to-Basics> (accessed April 27, 2010).

Brendan Schlauch, "Business of Government: On the Verge of Collapse," *Governing* 21 (July 2008): 57.

Chuck Wexler, "Labor Relations Will Be a Critical Issue as Chiefs Work through the Economic Crisis," *Subject to Debate* 22 (December 2008): 2.

Chuck Wexler, *Violent Crime and the Economic Crisis: Police Chiefs Face a New Challenge, Part 1*, Police Executive Research Forum (January 2009): 5-6.



BOOK NOW AVAILABLE! PUBLIC SAFETY ARCHITECTURE



"A comprehensive analysis of the planning, funding, design and construction of public safety facilities."

For more information call 407.647.1706
www.adgusa.org

FREE

SUREFIRE
LITHIUM
**PREMIUM 123
BATTERIES**



BROWNELLS
LAW ENFORCEMENT



POLICESTORE.COM™

Register at
policestore.com/PC
to receive
FREE Surefire Batteries.

Source Code: C01

EVERY DAY BRINGS NEW CHALLENGES MEET THEM WITH L-3 MOBILE-VISION



Digital In-Car Video



Mobile-Data Computing



PistolCam

For more than 20 years, the nation's top agencies have turned to L-3 Mobile-Vision as their first choice for providing rugged equipment that allows agencies to capture, manage and communicate critical information in a safe, secure and reliable manner. From day-to-day operations to full-scale emergency response situations, Mobile-Vision understands the importance of officer safety and system reliability. Which is why they are committed to providing products that ensure your agencies are equipped to handle any situation. To find out more, call (800) 336-8475 or visit www.mobile-vision.com.





Seniority Rights

By Michael E. Walleman, Detective Lieutenant, Criminal Investigation Division, St. Clair Shores Police Department, St. Clair Shores, Michigan

The available research about seniority rights provides a great deal of information, some positive and some negative, with most providing a universal prospective on how these rights affect the organization or industry. Common advice given from the early research on seniority rights addressed what management must do to improve productivity for the benefit of the organization. In one early study, researchers concluded that with proper management practices, officer productivity could increase to 80 percent to 90 percent of their potential.¹ However, the study did not address how these rights affect the individual officer, and thus the performance of the organization. As such, this article describes a study of the current relationship between police seniority practices and the effect these practices have on morale and police officer performance.

This dynamic was investigated through the administration of a 34-question survey to sworn officers in eight midsized police departments in Michigan. The results indicated seniority rights are a dominant determinant for officer pay scale, shift selection, vacation selection, lateral transfer, and promotional ranking. These rights are widely accepted by responding officers for pay scale, shift selection, and vacation selection. However, the data also indicates a strong desire to replace seniority rights with performance standards in areas that concern career advancement, such as lateral transfer and promotional opportunities.

Seniority-Based Practices

How, if at all, do seniority-based practices affect officer performance, personnel morale, and overall performance in police departments? Adams's Equity Theory states that a perceived inequity (in this case, by officers) can develop when workers feel the rewards (that is, salaries, job assignments, shift selection, and promotions) they receive

for their efforts are not equal to others' performance and rewards. This perception can lead officers to decrease their efforts to equalize the inequity, or it may cause the effort to increase—if, by doing so, greater rewards can be obtained.²

Many departments engage in collective bargaining, resulting in officer seniority becoming the dominant factor that determines pay scale, shift selection, vacation selection, lateral transfers, and promotional opportunity. These long-standing practices are ingrained into the very fabric and culture of many organizations. As a result, these procedures perpetuate a relationship between the department's administration and its rank-and-file members. Oftentimes, this relationship becomes negative because discipline is sometimes used to improve performance. This type of relationship is indicative of the traditional police organization in which the leadership is authoritarian. Punishment is applied by supervisors as motivation when officers fail to produce or follow orders, negatively affecting morale.³

Research indicates a seniority-based environment has the potential to lower officer performance, negatively affect morale at all levels of the department, and interfere with the agency's basic function of serving the citizens it represents. A study conducted by Byrne, Dezhbakhsh, and King examined the effect unions had on police productivity.⁴ The results indicated that unionization had an insignificant effect on production when dealing with serious crime but did diminish productivity for minor or quality-of-life crimes.

Seniority rights systems equalize all members of the organization and eliminate the need for its members to establish a hierarchy of status based on the performance of individuals. All members are the same with the exception of their seniority level, which

determines their organizational standing. Seniority rights allow organizational members to be treated differently and equally at the same time. They are treated differently because of their individual seniority and equally because of the basic premise of "paying your dues"—that is, if you stay around long enough, you, too, will obtain the benefits of a senior member.⁵

Recent research indicates that by giving employees control over their careers, enabling them to advance through hard work, and giving them a voice in organizational matters, agencies can elicit the best work their employees have to offer. Some seniority rewards systems have their origins based on the human capital on-the-job training mind-set. It is common for experienced workers to be paid more and receive more perks than those with less experience or seniority. However, no correlation has been found for higher performance between senior, higher-paid employees and that of lower-paid, less-experienced employees.⁶ Conversely, there is evidence that performance-related pay attracts higher-quality people and motivates them to perform better.⁷

Literature points to a substantial utilization of seniority rights practices within the policing profession. These practices have developed over many years through the collective-bargaining process as a means to counter perceived unfair managerial practices and to create a system that was perceived as fair to all members of the organization. However, other research has shown seniority systems can have an adverse effect on officer morale, performance, and departmental effectiveness. Additional research has indicated the need for police agencies to change from the bureaucratic, authoritarian model to a more flattened, hierarchical structure with the adoption of a participative management style. These changes are considered necessary to improve officer productivity and the overall effectiveness of the police agency.

The Michigan Survey

The purpose of research at eight midsized police departments in southeast Michigan was to investigate officer perceptions regarding seniority-rights practices as the dominant factor affecting departmental operations and career advancement. This study asked three questions:

1. What are officers' personal feelings and attitudes towards seniority rights?
2. Do officers prefer to advance their careers through personal efforts or have advancement based on their seniority?
3. Would officers be in favor of changing from seniority rights to a performance-standards system?

The data obtained in this study were analyzed through the use of descriptive

statistics. All line and supervisory personnel from each agency were asked to voluntarily participate.

Major Determinants

This study shows seniority rights remain an integral component at the police agencies surveyed. This author believes the data acquired are indicative of other police agencies that operate under a similar paradigm.

Each one of the eight participating departments (see demographics at right) indicated seniority was a major determinant for pay scale, shift and vacation selection, lateral transfers, and promotional opportunities. However, similar studies involving additional police agencies operating under similar circumstances would need to be conducted to test the generalizability of this study.

The responses to the questions indicate the officers surveyed are willing to concede pay scale and shift and vacation selection to seniority rights. When asked if a superior-performing junior officer should be paid more than a sub-performing senior officer, 75.2 percent answered “no.” In addition, the same was asked for shift and vacation selection, with the respondents answering “no” at 85.9 percent and 91.7 percent, respectively. These percentages indicate a high level of acceptance for seniority rights with regard to these concerns.

Loyalty to Seniority Rights

When developing this study, this author assumed that as seniority of the respondents increased, so would loyalty to seniority rights. It was surprising to see the responses from the far end of the seniority spectrum when asked about using performance as the determining factor for pay scale. The total for all respondents was 73 percent against using performance as the determining factor. However, within the sample of respondents with seniority of more than 25 years, 52 percent felt performance should be the determining factor. This was unexpected, but may be explained as being a more candid response from people who are nearing the end of their careers and are able to speak more frankly about their opinions.

Career Advancement

When asked about career advancement through lateral transfer and promotional opportunities, respondents were very much in favor of having their performance levels determine their outcomes. The data indicate an overwhelming desire of the respondents to be in control of their own destinies and career advancement.

Other questions were asked to determine what lengths the respondents would go to in order to benefit their careers if they knew their efforts would have a positive effect on their goals. The majority, 66.1 percent, indicated that they would

Demographics of Respondent Agencies

Agency	Number of Sworn Officers	Annual Budget	Population Served
#1	84	\$13,000,000	62,000
#2	33	\$11,837,700	14,254
#3	53	\$9,251,347	34,000
#4	89	\$11,000,000	48,000
#5	173	\$28,051,590	128,000
#6	111	\$21,239,700	97,000
#7	69	\$13,947,250	73,000
#8	48	\$9,355,670	45,718



Photo Courtesy of: Robert Kalfus

Likeminded.

American Military University is a learning community of likeminded adult professionals with established careers in law enforcement, emergency services, national security and intelligence.

Our students persevere to reach their personal education goals while supporting their families and protecting our citizens. As a member of this community, we invite you to join them in furthering your education.

- More than 70 online degree programs
- Member, Fraternal Order of Police University Program
- May accept in-service and training academy credit toward your degree



Partner, FBI National Academy Academic Partnership Program, offering graduate and undergraduate transfer credit awards for National Academy graduates.



amuonline.com or 877.777.9081

voluntarily increase their levels of productivity; 80.7 percent, their education; 86.9 percent, their training; and 55 percent, their community-volunteer involvement. These percentages not only indicate the desires of the respondents but also the benefit to their departments and communities by gaining more qualified, dedicated officers.

Willingness to Change

This study has shown a profound dissatisfaction in some areas of the current system but also a reluctance to make wholesale changes away from seniority to performance as the measure of one's worth. Generally, individuals are inclined to resist change out of fear of the unknown, even when the changes may be beneficial to everyone. Law enforcement is particularly susceptible to this phenomenon. For change of this magnitude to be accepted and successful, a high degree of trust and cooperation from all levels of the organization must be present. Increasing employee participation is the most lasting form of change and is necessary to attain complete cooperation to implement change.⁸ The professional climate must be positive toward change before a police agency attempts to enact major change.⁹

The data in this study indicate a desire on the part of the respondents to relinquish segments of certain seniority rights that could be the catalyst needed to begin the process of change. The data show a strong desire to replace seniority with performance standards for promotional and transfer opportunities. Involving officers in the change process could cultivate improved relations between line officers and their administrators. The data clearly show a desire by the officers to have input into their departments' policies and decision making. The opportunity to pursue change has been confirmed by the data, but the process must be carried out in small increments with the highest level of integrity to foster long-term improvement in police operations.

These long-standing seniority practices have been the methods of operation for these police agencies for decades. As such, they have become ingrained into the very fabric of each agency's culture. Because some of the practices have been thought of as tradition, the level of acceptance for their continued utilization remains high. To change from this type of system would require a substantial overhaul of the organizational practices that currently exist. The amount of time and effort to work through this transformation would be a daunting task. It is much easier to live with the inadequacies of the status quo than it is to embark on change that is new to all concerned.

Many departments rely on seniority-based assignment to avoid the complications of a merit-based procedure. Often, a seniority system results in an acceptable officer being promoted or transferred, but it does not ensure that the best-qualified officer will get the assignment. It does, however, reduce some of the complaints and headaches for management. "Personally, I believe that it is management's responsibility to do what is best for the organization rather than merely take the easy path," said DeVere D. Woods Jr., PhD, Associate Professor, Criminology and Criminal Justice, Indiana State University and Advisor, CIRCIPOL (the research center for the National Police of El Salvador).¹⁰

Limitations of Study

This study has provided insight into the opinions that officers hold regarding seniority rights, officer performance, and career advancement. However, it is limited in its reliability to project the opinions gathered here to apply to all police agencies. These limitations include (1) the small geographic area in Michigan from where the data were derived; (2) the lack of diversity of the respondents, with the vast majority being white males; (3) the non-probability composition of the sampling group and lack of random selection; and (4) the 50 percent response rate of the total population asked to participate in the study.

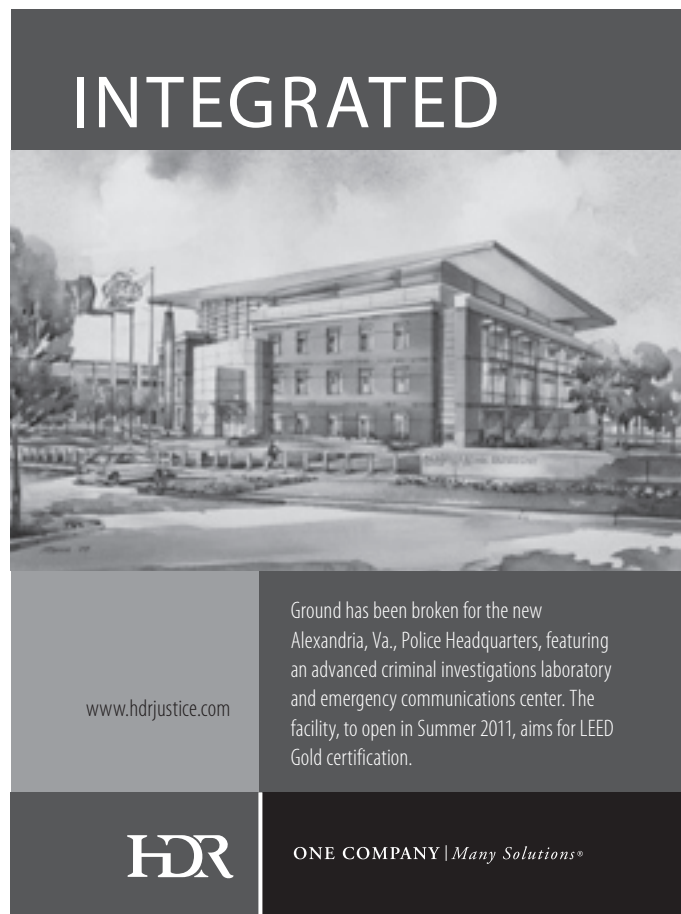
The research started here reveals a need to continue on this path to improve police organizational operations. By discovering police officers' true feelings regarding their careers and the departments they work for, study leaders can gain an understanding into the problems that exist in individual agencies. This information could prove invaluable in developing strategies to eliminate underlying issues that detract from the quality of an organization and its ability to deal with 21st century law enforcement priorities. The demands on police agencies continue to expand, requiring more efficient operation with regard to employee development and service provided to their communities. Additional research is needed to develop performance evaluation criteria that eliminate the subjective flaws inherent in current assessment instruments. The development of objective quantitative standards that can be applied to job performance is needed to overcome the mistrust between the evaluator and the evaluated. Once such a prototype has been developed, it would need to be adaptable to individual police agencies.

Benefit to Criminal Justice

The data derived by this study can be used as a starting point for police agencies that operate under a seniority rights culture to understand how their officers feel about such a system. They are valuable information to the administrators of police departments interested in improving employee relations. Such studies may uncover a morale problem not realized prior to these questions being asked. Additional studies may reveal, as these data did, high levels of frustration and dissatisfaction within the ranks as a result of seniority rights.

The results in this study revealed opportunities for improvement in managerial applications with regard to morale and job satisfaction. In addition, the data provide insight into what officers are willing to do personally to improve their worth to their departments if the rewards for doing so are present.

This study also can benefit union officials by illustrating what is desired by the officers they represent. The unions should become



INTEGRATED

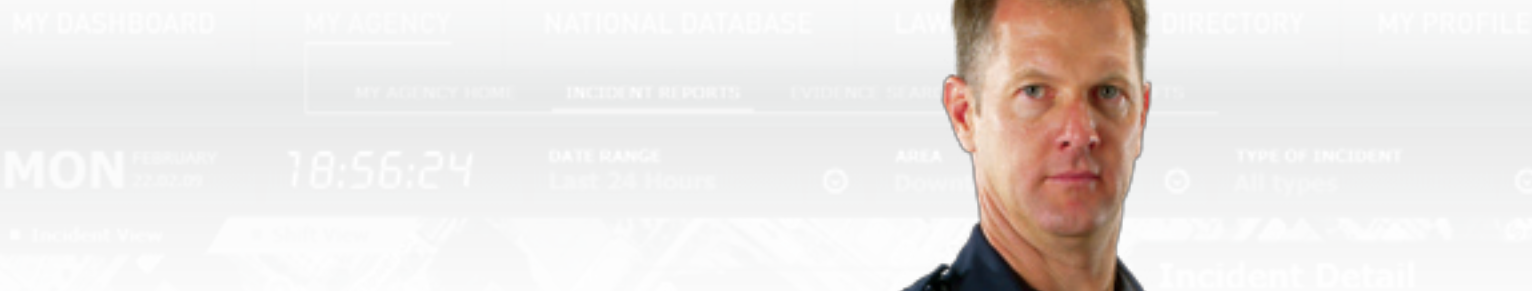
Ground has been broken for the new Alexandria, Va., Police Headquarters, featuring an advanced criminal investigations laboratory and emergency communications center. The facility, to open in Summer 2011, aims for LEED Gold certification.

www.hdrjustice.com

HDR ONE COMPANY | *Many Solutions*®

Upgrade & Save. Enough Said.

Trade-in your used TASER ECD and save on the price of a new one



Officers rely on TASER® ECDs more than any other force option.¹ Now, you have an opportunity to upgrade your TASER ECDs with generous trade-in credits through June 30, 2010.

When you upgrade from the original TASER M26 to the ultra-compact TASER X26, you will receive a \$150 trade-in credit.

If you upgrade from an M26 to the new semi-automatic, multi-shot TASER X3, you'll receive a \$250 trade-in credit.

And if you upgrade from the TASER X26 to the TASER X3, you'll receive a full \$400 trade-in credit.

Invest in upgrading technology you use to protect your officers and to protect the community.

Protect your Budget and Protect Life with TASER.



TASER

www.TASER.com/upgrade

¹Less Lethal Weapon Effectiveness, Use of Force, and Suspect & Officer Injuries: A Five Year Analysis, A Report to the National Institute of Justice, Florida Gulf Coast University, 2009. Terms & Conditions: Trade-in credits will be applied to the list price of a new TASER X26 or TASER X3 as a "one to one credit." The credit can only be applied from one trade-in ECD against one newly purchased ECD. Cannot be combined with any other offer. Trade-in credits are available only for M26 and X26 ECD's that were purchased prior to March 1, 2010. Offer valid for North American law enforcement agencies only. All other sales terms and conditions apply.



High Technology Crime Investigation Association

International Training Conference and Expo

September 20-22, 2010
Hyatt Regency, Atlanta, GA

Take advantage of this great training opportunity on the latest topics in High Technology Crime

Early registration before August 1st
\$550 members/\$650 non-members

After August 1st
\$650 members/\$750 non-members

To register visit:
www.htciaconference.org

For conference updates, follow us on Twitter: <http://twitter.com/HTCIA>

more involved with improving morale and the quality of the police agency. The results obtained in this research clearly demonstrate that officers want control over their careers and would prefer to have their performance be the determining factor for career advancement opportunities.

Key Points

Seniority rights remain a dominant standard for the determination of officer pay scale, shift selection, vacation selection, lateral transfer, and promotional ranking within the eight police departments that participated in this research. These standards have been in place for many years and have become the accepted method of operation for officers who are employed by these agencies. The acceptance of these procedures was made evident when 78.6 percent of the responding officers stated that they felt that the seniority practices of their department were fair.

As the questions asked became more specific, the data revealed areas in which the majority of the respondents did not favor seniority over performance as an outcome determinate. Specifically, these areas dealt with career advancement opportunities such as lateral transfer and promotional ranking. When asked about their career path, 86.5 percent of the officers stated they would prefer their performance to be more influential on their goals than their seniority.

Other areas explored in this study dealt with officer morale, interpersonal relationships, and attitudes about the administrators that lead these agencies. A large number of the respondents indicated frustration over seniority rights, and a majority felt that resentment over these rights had developed between officers. Also, in certain cases, a lack of trust was uncovered between the administration and line officers. A number of officers felt unequal treatment existed and that management did not have their best interests at heart.

While this study indicates a strong acceptance of seniority rights by the rank-and-file, the results also discovered the desire to limit their effect on areas of career advancement. The data show there are opportunities to make changes to the current long-standing seniority practices in certain areas. These opportunities can best be accomplished through collaboration between all levels of the organization. The trust issue must be improved to gain the cooperation of all concerned, leading to acceptance and implementation of change. If successful, these changes can improve officer morale, reduce inter-departmental strife, and improve the overall quality of the department. ♦

Notes:

¹Paul Hersey and Kenneth H. Blanchard, *Management of Organizational Behavior: Utilizing Human Resources*, 4th ed. (Englewood Cliffs, N.J.: Prentice Hall, 1982).

²John S. Adams, "Toward an Understanding of Inequity," *Journal of Abnormal Psychology* 67 (1963): 422-436.

³Larry K. Gaines et al., *Police Administration*, 2nd ed., ed. Carolyn Henderson Meier (New York: McGraw-Hill, 2003).

⁴Dennis Byrne, Hashem Dezhbakhsh, and Randall King, "Unions and Police Productivity: An Econometric Investigation," *Industrial Relations: A Journal of Economy and Society* 35, no. 4 (1996): 566-584.

⁵Ronald Fischer and Peter B. Smith, "Values and Organizational Justice: Performance- and Seniority-Based Allocation Criteria in the United Kingdom and Germany," *Journal of Cross-Cultural Psychology* 35 (2004): 669.

⁶James L. Medoff and Katharine G. Abraham, "Experience, Performance, and Earnings," *The Quarterly Journal of Economics* 95, no. 4 (1980): 703-736.

⁷Alison L. Booth and Jeff Frank, "Earnings, Productivity, and Performance-Related Pay," *Journal of Labor Economics* 17, no. 3 (1999): 447-463.

⁸L. Gaines et al., *Police Administration*.

⁹Robert B. Duncan, "Organizational Climate and Climate for Change in Three Police Departments: Some Preliminary Findings," *Urban Affairs Quarterly* 8 (1976): 205-245.

¹⁰DeVere D. Woods, Ph.D., spoken personal communication, November 27, 2007.

Speed saves lives.

Welcome to 4G. With 4G you can access crucial data when it matters most, at up to 10x the speed of 3G*. Download maps and GIS information for emergency areas en route. Get assailant background information and victim medical records at the scene. And maintain communications even in large-scale disasters. The Overdrive™ isn't just a mobile hotspot. It's vital to your need for speed. Welcome to the Now Network.™ 1-800-SPRINT-1 sprint.com/4G



WHAT CAN YOU DO WITH **4G**?

*Up to 10x Faster Claim: Based on download speed comparison of 3G's 600 Kbps vs. 4G's 6 Mbps. Industry published 3G average speeds (600 Kbps–1.7 Mbps); 4G average speeds (3–6 Mbps). Actual speeds may vary.

Coverage not available everywhere. Sprint 4G is currently available in over 25 markets and counting and on select devices. See sprint.com/4G for details.

Managing for Value

By Tony Veneziano, Chief Administrative Officer, Toronto, Canada, Police Service

Federal, state, provincial, regional, and local governments continue to be challenged by a serious financial crisis and limited monies for a number of competing priorities. Law enforcement agencies rely on governments for most of their financial requirements, and are therefore facing significant budgetary pressure as governments attempt to balance their overall budgets and keep tax increases to a minimum. In many local jurisdictions, policing represents the largest part of the municipal government's budget. Police managers therefore have a responsibility to their funding providers, oversight bodies, and taxpayers to justify both the capital and operating funds needed to deliver public safety services and meet longer-term strategic objectives. But it doesn't stop there. They must also be continuously mindful of the importance of using taxpayer money wisely and ensure they get the greatest return from every dollar spent. Not exceeding the approved budget is important. However, obtaining the greatest value from the money and assets they are entrusted with is equally important.

Managing for value means doing the right things, the right way. It is a collective responsibility, requiring all members of the organization to continuously think about what they're doing, why they're doing it, and how they're doing it and ensure it's the most effective way of achieving the things they want to achieve.

In delivering the various programs, operations, and services, police managers essentially manage people, assets, contracts, information, projects, and processes. While it is difficult to prescribe how to manage for value, key areas to consider follow:

People: the largest expenditure and most important resource. People and how they are managed are keys to an organization's success. People represent the largest part of a law enforcement agency's budget and are its most important resource. Consequently, it is essential that law enforcement agencies draw the greatest value from their human resources—both uniformed officers and civilians.

- To this end, it is important that
- quality and qualified people are hired, consistent with the organization's values and objectives;
 - people clearly know the organization's expectations, priorities, goals, and objectives;
 - people know their duties, responsibilities, and activities, and why they are important;

- people have the skills, knowledge, and information to do their jobs and are provided with required and effective training on an ongoing basis;
- absenteeism is managed so that people are at work as much as possible and are productive;
- procedures and training programs are in place to ensure the safety of the organization's people and the public they serve;
- standards, objectives, and appraisal processes exist to measure and provide feedback on how well people are doing;
- clear expectations exist with respect to how people should carry out their duties, and they are held accountable when their behavior, conduct, and performance do not meet the organization's expectations, policies, and values; and
- an environment of mutual respect is created, in which effective two-way communication exists, and members at all levels are comfortable bringing forward concerns or new ideas.

Effective supervision: usually the difference between success and failure. Proper supervision is vital to the health and success of any organization. Supervision is critical

The Toronto Police Service business analysis teams map and analyze key business processes. The teams are comprised of frontline officers who have been trained in business analysis.

to managing risks; ensuring the organization's objectives, services, and priorities are achieved; and obtaining maximum value from all employees.

Good supervisors ensure people carry out their duties effectively and efficiently and in compliance with policies, procedures, and directives. Supervisors can cause an organization to succeed or fail, and a breakdown or deficiency at this level can prove costly from a compliance, a financial, a liability, and an operational perspective. All too often, however, organizations do not invest the time and effort to make sure supervisory staff know their responsibilities and are given the tools and training to properly do their jobs. It is therefore critically important that organizations make it a priority to develop well-trained supervisors who understand and consistently carry out their roles and responsibilities.

Processes: it's good to periodically challenge the status quo. Law enforcement agencies operate in a dynamic and ever-changing environment. Consequently, in order to be successful in day-to-day operations, police managers must continually review, analyze, and improve their processes and procedures to ensure they are up-to-date, efficient, effective, value-adding, and essentially contribute to the organization's objectives and priorities. This means challenging the status quo and past practices from time to time and making changes to help managers better achieve their objectives. Police managers therefore need to ask themselves questions such as the following:

- Are they deploying their uniformed officers efficiently and effectively?
- Are they patrolling the right areas?
- Are their enforcement activities effective and value-adding?
- Are they partnering with the community and other stakeholders effectively?
- Are they conducting investigations effectively?
- Are they taking full advantage of intelligence and other information and sharing it strategically and effectively?
- Are their hiring procedures efficient, effective, and conducive to recruiting and promoting the best and most qualified people?
- Do their organizational structures make sense from a functional, operations, service-delivery, and management perspective?
- Are their support services effectively and efficiently enabling the achievement of their core policing objectives?

The Toronto Police Service recently established business analysis teams to map and analyze key business processes to determine the effectiveness and efficiency of the processes and to recommend improvements that take advantage of opportunities, mitigate risks, and essentially increase the overall value of the people deployed to the process or activity. The business analysis teams are comprised of frontline officers who have been trained in business analysis. Technology is used, as appropriate, to facilitate key functionalities and information requirements and to further streamline the process and increase efficiencies.

Recognizing the importance of offender management in crime reduction, the Toronto Police Service decided to examine the offender bail compliance process. The result of this review was the establishment of a dedicated Bail Compliance Unit (BCU) in each police division. The Toronto Police

Service's BCU consists of officers trained and dedicated to perform frequent but random bail compliance checks on violent offenders. The establishment of these units enables heightened offender management, including the location and apprehension of serious offenders who are wanted on warrants. To assist the officers, a Web-based bail compliance program was designed in conjunction with the Toronto Police Service's information technology division. This program contains automated features designed to meet the key information requirements of the BCU.

Projects: doing the right things, the right way. Many law enforcement agencies have capital budgets to provide funding—usually from the issuance of debt—for large facility, equipment, and information technology projects that provide long-term benefits to the organization. Because governments have many competing infrastructure priorities, and at the same time are trying to keep their level of debt at a fiscally responsible and affordable level, capital funds are also very limited.

Law enforcement agencies must move forward on the right projects that will help meet their most critical priorities and key strategic objectives and that will provide the greatest return on their capital-budget investment. To this end, a comprehensive business case should be completed for each project outlining both one-time and ongoing costs, benefits, expected outcomes, and how the project is consistent with and will help achieve the organization's strategic plan and objectives. Also included should be the impacts of not moving forward on the project and alternatives considered to achieve the same outcomes and objectives. Developing a good cost estimate for the project and documenting the assumptions made in developing the estimate are very important from a transparency and accountability perspective and are an essential reference point if the cost estimate, scope, or schedule changes during the project life cycle. A thorough analysis of capital project requests is crucial to ensuring decision makers approve the projects that will provide the greatest value to the organization and that the limited capital funds are used wisely.

Once a project is approved, mechanisms must be put in place to ensure deliverables are achieved and that the project is completed on time and on budget. Proper planning; clear objectives and deliverables; and including people with the necessary expertise, knowledge, and skills to manage and work on the project are all critical to success. These mechanisms and strategies must be put in place through a well-thought-out project charter before the project is started.

In Toronto, effective project management is a priority for the police service, which has established a formal project management

framework. All major facility and information technology projects have steering committees comprised of command and senior staff that oversee and provide guidance to project teams. A project charter is developed for each project, outlining the scope, deliverables, timelines, and budget, as well as relevant risks, dependencies, and assumptions. The charter also designates the executive

sponsor, project sponsor, project manager, and key project team members and stakeholders and sets out the roles and responsibilities for each. Regular meetings are held by the project team and steering committee to ensure the project is on track and to identify any significant issues, so corrective action can be taken. Project management training has been provided to appropriate

STUN CUFF
WIRELESS PRISONER CONTROL

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

Protect your vehicles against damage, and reduce officer stress by using the Stun-Cuff PCU, or use the Stun-Cuff Magnum for trials, transports and hospital runs.

Myers Enterprises, Inc.
2890 South Golden Way • Denver, CO 80227 • 303-986-0803
www.STUN-CUFF.com • info@STUN-CUFF.com

MOVEABLE WALL SYSTEMS

TACTICAL RESPONSE TO ACTIVE SHOOTERS TRAINING CONFERENCE

Learn the latest first responder techniques from the world's leading experts and then practice them hands-on at the most state of the art facilities, including the Bernstein Tactical Training Center and ALERRT training curriculum.

Speakers:
Lt. Col. Dave Grossman
Chuck Habermehl, CQB, Inc.
Don Christman & Luis Gomez
IRSC High Liability Trainers

For more information, visit:
www.hufcortacticaltraining.com

HUFCOR
world leader in flexible space management

Contact Scott Staedter at 800-542-2371 Ext. 373

*Active Shooter Training School
Aug 16-19, 2010 • Register Today!
Visit www.hufcortacticaltraining.com
for details.*

*Sponsored by Indian River State College
Treasure Coast Public Safety Training Complex
of Fort Pierce, FL and Hufcor FlexTact*

*Underwriting Sponsors:
BTI, Action Target®, Simunitions®, Morton Buildings®*

uniform and civilian members as well as to command and senior officers to ensure all levels of the organization understand key project management principles, risks, and success factors.

Assets: make optimal use and ensure they are safeguarded. It is important that police agencies make optimal use of their assets, which include vehicles, facilities, computers, radios, firearms, and other equipment, so that the agencies obtain the greatest value from these assets and keep waste to a minimum. Appropriate action must be taken to protect assets by implementing effective preventive maintenance and state-of-good-repair programs. This will help reduce asset downtime, keep repair costs down, and assist in extending the life of the asset. In addition, it is important that effective procedures and mechanisms exist to safeguard assets from loss or damage.

Reliable information: it's difficult to operate effectively without it. Law enforcement agencies require and rely on information in conducting their day-to-day business and operations. Information technology and systems are business enablers that exist to process and provide accurate, reliable, and timely information for operations, decision making, and other purposes. It is therefore important that information systems meet the police agency's business needs, support administrative and frontline operations, and

provide the information required in a timely, efficient, and cost-effective manner. The investment required to purchase and implement information systems is usually significant, so it is essential that the right systems

Managing for value means doing the right things, the right way. It is a collective responsibility, requiring all members of the organization to continuously think about what they're doing, why they're doing it, and how they're doing it and ensure it's the most effective way of achieving the things they want to achieve.

are carried out in the right way and fit into the organization's computing environment and infrastructure.

Contracts: get the best value and hold vendors accountable. In addition to internal support resources, law enforcement agencies use external companies to provide various goods and services required in day-to-day operations. It is important that the organization's procurement processes are effective in getting the goods and the services they need, when they need them and result in the best price or value to the organization. Good contracts that are properly managed and that protect the organization's interests must be put in place so that vendors can be held accountable for delivering the goods and the services requested at the cost to which all parties have agreed.

Performance indicators: measuring outcomes and outputs. As public sector organizations with no real bottom line, police agencies must have indicators in place that help measure how well they are doing. In this regard, outputs cannot be confused with outcomes. For example, increasing the number of contact cards, charges, or arrests are outputs. Achieving a lower homicide rate and decreases in other major crime categories are outcomes, as they show they are contributing and making a difference to the police service's overall objective of making its respective jurisdiction safer. Police agencies must have and use both output and outcome indicators to measure the performance of their operational and support functions, so corrective action can be taken if and as required.

Risk: must be managed, but it's not always a bad thing. Risk in a law enforcement agency can come in many forms, from the behavior or conduct of frontline officers to legal, operational, technological, and financial risks. Risk is usually heightened during times of transition or change, both in an organization's internal and external environment. Decentralized operations without

proper supervision can also increase risk. In addition, a lack of clarity regarding roles and responsibilities in operations or processes, and weak ethical values and practices, can contribute to a higher level of adverse risk in an organization.

It is therefore important that all key risks are identified and properly managed; failure to do so can adversely impact the operations of the organization; expose it to unnecessary financial and legal liability; and erode the confidence that elected officials, oversight bodies, and the public have in its police agency.

Risk management activities typically tend to focus on negative events and rely on diligent corporate compliance programs and control mechanisms for mitigation. However, being unable or unwilling to take advantage of opportunities is also a risk that could impact the value that police agencies achieve from their resources and operations.

Consequently, it is important to recognize that not all risks are necessarily bad, and that with proper analysis, controls, and tolerances, some level of risk is healthy and can actually result in a positive impact on the organization and on staff morale.

Managing for value: every police manager's responsibility. As governments struggle with a serious financial crisis, law enforcement agencies face significant budgetary pressures that impact and challenge police managers' ability to effectively deliver public safety services. It is therefore incumbent that police managers prepare budgets that focus on priorities and that result in the best value for every dollar that is spent. Most law enforcement agencies practice managing for value without really thinking about it. However, it is important that more rigor and thought is brought to the process so that police managers can justify their actions and activities and effectively demonstrate how they contribute to the achievement of the organization's objectives, priorities, and outcomes.

It is each police manager's responsibility to ensure that each respective organization achieves the greatest value from the budget and people they manage by setting clear expectations; measuring performance; identifying and eliminating waste and inefficiencies; and continuously looking for ways to improve the performance of the unit, division, district, or command. Managers should also be constantly promoting and reinforcing value for money and risk-management thinking among all their staff.

It is important to always keep in mind that any waste, inefficiency, or project cost overrun in one area prevents a valuable activity or project from being done in another area, thereby reducing the overall return provided to taxpayers on their public safety investment. ♦

DOGS

- Drug Detector Dogs (four odors)
- Explosive Detector Dogs (eight odors)
- Import Police Certified Dogs
- Arson, Mine-Finding and Tracker Dogs

Additionally, Global offers:
Dog and Certification of Team
Annual Evaluations/Certifications
Supervisor and Trainer Courses
Many Types and Services Available

Global Training Academy, Inc.

P.O. Box 445
Somerset, TX 78069

210/622-9460 (primary)
210/680-9068 (alternate)
830/429-3122 (fax)
800/777-5984 (toll free)

In business since 1984.
Texas License C-4522

SIG556[®] CLASSIC

**Exceptional Performance
and Reliability!**

Rigid steel receiver

*Ambidextrous
safety*

*Mini Red Dot
Sight included*

*Ergonomic design
for balance*

*30-round AR
integrated connecting
polymer magazines*

*Full length
gas piston*

The **SIG556** rifle delivers unmatched reliability with virtually no cleaning or maintenance. At the very core of **SIG556** is a stainless steel upper housing that completely encloses a hardened steel monoblock. Threaded to a cold hammer forged barrel, this unique design provides an ultra rigid platform delivering unparalleled accuracy and performance. Gas volume is regulated by a two position valve that practically eliminates carbon build-up and firing residue, insuring reliable function under the most extreme conditions.

*2 position
gas valve*

Cold hammer forged barrel

*Folding buttstock
for portability*



SIGSAUER[®]

For more information visit sigsauer.com



THEIR CHARIOT AWAITS.

 FLEET



THE FORD CROWN VICTORIA POLICE INTERCEPTOR. LEGENDARY AUTHORITY.

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

*Star ratings are part of the U.S. Department of Transportation's Safercar.gov program (www.safercar.gov).

SPECIAL FOCUS: Weapons and Tactics



Steyr's Advanced Long-Range Tactical Rifle

Steyr Arms has introduced a new adaptation chambered in the long-range tactical round: the .338 Lapua Magnum. A prototype of the new rifle made its public debut in May 2010. The display of the prototype coincides with the successful conclusion of the extensive 10,000-round endurance and reliability testing of the new chambering in the SSG 08 at the Austrian factory.

The SSG 08 was designed to the specifications of Austria's EKO COBRA antiterrorism unit. The SSG 08 is based on Steyr's unique Safe Bolt System (SBS) action, which is bedded in a high-grade aluminum stock and mated to Steyr's direct trigger. The skeletonized stock includes a UT rail along the length of the fore end, a built-in bipod post, multiple mounting points for user-customized Picatinny rail combinations, and a fully enclosed detachable-box magazine. The butt of the stock folds for transport and features an adjustable cheek piece; an adjustable butt plate; and an integrated, finely adjustable rear-elevation pod.

The cold-hammer-forged barrel measures 27.17 inches to maximize the potential of the .338 cartridge, and its 1:9 twist rate will stabilize bullets up to and including the 300-gr. HPBT Secnar projectile. The action, magazines, and stock were lengthened to accommodate the dimensions of the .338 Lapua Magnum cartridge. Because of the SSG 08's accuracy potential and ability to maintain supersonic speeds at distances in excess of 1,500 meters with the .338 Lapua chambering, a 20-MOA declination scope base is included for long-range optic. The .338 Lapua Magnum version of the SSG 08 also includes a newly designed heavy-duty bipod.

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

Smith & Wesson New .22 LR Pistol

Smith & Wesson Corporation has added a new model to the military and police series of firearms with the introduction of a semi-automatic pistol based on the M&P15-22 rifle—the M&P15-22P pistol. Engineered on a dedicated .22 LR tactical platform, the M&P15-22P offers shooters reduced size and weight while retaining the same operating features and versatility of the full-length tactical rifle.



Built on a high-strength polymer upper and lower receiver, the M&P15-22P features a 6-inch carbon steel barrel with an overall length of 15 inches. The new pistol operates on a conventional blowback semi-automatic action and is standard with a 25-round detachable magazine. The M&P15-22P has a barrel twist of 1 in 15 inches and has been fitted with an A1-style flash hider. With an unloaded weight of 51 ounces, the tactical pistol offers limited recoil and economical ammunition. To aid in sight alignment, the M&P15-22P is standard with a removable A2-style front post sight and an adjustable A2-style rear sight. The standard sights on the M&P15-22P can be easily removed, providing owners the flexibility to mount myriad optics and sighting devices.

The M&P15-22P shares other common design features with the full-length tactical rifle including an A3-style flat top upper receiver with quad-rail handguard along with a single stage trigger. The new pistol also features a traditional AR-15 style magazine release, bolt catch, and a two-position receiver mounted safety. By staying true to the 1913 Mil. Std. design, the pistol will accept after-market rail accessories along with most standard pistol grips and trigger systems.

For more information, visit <http://www.smith-wesson.com>.

EMA Tactical

EMA Tactical products allow converting of handguns into long-range carbines and assault rifles in a matter of seconds. The RONI allows accuracy inherent in the pistol engaging targets at fifty yards and beyond. User accuracy is improved because the sight line and rail height are above the barrel. The weight and design of the RONI reduces recoil and muzzle jump, providing increased rounds on target. Using the RONI, only one weapon is required for both close quarters and mid-range engagements.

A pistol can be installed in the RONI in five seconds. During the transformation, no pistol disassembly or gunsmithing is required. RONI holds the pistol at three points, around the trigger guard, at the top of the back strap, and along the under barrel rail mount. The RONI's design allows the use of different model pistols from the same manufacturer in the same RONI body.

A Dangerous Job Made Safer



Technology proven on the battlefield, now ready to empower today's law enforcer.

www.avinc.com

| uas@avinc.com

| +1 805.581.2187

AV
aerovironment

SPECIAL FOCUS: Weapons and Tactics

The 9.25-inch RONI's upper rail is long enough to accommodate a number of different sights, including a red dot plus night vision or red dot plus flip-up sights. RONI's upper rail is one piece construction, allowing the user to attach devices anywhere on the rail. The two 2.5-inch side rails allow the attachment of other devices including flashlights and lasers.

The design features an adjustable cheek rest, a five-position collapsible buttstock, and a folding grip. The ambidextrous design allows for ease of use by both left- and right-handed operators. The buttstock features a secure extra magazine mount positioned where it reduces reloading time but does not interfere with shooting. The RONI can be used with the buttstock in the closed position.



The safety features of the RONI include a safety shroud to protect the trigger for pistols without a conventional safety device and a forward finger guard to protect the forefinger from the barrel shroud. The polymer design with aluminum reinforcement provides strength with the light weight needed for extended use.

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

MSA Tactical Carrier

The T2 Tango Tactical Carrier combines a comfortable carrier with MSA's reliable NIJ-approved ballistic protection. It offers flexibility, comfort, and practicality for today's law enforcement applications. The Tango Tactical Carrier integrates MSA Paraclete's established Tango Body Armor cut and styling with a new drop-down front flap for easy cummerbund access. New front-load plate pockets, antiskid shoulder weapon stabilization, and choice of sizes and plates provide law enforcement officers with versatile and comfortable features. Other Tango Tactical Carrier features include the following:

- Accepts NIJ 0101.06-compliant Templar Ballistic Packages
- Six-year warranty on carrier and accessories
- New front-load plate pocket
- New shoulder, groin, and throat collar accessory options
- Retractable groin protector
- Established armor cut for maximum side and lower torso coverage

- RAV-style cummerbund for better fit and stability plus accessory attachments
- Antiskid material for shoulder weapon stabilization helps to prevent rifle butt slippage
- Front flap MOLLE grid allows for front-vest accessory attachment
- Integrated communication cable/hydration tube routing
- Durable nylon Cordura construction
- Rear drag strap
- Fits 10-inch by 12-inch Level III or IV rifle plates



The T2 Tango Tactical Armor System is designed for SWAT, bomb squads, OES response teams/FEMA, state and federal officers during heightened security posture, patrol officers responding to active shooter-type scenarios, officers deployed in military-like environments, airport special response teams, maritime special response teams, and SWAT medics/doctors.

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

Trijicon AccuPoint TR24 Variable-Power Optic for Carabines



The TR24 combines the AccuPoint's dual-illuminated, battery-free reticle with a one- to four-times magnification range, suited for close-quarters to intermediate-range applications. This adaptable optic provides responding officers with enhanced identification and situational awareness capabilities without sacrificing close-range effectiveness.

RSDL[®]

REACTIVE SKIN DECONTAMINATION LOTION

FAST • EFFECTIVE • SAFE on SKIN

Help protect yourself against threats you can't see.



NOW!
Available to
Law Enforcement!

THE FIRST LINE OF DEFENSE FOR THOSE WHO SERVE

RSDL[®] Removes Or Neutralizes all known Chemical Warfare Agents

The ONLY Skin Decontamination Lotion:

- Designed to be Carried by Military and First Responders Worldwide
- Tested and Proven Effective by the U.S. DoD and Multiple NATO Militaries
 - Cleared by the U.S. FDA, European CE and Australian TGA
- Decontaminates Known Chemical Warfare Agents Within 2 Minutes



RSDecon[®]
THE FIRST LINE IN CHEMICAL DEFENSE

1.888.RSD.econ (+1.888.773.3266) • www.RSDecon.com

RSDecon 107 College Road East, Princeton, NJ 08540 U.S.A.

Telephone +1.888.RSD.econ (+1.888.773.3266) Fax: +1.516.302.2904

RSDecon is a Business unit of Bracco Diagnostics Inc. © 2010 RSDecon. All rights reserved.

SPECIAL FOCUS: Weapons and Tactics

All models in the AccuPoint Series operate battery free, eliminating the potential for failure during critical moments in the field. They also feature Trijicon's Improved Manual Brightness Adjustment Override, which allows control of the light output of the fiber optics during daylight. AccuPoint riflescopes are loaded with other advanced optical elements like multilayer, coated lenses for light transmission with no distortion. There is also a quick-focus eyepiece, long-eye relief, and precise windage and elevation adjustments.

The AccuPoint's rugged construction protects it from the toughest elements. It is crafted from aircraft quality, hard-anodized aluminum with a tube that is nitrogen-filled to prevent corrosion and eliminate fogging. A solid, black-matte finish eliminates glare and light reflection.

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

LEUPOLD Tactical

The Leupold Mark 4 1-3x14mm CQ/T scope is an optical sight for tactical firearms such as the AR-15 and M-16, combining the strengths of a red dot sight and a variable-power rifle scope. The clear, bright Leupold Circle Dot illuminated reticle is a bold aiming point for the operator, for instant target acquisition in close, fast engagements. It offers ten illumination settings, including two compatible with night vision equipment, to match any light conditions without overwhelming natural low-light vision. One AA battery powers the Mark 4 CQ/T for more than 600 hours at medium setting. At 1x it functions as a non-magnifying, illuminated sight for tactical scenarios at extremely close range. Dial up to 2x or 3x to accurately engage targets at medium ranges. Butler Creek flip-up lens covers, the Mark 4 CQ/T flattop mounting bracket, and a carry handle mounting stud are all included. The Mark 4 CQ/T scope is covered by the Leupold Mark 4 Tactical Optical Products Warranty while the electronic components are covered under the Leupold Electronics Warranty.



Leupold's patented DeltaPoint motion sensor discerns any movement of the sight and automatically activates the illumination. The auto-brightness sensor immediately and continuously samples the current lighting conditions to provide optimal reticle intensity, precisely matching the eye's natural ability to adapt to changing lighting conditions. The extremely rugged and lightweight magnesium housing provides nimble and precise handling, while the aspheric lens generates the widest field of view and best image quality ever produced in a reflex sight. Unlimited eye relief and copious amounts of elevation and windage travel make the DeltaPoint the perfect companion for virtually any firearm.

For more information, visit <http://www.leupold.com/tactical>.

iTAC Tactical Accessories

iTAC tactical accessories is a new line built for law enforcement. iTAC engineers studied elite military forces to create the most intelligently designed holsters, magazine pouches, lights, lasers, and other tactical shooting accessories. Produced from durable materials, the iTAC accessories are rugged, reliable, and affordable.



The iTAC holster with Integrated Mag Pouch is utilizing a quick-release retention lever that also contains an integral magazine pouch, offering the ultimate in performance and convenience. The features include a contoured fit holster, positioned to where the trigger finger normally rests; adjustment for the cant; rotation by 360 degrees for different applications such as the small of the back and cross draw; adjustment with the simple Allen key; a single magazine pouch; and a protective sight channel. Currently, the iTAC holster comes in right-hand models only.

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

Desantis Holster



The Desantis Intruder style #105 holster is designed for both concealment and comfort. It is tuckable and adjustable for both height and cant. The holster back consists of top-grain premium steer hide and the leather front component is finished with a supremely durable polyurethane film for lasting beauty. Each Intruder is molded from a genuine Kydex sheet to exact specifications. Currently, style 105 is available for Glock models 17/19/22/23/26/27; S&W M&P full-size and compact 9mm/40cal; colt 1911's (3-inch to 5-inch); and Springfield 1911-A1, Ultra Compact, Champion (3-inch to 5-inch).

For more information, visit <http://www.desantisholster.com>. ❖



Hiring Crisis?

Do you need a cost-effective and efficient way to bring on new officers quickly?

USIS is the largest provider of background investigations to the federal government. With more than 2,500 field investigators, we have the capability to conduct background investigations nationwide. Our investigators are all trained to meet federal standards, and all have passed a federal background investigation. USIS stands for integrity.

USIS conducts thorough and comprehensive investigations that can range from pre-employment screening to extensive background investigations that meet or exceed your state POST standards.

Whether you need help with a hiring surge, your out-of-state applicants, or all of your background investigations, USIS has the experience and capability to support you.

Call us at **800.761.5637** or visit our website at **www.usis.com**.

Ensuring a Safer Future Today®



What has your attention?

Find Funding Opportunities

Check out free resources, grants, and funding opportunities in IACP Net's Funding section.

Looking for Funding?

Build Your Agency's Strength

Network with more than 1,700 leading-edge agencies and over 4,000 law enforcement professionals to share knowledge and build on their successes.

Strengthening the Department?

Upgrade Your Policy Manual

Speed up accreditation and find new policies for hot topics in law enforcement. IACP Net's Policies database lets you search over 10,000 policies, over 5,500 of them CALEA referenced.

Writing Policies?

Hearing Conflicting Opinions?

Reaching for Advice?

Wading Through Paperwork?

Get the Facts

IACP NetSM gives you definitive answers on perplexing issues from its database of innovative programs implemented at other departments.

Leverage Peer Experience

IACP Net's Quest-ResponseSM service puts you in touch with thousands of law enforcement leaders to help solve your toughest issues.

Reduce Research Time

IACP Net's strict focus on law enforcement means you get relevant and accurate research results in seconds.

(For solutions log in to www.iacpnet.com)

Be at Ease with IACP Net — Find out how you can ease your workload and more efficiently manage the tasks competing for your attention. Go to www.iacpnet.com for tools, solutions, and innovations for the challenges you face in day-to-day law enforcement management. IACP Net offers you a one-stop Web portal with thousands of resources to ease your workload and get things done.

Department memberships start at just \$500 annually, with special pricing for small agencies. Effective law enforcement leaders choose IACP Net to find and share innovations, policies, and solutions for the business side of policing.

Take an online tour today at www.iacpnet.com, or call 800.227.9640 to request a free 24-hour pass.

IACP Net is produced by LogIn, Inc., in cooperation with the International Association of Chiefs of Police since 1991.

IACP NetSM and Quest-ResponseSM are service marks of LogIn, Inc. Strength Through Cooperation[®] is a registered trademark of LogIn, Inc. All rights reserved.



STRENGTH THROUGH COOPERATION[®]

SOUTHERN POLICE INSTITUTE

61st Command Officers

Development Course

Visit: www.louisville.edu/spi to register!

NEW LOCATION: HILLSBORO COUNTY SHERIFF'S OFFICE
2010—October 4-11, November 1-12, December 6-17
2011—January 3-14, January 31—February 11

(400)FOUR HUNDRED TRAINING HOURS—40 CEU's—TUITION—\$3,395.00

Excellence in Policing

Southern Police Institute

Phone: (502) 852-6561

Fax: (502) 852-0335

www.louisville.edu/spi

www.facebook.com/SPI.Louisville

FOR ONLINE DEGREE PROGRAMS:

Department of Justice Administration

www.louisville.edu/JusticeAdministration

University of Louisville - Louisville, KY

National Crime

Prevention Institute

Phone: (502) 852-8577

Fax: (502) 852-0335

www.louisville.edu/NCPI

Legacy, Leadership & Succession Planning ...on the beach.

59th Annual

Southern Police Institute Alumni Association Training Conference

July 19th - 23rd, 2010

At the Hilton Singer Island Oceanfront Resort

Conference Registration : SPIAAConference.com

Room Reservations : Hilton.com

Additional Information : SPIAA.org

Training attendance is limited to active or retired law enforcement officers.

NEW MEMBERS

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

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

*Associate Members

All other listings are active members.

AUSTRALIA

Perth/WA—*Harwood, Susan, Researcher & Practitioner, Australian Council of Women & Policing, PO Box 103 Northbridge, 6865, 61 892275359, Fax: 61 892275842, E-mail: quality@iinet.net.au

CANADA

British Columbia

Abbotsford—Goerke, Leonard, Deputy Chief Constable, Abbotsford Police Dept, 2838 Justice Way, V2T 3P5, (604) 864 4822, Fax: (604) 864 4809, E-mail: lgoerke@abbypd.ca, Web: www.abbypd.ca

Ontario

Hamilton—De Caire, Glenn, Chief of Police, Hamilton Police Service, 155 King William St, L8N 4C1, (905) 546 4700, Fax: (905) 546 4752, E-mail: gdecaire@hamiltonpolice.on.ca, Web: www.hamiltonpolice.on.ca

Ottawa—*Buckle, Joe, Chief Information Officer, RCMP, 1200 Vanier Pkwy, CPIC Bldg, K1A 0R2, (613) 993 6016, Fax: (613) 991 9109, E-mail: joe.buckle@rcmp-grc.gc.ca, Web: www.rcmp.gc.ca

—Michaud, Gilles, Assistant Commissioner NSCI, RCMP, 1200 Vanier Pkwy, K1A 0R2, (613) 949 6546, Fax: (613) 993 9668, E-mail: gilles.michaud@rcmp-grc.gc.ca, Web: www.rcmp.gc.ca

—Tousignant, Alain, Chief Superintendent, RCMP, 295 Coventry Rd, K1A 0R2, (613) 993 1414, Fax: (613) 990 3686, E-mail: alain.tousignant@rcmp-grc.gc.ca, Web: www.rcmp.gc.ca

MONGOLIA

Ulaanbaatar—Sunduisuren, Dorj, Deputy Commissioner General, Independent Auth Against Corruption of Mongolia, Seoul St 41, 1450, 976 70112455, Fax: 976 70112455, E-mail: sundulsuren@iiac.mn, Web: www.iiac.mn

NIGERIA

Abuja—*Micah, Garba, Sergeant, Nigeria Police Force, 44 Police Mobile Force, 234 8037102639, E-mail: uzorkris@hotmail.com

—*Adewale, Dosa, Sergeant, Nigeria Police Force, Lagos State Police Command SCIB, Adekunle Fajuyi Way, 234 8033955178, E-mail: dosaadewale@yahoo.com

—Prince, Okafor C, Deputy Superintendent of Police, Nigeria Police Force, Oba Akinjobi St, E-mail: okaforprince26@yahoo.com
Kaduna—Musa, Ibrahim B, Major, Nigeria Police Force, 333 Logistics Group NAF, 234 8033204076, E-mail: mail4barney@yahoo.com

Ketu—*James, Egun, Sergeant, Nigeria Police Force, Lagos State Police Command, CID Dept Ketu Police Station, 234 8030820153, E-mail: ebun.james@yahoo.com

Lagos—*Asogbon, Adefemi, Sergeant, Nigeria Police Force, Lagos State Police Command, Badagry Police Station, 234 8037168388, E-mail: adefemiasogbon@yahoo.com

—Ishola, Abdullahi O, Assistant Commissioner of Police, Nigeria Police Force, Lagos Force HQS, E-mail: danbaruba2007@yahoo.com

—Matthew, Amos, Chief Superintendent of Police, Nigeria Police Force, HQS Annex Lagos, E-mail: amosmatthew62@yahoo.com

Port Harcourt—Adebawale, Sunday Oni, Deputy Superintendent of Police, Nigeria Police Force, Special Anti Robbery Squad, Rivers State Police Command HQS, Moscow Rd, 234 8033045634, E-mail: debooni@yahoo

—Edozie, Hycenth A, Chief Superintendent of Police, Nigeria Police Force, EFCC 6A Olumeni St, Old GRA, E-mail: azuedozie@yahoo.com

PAKISTAN

Islamabad—Khan, Ashfaq A, Superintendent of Police, Islamabad Capital Territory Police, Traffic Police HQS, Sector F 8/1, 92 5162645, Fax: 92 5163252, E-mail: ashfaq.psp@gmail.com, Web: www.islamabadpolice.gov.pk

PHILIPPINES

Taguig City—De Los Santos, Jose Arne M, Police Chief Superintendent, Philippine National Police, Camp Bagong Diwa, Bicutan, 1633, 63 28380437, Fax: 63 28380437, E-mail: jose_arne@yahoo.com, Web: www.metromanilapolice.or

SERBIA

Belgrade—Milovic, Rodoljub, Chief of Criminal Police, Ministry of Interior, Bulevar Mihajla Pupina br. 2, 11000

UNITED STATES

Alabama

Birmingham—Christian, Alex R, Chief Deputy, Jefferson Co Sheriff's Office, 2200 Rev Abraham Woods Jr Blvd, 35203, (205) 325 5714, Fax: (205) 325 5364, E-mail: christian@jccal.org, Web: www.jeffcosheriff.net

Elberta—Pledger, Mickey L, Chief of Police, Elberta Police Dept, 13062 Main St, 36530, (251) 986 5300, Fax: (251) 985 3220, E-mail: elbertachief@gulfnet.com

Prichard—Gardner, Jimmie, Interim Chief of Police, Prichard Police Dept, 216 E Prichard Ave, 36610, (251) 452 7900, E-mail: j.gardner@thecityofprichard.org, Web: www.thecityofprichard.org

Saraland—Anderson, J Kevin, Chief of Police, Saraland Police Dept, 716 Hwy 43 S, 36571, (251) 375 5373, Fax: (251) 679 5566, E-mail: kanderson@saraland.org

Alaska

Fairbanks—*Dupee, Ron J, Patrol Officer, Fairbanks Police Dept, 911 Cushman St, 99701, (907) 388 6771, E-mail: rjdupee@ci.fairbanks.ak.us

Arizona

Phoenix—Halliday, Robert C, Director, AZ Dept of Public Safety, PO Box 6638, 2102 W Encanto Blvd, 85005 6638, (602) 223 2410, Fax: (602) 223 2952, E-mail: rhalliday@azdps.gov

Youngtown—McDonald, Terry A, Chief of Police, Youngtown Police Dept, 12038 N Clubhouse Sq, 85363

Arkansas

Alma—White, Russell K, Chief of Police, Alma Police Dept, 804 Fayetteville Ave, 72921, (479) 632 3333, Fax: (479) 632 4516, E-mail: rwhite@almapolice.org

Little Rock—K'Nuckles, Timothy, Lieutenant Colonel, AR State Police, 1 State Police Plaza Dr, 72209, (501) 618 9102, Fax: (501) 618 8222, E-mail: tim.knuckles@asp.arkansas.gov, Web: www.asp.state.ar.us

—Phillips, Winford E, Colonel, AR State Police, 1 State Police Plaza Dr, 72209, (501) 618 8299, Fax: (501) 618 8222, E-mail: winford.phillips@asp.arkansas.gov, Web: www.asp.state.ar.us

California

Arcata—Chapman, Thomas F, Chief of Police, Arcata Police Dept, 736 F St, 95521, (707) 852 2520, Fax: (707) 822 7936, E-mail: tchapman@arcatapd.org, Web: www.cityofarcata.org

Davis—*Stubbins, David, Consulting Psychologist, PO Box 2154, 95617, (530) 792 1606, Fax: (530) 302 1334, E-mail: dstub70@gmail.com

Hopland—Rhodes, Brett K, Chief of Police, Bureau of Indian Affairs, 3000 Shanel Rd, 95449, (707) 744 8766, Fax: (707) 744 8715, E-mail: brhodes@hoplandtribe.com, Web: www.hoplandslec-nsn.gov

Laguna Niguel—Ferguson, Andy, Chief of Police Services/Lieutenant, Orange Co Sheriff's Dept, 27801 La Paz Rd, 92677, (949) 362 4310, Fax: (949) 362 9840, E-mail: aferguson@ocsd.org, Web: www.ocsd.org

Livermore—Gallagher, Steve, Captain, Livermore Police Dept, 1110 S Livermore Ave, 94550, (925) 371 4715, E-mail: sgallagher@ci.livermore.ca.us

Santa Monica—*Moroso, Jay, Sergeant, Santa Monica Police Dept, 333 Olympic Dr, 90401, (310) 458 2293, E-mail: jay.moroso@smgov.net

Santa Rosa—*Willat, David F, Sergeant, Santa Rosa Jr College Police Dept, 1501 Mendocino Ave, 94501, (707) 527 1000, Fax: (707) 653 7126 Ext. 1, E-mail: dwillat@santarosa.edu

Colorado

Cherry Hills Village—Sansing, Jody, Deputy Chief of Police, Cherry Hills Village Police Dept, 2450 E Quincy Ave, 80113, (303) 783 2727, Fax: (303) 761 9386, E-mail: jsansing@cherryhillsvillage.com, Web: www.cherryhillsvillage.co

Timnath—Wagner, Sherri L, Chief of Police, Timnath Police Dept, 4800 Goodman St, 80547, (970) 224 3211, Fax: (970) 224 3217, E-mail: sherriwagner@timnathcolorado.org

Connecticut

Fairfield—*Jacobs, Pearl, Associate Professor, Sacred Heart Univ, 5151 Park Ave, 06825, (203) 371 7764, Fax: (203) 365 4892, E-mail: jacobsp@sacredheart.edu

—*McCabe, James E, Assistant Professor, Sacred Heart Univ, 5151 Park Ave, 06825, (203) 396 8002, Fax: (203) 365 4892, E-mail: mccabej@sacredheart.edu

Hartford—Hajdasz, Stephen, Lieutenant, CT State Capitol Police, 300 Capitol Ave, Rm 1200, 06106, E-mail: stephen.hajdasz@cga.ct.gov, Web: www.cga.ct.gov/cop

Milford—*Dugas, Floyd J, Attorney, Berchem Moses & Devlin PC, 75 Broad St, 06460, (203) 783 1200, Fax: (203) 882 0045, E-mail: fdugas@bmdlaw.com, Web: www.bmdlaw.com

—*Stanevich, Jason R, Attorney, Berchem Moses & Devlin PC, 75 Broad St, 06460, (203) 783 1200, Fax: (203) 882 0045, E-mail: jstanevich@bmdlaw.com, Web: www.bmdlaw.com

District of Columbia

Washington—Berenberg, Scott, Asst IG for Investigations, US Dept of Commerce OIG, 1401 Constitution Ave NW, Rm 7087, 20230, (202) 482 3860, Fax: (202) 482 5582, E-mail: sberenberg@oig.doc.gov

—Clair, Kenneth M, Special Agent in Charge, US Dept of Commerce OIG, 1401 Constitution Ave NW, Rm 7087, 20230, (202) 482 1240, Fax: (202) 482 5582, E-mail: kclair@oig.doc.gov

—Cox, Thomas C, Special Agent in Charge, US Dept of Commerce OIG, 1401 Constitution Ave NW, Rm 7087, 20230, (202) 482 5910, E-mail: tc Cox@oig.doc.gov

—*Hawkins Green, Margot, Employee Assistance Specialist, US Capitol Police, 140 Ford House Office Bldg, 20515, E-mail: margot_hawkins-green@cap-police.senate.gov

—Heil, David M, Deputy Asst IG for Investigations, US Dept of Commerce OIG, 1401 Constitution Ave NW, Rm 7087, 20230, (202) 482 4842, Fax: (202) 482 5582, E-mail: dheil@oig.doc.gov

—*Helmke, Paul, President, Brady Center to Prevent Gun Violence, 1225 Eye St NW, Ste 1100, 20005, (202) 289 5781, Fax: (202) 371 1776, E-mail: bhelmke@bradycenter.org, Web: www.bradycenter.org

—Wigle, John, Chief Worldwide Incidents Team, National Counterterrorism Center, 3B 520 LX 2, 20505, (703) 275 2701, Fax: (703) 275 1211, E-mail: johntw2@nctc.gov

Florida

Greenacres—Ludos, Phillip A, Director of Public Safety, Greenacres Dept of Public Safety, 2995 Jog Rd, 33467, (561) 642 2103, Fax: (561) 642 2109, E-mail: pludos@ci.greenacres.fl.us, Web: www.greenacres.fl.us

Hollywood—Jones, James P, Assistant Chief of Police, Hollywood Police Dept, 3250 Hollywood Blvd, 33021, E-mail: jjones@hollywoodfl.org, Web: www.hollywoodpolice.org

Miami—Cabrera, Luis E, Deputy Chief of Police, Miami Police Dept, 400 NW Second Ave, 33128, (305) 603 6130, Fax: (305) 579 6162, E-mail: luis.cabrera@miami-police.org, Web: www.miami-police.org

—*Pavone, Karina, Director Assessment Center, Miami Dade College, 11380 NW 27 Ave, 33167, (305) 237 1476, Fax: (305) 237 1858, E-mail: kpavone@mdc.edu, Web: www.mdc.edu/north

New Port Richey—Harrington, Jeffrey E, Captain Executive Officer, New Port Richey Police Dept, 6739 Adams St, 34652, (727) 841 4550 Ext. 114, Fax: (727) 816 1132, E-mail: harringtonj@cityofnewportrichy.org, Web: nprpolice.or

Orlando—Bernal, Eugenio, Deputy Chief of Police, Orlando Police Dept, 100 S Hughey Ave, 32801, (407) 246 2466, Fax: (407) 246 2732, E-mail: eugenio.bernal@cityoforlando.net, Web: www.cityoforlando.net

—Rooney, Paul, Deputy Chief of Police, Orlando Police Dept, 100 S Hughey Ave, 32801, (407) 246 2465, Fax: (407) 246 3889, E-mail: paul.rooney@cityoforlando.net, Web: www.cityoforlando.net

—White, Sonja, Deputy Chief of Police, Orlando Police Dept, 100 S Hughey Ave, 32801, (407) 246 2405, Fax: (407) 246 2732, E-mail: sonja.white@cityoforlando.net, Web: www.cityoforlando.net

—Zwieg, Larry G, Deputy Chief of Police, Orlando Police Dept, 100 S Hughey Ave, 32801, (407) 246 2423, Fax: (407) 246 2732, E-mail: larry.zwieg@cityoforlando.net, Web: www.cityoforlando.net

St Cloud—Dunn, Bret, Captain, St Cloud Police Dept, 4700 Neptune Rd, 34769, (407) 891 6765, E-mail: bdunn@stcloud.org, Web: www.cityofstcloud.fl.police

—Gauntlett, Peter S, Chief of Police, St Cloud Police Dept, 4700 Neptune Rd, 34769, (407) 891 6706, E-mail: pgauntlett@stcloud.org, Web: www.cityofstcloud.fl.police

—Pierson, Dave, Captain, St Cloud Police Dept, 4700 Neptune Rd, 34769, (407) 891 6791, Fax: (407) 891 6789, E-mail: dpierson@stcloud.org, Web: www.cityofstcloud.fl.police

Georgia

Augusta—*Piazza, Gina, Tactical Medical Director, Columbia Co Sheriff's Office, Dept of Emergency Medicine, Medical College of GA, 1120 15th St Pavilion II, 30912, (706) 533 1070, E-mail: gpiazza@mcg.edu

Ball Ground—Reeves, Robert B, Sergeant/Patrol Commander, Ball Ground Police Dept, 215 Valley St, PO Box 285, 30107, (678) 454 5077, Fax: (678) 454 5081, E-mail: breeves@cityofballground.com

East Point—Chase, Donald A, Major, East Point Police Dept, 2727 E Point St, 30344, (404) 559 6257, Fax: (404) 209 5173, E-mail: dchase@eastpointcity.org

—Mabry, Betonian L, Captain, East Point Police Dept, 2727 E Point St, 30344, (404) 559 6221, E-mail: tmabry@eastpointcity.org

Garden City—Chapman, Donald G, Lieutenant, Garden City Police Dept, 100 Central Ave, 31405, (912) 963 2791, Fax: (912) 966 7785, E-mail: chapman@police.gardencityga.org, Web: www.gardencityga.org

—Papp, Joseph J, Lieutenant, Garden City Police Dept, 100 Central Ave, 31405, (912) 966 7787, Fax: (912) 966 7785, E-mail: papp@police.gardencityga.org, Web: www.gardencityga.org

Glynco—Carruth, Tim J, Director Training Academy, Naval Criminal Investigative Service, NCIS Academy TH 394 FLET, 31524, (912) 267 3003, Fax: (912) 267 3004, E-mail: timothy.carruth@navy.mil

Sandy Springs—Pfeninger, Scott M, Chief Park Ranger, National Park Service, 1978 Island Ford Pkwy, 30350, (678) 538 1261, Fax: (770) 399 8087, E-mail: scott_pfeninger@nps.gov, Web: www.nps.gov

Illinois

Bartlett—McGuigan, Michael, Commander, Bartlett Police Dept, 228 S Main St, 60103, (630) 837 0846, Fax: (630) 837 0865, E-mail: mmcguigan@vbartlett.org

Blandinsville—Lundgren, Justin R, Chief of Police, Blandinsville Police Dept, PO Box 27, 61420, (309) 652 3815, Fax: (309) 652 3251, E-mail: justinlundgren@hotmail.com, Web: www.blandinsvillepolice.com

Glencoe—Volling, Michael D, Chief of Police, Glencoe Dept of Public Safety, 675 Village Ct, 60022

Harwood Heights—Ricchio, Mario M, Chief of Public Safety, Harwood Heights Police Dept, 7300 W Wilson, 60706, (708) 867 4484, Fax: (708) 867 1960, E-mail: ricchio@harwoodheights.org, Web: www.harwoodheights.com

Macomb—Lenardt, Eric W, Deputy Chief of Police, Macomb Police Dept, 120 S McArthur, 61455, (309) 833 4505, Fax: (309) 836 2765, E-mail: elenardt@macombpolice.com, Web: www.macombpolice.com

Princeton—Root, Thomas F, Chief of Police, Princeton Police Dept, 605 Elm Pl, 61356, (815) 872 2351, Fax: (815) 875 1204, E-mail: troot@princeton-il.com, Web: www.princeton-il.com

Urbana—Connolly, Patrick J, Assistant Chief of Police, Urbana Police Dept, 400 S Vine St, 61801, (217) 384 2331, Fax: (217) 384 2372, E-mail: connolpj@cityurbana.il.us, Web: www.cityurbana.il.us

Wheaton—Angus, Alan, Chief, DuPage Co Sheriff's Office, 501 N County Farm Rd, 60187, (630) 407 2000, Fax: (630) 407 2013, E-mail: al.angus@dupagesheriff.org

Indiana

Frankfort—Mitchell, Mark, Sheriff, Clinton Co Sheriff's Office, 301 E Walnut St, 46041, (765) 659 6393, Fax: (764) 659 6304, E-mail: mmitchell@clintonco.com, Web: www.clintoncountysheriff.com

Muncie—Davis, Deborah L, Chief of Police, Muncie Police Dept, 300 N High St, Ste 215, 47305 1639, (765) 747 4822, Fax: (765) 741 1342, E-mail: ddavis@munciepolice.org, Web: www.munciepolice.org

Sheridan—Weir, Jeff, Chief of Police, Sheridan Police Dept, 506 S Main St, 46069, (317) 758 2500, Fax: (317) 758 6145, E-mail: jwehr@sheridanpd.org, Web: www.sheridanpolice.zoomshare.com

Iowa

Clarinda—Brothers, Keith E, Chief of Police, Clarinda Police Dept, 200 S 15th St, 51632, (712) 542 2194, Fax: (712) 542 5160, E-mail: clarindapd@iowatelecom.net

Dubuque—Dalsing, Mark M, Chief of Police, Dubuque Police Dept, 770 Iowa St, 52001, (563) 589 4411, Fax: (563) 589 4497, E-mail: mdalsing@cityofdubuque.org, Web: www.cityofdubuque.org

Tipton—Dietrich, Scott, Assistant Chief of Police, Tipton Police Dept, 407 Lynn St, 52772, (563) 886 2424, Fax: (563) 886 2244, E-mail: sdietrich@tiptoniowa.org, Web: www.tiptoniowa.org

Kentucky

Glasgow—Duff, James D, Deputy Chief of Police/Lieutenant Colonel, Glasgow Police Dept, 201 S Broadway St, 42141, (270) 651 5151, Fax: (270) 651 6166, E-mail: jduff@glasgow-ky.com

—Keen, Kent, Chief of Police/Lieutenant Colonel, Glasgow Police Dept, 201 S Broadway St, 42141, (270) 651 5151, Fax: (270) 651 6166, E-mail: captkeen@glasgow-ky.com

Horse Cave—Shirley, Alan, Chief of Police, Horse Cave Police Dept, 121 Woodlawn Ave, 42749, (270) 786 4357, Fax: (270) 786 4358, E-mail: horsecavechief@hotmail.com

Lexington—Henderson, William, Assistant Chief of Police, Lexington Division of Police, 150 E Main St, 40507, (859) 258 3615, Fax: (859) 425 2347, E-mail: whenders@lexingtonky.gov

—Newton, James, Assistant Chief of Police, Lexington Division of Police, 150 E Main St, 40507, (859) 258 3600, E-mail: cnewton@lexingtonky.gov

Paris—Sutton, Kevin B, Chief of Police, Paris Police Dept, 525 High St, 40361, (859) 987 2264, E-mail: ksutton@parispolice.org

Louisiana

Brusly—Johnson, James R, Assistant Chief of Police/Colonel, Brusly Police Dept, PO Box 750, 70719, (225) 749 2970, Fax: (225) 749 2366, E-mail: lapolygraph@aol.com

Denham Springs—Jones, Paul S, Chief of Police, Denham Springs Police Dept, 447 Lamm St, 70726, (225) 665 5190, Fax: (225) 664 1649, E-mail: sjones@dspd.net, Web: www.dspd.net

Port Allen—*Blache, Fabian P, Executive Director, LA Assn of Chiefs of Police, 2855 I 10 Frontage Rd, 70767, (225) 387 3261, Fax: (225) 387 3262, E-mail: fabianlacc@bellsouth.net, Web: www.lachiefs.org

Thibodaux—Cooks, Calvin J, Assistant Chief of Police/Captain, Thibodaux Police Dept, 1309 Canal Blvd, 70301, (985) 446 5021, Fax: (985) 446 7214, E-mail: calvinc@ci.thibodaux.la.us

Maine

Orono—LaCroix, Roland J, Captain, Univ of ME Police Dept, 5794 Public Safety Bldg, 04669 5794, (207) 581 4043, Fax: (207) 581 4119, E-mail: roland.lacroix@umit.maine.edu

Maryland

Andrews AFB—Jacobsen, Kevin J, Brig General/Commander, AFOSI, 1535 Command Dr, Ste C300, 20762, (240) 857 9113, Fax: (240) 857 9161, E-mail: kevin.jacobsen@ogn.af.mil

—Janosov, Michael J, Executive Director, AFOSI, 1535 Command Dr, Ste C300, 20762, (240) 857 0028, E-mail: michael.janosov@ogn.af.mil

Baltimore—*Goetz, Frank E, Executive Director Corporate & Information Security, Constellation Energy, 100 Constellation Way, Ste 100C, 21202, (410) 470 2735, Fax: (410) 470 2031, E-mail: ed.goetz@constellation.com

La Plata—Smith, Melanye V, Director of Public Safety, College of Southern MD, 8730 Mitchell Rd, PO Box 910, 20646, (301) 539 4753, E-mail: msmith2@csmd.edu

Linthicum—*Simpson, Thomas H, Transportation Officer, Transportation Security Administration, 801 International Dr, 21090, (410) 689 4848, E-mail: thomas.h.simpson@tsa.dhs.gov

Towson—Lisko, Richard D, Lieutenant, Baltimore Co Police Dept, 700 E Joppa Rd, 21286, (410) 887 0239, E-mail: rlisko@comcast.net, Web: www.baltimorecountymd.gov/police

Massachusetts

Dudley—Caulfield, John, Director of Public Safety, Nichols College, PO Box 5000, 01571, (508) 213 2398, Fax: (508) 213 2058, E-mail: jack.caulfield@nichols.edu

Lowell—Kuja, Daniel, Chief Ranger, National Park Service, 67 Kirk St, 01852, (978) 479 1304, Fax: (978) 970 5255, E-mail: dan_kuja@nps.gov, Web: www.nps.gov

Malden—Holland, James J, Chief of Police, Malden Police Dept, 200 Pleasant St, 02148, (781) 388 0609, Fax: (781) 388 0696, E-mail: jholland@maldenpd.com, Web: www.maldenpd.com

Princeton—Powers, Michele R, Chief of Police, Princeton Police Dept, 8 Town Hall Dr, 01541, (978) 464 2928, Fax: (978) 464 2700, E-mail: chief@princetonpolice.org, Web: www.town.princeton.ma.us

Tewksbury—Sheehan, Timothy B, Chief of Police, Tewksbury Police Dept, 918 Main St, 01876, (978) 851 7355, Fax: (978) 851 8921, E-mail: tsheehan@tewksbury-ma.us

Michigan

Dearborn—Haddad, Ronald, Chief of Police, Dearborn Police Dept, 16099 Michigan Ave, 48126, (313) 943 2235, Fax: (313) 943 3057, E-mail: rhaddad@ci.dearborn.mi.us, Web: www.cityofdearborn.org

Lansing—Szymanski, Teresa A, Chief of Police, Lansing Police Dept, 120 W Michigan Ave, 2nd Fl, 48933, (517) 483 6040, E-mail: tszymanski@lansingmi.gov, Web: www.lansingpolice.com

Mount Pleasant—Babcock, Kelly R, Lieutenant, Saginaw Chippewa Tribal Police, 6954 E Broadway Rd, 48858, (989) 775 4704, Fax: (989) 775 3407, E-mail: kbabcock@sagchip.org

Minnesota

Breckenridge—Harder, Nate, Chief of Police, Breckenridge Police Dept, 515 Dacotah Ave, 56520, (218) 643 5506, Fax: (218) 643 9115, E-mail: nharder@co.wilkin.mn.us

Missouri

Concordia—Lucas, Dan R, Chief of Police, Concordia Police Dept, 618 S Main St, 64020, (660) 463 2140, Fax: (660) 463 7421, E-mail: chief@concordiamissouri.com, Web: www.concordiamissouri.com

Foristell—Johnson, Douglas, Chief of Police/Colonel, Foristell Police Dept, 121 Mulberry St, 63348, (636) 463 2123 Ext. 227, Fax: (636) 673 1088, E-mail: dgjohnson@foristellpd.org

Grain Valley—Ambrose, Aaron D, Chief of Police, Grain Valley Police Dept, 711 Main St, 64029, (816) 847 6250, Fax: (816) 847 6259, E-mail: aambrose@grainvalleypolice.org, Web: www.cityofgrainvalley.org

Jefferson City—Vislay, Luke, Major/Criminal Inv Bureau Commander, MO State Hwy Patrol, 1510 E Elm St, 65101, (573) 526 6230, Fax: (573) 526 6223, E-mail: luke.vislay@mshp.dps.mo.gov

Lake Winnebago—Williams, Richard, Chief of Police, Lake Winnebago Police Dept, 10 N Winnebago Dr, 64034, (816) 537 7900, Fax: (816) 537 4167, E-mail: chief.ster@hotmail.com
Manchester—Fritschle, Robert, Lieutenant, Manchester Police Dept, 200 Highlands Blvd Dr, 63011, (636) 207 2818, Fax: (636) 207 2829, E-mail: rfritschle@manchestermo.gov, Web: www.manchestermo.gov
Moline Acres—Dorn, David, Chief of Police/Colonel, Moline Acres Police Dept, 2449 Chambers Rd, 63136 5554, (314) 868 2433 Ext. 104, Fax: (314) 868 3198, E-mail: ddorn@molineacres.org
Normandy—Mininni, Frank A, Chief of Police, Normandy Police Dept, 7700 Natural Bridge, 63121, (314) 333 3200, Fax: (314) 385 1054, E-mail: fmininni@cityofnormandy.gov, Web: www.cityofnormandy.gov

New Hampshire

Goffstown—Sullivan, Patrick, Chief of Police, Goffstown Police Dept, 326 Mast Rd, 03045, (603) 497 4858, Fax: (603) 627 9446, Web: www.goffstownpolice.com

New Jersey

Bound Brook—Jannone, Michael D, Deputy Chief of Police, Bound Brook Police Dept, 226 Hamilton St, 08805, (732) 356 0800 Ext. 615, Fax: (732) 563 0320, E-mail: ltjannone@boundbrookpd.org

Carneys Point—Morrison, John C, Public Safety Director, Salem Community College, 460 Hollywood Ave, 08069

Guttenberg—Caliguiro, Michael V, Director of Public Safety, Guttenberg Police Dept, 6808 Park Ave, 07093, (201) 868 2315 Ext. 113, Fax: (201) 295 1147, E-mail: psdirector@myguttenberg.com

Haddonfield—Banning, John J, Chief of Police, Haddonfield Police Dept, 242 Kings Hwy E, 08033, (856) 429 4700 Ext. 241, Fax: (856) 427 0920, E-mail: jbanning@haddonfield-nj.gov

Monmouth Beach—Winans, Drew, Chief of Police, Monmouth Beach Police Dept, 14 Willow Ave, 07750, (732) 229 1345, Fax: (732) 229 7450, E-mail: mbpd07750@comcast.net, Web: www.monmouthbeachpolice.com

New Brunswick—Mangarella, Peter J, Director of Police, New Brunswick Police Dept, 25 Kirkpatrick St, PO Box 909, 08901 0909, (732) 745 5178, Fax: (732) 565 9497, E-mail: pmangarella@nbpdnj.org, Web: www.cityofnewbrunswick.com

Ocean City—Callahan, Chad C, Chief of Police, Ocean City Police Dept, 835 Central Ave, 08226, (609) 525 9100, Fax: (609) 399 1910, E-mail: ccallahan@ocnj.us

Paramus—Cucciniello, Steven, Bergen Co Prosecutor's Office, Chief, 100 Eisenhower Dr, 07652, (201) 226 5553, Fax: (201) 712 1972, E-mail: scucciniello@bcpo.net

Paterson—Wall, George P, Chief of Detectives, Passaic Co Prosecutor's Office, 401 Grand St, 7th Fl, 07505, (973) 881 4894, Fax: (973) 684 2793, E-mail: gwall@passaiccountynj.org

Piscataway—Ivone, Rick, Chief of Police, Piscataway Police Dept, 555 Sidney Rd, 08854, (732) 562 2319, Fax: (732) 562 2519, E-mail: rivone@piscatawaynj.org

Red Bank—McCarthy, Stephen, Chief of Police, Red Bank Police Dept, 90 Monmouth St, 07701, (732) 530 2710, Fax: (732) 450 9108, E-mail: smccarthy@redbanknj.org, Web: www.redbanknj.org

New York

Binghamton—Minor, Alex J, Undersheriff, Broome Co Sheriff's Office, 155 Lt VanWinkle Dr, 13905, (607) 778 2101, Fax: (607) 778 2920, E-mail: aminor@co.broome.ny.us, Web: www.co.broome.ny.us

Brooklyn—Pugh, Rodney, Police Officer, New York City Police Dept, 179 Wilson Ave, 11237, (718) 573 5000, Fax: (718) 573 5064, E-mail: rodney.pugh@nypd.org

Cambridge—Bell, George G, Chief of Police, Cambridge Greenwich Police Dept, 56 N Park St, Box 235, 12816, (518) 677 3044, Fax: (518) 677 2936, E-mail: chiefbell@cambridgeny.gov, Web: www.cambridgeny.gov

Hawthorne—Longworth, George N, Commissioner/Sheriff, Westchester Co Dept of Public Safety, 1 Sawmill River Pkwy, 10532, (914) 864 7710, Fax: (914) 864 7741, E-mail: gn1@westchestergov.com, Web: www.westchestergov.com

Huntington—Flynn, Charles A, Chief of Police, Lloyd Harbor Police Dept, 380 W Neck Rd, 11743, (631) 549 8826, Fax: (631) 549 8814, E-mail: chiefhpd@optonline.net

New York—Ornston, Lincoln L, President, One Bainbridge & Co Inc, 155 W 68th St, Ste 529, 10023, (917) 974 1777, Fax: (917) 845 7549, E-mail: llo@onebainbridge.com

—Sheehan, Michael A, President, Lexington Security Group, 1324 Lexington Ave, Ste 302, 10128, (646) 596 7077, E-mail: msheehan@lexingtongroup.net, Web: www.lexingtongroup.net

Schenectady—Kilcullen, Brian A, Assistant Chief of Police, Schenectady Police Dept, 531 Liberty St, 12305, (518) 382 5201, Fax: (518) 382 5299, E-mail: bkilcullen@schenectadypd.com, Web: www.schenectadypd.com

Waterford—Tanchak, John, Public Safety Commissioner, Town of Waterford Police Dept, 65 Broad St, 12188 2412, (518) 237 3341, Fax: (518) 237 2264, E-mail: tanchak@town.waterford.ny.us, Web: www.town.waterford.ny.us

Yorktown Heights—Signorelli, Walter P, Inspector Ret, NYCPD, 1992 Commerce St, 10598, (914) 245 5904, E-mail: walter2497@aol.com

North Carolina

Brevard—Galloway, R Dean, Chief of Police, Brevard Police Dept, 95 W Main St, 28712, (828) 883 2212, Fax: (828) 883 3067, E-mail: dean.galloway@cityofbrevard.com, Web: www.cityofbrevard.com

Havelock—Cyrus, Wayne, Chief of Police, Havelock Police Dept, 2 Governmental Ave, 28532, (252) 447 3212, Fax: (252) 447 9448, E-mail: wcyrus@havelocknc.us

Holly Springs—Herring, John A, Chief of Police, Holly Springs Police Dept, 110 W Ballentine St, PO Box 8, 27540, (919) 567 4703, Fax: (919) 552 0533, E-mail: john.herring@hollyspringsnc.us, Web: www.hollyspringsnc.us

Salter Path—Petrowski, Richard F, Chief of Police, Indian Beach Police Dept, PO Box 316, 28575, (252) 247 6700, Fax: (252) 247 0513, E-mail: ibpolice@bizcc.rr.com

Ohio

Dillonvale—Timko, William, Chief of Police, Dillonvale Police Dept, PO Box 546, 43917, E-mail: dillonvale@ohiopd.com

Swanton—Lyons, Gary M, Chief of Police, Swanton Police Dept, 219 Chestnut St, 43558, (419) 826 4696, Fax: (419) 825 1827, E-mail: lyonsgm@hotmail.com

Sylvania—Rhodus, William H, Chief of Police, Sylvania Police Division, 6635 Maplewood Ave, 43560, (419) 885 8911, Fax: (419) 885 8916, E-mail: 819@sylvaniapolice.com, Web: www.sylvaniapolice.com

Woodmere Village—Calloway, Terence M, Chief of Police, Woodmere Village Police Dept, 2789 Chagrin Blvd, 44122, (216) 292 7002, Fax: (216) 292 4109, E-mail: tcalloway@woodmerevillage.com, Web: www.woodmerevillage.com

Oklahoma

Collinsville—Boggs, Daniel, Chief of Police, Collinsville Police Dept, 1023 W Center St, 74021, (918) 371 1000, Fax: (918) 371 1005, E-mail: daniel.boggs@cityofcollinsville.com

Edmond—Custer, Tom K, Lieutenant, Edmond Police Dept, 23 E First, 73034, (405) 359 4479, Fax: (405) 359 4486, E-mail: tom.custer@edmondok.com, Web: www.edmondok.com

Oklahoma City—Bittle, Amanda R, Chief of Police, Forest Park Police Dept, 4203 N Coltrane, 73121, (405) 424 1212, Fax: (405) 427 3708, E-mail: mandybittle@coxnet.net

—*Cid, David, Executive Director, MIPT, PO Box 889, 73101, (405) 278 6316, Fax: (405) 232 5132, E-mail: cid@mipt.org, Web: www.mipt.org

—*Taylor, Gregory A, Director of Training, MIPT, PO Box 889, 73101, (405) 278 6319, Fax: (405) 232 5132, E-mail: taylor@mipt.org, Web: www.mipt.org

Shawnee—Warren, Donald, Chief of Police, Citizen Potawatomi Police Dept, 1601 S Gordon Cooper Dr, 74873, (405) 878 4818, Fax: (405) 878 4820, E-mail: dwwarren@cpnpd.org, Web: www.cpnpd.org

Oregon

Portland—Bodine, David, Commander, OR Health & Science Univ Police, 3181 SW Sam Jackson Park Rd, 97239, (503) 494 9828, Fax: (503) 494 4839, E-mail: bodined@ohsu.edu, Web: www.ohsu.edu

—Buchtel, Stephen R, Lieutenant, OR Health & Science Univ Police, 3181 SW Sam Jackson Park Rd, 97239, (503) 341 9637, Fax: (503) 494 4839, E-mail: buchtels@ohsu.edu, Web: www.ohsu.edu

—Granger, Gary, Chief of Police, OR Health Science Univ Police, 3181 SW Sam Jackson Park Rd, 97239, (503) 494 4844, Fax: (503) 494 4839, E-mail: grangerg@ohsu.edu, Web: www.ohsu.edu

—Johnston, Kyle, Lieutenant, OR Health & Science Univ Police, 3181 SW Sam Jackson Park Rd, 97239, (503) 313 7847, E-mail: johnston@ohsu.edu, Web: www.ohsu.edu

—Koontz, Mike, Lieutenant, OR Health & Science Univ Police, 3181 SW Sam Jackson Park Rd, 97239, (503) 494 7744, Fax: (503) 494 4839, E-mail: koontzm@ohsu.edu, Web: www.ohsu.edu

—Trout, Teresa, Lieutenant, OR Health & Science Univ Police, 3181 SW Sam Jackson Park Rd, 97239, (503) 494 4837, Fax: (503) 494 4839, E-mail: donovant@ohsu.edu, Web: www.ohsu.edu

Winston—Gugel, Scott A, Chief of Police, Winston Police Dept, 201 Douglas, 97496, (541) 679 8706, Fax: (541) 679 0794, E-mail: sgugel@winstonpd.com, Web: www.winstonpd.com

Pennsylvania

Butler—Trainor, Joseph E, Law Enforcement Business Development, Ibis Tek LLC, 912 Pittsburgh Rd, 16002, (724) 524 4191, Fax: (724) 586 6010, E-mail: jtrainor@ibistek.com, Web: www.ibistek.com

Conshohocken—Orler, Michael W, Chief of Police, Conshohocken Borough Police Dept, 720 Fayette St, 19428, (610) 828 4032, Fax: (610) 828 5243, E-mail: morler@conshohockenpd.org

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

Clayton R. Anderson, Director of Investigation (ret.), State Bar of California; Aqua Dulce, California (life member)
Philip L. Ash Jr., Chief of Police (ret.), Staunton, Virginia; San Diego, California (life member)

Charles W. Boice, Chief of Police (ret.), Madison Township, New Jersey; St. Petersburg, Florida (life member)
Gilbert R. Carrel, Chief (ret.), Colorado State Patrol; Aurora, Colorado (life member)

John C. Dlouhy, Chief of Police (ret.), Onalaska, Wisconsin (life member)

Daryl F. Gates, Chief of Police (ret.), Los Angeles, California; Dana Point, California (life member)

Curtis R. Harrelson, Chief of Police (ret.), Wichita Falls, Texas (life member)

Mike Hirter, Chief of Police (ret.), St. Joseph, Missouri

Frank Ketchersid, Chief of Police (ret.), Bay Head, New Jersey; Point Pleasant, New Jersey (life member)

Stanley Ross, General Inspector (ret.), New York Department of Consumer Affairs; Port Washington, New York (life member)

Wayne S. Shields, Chief of Police (ret.), Blackstone, Virginia; Wilsons, Virginia (life member)

Eric Shuhandler, Lieutenant, Gilbert Police Department, Gilbert, Arizona

Philip W. Ward, Chief Park Ranger, National Park Service, Oakland, California (life member)

William C. Weiss, Chief of Police (ret.), Menasha, Wisconsin; Kaukauna, Wisconsin (life member)

Save the Date!

IACP 2010



October 23-27, 2010 Orlando, Florida

Visit the IACP 2010 Web site for the most
up-to-date conference information

www.theiacpconference.org

REGISTRATION & HOUSING

IACP 2010 housing and registration are now open! Be sure to check the Web site under the "Attendee" tab for registration information including reduced rates, membership deals, and housing/travel information.

IACP 2010 will provide everything you need to be a successful law enforcement professional.

- *Expand and strengthen your network of colleagues;*
- *Learn about cutting-edge technology in the Expo Hall; and*
- *Discover solutions to tackle today's challenges and benefit from lessons-learned in education sessions.*



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

Doylestown—*Leichter, Daniel J, Psychologist, Dr Daniel J Leichter, 400 Farm Ln, 18901, (610) 324 0318, E-mail: djl9@verizon.net, Web: www.doctorleichter.com
 Harrisburg—*Herman, John J, Assistant Counsel, PA State Police, 1800 Elmerton Ave, 17112, (717) 783 5568, Fax: (717) 772 2883, E-mail: johnherman@state.pa.us, Web:
 Mechanicsburg—Clay, Harry K, Chief of Police, Hampden Twp Police Dept, 230 S Sporting Hill Rd, 17050, (717) 761 2609, Fax: (717) 761 0753, E-mail: hclay@hampdentownship.us
 Scranton—Bergmann, Donald, Chief of Police, Univ of Scranton, 820 Mulberry St, 18510, (570) 941 7875, Fax: (570) 941 6374, E-mail: donald.bergmann@scranton.edu, Web: www.scranton.edu
 West Chester—Stone, Gregory M, Lieutenant, West Goshen Twp Police Dept, 1025 Paoli Pike, 19380, (610) 696 7400, Fax: (610) 696 3935, E-mail: gstone@wgpdp.org

Puerto Rico

San Juan—Fraticelli, Luis C, Special Agent in Charge, FBI, PO Box 366269, 00936, (787) 754 6000, Fax: (787) 759 1586, E-mail: luis.fraticelli@ic.fbi.gov

South Carolina

Estill—Garvin, William A, Chief of Police, Estill Police Dept, 205 Railroad Ave SE, 29918, (803) 625 3699, E-mail: chiefgarvin@vzw.blackberry.net

South Dakota

Brookings—Miller, Jeff, Chief of Police, Brookings Police Dept, 307 Third Ave, 57006, (605) 692 2113, Fax: (605) 697 8351, E-mail: jmiller@brookingsleo.org, Web: www.cityofbrookings.org

Tennessee

Chattanooga—Dodd, Bobby H, Assistant Chief of Police, Chattanooga Police Dept, 3410 Annicola Hwy, 37406, (423) 643 5011, E-mail: dodd_bobby@mail.chattanooga.gov
 —Williams, Mike, Assistant Chief of Police, Chattanooga Police Dept, 3204 Annicola Hwy, 37406, (423) 643 5158, E-mail: williams_m@chattanooga.gov

Texas

Arlington—Reed, Randy C, Lieutenant, Arlington Police Dept, 620 W Division, 76011, (817) 459 5606, Fax: (817) 459 5383, E-mail: randy.reed@arlingtontx.gov
 Austin—Vickers, Kim, Director, TX Commission on LE Officers Stds & Education, 6330 E Hwy 290, Ste 200, 78723, (512) 936 7700, Fax: (512) 936 7714, E-mail: kim.vickers@tcleose.state.tx.us, Web: www.tcleose.state.tx.us
 Bellmead—Karl, James Lee, Director of Public Safety, Bellmead Police Dept, 701 Maxfield, 76705, (254) 799 0251, E-mail: jkarl@bellmead.com
 Conroe—Hansen, Michael R, Deputy Chief of Police, Conroe Police Dept, 700 Old Montgomery Rd, 77301
 Denton—White, William R, Captain, Denton Police Dept, 601 E Hickory, Ste E, 76205, (940) 349 8939, Fax: (940) 349 7966, E-mail: roger.white@cityofdenton.com, Web: www.dentonpolice.com
 Elgin—Bratton, Chris B, Chief of Police, Elgin Police Dept, 202 Depot St, 78621, (512) 285 5757, Fax: (512) 281 3114, E-mail: cbratton@pd.ci.elgin.tx.us
 Fort Worth—Morgan, Mitchell, Deputy Constable, Tarrant Co Constables Office Precinct 1, 100 Weatherford, 76196, (817) 271 0304, E-mail: mitch-morgan@sbcglobal.net
 Houston—*Cavazos, Edward, Director, Univ of TX Houston Police Dept, 7777 Knight Rd, 77054, (713) 745 9888, Fax: (713) 563 4988, E-mail: ecavazos@mdanderson.org
 —Walpole, Haril, Lieutenant, Memorial Villages Police Dept, 17981 Memorial Dr, 77024, (713) 365 3705, Fax: (713) 365 3798, E-mail: hwalpole@mvpdtx.org, Web: www.mvpdtx.org
 Jacinto City—Ayala, Joe M, Chief of Police, Jacinto City Police Dept, 10429 Market St Rd, 77029, (713) 672 2455, Fax: (713) 672 2404, E-mail: chief@jacintocitypd.com
 Mathis—Long, Jim R, Chief of Police, Lake City Police Dept, PO Box 177, 78383
 Pflugerville—Edwards, William, Chief of Police, Pflugerville ISD Police Dept, 1611 E Pfing Ln, 78660, (512) 670 5523, Fax: (512) 670 5502, E-mail: wedwards@cityofpflugerville.com, Web: www.cityofpflugerville.com
 Spring—Hickman, Ronald G, Constable, Harris Co Constable's Office Precinct 4, 6831 Cypresswood Dr, 77379, (281) 401 6205, Fax: (281) 401 6287, E-mail: ron.hickman@cd4.hctx.net

Virginia

Manassas Park—Quesenberry, William W, Lieutenant, Manassas Park Police Dept, 329 Manassas Dr, 20111, (703) 335 0822, Fax: (703) 330 1694, E-mail: w.quesenberry@manassasparkpolice.com, Web: www.manassasparkpolice.com
 —Reinhart, Trevor D, Lieutenant/Investigative Svcs Supervisor, Manassas Park Police Dept, 329 Manassas Dr, 20111, (703) 361 1136, Fax: (703) 330 1694, E-mail: t.reinhart@manassasparkva.gov, Web: www.manassasparkpolice.com
 Reston—Hart, James, Special Agent in Charge, Federal Air Marshal Service, 1900 Oracle Way, 20190, (703) 487 3433, Fax: (703) 487 3415, E-mail: james.hart@dhs.gov
 Richmond—Goodloe, Raymond J, Captain/Deputy Chief of Uniformed Ops, VA Division of Capitol Police, PO Box 1138, 23218, (804) 786 2430, Fax: (804) 371 8698, E-mail: rgoodloe@dcp.virginia.gov, Web: www.dcp.virginia.gov
 Staunton—Miller, Leslie, Captain, Staunton Police Dept, 116 W Beverley St, 24401, (540) 332 3845, Fax: (540) 332 3980, E-mail: millerla@ci.staunton.va.us, Web: www.staunton.va.us

Washington

Olympia—*Nicpon, Dory L, Labor & Policy Advisor, WA State Patrol, 210 11th Ave SW, Rm 121H, 98504 2600, (360) 596 4116, Fax: (360) 596 4128, E-mail: dory.nicpon@wsp.wa.gov, Web: www.wsp.wa.gov
 Tenino—Gallagher, Sean K, Chief of Police, Tenino Police Dept, PO Box 4019, 98589, (360) 264 2626, Fax: (360) 264 4578, E-mail: sean.gallagher@ci.tenino.wa.us, Web: www.ci.tenino.wa.us/police

West Virginia

Harpers Ferry—Hanley, Allison A, Assistant Director/Colonel, US Dept of Homeland Security ICE, 440 Koonce Rd, CBP/Advanced Training Center, 25425, (304) 724 5804, E-mail: allison.hanley@cbp.dhs.gov

Entry-level and promotional test products, services, and publications for public safety and non-public safety personnel.

IPMA-HR
 INTERNATIONAL PUBLIC MANAGEMENT
 ASSOCIATION for HUMAN RESOURCES

testing.ipma-hr.org

CRACK-DOWN ON ILLEGALLY TINTED WINDOWS

Free Tool Offer

Reduce The Number of Cars With Blacked Out Windows & Puts Probable Cause In The Palm Of Your Hand

<p>Model 100</p> <p>Slides over roll down windows to test light transmission of after-market window tint.</p> <p>\$89 U.S. Funds IN QTY OF 3</p>	<p>New Product!</p> <p>Free Window Tint Comparison Cards</p>	<p>Model 200</p> <p>A two-piece unit to test light transmission of any car window with after-market window tint.</p> <p>\$149 U.S. Funds IN QTY OF 3</p>
--	--	--

LASER LABS

800-452-2344
 www.Laser-Labs.com



THE CHOSEN ONE



TESTED. PROVEN. SELECTED.

The American-made Smith & Wesson M&P pistol is proving itself by winning department testing and evaluations across the country. Designed with the very latest in precision, accuracy and fit – the full Military & Police series gives our Nation's Finest a tactical advantage they can depend on.

M&P Pistols: .45 ACP,
.40 S&W, .357 Auto, 9mm



THE LINE OF DUTY

smith-wesson.com/mp

NASDAQ: SWHC



Product update

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



Weapon Lights

The LaserLyte FlashLyte is a triple-cluster LED lens engineered to pump out 25 lumens of bright light at a target. For the best of both worlds, the best-selling subcompact V2 laser system has been paired with the FlashLyte system to give users the advantages of both a laser and a light. The product is designed to be the smallest weapon light available; fits all Picatinny rails, including subcompact pistols; is small enough to fit in a nylon holster; has three bright LEDs powered by four A76 watch batteries; and supports one hour of continuous run time.

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



Gun safes

GunVault gun safes use the patented No-Eyes Keypad and Bio pad to provide

lightning-fast access, even in the dark. Choose from the Micro, Mini, Nano, Multi, Full Size and BioVault models for quick-access handgun storage. The GunVault Bio uses biometrics, specifically fingerprint recognition, to access the safe contents. A high-performance algorithm is used to achieve speedy identification of enrolled fingerprints and at the same time has a very low false reject rate (FRR) for a given false accept rate (FAR). The system can handle a maximum of 30 fingerprint templates.

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

Safes

Browning's Tactical Safe line-up—the Tactical Series Mark I and Mark II—are offered in two sizes, giving customers choices to store all types and sizes of firearms. Both safes are equipped with new anti-pry features, which make them more secure than earlier models. These features include the new Pry-Stop

End Bolts, a tight-tolerance door fit, chromed locking bolts, a fully reinforced integrated door frame, extended throw locking bolts, a force deflector locking mechanism, and other security features. Both models include the DPX Storage Systems exclusive to Browning.

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



Binoculars

For 2010, Nikon Inc. takes the popular Travelite binocular to a new level of performance. This next-generation binocular is available in 8×25, 10×25, and 12×25 models and features advancements normally seen on much higher priced models. By utilizing Nikon's bright, multicoated optics and BaK4 high-index prisms, the Travelite delivers a brighter, sharper view during critical early and late periods. Turn-and-slide eyecups and central focus knob make using the new Travelite simple, and its rubber-armed body protects against hard use.

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

Performance evaluation software

Wayne Enterprises Inc. announces the newest upgrade to its Revolution law enforcement evaluation software. The absence of accurate and timely evaluations can cause departments

to maintain poor performers and lose good officers. Revolution serves a dual purpose in evaluating the performance of current and newly hired officers. The web-based evaluation program creates daily, weekly, monthly, and annual performance evaluations. The software is modified to meet individual department needs with password protection and assigned access levels to maintain data security. A finalization feature prevents evaluations from being changed after the officer's signature.

For more information, visit <http://www.revolution911.com>.

Tactical boots

Thorogood's Platinum USA Tactical Footwear Series is engineered to supply instant comfort, to provide sure footing, and to deal with debris. It combines athletic shoe elements that help officers perform at their best while delivering the kind of toughness the wearer needs to be confident in the equipment. It does this through construction elements incorporated to provide protection, performance, and comfort. Protective features include a flexible L-Protection insole to defend against punctures; a waterproof Sympatex barrier to block out fluids and blood-borne pathogens, and thick, full-grain black leather that resists damage from water, cutting, and heat exposure.

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



Body armor

First Choice Armor announces the NIJ 0101.06 certification of its latest Synergy series of soft, flexible, high-performance, lightweight body armor. This new model is available in concealable and tactical body armor configurations. First choice Armor's newest armor model, Synergy IIIA XS6S, is an exciting addition to the popular Synergy series, which is available in standard sizes and may be custom fit upon request. The Synergy IIIA XS6S is certified in C1 to C5 sizes and is listed on the compliant products list at <http://www.justnet.org>, which makes it available for Bullet Proof Vest Partnership (BVP) funding.

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



Power inverters

Adamson Industries Corp., a provider of public safety vehicle equipment and installation services, introduces Thor Power Inverters. Thor inverters are designed and built for the professional user, with the highest testing specifications and quality demands. While almost all inverters on the market today are rated at their peak output, Thor builds in a 10 percent reserve capacity so customers are never left without power. Features include overload protection, smart surge control, short circuit protection, and manual reset if the inverter shuts down.

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

Portable, protective tent

BKForensics announces the launch of another unique product designed specifically to help the law enforcement community:

BKForensics RF Tent. RF Tent is a portable, lightweight structure that can be erected inside or outdoors in less than 30 seconds and can be used to protect items such as cell phones, explosive devices, and remote-controlled objects from exposure to radio frequencies. Made from nylon, RF Tent offers shielding effectiveness of 30 MHz to 3 GHz. It is approximately six feet by six feet by seven feet and features a walk-in entrance and room for more than one examiner, as well as a workbench and other materials. BKForensics can customize tents to fit individual specifications if necessary.

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



Handgun

The Kahr P380, from Kahr Arms, is now available in a Black-Out version, the new KP3834, for a sleek, subtle concealed carry option. It has a black polymer frame, just like its P380 match, but features a matte-blackened stainless slide for a completely different look. The blackened coating has been used successfully in the knife industry to protect blades from corrosion and scratches. The KP3834 maintains the same measurements as the original P380 and features a 2.5" premium Lothar Walther match grade barrel. Its weight is 9.97 oz. without the magazine. The KP3834 also has drift adjustable, white bar-dot combat sights with optional tritium night sights. ❖

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

WHAT WILL YOUR LEGACY BE?

By John Clark, Director, U.S. Marshals Service, Arlington, Virginia

When Cal Ripken Jr. ended his 21-year run with the Baltimore Orioles, many wondered what would be next on the superstar's plate. Never one to shy away from challenges, Cal Jr. dived headfirst into the grand vision he shared with his brother, 12-year Major League Baseball veteran Bill Ripken: spreading their father's love for the game of baseball worldwide. With their planning under way, the brothers realized that the passion for the game they loved was only a small part of their larger mission: a desire to honor their father's legacy by impacting kids from all circumstances.

who might follow them in the batting cage or on the field. Also, it was better to take 20 ground balls the right way, developing good habits, than to take 100 the wrong way and develop bad habits. Just as in life, Cal Sr. told his protégés, individuals need to show respect to those around them and develop good life and work habits. For Cal Sr., each baseball fundamental could be linked to a life skill fundamental.

As a man who believed if you could touch it, you could fix it or change it, Cal Sr. left a legacy of his desire to serve all children by helping to build the Boys & Girls Club in his hometown. Did he just

with the intent of using baseball- and softball-themed programs to help youth in the United States' most underserved areas develop character and find avenues to success. While Cal Sr. believed in fixing what you could touch, by physically laying brick and sod at a facility to serve youth, Cal Jr. and Bill have a larger vision. They want to align themselves with others who share their vision, passion, and desire to serve youth and have a lasting impact and legacy spreading far beyond their town or community.

Since 2003, the foundation has provided millions of dollars in grants and has served

"When my family started the foundation, in honor of our dad, our main goal was to have a positive impact on youths in communities in need. The foundation has experienced wonderful growth, and partners like the International Association of Chiefs of Police make that possible. Steve Laurent, Neil O'Leary, and James DiPaola are three officers that have shown a strong commitment to helping kids, and I appreciate how they have embraced the message of the Cal Ripken, Sr. Foundation.

—Cal Ripken Jr., Vice Chair, Cal Ripken, Sr. Foundation, Baltimore, Maryland

"The United States Marshals Service has been honored to join forces with the Cal Ripken, Sr. Foundation to promote the agency's core values of justice, integrity, and service through the Badges for Baseball program. The most important component of the program is the relationships we're building between children and law enforcement as mentors. Many of the kids that we serve don't have role models, and the deputy marshals teach the children about what it means to make good choices while showing them how to resist gangs, drugs, and temptations of criminal activity. As a law enforcement professional, when I see youngsters turn the right way—go the Ripken way—I know then that they're going to be good citizens. It's time to step up to the plate for kids, and that's what we're doing."

—John Clark, Director, U.S. Marshals Service, Arlington, Virginia

Cal Ripken Sr. dedicated his life to kids by reaching out to all types of youth, regardless of talent or circumstance. Cal Jr. and Bill remember fondly how they would "steal time with Dad" on Saturdays in neighborhood parks and fields in small towns and cities while Cal Sr. coached youth from the local community on baseball fundamentals, all the while instilling the work ethic now synonymous with the Ripken name on everyone he coached. Whether it was a local kid in the neighborhood, a future professional athlete, or anyone in between, Cal Sr. taught them how "baseball is just a walk of life, and everything you do in this game you do in life." For example, each time youths hit a bucket of balls, it was their responsibility to go and pick them up, showing respect for anyone

lend his respected name to fund-raisers and charity appearances? No, Cal Sr. literally helped to lay brick and sod and hammer nails at the new facility. To him, it wasn't about fame or heroism. As Cal Jr. and Bill fondly recall when they talk about their dad, it was "just what you do." Many years after Cal Sr. had hammered the last nail at the Boys & Girls Club, Cal Jr. and Bill honor their Dad the best way they know how: by sharing a love of baseball and a respect for the value of life with youth across the country through the work of the Cal Ripken, Sr. Foundation.

With their vision in mind and an unbending spirit of iron, the Ripken family set out to bring the teachings of their father to a new generation. In 2001, the Cal Ripken, Sr. Foundation was created

more than 745,000 youth, and in 2006, Cal Jr. and Bill helped push its mission forward with two programs that today form the cornerstone of all of the foundation's work across the country. First, the life lessons Cal Sr. taught each day on the field were put on paper when the foundation unveiled the Healthy Choices, Healthy Children character education program. Shortly after, Badges for Baseball was born. Badges for Baseball is an innovative approach to juvenile crime prevention that aims to reshape the perceptions many youth have toward law enforcement. One of the tenants of the Ripken Way passed on from Cal Sr. to his sons and now to youth-serving organizations nationwide is to "keep it simple." The Badges for Baseball program takes a simple concept: bring police officers and

kids together to play, learn, and communicate. The result of this simple concept can help to bridge the gap between law enforcement and young people in at-risk communities in cities across the country. A community can begin to come together on a ball field, where youths can learn the basics of baseball and of life from adult law enforcement mentors. Rather than being seen as enemies, law enforcement officers become known as coaches, mentors, friends, and teammates. This is crime prevention at its core, teaching youths vital life lessons, setting goals for their futures, and showing them that they, too, have the power to do great things. As Robbie Callaway, chairman of the foundation's board of directors, said, "It is our goal that these programs translate into new beginnings and positive futures for the thousands of young people we serve each year."

Newport News Police Department Officer Steve Laurent

While the communities may look different, the statistics may be different, and the immediate needs different, one thing remains constant: the youths. Unfortunately, far too many children are left with no place to go and nothing to occupy those hours between 3 p.m. when schools let out and 8 p.m. when it becomes dark and is time to return home. In Newport News, Virginia, the police department observed many children looking for something to occupy their time after school. Officer Steve Laurent was one of the first volunteers to sign up when asked to participate in the new Badges for Baseball program at his local Boys & Girls Club; that was three years ago.

Just like many of his peers, Officer Laurent had wanted to help and was looking for an entryway into how to protect and serve his community through the youths he saw each day during his patrol. "I saw the Badges for Baseball program as that chance to get into my community, meet youths, and help bridge a gap in the neighborhood between my department and the people we are here to protect," Laurent said. "While we speak of crime prevention and serving our community, it is not as easy as just walking into a place where youths are and saying, 'Look at me, listen to me.' I learned quickly that it was a process that would take patience and a commitment. I had to lay a foundation with the youths, step by step."

Just as Cal Sr. had helped to build his local Boys & Girls Club brick by brick, Officer Laurent began to bridge gaps in his community by one seemingly small act at a time:

I would go to the Boys & Girls Club and bring my Segway, hang out and play pool in the game room, or let the kids explore my police cruiser. Slowly, each seemingly small

activity brought me one step closer to building a real sense of trust with the children. One of the first times I attended a baseball game, a young girl ran over to me and asked, "Are you here to keep an eye on us? Are you here for security?" I said, "No, I am just here to watch the game." They no longer ask these questions when I show up in uniform to watch a game, or stop by to play ping-pong at the club. Now they know I am just there to support and encourage them.

Through the programming provided by the Cal Ripken, Sr. Foundation, I have had the opportunity to work with kids in my community. I have seen youths deemed "at risk" choose to go to baseball practice instead of hanging out on the street corners.

Now affectionately known on the baseball field and at the Boys & Girls Club as "Old Faithful," Officer Laurent has mentored countless youths by simply continuing to show up, by making a commitment to his community, and by having the power to impact boys and girls both on and off the baseball field. The Badges for Baseball program has afforded Officer Laurent the privilege of watching children and teens make the transition into not only great baseball players, but also great people and leaders in Newport News.

Waterbury Police Department Chief Neil O'Leary

About 500 miles north of Newport News, Virginia, located in the heart of a city formerly known as the "Brass Capital of the World" is a place of learning, both in the traditional classroom setting and many nontraditional, activity-based settings. The Waterbury, Connecticut, Police Activity League (PAL) aims to provide positive support to children so they can achieve their goals and become productive, responsible members of the community. The need is great, and the statistics don't lie: more than 60 percent of PAL families live below the poverty line, including 46 percent who have a family annual income of less than \$10,286.

A leader in his community, Chief of Police Neil O'Leary has helped to build the Waterbury PAL into a model of inner-city police prevention and service. Since Chief O'Leary was named chief of police in 2003, membership at the Waterbury PAL has increased from 100 youths to more than 1,900 in 2007. Just as Cal Sr. taught, Chief O'Leary passes on the belief that "every child deserves an opportunity to realize their potential. It is amazing to watch these kids grow, learn, and develop confidence. They are the leaders of tomorrow."

Chief O'Leary said:

At PAL, we are always looking for innovative and fun programs to engage more kids. When I learned of the Badges for Baseball and Healthy Choices, Healthy Children pro-

IACP Recommends Badges for Baseball

The IACP governing body considered a recommendation for the IACP Community Policing Committee to endorse the "Badges for Baseball" initiative of the Cal Ripken, Sr. Foundation. As a result of this review, the governing body is recommending the Cal Ripken, Sr. Foundation and its "Badges for Baseball" initiative to the members of the IACP as a partnership opportunity to reduce crime and build relationships with the youths of their communities.

grams, the link with our organization was so natural. We have seen these programs bring youths onto the softball field and provide baseball teams with much-needed new equipment from the Cal Ripken, Sr. Foundation, and, as a result, we have seen a demonstrable reduction in crime and improvement in the quality of life for Waterbury citizens and neighboring communities as a direct result of these programs.

With strong leadership in Waterbury, Chief O'Leary has built the Waterbury PAL into a place where kids want to be each day. "My officers are committed to the Badges for Baseball program and even more so to the hundreds of youths who pour into our PAL center to play any of the sports we offer," he said. "These same youths, if not given a safe place or fun and engaging activity, might otherwise join so many of their peers in our detention programs. By giving them opportunities to choose positive activities, we are building a community of prevention, not detention."

Chief O'Leary recently retired from the Waterbury Police Department. Just as Cal Jr. and Bill help to inspire mentors to honor their father's legacy, Chief O'Leary has inspired those tasked to protect and serve Waterbury to build the community of crime prevention. By reaching young people before they meet law enforcement in the back of a trooper car, PAL officers teach youths that they have choices to make each day that will impact their lives for years to come.

Middlesex County Sheriff's Department Sheriff James V. DiPaola

Just up the road in Middlesex County, Massachusetts, Sheriff James DiPaola has passed on his passion to serve the community to his deputies and the children he calls his "young cadets." Said Sheriff DiPaola:

When I was a young boy growing up in Malden, Massachusetts, my friends and I were always a little curious about police officers and firefighters. As I got older, I got

to know some local public safety officers. The more I learned about them, the more I looked up to them; they were my role models. When I began my career in law enforcement, I wanted to help show others how special these men and women are in communities, and how important their jobs are to the future of our cities. That is why a decade ago, as the Sheriff of Middlesex County, I launched a bold crime prevention idea: a free, summer youth public safety academy for children aged 9 to 11 years old that mixes public safety lessons with fun, energetic activities.

Since its inception, the Sheriff's Youth Public Safety Academy has helped build confidence and teamwork in thousands of young people and establish those important relationships with local law enforcement personnel. These connections help to create trust between children and public safety professionals across Middlesex County.

The Sheriff's Youth Public Safety Academy is a weeklong program offered at no cost to residents of selected communities. Transportation, lunch, and all activities are provided by the Middlesex Sheriff's Office in conjunction with the local police, fire, and emergency services personnel. During each week, deputies, local police officers, firefighters, and emergency medical technicians work with the young

cadets to show them the importance of public safety. Activities include K9 demonstrations, fire safety house demonstrations, a fingerprinting program, police and fire department tours, bicycle safety, safe surfing on the Internet, and much more. Cadets leave the academy feeling empowered by the roles they can play in making their homes, schools, and communities safer.

Said Sheriff DiPaola:

When we partnered with the Badges for Baseball program in 2007, I was immediately struck by the similar philosophy and format. The program became an instant success and helped to provide opportunities for my young cadets during the spring after-school hours and to enhance my youth academy program throughout the summer. By bringing together children of all backgrounds, along with police, fire and sheriff's personnel, parents, schools, volunteers, and entire communities, we have had the ability to help bridge gaps in communities across my county. For 12 weeks in the spring, our local police departments and community partners ran Ripken Quickball games in their local schools and recreation centers, inviting kids and their families into a gym for a few hours to play and learn about teamwork, leadership, and sportsmanship, as outlined in the foundation's curriculum and capitalizing on the teachable moments in the game.

The spring season culminated with a Quickball tournament and carnival on the grounds of the Middlesex Sheriff's Office Training Academy. That day, rain and wind could not keep the players away, as more than 400 children from 13 towns competed in Quickball games and enjoyed lunch and entertainment. Sheriffs, police officers, and deputies threw thousands of pitches to boys and girls while parents, grandparents, and the local community came to cheer the participants.

"We even had the opportunity to reward 16 great kids with a trip to the Ripken summer camp experience," said Sheriff DiPaola. "Many of the recipients had never left Middlesex County, let alone Massachusetts. They began the trip to the camp in Maryland tentative and as individuals, but returned to the youth academy as a team: working, playing, and laughing together in the true spirit of the program."

He added that although the exercise, sports, and life lessons the children gained are paramount, the creation of friendships and strengthening of bonds between youth and local law enforcement officers is the necessary act that will ensure local children become a healthy, successful generation of leaders.

"With programs such as Badges for Baseball and the Sheriff's Youth Public

Safety Academy, we are providing healthy alternatives to the negative temptations children face in today's world," Sheriff DiPaola said. "We are showcasing the all-stars of the law enforcement world to create positive role models. We are instilling values to protect America's youth and help them grow. In law enforcement, just as in baseball, there is no substitute for being safe."

Building a Legacy

In 2009 alone, more than 28,000 young people from 72 cities and towns in 15 states participated in the Badges for Baseball program. The Cal Ripken, Sr. Foundation trained 628 law enforcement officers as coaches and mentors for the program. In each of those communities, there are men and women carrying on the legacy of Cal Sr., laying the foundation for a brighter future for boys and girls. Officer Steve Laurent, Chief Neil O'Leary, Sheriff James DiPaola, and hundreds of other mentors across the country can reach out and enact meaningful change in their communities by simply coming together at a baseball field or in a gym for a few hours after school.

The Cal Ripken, Sr. Foundation is working to expand Badges for Baseball nationwide. It currently has statewide Badges for Baseball programs in Massachusetts, Mississippi, North Carolina, Maryland, Wisconsin, and Virginia. In addition, the foundation is working to identify funding for programs in several other states in partnership with attorneys general and governors, including those in Connecticut, Maine, Florida, Arkansas, and Kentucky. The foundation works to identify resources to provide cash grants, equipment, and educational materials to support local efforts. The Cal Ripken, Sr. Foundation serves as the lynchpin of collaborations that bring government, law enforcement, and community youth-serving organizations together. Communities benefit by offering at-risk children mentors and opportunities to play, learn, and grow into productive, caring citizens.

The Cal Ripken, Sr. Foundation and the Badges for Baseball program has afforded Cal Jr. and Bill the means to honor their father by finding willing mentors who teach the lessons of teamwork, respect, and work ethic that their father taught to baseball players young and old throughout his life. While Cal Jr. and Bill cannot directly serve the 28,000 youths involved in the program, they can pass on their vision and provide the opportunity for law enforcement mentors and communities to carry on a legacy bigger than themselves to children who may never meet the Ripken family. ♦

Legacy Inmate
Communications

iCON
Inmate Call Management System

Since 1996, Legacy has been offering a full range of call management solutions to city, county, and state agencies nationwide. Our trusted iCON system provides law enforcement with the tools to effectively manage and streamline their day-to-day inmate and inmate calling activities.

<p>Standard Features:</p> <ul style="list-style-type: none"> • 24/7 Web-based Access • Multi-Year Security • PIV/PIV Applications • Legacy's Assist™ • Call Monitoring • Live Call Monitoring • Investigation Workflows • Trouble Ticket Utility • Watchlist Plus - Voice to Text • Realtime Reporting • Multi-Lingual Operation • Remote Access 	<p>Inmate & Family Services:</p> <ul style="list-style-type: none"> • Prepaid Debt • Cardless Debt • Friends & Family Prepaid Collect • International Calling <p>Value Added Services:</p> <ul style="list-style-type: none"> • Local Tech Support & Maintenance • Instant Voice Messaging • Inmate Court Date Notification • Inmate Roster Program • Closed Strings to Blocked Numbers
---	--

Realtime Reporting on all:

- Call Detail Records (CDR)
- Frequently Dialed Numbers
- Third Party Attempts
- Trouble Tickets
- Revenue Sharing

We have had several phone orders over the past 24 hours for more info. Legacy has more an exceptional job, more than I can imagine.

Ken Cherry - Supervisor
Hampton Roads Regional Jail

CALL TODAY TO SCHEDULE YOUR INFORMATIONAL DEMONSTRATION

800.577.5534
www.Jegacyinmate.com

IACP Workshop on Assessment Centers and Promotional Testing

San Diego, CA

June 28–June 29, 2010 (Monday and Tuesday)



Every professional police and public safety organization is faced with the challenge of developing fair, efficient, and cost effective methods of evaluating candidates for supervisory and leadership positions. At the same time, agencies must be concerned with developing procedures that meet professional standards and legal guidelines, that are valid and reliable, and that have been successfully defended when challenged in court. More and more, agencies are using the assessment center method, a proven technique in identifying the most qualified supervisors, mid-level managers, and senior police leaders.

The assessment center is a well-established and powerful technique that can assist agencies in making promotional decisions. The typical assessment center is made up of a series of exercises, such as in-baskets, interviews, and role-play scenarios that directly simulate the challenges that successful candidates will face in the target job. Placing candidates in the situations they will encounter after promotion and systematically evaluating their performance results in unique and deep insights into candidate behavior.

This workshop will explore the many facets of assessment centers, from job analysis to exercise development, from technology to administration. Much of the workshop will consist of hands-on sessions and small-group interaction designed to give participants a practical understanding



and overview of the full range of issues related to assessment centers. In addition, other topics related to promotional testing will be addressed, including legal concerns and the development of multiple-choice promotional examinations.

Program Tuition: \$500

To Register:

Call 1–800–THE–IACP, ext 221, Shirley Mackey or visit our Web site: <http://www.theiacp.org/ACWorkshop>

Hotel Reservations:

The Catamaran Resort Hotel and Spa
3999 Mission Boulevard, San Diego, CA 92109
Telephone: (1+ 800) 422–8386
Hotel rates are \$155.00 per night for single or double room occupancy.
The cutoff date for reservations is June 1, 2010.
https://shop.evanshotels.com/catamaran_groups/iac0627c10.html

For more information about the workshop, contact:

Tia G. Young
young@theiacp.org
800–THE–IACP, ext 269
(703) 836–4544 (fax)
<http://www.theiacp.org/ACWorkshop>

Moments of Truth in Policing

By Sean Duggan, Assistant Chief of Police, Scottsdale Police Department, Arizona

Typical of a late Saturday evening, the emergency room at Scottsdale (Arizona) Healthcare Shea Medical Center bustled with activity. Emergency room staffers tirelessly attended to assorted illnesses and injuries that routinely occupy their shifts. Also present in the emergency room that evening was Scottsdale Police Officer Thomas Goodson, following up on an assault investigation. Shortly after he arrived, he heard a commotion in the examination room next to his and walked out to the hallway to see what was occurring. He observed a frenzied but well-choreographed response by emergency room personnel attempting to save the life of a patient in cardiopulmonary distress. In the midst of the stream of doctors and nurses rushing to the room, Goodson saw an elderly woman, who appeared to be the patient's wife, sitting alone in a chair across the hall. She seemed dazed and overwhelmed by the valiant lifesaving efforts taking place in her husband's room. Noticing her anxiety and confusion, Goodson grabbed a chair from the nurses' station and sat down next to her. He engaged her in conversation, asking her questions about herself, her family, and anything else that would keep her mind off of the traumatic scene unfolding.

Down the hall attending to another matter was Goodson's supervisor, Sergeant John Zobel. He later recounted how, in the middle of the hectic scene at the hospital, he watched Goodson caringly walk over to the elderly woman and show her kindness and compassion at a time when she needed it most. When Zobel returned to his office, he discovered a phone message from the charge nurse at the hospital that evening, extolling Goodson's benevolence. She explained that, although she and her staff were occupied providing lifesaving efforts and were unable to attend to the patient's wife, she and her colleagues noticed the officer's actions and were deeply moved.

Goodson's act of compassion had a profound effect not only on the elderly woman, but also on all those who observed and subsequently learned about his goodwill towards another human being in distress. Besides being a great example of the type of caring behavior a community would like to expect from its police officers, Goodson also was a perfect example of an officer recognizing a "moment of truth" opportunity to make a lasting impact on others.

The Moments of Truth Philosophy

Moments of truth in policing is a philosophy that considers each police contact as an opportunity to reduce and prevent crime by winning the respect, trust, and support of the community. It is modeled after Jan Carlzon's approach to customer service while serving as the leader of Scandinavian Airlines in the late 1980s. In his book, *Moments of Truth*, Carlzon describes how he was able to turn his uninspiring and financially troubled airline into a profitable industry leader.¹ Carlzon

accomplished this primarily by focusing on enhanced customer service manifested through what he described as "moments of truth." He recognized each interaction between an employee and a customer as a moment of truth, or an opportunity to win over that customer. Carlzon encouraged his employees to recognize and take advantage of every opportunity to interact with potential and current customers and win their confidence, their high opinion, and their business.

Richard Hammond, former customer relations manager at New York's Madison Square Garden, also recognized the significance of each employee-customer contact. Throughout his 25 years of service at the Garden, Hammond reinforced the importance of winning lifelong customers through successive positive individual contacts. He believed when a customer is alienated, that customer passes on that disaffection to family and friends, resulting in alienation of successive generations of potential customers.²

Depending on the size of the law enforcement agency, moment of truth opportunities present themselves each day by the hundreds and even thousands. Every contact an officer has with a citizen, from the way the officer looks in uniform to what the officer says and how it is said, are all opportunities to win over—or, alternatively, alienate—the customer. But first, the officer must recognize these opportunities.

Moments of Truth and the Scottsdale Police Department

For more than a decade, law enforcement agencies across the United States have experienced dramatic and sustained reductions in crime. More officers on the street, advanced technology, enhanced crime analysis, strategic deployment of resources, addressing minor crimes, and focusing on repeat offenders all have contributed to declining crime rates. Still another underreported and less-attributed factor has played a significant role in the recent crime reduction trend. Scottsdale, Arizona, with a population of nearly 250,000, is experiencing some of its lowest crime rates in more than 20 years. In fact, the Uniform Crime Report Part 1 crime rate is almost half today from what it was in 1987, even though the city's population has grown by more than 125,000 residents.³ While many of the above-mentioned factors have influenced the overall reduction of crime in Scottsdale, another notable factor deserves equal, if not greater, attention: a focus on community partnerships and participation.

With the inception of the community policing philosophy and a renewed focus on crime prevention in the mid-1990s, the Scottsdale Police Department recognized that safe communities are developed and maintained through community partnerships and participation. The public's willing cooperation to help prevent crime and disorder is the cornerstone of the agency's system of policing and has significantly contributed to Scottsdale's considerable crime reduction in recent years. The Scottsdale Police Department shares Carlzon's views on moments of truth and implemented a moments of truth philosophy within the department, viewing each citizen contact



as an opportunity to win the respect, trust, and support of the community. Realizing the community is the first line of defense against crime and the most essential component in its prevention, moment of truth contacts reinforce the community's resolve to help police agencies develop and maintain safe neighborhoods.

The Role of Leadership in Moments of Truth

Although self-initiated activity is expected and encouraged among law enforcement officers, the overwhelming majority of police work is generated externally by the community. Instead of always having officers react to calls for service after an incident has occurred, citizens can participate in preventing crime and disorder on the front end—a practice made more likely after these citizens have experienced positive moment of truth encounters with the officers they could be helping. As Sir Robert Peel said in his timeless philosophy of law enforcement 180 years ago, preventing crime and disorder is the primary mission of policing. Crime prevention promotes the health and welfare of a community instead of merely curing the illness—in this case, the crimes. It proactively reduces the threat of crime and enhances the sense of security and the quality of life within the community.

Police leaders, however, play the most critical role in adopting and advancing an agency's renewed focus on customer service. Scottsdale police leadership formally introduced the moments of truth philosophy to their organization in September 2008. An illustrative article in the agency's monthly employee newsletter explained the theory, history, and advantages of moments of truth. All employees were encouraged to submit for publication examples of employees proving enhanced customer service through moments of truth. Throughout succeeding months, command staff discussed and reinforced moments of truth with employees at squad briefings, manager meetings, and employee forums. Almost immediately, supervisors began to submit examples of positive moment of truth encounters through their chains of command to underscore personnel performance. Soon, employees at all levels and across all bureaus began to draw atten-

tion to the many examples of moments of truth carried out by their peers and manifested through enhanced customer service. From line-level personnel to the chief of police, moments of truth are now part of the department's vernacular and culture. These published moments of truth can be accessed at <http://www.scottsdaleaz.gov/Police/about/Custom/MOT.asp>.

Moments of Truth in the Current Economic Climate

Winning over the customer in policing in order to prevent crime and work in full partnership with the community has never been more essential than it is currently.

The economic turmoil across the United States has sent shockwaves through police departments of all sizes by slashing budgets, reducing staffing levels, and threatening existing low crime rates. By concentrating their efforts on recognizing and encouraging moment of truth encounters by their employees, police chiefs may counteract some of the damaging operational and quality-of-life impacts brought on by the ailing economy. In order to insulate fundamental front-line police services, such as patrols and investigations, from sweeping budgetary reductions, many departments have been forced to eliminate or severely decrease community outreach and crime prevention initiatives. Programs developed and honed over the past 20 years are now at risk of elimination because of budget constraints. By embracing and promoting the moments of truth philosophy in their agencies, police leaders can bolster a communi-

ty's support and willingness to participate in preventing crime.

Although the moments of truth philosophy costs nothing to implement, it does require steadfast commitment and follow-through involving the entire chain of command, chiefly the executive leadership team. Police leaders at all ranks can model and promote the kindness and professionalism demonstrated by Officer Goodson on that late Saturday evening in Scottsdale. The benefits associated with this renewed focus on customer service are profound. Reduced crime through community partnerships and participation, and enhanced levels of community support, trust, and respect, are all possible when recognizing and treating each police-citizen contact as a moment of truth. ♦

Notes:

¹Jan Carlzon, *Moments of Truth* (Cambridge, Mass.: Ballinger, 1987).

²Richard Hammond, personal interview, 14 June, 1994.

³City of Scottsdale Planning Department, 2008.

Assistant Chief **Sean Duggan** is a 23-year veteran of the Scottsdale Police Department. He holds a master of science degree in Justice Studies from Arizona State University. He also is a graduate of the FBI's National Academy and the Law Enforcement Executive Development seminar.

WE ALL SERVE

SUPPORTING SERVICE MEMBERS AND THEIR EMPLOYERS

SGR
EMPLOYER SUPPORT OF THE GUARD AND RESERVE

1-800-336-4590 ★ WWW.ESGR.MIL
1555 WILSON BLVD, STE 319, ARLINGTON, VA 22209

Mentoring: Nourishing the Organizational Culture

By James Uhl, Sergeant and Mentoring Coordinator, Whittier, California, Police Department, and Adjunct Professor of Organizational Leadership, Woodbury University, Burbank, California



Mentoring requires effort, patience, and commitment. However, like most challenging endeavors, its rewards far exceed its tribulations. Mentoring can be refreshingly nourishing to an organization and give it a boost to achieve greatness. If utilized genuinely, consistently, and strategically, it can remedy many organizational problems and provide an enriched work environment.

Mentoring benefits for protégés include

- increased likelihood for success, as mentors help protégés gain competency and avoid failure;
- assistance in setting goals and charting career paths;
- encouragement and opportunities for new experiences and professional growth;
- help to avoid pitfalls and learn through real-life examples;
- enhancement of feelings of worth to the mentor and the organization; and
- support to foster self-confidence by cheering achievements.

Many successful people attribute their achievements to a mentoring relationship. The first step toward institutionalizing mentoring in an agency is mentoring of new employees.¹

The reciprocating benefits of a formal mentoring program cannot be overemphasized. Committed mentors usually find the opportunity rewarding and contributory. Mentors also play a significant role in crisis prevention, and effective mentors can help prevent misconduct. Mentors can teach members of an agency how to prepare for challenges in a healthy, constructive manner. A summary of benefits for mentors follow:

- Mentors are personally rewarded for spotlighting and developing talent.
- Mentors must be knowledgeable of department policies, procedures, and contemporary policing practices, and mentoring reinforces that knowledge.
- Mentors pave the way for others, thereby leaving their legacies in the department.
- Mentors are viewed as valuable in the organization and are respected by colleagues.

- Mentors obtain varying perspectives from their protégés, which generates creativity.
- Mentors reap the reward of feeling good about themselves by helping others.

“Frequently, people become mentors because they were previously protégés who experienced the rewards of a mentoring relationship. Others become mentors because they wished a mentor had been available to them during their careers. Whatever the reason, mentors derive great satisfaction from seeing a colleague succeed because of their efforts.”²

Formal mentoring programs can have their shortcomings, as good chemistry in the mentoring relationship cannot be guaranteed. Some formal pairings are simply not going to work. Nevertheless, this should not prevent the attempt, nor does it overshadow the larger message being sent to each employee: Everybody has value and has a right and a need to contribute, both organizationally and socially. Mentoring guides employees in achieving this message and reinforces an organizational belief. Employees are more likely to remain loyal and committed to an organization that has demonstrated a belief in them. This can be achieved with a consistent and sincere recognition of employee contributions and potential. Great mentoring leaders understand this concept. They genuinely care about their people and their development. Because of this, mentors know how to encourage others to perform at their highest potential. The best leaders teach their protégés to repeat this process and mentor others.

When protégés repay the organization by becoming mentors themselves, the cycle enables mentoring as a part of the department’s culture.

Mentoring as Part of the Culture

Max De Pree, the longtime chief executive officer of the Herman Miller furniture company, talks about the importance of what he calls “tribal storytelling.”³ Every police agency has its very own historical context, value system, and stories that give employees a unique sense of organizational pride. “Tribal elders,” or agency employees

with the most seniority, must routinely share these stories and their significance with others so the culture remains vibrant and purposeful. Effective mentors can and should be these tribal storytellers.

Mentoring must be an organizational endeavor that becomes part of the agencies’ culture. Positive mentoring behavior needs to be embraced and modeled by the management team. It begins with an agency’s leadership as a skill that can and must be learned. Top organizational leaders must expose their leadership teams to mentoring learning opportunities so the practice becomes a prevailing and enduring cultural assumption.

Leadership focuses more on followers than it does on leaders. U.S. Coast Guard Captain Bruce Jones articulated this best when he spoke of his organization’s acclaimed response to the Hurricane Katrina disaster. “It’s not about the plan,” he said. “It’s not about organizational charts. It’s not about your processes. It’s about your people and your leadership. It’s about organizational culture. That’s what’s important.”⁴

Leaders have a responsibility to create a culture that supports and develops the careers of their personnel. Leaders who routinely invest in employee relationships and remain committed to their employees will also experience a followership that is committed to a shared purpose. In his definitive work on followership, Ira Chaleff states that followers and leaders should be orbiting around the common purpose, not around the leader.⁵

There is a sharp distinction between average leaders who attract followers (see figure 1) and great leaders who attract other leaders (see figure 2). Mentoring leaders not only want to succeed; they desire to replicate themselves, share power, and invest time in others. This is the very essence of creating leadership and mentoring at every level of the organization—and the reason why leaders must create a mentoring environment. All organizations are comprised of various levels and departments that should be working toward a common goal. Without mentoring leaders who are

Promotional Testing and Assessment Center Services



Advancing the Best

A variety of validated approaches for all ranks:

- Custom-written examinations
- Low-cost testing for smaller agencies
- Assessment centers
- Structured interviews
- Job simulation exercises

Solutions for all types of agencies:

- Municipal
- State
- Federal
- Tribal
- Special Jurisdiction



Identifying, selecting, and advancing the right candidates into leadership positions are core elements to building and maintaining a strong department. The IACP understands each agency has its own set of challenges and circumstances when it comes to promotions.

For decades, the IACP has been a leader in assisting agencies with their promotional needs by offering affordable, customized promotional examinations and assessment centers for agencies of all sizes and types. With a knowledgeable core staff and a team of consultants around the country, the **IACP Center for Testing Services and Career Development** can create a solution that is tailor-made for the needs of your agency and your budgetary constraints.

If your agency is considering a new approach to its promotional process, the IACP stands ready with cost-effective solutions and personalized service to help you *advance the best*.

attracting and developing other leaders throughout the organization, these other levels will destructively compete against one another—or worse, decline into mediocrity. An organization cannot reach its full potential of greatness until its people are inspired to work toward theirs. Leaders who strive to create a mentoring environment clearly understand this dynamic.

Organizational Structure and Culture Considerations

Understanding an organization's structural design is critical when implementing a mentoring program. Many agencies use organizational charts that emphasize hierarchy and chain of command. This design can lack interconnectivity among work groups. Often, the only portion of the chart with any interconnectivity is at the very top and this can discourage participation at lower levels (see figure 3). This does not mean a structural overhaul must be made prior to a mentoring program. Rather, it is done to illustrate limitations and challenges that may be faced when introducing formal mentoring in this environment.

As an example, compare the chart in figure 3 with the one in figure 4. The later reflects a more contemporary and participative model and sends a powerful message that the organization is willing to evolve and engage its employees.

If structural design is the framework of an organization, culture is its very DNA. Organizational culture is a pattern of shared assumptions learned by a group as its members work through various problems.⁶ For a mentoring program to be accepted and successful, it must offer something that is lacking in the existing culture. Understanding the differences between organizational artifacts, espoused beliefs, and underlying assumptions will assist in successfully establishing a mentoring program in the existing culture.

Artifacts. Artifacts are the tangible objects of an organization. Examples include architecture; interior design; trophies; organizational charts; dress codes; acceptable language; and behavior. One can draw certain conclusions about an organization's culture by looking at artifacts. However, these conclusions may be inaccurate because they are merely superficial projections of personal reactions. One must be cognizant of artifacts but cannot rely upon them alone to form an accurate conclusion about an organization's culture or its willingness to embrace a mentoring program.

Espoused beliefs. Espoused beliefs are sayings or ideologies that profess organizational values. They carry a deeper meaning than artifacts. For example, many organizations profess a commitment to the development and recognition of their personnel. However, the true measure of these espoused beliefs would be consistent examples of when they have occurred. An employee-of-the-quarter plaque on display that had its last name added four years ago suggests this espoused belief is not really a part of the existing culture.

Underlying assumptions. Underlying assumptions are the most accurate measure of an organization's culture. Espoused beliefs become cultural assumptions when they enjoy repeated success. Assumptions are the best way to discern a mentoring program's likelihood of success. For instance, an organization's underlying assumption may be that new programs are suspect and rarely work. This may be based on previous failures where there was little follow-through or little perceived value or relevancy, or where the cost and effort exceeded the organization's level of tolerance and commitment.

Defining the Need for a Mentoring Culture

Once an understanding of the organization's artifacts, beliefs, and assumptions is articulated, it is important to determine whether the organization is a process- or results-driven culture. Utilizing fact-based data and global trends and strategically wielding them so they overshadow past failures will assist. Following are some considerations that may prove helpful:

Figure 1: Leaders who attract only followers possess a limited span of influence.

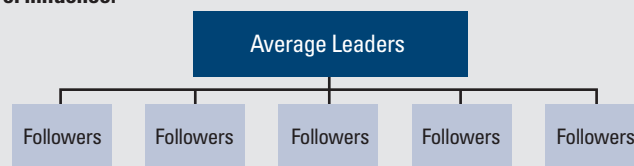
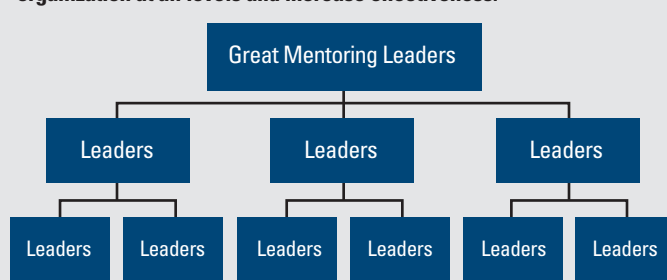
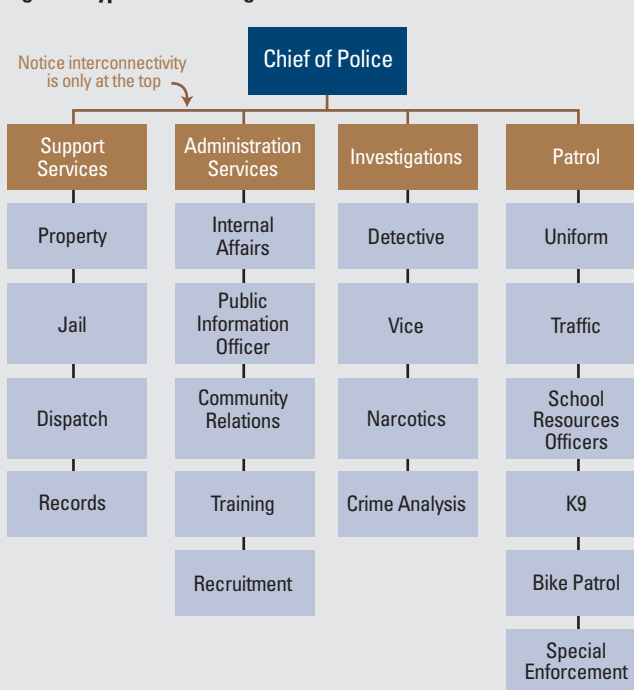


Figure 2: Leaders who mentor and develop other leaders influence the organization at all levels and increase effectiveness.



Concept from John Maxwell's, *Mentoring 101*

Figure 3: Typical Police Organizational Chart



Educational considerations. College education is something that has become increasingly valuable in law enforcement. Several agencies pay incentives to those with college degrees or reimburse educational endeavors. Minimum educational requirements are now commonplace for promotions. An entire generation of seasoned officers, supervisors, and command staff is retiring at an accelerated rate. This is creating a void of experienced leadership. This also means that younger officers stepping in to fill these vacancies will most likely occupy formal leadership positions for many years. This will be problematic as it relates to the growth needs of police personnel.

The organization and community will certainly benefit from an educated workforce. However, college-educated and career-minded personnel might become frustrated as promotion opportunities evaporate. Attrition resulting in the loss of



Please visit:

<http://www.costore.com/iacp>

**YOUR OFFICIAL ONLINE
SOURCE FOR IACP PRODUCTS**

*Items are subject to change; check the Web site for available items.
For questions regarding merchandise, please call 800-859-3958, ext. 104.*

IACP Programs

New Police Chief Mentoring Project

The New Police Chief Mentoring Project, a component of the Smaller Law Enforcement Agency Technical Assistance Program, is funded by the U.S. Department of Justice, Bureau of Justice Assistance. The program formally matches newly appointed police chiefs with experienced chiefs for a period of three to six months. Mentors provide new chiefs with support and guidance and share information, such as problem-solving strategies, that can assist new chiefs in their role as law enforcement executives. There is no cost associated with participation in the New Chief Mentoring Project, and IACP membership is not required. New chiefs and mentors are eligible for participation if they serve populations of fewer than 50,000; new chiefs must be in their first one to three years as a new chief and mentors must have served as the chief of a smaller agency for at least five years. All partici-

pants receive a complimentary copy of the Police Chiefs Desk Reference, 2nd edition, in addition to other written resources. The guide features useful information on topics such as leadership, management, funding, and grant writing and includes a list of common mistakes that new chiefs often make. For more information, please visit <http://www.iacpmentoring.org> or contact Dianne Beer-Maxwell, Program Manager, at 1-800-THE-IACP, extension 844, or maxwell@theiacp.org.

Leading by Legacy: Training for Rural Law Enforcement

The IACP, with support from the American Recovery and Reinvestment Act through the Bureau of Justice Assistance, U.S. Department of Justice, recently launched the Leading by Legacy Program: Leadership and Management Training for First Line Supervisors, Command Staff, and

Executives from Rural Law Enforcement Agencies. The program will provide training and technical assistance to increase stability in the leadership structure of rural police, sheriffs, and tribal departments and build capacity through linkages with regional, state, and federal resources. Through two-and-a-half days of interactive training events, participants will learn how to foster ethical leadership, plan for the future of their departments, and translate leadership to a successful legacy in their communities. Training events are scheduled to begin in July 2010, and a limited number of full travel scholarships are available. Additional resources currently in development include webinars, CD-ROM-based training, and on-site technical assistance. For more information, please visit <http://www.theiacp.org/LeadingbyLegacy> or contact Ben Ekelund, Training Coordinator, at 1-800-THE-IACP, extension 838, or ekelund@theiacp.org.

Figure 4: Progressive and Mentoring Organizational Chart

Notice the interconnectivity and the expectations placed on the organization's leadership



high-quality personnel as they seek better career opportunities may become a significant problem. Because of this potential phenomenon, there has never been a better time than now to invest in the mentoring of an increasingly educated and motivated workforce.

Global and generational trends. Here are some cold, hard facts. Half of the baby boomers will be eligible to retire within the next decade.⁷ This will produce the largest workplace shortage in U.S. history. The 70 million-strong millennial generation, whose members were born between 1977 and 1994, will take the

place of the boomers.⁸ Millennials will have a profound impact on the workplace. Organizational leaders must understand and be prepared to deal with the challenges they present. A study on generational experiences revealed a distinct shift away from organizational loyalty.⁹ Many consider the best way to win millennials' loyalty is by investing in them. A recent study of 10,000 employees from a variety of industries identified key drivers of employee retention. Four out of the five key drivers emphasized a desire for positive human relationships.

Key Drivers of Employee Retention

1. Exciting work and challenge
2. Career growth, learning, and development
3. Working with great people and relationships
4. Fair pay
5. Supportive management/great boss¹⁰

Finally, the Pew Research Center found millennials are twice as likely as baby boomers to name as their hero someone close to them, such as a family member, teacher, or mentor.¹¹

All three studies provide tremendous insight into the value of relationship-based leadership and mentoring. The millennials entering today's workforce will thrive under an environment of personal investment.

Economic considerations. Just a few years ago, the policing job market in California, just like many other places in the United States, was flourishing. The housing crash of 2008 and its subsequent recession changed everything. Police budgets have been slashed, and hiring has nearly come to a standstill. What was once considered a recession-proof industry is now seeing the advent of police layoffs and furloughs. This situation is not unique to California and is being reported throughout the United States.

Economic times are tough, but this will one day improve. It is critical then that leaders avoid a cavalier mind-set toward current employees. Where will these agencies be when they come to realize their lack of nurturing and human investment created a mass exodus of quality personnel when the economy improves? The cost of replacing employees is somewhere near two-and-a-half times their annual salaries.¹² This does not even consider the immeasurable costs of losing talented and experienced personnel.

Mentoring carries with it the transformational ability to inspire others to see far beyond their current state. It can help the employee

IACP 2010

October 23-27, 2010 Orlando, Florida



Thank You IACP
2010 Sponsors!

Platinum



Gold



High performance. Delivered.

Silver



www.crimereports.com



From Science to Solutions

Bronze



FEDERAL SIGNAL



Deliver Information Services

Raytheon

Twaron®

The power of Aramid



Information
Builders

SAVA

Adventos
www.adventos.com

Aisle Signs

IACP's Host Chief's Night

Registration Area

Conference Bags



at&t
Your world. Delivered.

HARRIS



For information on the IACP Sponsorship program, contact Karissa Jacobs at (530) 520-6933 or visit our website at

www.theiacpconference.org

Institutionalizing Mentoring: A Step-by-Step Plan

1. Teach mentoring skills to all employees (sworn and civilian).
2. Demonstrate and support total agency mentoring.
3. Establish a formal new-hire mentoring process.
 - a. Appoint a mentor coordinator.
 - b. Identify an employee work group.
 - c. Draft mentoring policies and procedures.
 - d. Define mentor-protégé roles and responsibilities.
 - e. Select and train mentors.
 - f. Pair mentors and new hires.
 - g. Evaluate and fine-tune the process.
4. Create a career development mentoring system.
 - a. Identify a command coordinator.
 - b. Identify a supervisory work group.
 - c. Draft career-planning and goal-setting policies and procedures.
 - d. Define mentor-protégé roles and responsibilities.
 - e. Select and train mentors and protégés.
 - f. Pair mentors and protégés.
 - g. Evaluate and fine-tune process.
5. Initiate succession planning.
 - a. Facilitate chief in mentoring commanders.
 - b. Aid commanders in mentoring supervisors.
 - c. Assist supervisors in mentoring front-line employees.
 - d. Allow officers and civilian employees to mentor colleagues and new hires.
6. Position the chief to groom and prepare the successor.

Source: Harvey Sprafka and April H. Kranda, *Best Practices Guide: Institutionalizing Mentoring into Police Departments* (Alexandria, Virginia: Smaller Police Departments Technical Assistance Program, International Association of Chiefs of Police, 2004), 3, <http://www.theiacp.org/LinkClick.aspx?fileticket=33FBBrH%2B8xRE%3D&tabid=392>.

view the part they play as one that is organizationally significant. It is up to leaders to create this environment and consistently remind employees of this fact. A socially innovative mentoring program is an effective and inexpensive way in which this can be accomplished.

Mentoring Success

Successful mentoring programs should be made available to all newly hired sworn and civilian personnel. Protégés should be assigned mentors within the first week

of being hired. Mentors should welcome, guide, and encourage protégés throughout their academy, field training, and probationary experiences.

From the beginning, mentoring programs should have a policy in place and be structured with a division of responsibilities and expectations. All mentors should be carefully selected and trained in the mentoring philosophy by an industry expert. The overall success and failure of any mentoring program is dependent on the quality and commitment level of the mentors themselves.

Mentoring Challenges

Many mentors struggle in an area that John C. Maxwell calls “discerning people’s success seeds.”¹³ This is simply taking the time to identify and then nurture what will help protégés reach their full potential. Because of this, innovative methods must be identified to keep mentors motivated and committed to the development of their protégés. Meaningful training can help. Some training ideas include group dynamics, team building, conflict resolution, emotional intelligence, strategic communication, and ethics.

Employees who have excelled in the mentoring philosophy must also be organizationally praised and recognized. This will reinforce the value of their contributions and encourage others to perform in the same manner.

Another challenging aspect is effectively mentoring the mentors. As mentoring programs grow in members, it makes it nearly impossible for one coordinator to develop each mentor. The strongest mentors need to be identified and encouraged to take a leadership role in developing their peers.

Overcoming a departmental culture that embraces a process-driven or scientific approach to leadership can also be an obstacle. If the power base of the organization holds these assumptions, then building and maintaining a subculture of human investment and social innovation becomes challenging, if not impossible.

Finally, the greatest weakness of any mentoring program is when it is made available only to new employees. Growth and mentoring opportunities must be made available to new and veteran employees alike throughout every level of the organization. To achieve its maximum impact, mentoring must resonate throughout the entire agency. One of the primary goals of any meaningful mentoring program should be transforming the program into a shared cultural assumption.

The Reward

Many, if not most, organizations struggle to achieve an environment that effec-

tively taps into the full potential of its people. However, people want to work in an organization where all employees, regardless of position, feel as though they occupy the most important position in the organization. In this sort of workplace, service and productivity reach new heights, and relationships between supervisors and subordinates are cherished covenants, not contractual obligations. Such a workplace becomes a place where people work because the job is meaningful to them, and they take ownership and pride in what they set out to accomplish.

Organizational greatness can be realized if employees are valued and allowed to participate in achieving a shared vision. Leadership and mentoring is a symbiotic relationship that must be shared and nurtured. When it is, mentoring creates an enduring and cyclical culture of leadership at every level of the organization. ♦

Notes:

¹Harvey Sprafka and April H. Kranda, *Best Practices Guide: Institutionalizing Mentoring into Police Departments* (Alexandria, Virginia: Smaller Police Departments Technical Assistance Program, International Association of Chiefs of Police, 2004), 3, <http://www.theiacp.org/LinkClick.aspx?fileticket=33FBBrH%2B8xRE%3D&tabid=392> (accessed April 30, 2010).

²Ibid.

³Max DePree, *Leadership Is an Art* (East Lansing, Mich.: Michigan State University Press, 1987), 81–92.

⁴Rebecca Garau and Lyndon Rego, *Stepping into the Void* (Greensboro, N.C.: Center for Crisis Leadership, 2007), 33.

⁵Ira Chaleff, *The Courageous Follower* (San Francisco: Berrett-Koehler Publishers Inc, 2003), 13.

⁶Edgar H. Schein, *Organizational Culture and Leadership* (San Francisco: Jossey-Bass, 2004), 17.

⁷Sharon Jordan-Evans and Beverly Kaye, “Boomer Bailout,” *Leadership Excellence* 23, no. 10 (2006): 10–11.

⁸NAS Recruitment, *Generation Y: The Millennials, Ready or Not, Here They Come*, http://www.nasrecruitment.com/docs/white_papers/Generation-Y.pdf (accessed June 26, 2009).

⁹Karen Wey Smola and Charlotte D. Sutton, “Generational Differences: Revisiting Generational Work Values for the New Millennium,” *Journal of Organizational Behavior* 23, no. 4 (2002): 363–382.

¹⁰Ellen A. Ensher and Susan E. Murphy, *Power Mentoring: How Successful Mentors and Protégés Get the Most out of Their Relationships* (San Francisco: Jossey-Bass, 2005), 15.

¹¹Pew Research Center, *How Young People View Their Lives, Futures and Politics: A Portrait of “Generation Next,”* 2007, <http://people-press.org/reports/pdf/300.pdf> (accessed June 26, 2009).

¹²Sharon Jordan-Evans and Beverly Kaye, *Retaining Employees*, 2003, <http://www.careersystemsintl.com/PDF%20Files/Bus%20Ultimate%20Resource.pdf> (accessed June 25, 2009).

¹³John C. Maxwell, *Mentoring 101* (Nashville: Thomas Nelson, 2008).



HONORING those who are leading the fight against terrorism

IACP and Booz Allen Hamilton

Outstanding Achievement in the Prevention of Terrorism Award

The **International Association of Chiefs of Police (IACP)** is pleased to announce the creation of a new annual award under the direction of the IACP Committee on Terrorism (COT). The award is sponsored by Booz Allen Hamilton, a leading strategy and technology consulting firm, and will recognize success, leadership, and innovation in preventing a terrorist act. Two awards will be given annually: one to a law enforcement department/agency in the United States, and one to an international law enforcement organization.

The COT will provide oversight for this award and will judge all applications.

To apply for this award and for additional information, visit www.theiacp.org/terrorismaward. You may also contact Brandon Gardner at 800-THE-IACP ext. 220. The deadline to apply for the first United States award is August 15, 2010. The deadline for the first international award is November 1, 2010.

A partnership between:



Booz | Allen | Hamilton

Show Your Leadership!

Sponsor New Members during the 2010 President's Membership Drive

Honor current and future leaders in the law enforcement profession: Sponsor new IACP members during the 2010 President's Membership Drive. The IACP offers many opportunities for personal growth and learning through our many regional training programs, annual conference, *Police Chief* magazine, and a network of over 20,000 law enforcement professionals from around the world.

Remember—law enforcement professionals at every level can qualify for membership in the IACP. Those in command-level positions qualify for active membership; others may be eligible for associate membership. See the application for details.

Every member who sponsors at least one new member will receive an Official IACP Gift.

In addition, more rewards are available for sponsoring more than one member.

Sponsor 3 new members: Free registration to the 117th Annual IACP Conference being held October 23 – 27, 2010 in Orlando, Florida, USA. (A \$275 Value!)

Sponsor 5 new members: IACP Model Policy CD ROM—One full volume of your choice complete with 20 policies and research papers. (A \$150 Value!)

In order to qualify for prizes and incentives the specially coded 2010 President's Membership Drive application MUST be used.



"You are a Leader by the virtue of your position in law enforcement. And, as you know, leadership is a key element in our future success as individual members of our profession. IACP helps create leaders through education, advocacy and information sharing. Show your support of the law enforcement profession by sponsoring new IACP members during the 2010 President's Membership Drive."

President Michael J. Carroll

2010 President's Membership Drive Rules and Information:

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



IACP President's Membership Drive Application

International Association of Chiefs of Police
P.O. Box 90976
Washington, DC 20090-0976
Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

DO NOT USE	Amount _____
	Acct. # _____
	CK # _____
	MS # _____

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

Name: _____ (Please Print)

Title/Rank: _____

Agency/Business Affiliation: _____

Business Address: _____

City, State, Zip, Country: _____

Residence Address: _____

City, State, Zip, Country: _____

Business Phone: _____ Fax: _____

E-mail: _____

Web Site: _____

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

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

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

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

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

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

Education (Highest Degree): _____

Date elected or appointed to present position: _____

Law enforcement experience (with approx. dates): _____

Have you previously been a member of IACP? Yes No

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

Sponsor Name: _____ Membership number: _____

Membership Dues – \$120 (U.S. dollars only – includes subscription to Police Chief magazine valued at \$25.)

I have enclosed: Purchase order Personal check/money order Agency check

Charge to: MasterCard VISA American Express Discover

Cardholder's Name: _____

Card #: _____ Exp. Date: ____/____

Cardholder's Billing Address: _____

Signature: _____

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

**For further information on membership benefits and eligibility,
visit the IACP Web site www.theiacp.org.**

Membership Requirements

Active Membership

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

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

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

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

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

Associate Membership

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

Superintendents and other executive officers of prisons.

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

Prosecuting attorneys, their deputies and deputy sheriffs.

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

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

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

Employees of companies providing services to law enforcement agencies.

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

FROM THE ADMINISTRATOR

Emergency Management is a team effort, and a key in responding to future disasters is continuing to build, expand, and strengthen that team. It is critical we maintain and strengthen our relationships, not only with law enforcement, but with tribal, state, and local governments; private-sector entities; faith-based groups; and the general public.

Under President Obama's leadership, the Department of Homeland Security and the Federal Emergency Management Agency (FEMA) have worked to engage their partners in an effort to expand and solidify our national emergency response team.

Every police chief knows emergencies can happen anywhere and at anytime, and no community is immune. As a critical and indispensable component of the team, today, I need you to help engage another, often overlooked part of emergency management: the public.

Police chiefs know, as well as I do, that getting the public to prepare for emergencies is a year-round effort. Our ability to respond to and recover from emergencies is directly influenced by how well prepared we are as a community. Limited resources can direct emergency responders to focus attention where it is most needed, but if we can make individuals personally prepared, together we can help not only your community, but the nation as a whole.

This is a good time to work with families in your area to help them understand how they can prevent, prepare for, respond to, recover from, and mitigate future emergencies. For most Americans, preparedness will only involve a few simple steps: develop a family emergency plan, put together an emergency supply kit, and become better informed about hazards that may exist in the community. As you work with the citizens in your community, feel free to direct them to the Ready.gov website to learn more.

Next-door neighbors are often the first to come to the aid of a neighbor in distress. They are also often more familiar with the needs of the family living next door. These relationships can become an asset to responders if they understand their important role in emergency preparedness and response. My message to the public is this: Once you have taken care of you and your family, check on a neighbor. Being prepared and looking out for one another will make our communities stronger, our nation stronger, and our emergency response stronger.

Your personal experience can help make FEMA a better agency and a better member of the national emergency management team. Expertise from law enforcement, firefight-

ing, emergency medical, public health, and others reminds us of the need to work as a team, to ensure a resilient nation.

I would like to encourage the best and brightest within your ranks who are retiring or leaving law enforcement to consider working for FEMA on a full-time or part-time basis. My vision for FEMA is to incorporate the experience and expertise of former first responders who have worked directly with the public during emergencies and who understand the emergency management team approach.

The arrival of the 2010 hurricane season will remind a portion of the American public to reexamine their emergency risks, but we know strengthening the entire emergency management system must be a year-round effort. Again, I ask for your assistance in spreading this message.

I thank the International Association of Chiefs of Police and each of the police chiefs individually for your commitment to building and maintaining a safe and well-prepared community. ❖



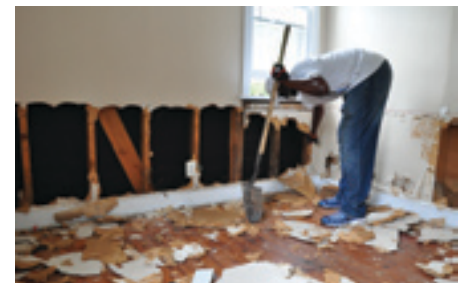
Craig Fugate
FEMA Administrator
Washington, D.C.



FEMA/David Fine



FEMA/David Fine



FEMA/Marty Bahamonde



FEMA/David Fine

IACP, Atlanta Police Department Host the 34th Annual LEIM Section Training Conference and Exposition

*By William Albright, Project Manager,
IACP Technology Center*

The International Association of Chiefs of Police (IACP) Law Enforcement Information Management (LEIM) Section, in conjunction with the Atlanta, Georgia, Police Department, recently held the 34th annual IACP LEIM Training Conference and Exposition at the Hyatt Regency Atlanta in Atlanta, Georgia, May 24–27, 2010. The conference's focus was to enhance law enforcement's efficiency and effectiveness with technology. Panels of subject matter experts from around the region and world shared leading practices and lessons learned in the application of technology to fight crime and improve department efficiency. Topic areas ranged from information sharing, communications, and interoperability to intelligence, policy, and development.

Presentations from the conference are available on the IACP's LEIM Section page at <http://www.theiacp.org/LEIM2010Conference>.

The LEIM Section would like to recognize this year's conference platinum sponsors for their support of the 34th annual IACP LEIM Training Conference and Exposition.



Join us for the 35th annual IACP LEIM Training Conference and Exposition, June 13–16, 2011, in San Diego, California. Visit <http://www.theiacp.org/LEIM2011Conference> for more information. ❖

The IACP's Drug Recognition Expert Section Presents the

16th Annual Training Conference on Drugs, Alcohol and Impaired Driving

July 22-24, 2010
Pittsburgh, Pennsylvania

“The Fight Against DUI: Meeting at the Confluence”

In addition to general sessions featuring the latest research and initiatives, daily workshops will address a variety of topics relevant to law enforcement, toxicology, prosecutors, and other traffic safety advocates.

Tentative Agenda:

- **New Anti-Depressants and Effects on Human Behavior**
- **Current Drug Trends**
- **Depressants vs. Stimulants**
- **Interactive and Creative DRE Training**
- **NHTSA Updates**
- **Successful Prosecution of DUI**
- **Toxicology Issues**
- **Drug Impairment Training for Education Professionals**

Register online or download a registration form at www.theiacp.org or at www.decp.org



Workshop Selections for 2010 IACP Conference

The IACP's Education and Training Committee recently met in Corpus Christi, Texas, to review 280 workshop proposals for the chief executive seminars at the IACP 2010 conference in Orlando, Florida.

The main reason members attend the annual IACP conference is for the educational seminars; the Education and Training Committee plans these opportunities for chief executives. This peer review process ensures that the workshops will be of value to attendees.

Because of space and time limitations, the committee can approve only a few of the many fine proposals it receives each year. This year, the committee approved 12 percent of received workshop proposals.

The purpose of the workshops is to provide solutions to problems law enforcement executives encounter today—solutions that they can implement in their local communities. Committee members look for imagination and creativity in the workshop presentations. Interactive, hands-on workshops are highly regarded by conference attendees.

All workshop proposals are judged on timeliness, appropriateness, and relevance to the law enforcement executive. The committee evaluates each workshop's content to make sure only state-of-the-art programs are included in the conference schedule.

The workshop topics, speakers, and descriptions for the 2010 annual conference are available on the IACP website at <http://www.theiacp.org> (click on the conference logo).

Addressing Foreclosed and Abandoned Properties

Nearly 3.2 million foreclosures occurred in the United States in 2008, marking an all-time high for the country. In many jurisdictions, the number and location of vacant properties changed so rapidly that officials had trouble tracking them, let alone formulating an effective response. The city of Cleveland, Ohio, for example, estimated in early 2009 that at least 10,000 (or 1 in 13) of its houses were vacant, while

the county treasurer estimated that the number was 15,000—50 percent higher.

While much of the public's attention has been focused on the economic repercussions of the nation's housing crisis, the repercussions for law enforcement have been just as significant. Vacant properties generate a host of interrelated problems, from unsafe structures and higher rates of crime to homelessness and strains on municipal services.

Jurisdictions across the United States have responded differently, tackling the problem from various angles. Many of the strategies deployed are the result of collaborations across government agencies and among the public and the private sectors. Police, city attorneys, district attorneys, U.S. attorneys, housing and building departments, health departments, community development organizations, landlords, private developers, banks, mortgage lenders, legislators, and regulators are finding ways to work together to slow or halt foreclosures, stem the decline of neighborhoods, improve the quality of life, and plan for new growth.

A new guide, developed by the Center for Court Innovation and funded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, presents ideas to help policymakers, law enforcement agencies, and community partners address the challenges presented by foreclosed and abandoned properties. This document offers a sampling of responses developed by jurisdictions across the United States. It is intended to serve as a quick reference for law enforcement and government agencies looking for ideas to address vacant and abandoned properties. For ease of reference, it is divided into three types of responses: prevention, enforcement, and reuse.

For more information, visit <http://www.courtinnovation.org>; write to Expert Assistance, Center for Court Innovation, 520 Eighth Avenue, New York, NY 10018; call 212-373-1690; or e-mail expertassistance@courtinnovation.org.

Reduce Bullying in Schools

The U.S. Department of Justice Office of Community Oriented Policing Services (COPS) is making its publication, *Bullying in Schools*, available at no cost in support of renewed local efforts to prevent the consequences of bullying. *Bullying in Schools* provides school administrators, teachers, counselors, and law enforcement officials with practical information on how to identify bullying behavior, reduce the incidence of bullying, and mitigate its impact. The publication also provides guidance to officials on how to determine the extent of bullying in their schools, address its causes, and develop effective practices that contribute to student safety.

Bullying has two key components: repeated

harmful acts and an imbalance of power. It involves repeated physical, verbal, or psychological attacks or intimidation directed against victims who cannot properly defend themselves because of the bully's size or strength or because the victim is outnumbered or is less psychologically resilient.

"Bullying was once viewed by some as a relatively harmless behavior that was an expected part of adolescent interaction," said COPS Director Bernard K. Melekian. "However, we now know that bullying can have a long-term effect on both the bully and the victim. It can lead to other forms of school-based violence, and the advent of cyber-bullying can further exacerbate consequences."

Victims of bullying are more likely to experience health deterioration, have declining grades, contemplate suicide, skip school to avoid being bullied, and experience feelings of depression and low self-esteem that can persist for years after the incidents. Research conducted in three countries also shows that those who bully are much more likely to develop criminal records than those who do not bully.

Bullying in Schools is one volume in a series of Problem-Oriented Policing guides developed by the COPS Office. It can be downloaded from the COPS website at <http://www.cops.usdoj.gov/files/RIC/Publications/e07063414-guide.pdf>, or it can be ordered at no cost by calling the U.S. Department of Justice Response Center at 800-421-6770.

NamUs: A Year of Growth

In just 12 months, the National Missing and Unidentified Persons System (NamUs) experienced significant growth in terms of cases added to the system and the number of users registered. Most importantly, the system is accomplishing what it set out to do: provide answers and resolution for the critical issue of missing and unidentified persons around the country.

In 2009, more than 2,700 new cases were added to NamUs at <http://www.namus.gov>, totaling more than 9,000 listed on the website. "On the missing person's side, the number of cases doubled in just one year," said Billy Young, NamUs coordinator. "This is critical to the success of NamUs because the more cases that are in the system, the more cases can be solved."

Case examples: Launched in January 2009, NamUs has already assisted in the resolution of fifteen missing or unidentified persons cases. Two cases illustrate the importance of public access to NamUs.

In June 2009, a citizen cyber-sleuth searching NamUs noticed a possible match between a woman who had been missing since 2002 and an unidentified body found near Albuquerque two years later. A forensic odontologist, avail-

able through NamUs to assist jurisdictions free of charge, was able to positively identify the remains. Two days later, the family of Sonia Lente—a woman who had been missing for more than six years—was notified that its loved one's remains had been found and positively identified, allowing the family resolution and law enforcement to proceed with the investigation.

In April 2009, a man disappeared following a car accident in Connecticut. Police and dogs searched the area, finding the man's wallet and some clothing, but no sign of the man. A few weeks later, the man's aunt entered very thorough information, including dental records and images of tattoos and a wedding band, into NamUs. A body was found a month later near the accident scene. It was quickly identified as Jody King, the man who had disappeared following the car accident, thanks to the availability of dental records that were readily accessible in NamUs.

Cross-matching feature added: In July 2009, NamUs was upgraded to allow cross-matching between the missing persons and the unidentified decedent databases. The system continually searches records in both databases and provides side-by-side comparisons. Cases with similarities are automatically presented to the investigator as potential matches, reducing research time and giving the investigator the opportunity to exclude those cases that do not qualify. If some cases present as close matches, the investigator will engage forensic services to conduct further identification testing.

"NamUs is the first publicly accessible system of its kind. It also provides the automatic cross-matching feature between the missing persons and unidentified decedents," said Young.

"Because of this cutting-edge technology, NamUs was recognized in May 2009 with the IACP Law Enforcement Information Management Excellence in Technology Award for its superior achievement and innovation in the field of communication and information technology."

Registered users: One of the unique features of NamUs is that it is accessible to the public as well as to law enforcement and medical examiners/coroners. "The real key is that this provides an opportunity for the different disciplines involved in missing persons cases, especially for families, to be involved," said Mike Murphy, Clark County Coroner. "This is monumentally important to these families as it lets them be actively involved in the resolution of their own pain and anguish."

NamUs currently has 4,771 registered users. Nearly 1,000 of these users are from the law enforcement community, and 268 users are medical examiners and coroners.

Looking ahead: According to Young, the focus in 2010 will continue to be adding more cases to the system and educating law enforcement agencies on the benefits of using NamUs.

"The key to NamUs's continued success is making law enforcement and the public aware of what the system can do," Young said. "The more we can raise awareness about NamUs and the more cases added to the system, the

higher the probability of solving these cases. That's what NamUs is all about."

A major effort to increase the number of cases in the system includes working with agencies across the country to conduct information exchanges. This entails converting the contents of missing and unidentified individuals' information contained in other systems into data that will be searchable and more widely visible in NamUs. This partially automated process gives investigators an opportunity to update case information and bring together pieces of a case that may have been stored in different areas. NamUs serves as a national repository for information on missing persons and unidentified remains. It is designed to facilitate the work of the diverse community of individuals and organizations who investigate missing and unidentified persons and crosses borders of states, counties, municipalities, and precincts. The system is administered and managed by the National Forensic Science Technology Center in partnership with the National Institute of Justice. It bridges different law enforcement professions and allows the public to become actively involved. Funding for NamUs is provided through a cooperative agreement from the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice.

For more information, contact the National Forensic Science Technology Center at 7881 114th Avenue North, Largo, FL 33773; call 727-549-6067; or visit <http://www.nfstc.org> or <http://www.nam.us>.

Identity Fraud Survey Available to Law Enforcement

In 2009, 11.1 million U.S. adults became victims of identity fraud—a 12 percent increase over 2008, and a 37 percent rise since 2007. The increased incidence rate of 4.8 percent has resulted in one-year fraud amounts totaling \$54 billion—a rise of \$6 billion over 2008. Mean fraud amounts remain level at \$4,841. The increased fraud incidence rate is being driven by the poor economy coupled with an increasingly global, specialized, and sophisticated criminal enterprise, according to the report issued by Javelin Strategy and Research.

Javelin's 2010 *Identity Fraud Survey Report: Law Enforcement Version* provides necessary resources and recommendations for the law enforcement community to stop this crime and help prevent, detect, and resolve identity fraud. This study is designed to educate law enforcement on the trends of identity fraud, the legal ramifications, and how to best equip consumers and businesses in lowering their risk of identity fraud.

Over the past six years, Javelin has surveyed nearly 30,000 adults to determine how consumers are being affected by identity fraud in the United States. The 2009 phone survey of 5,000 adults is the largest, most accurate identity fraud study conducted in the United States, and this report contains only a portion of some of the findings from Javelin's full survey. Javelin's identity fraud study reaches an audience of 13 million

and is a factual resource for the Federal Trade Commission and Better Business Bureau.

The complete version of this research study, the 2010 *Identity Fraud Survey Report: Identity Fraud Continues to Rise—New Accounts Fraud Drives Increase, Consumer Costs at an All-time Low* (96 pages) is available for purchase. The special law enforcement section is available at no cost to departments.

For more information, contact Javelin Strategy & Research at 4301 Hacienda Drive, Pleasanton, CA 94588; call 925-225-9100; or visit <http://www.javelinstrategy.com>. ♦



Line of Duty Deaths

"They will be remembered—not for the way they died, but for how they lived."

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends, and colleagues.

Investigator Charles Jerry Crabtree
Franklin County, Tenn., Sheriff's Office
Date of Death: January 29, 2010
Length of Service: 53 years

Deputy Sheriff Kenneth James Collier
San Diego County, Calif., Sheriff's Office
Date of Death: February 28, 2010
Length of Service: 11 years, 9 months

Officer Christopher Arby Upton
U.S. Forest Service
Date of Death: March 3, 2010
Length of Service: 9 years, 2 months

Trooper Kevin D. Cusack
South Carolina Highway Patrol
Date of Death: March 27, 2010
Length of Service: 21 years

Police Officer Hector Ayala III
Montgomery County, Md.,
Police Department
Date of Death: April 4, 2010
Length of Service: 7 years

Deputy Sheriff Chad Pritchard
Overton County, Tenn., Sheriff's Office
Date of Death: April 7, 2010

Deputy Sheriff Kory E. Dahlvig
Vilas County, Wis., Sheriff's Department
Date of Death: April 25, 2010
Length of Service: 5 years, 10 months

INDEX TO ADVERTISERS

The advertisers in this issue can help equip your department with the most efficient tools available today!

Always mention the *Police Chief* when contacting our advertisers.

	Page #		Page #		Page #
AeroVironment 805.581.2187 www.avinc.com.....	45	IACP/Booz Allen Hamilton Outstanding Achievement in the Prevention of Terrorism Award 800.THEIACP ext. 220 www.theiacp.org.....	73	New World Systems 248.269.1000 www.newworldsystems.com/pc.....	CV4
All Traffic Solutions 866.366.6602 www.alltrafficsolutions.com.....	CV3	IACP/Conference: Save the Date – October 23-27, 2010 – Orlando, Florida 800.THEIACP www.theiacpconference.org.....	55	Purdue Pharma LP 203.588.7281 www.pharma.com.....	11
American Military University 877.777.9081 www.amuonline.com.....	33	IACP/Conference: Sponsorship 800.THEIACP www.theiacpconference.org.....	71	Reeves Company, Inc. 508.222.2877 www.namepins.net.....	5
Ancom Business Products 800.845.9010 www.ancom-filing.com/industries.....	13	IACP/Drugs, Alcohol and Impaired Driving Conference 800.THEIACP ext 206 www.decp.org.....	77	Robotronics, Inc. 800.762.6876 www.robotronics.com.....	19
Architects Design Group, Inc. 407.647.1706 www.adgusa.org.....	30	IACP/IACP Net 800.227.9640 www.iacpnet.com.....	50	RSDecon-Bracco Diagnostics/Healthcare Decontamination 888.773.3266 www.RSDecon.com.....	47
Brinkley Sargent Architects 972.960.9970 www.brinkleysargent.com.....	20	IACP/Leadership & Training 800.THEIACP ext.261 www.theiacp.org/training.....	16-17	Salsbury Industries - Lockers.com 800.562.5377 www.lockers.com.....	30
Brownells Inc. 800.741.0015 www.policesstore.com/pc.....	30	IACP/Membership Application 800.THEIACP www.theiacp.org.....	74-75	SIG SAUER, Inc. 603.686.5657 www.sigsauer.com.....	41
CALEA 800.368.3757 www.calea.org.....	20	IACP/Merchandise 800.859.3958 ext 104 www.theiacpstore.org.....	69	Smith & Wesson 800.331.0852 www.smith-wesson.com/mp.....	57
Chrysler 800.999.FLEET www.fleet.chrysler.com.....	7	IACP/Testing and Assessment Center Services 800.843.4227 ext 269 young@theiacp.org.....	67	Southern Police Institute 502.852.6561 www.louisville.edu/spi.....	51
CI Technologies, Inc. 800.620.8504 www.iaprofessional.com.....	5	IACP/Workshop on Assessment Centers & Promotional Testing - June 28-29, San Diego 800.THEIACP www.theiacp.org.....	63	SpeakWrite 800.828.3889 www.speakwrite.com/lawenforcement.....	28
Coplogic, Inc. 800.734.9293 www.coplogic.com.....	26	IACP/Employer Support of the Guard and Reserve 800.336.4590 www.esgr.mil.....	65	Sprint 800.SPRINT.1 www.sprint.com/4G.....	37
CrimeReports 888.888.CRIME www.crimereports.com.....	CV2	Information Builders, Inc 800.969.INFO informationbuilders.com/go/LEA.....	23	SunGard Public Sector 866.965.PSEC www.sungardps.com.....	21
Dell, Inc. 866.257.4716 www.dell.com/myruggedXFR.....	9	IPMA - HR 800.381.8378 testing.ipma-hr.org.....	56	TASER International, Inc. 800.978.2737 www.taser.com/upgrade.....	35
Ford Motor Company 800.34FLEET www.fleet.ford.com.....	42-43	L-3 Mobile-Vision, Inc. 800.336.8475 www.mobile-vision.com.....	31	Total Recall Corporation 800.659.7793 www.totalrecallcorp.com.....	19
Global Training Academy, Inc. 210.622.9640 www.k9gta.com.....	40	Laser Labs, Inc. 800.452.2344 www.laser-labs.com.....	56	Total Recall Corporation 800.659.7793 www.totalrecallcorp.com.....	28
Harris 888.711.7295 www.harrispublicsafety.com/pc.....	27	Legacy Inmate Communications, Inc. 800.577.5534 www.legacyinmate.com.....	62	University of Phoenix 800.419.2010 www.phoenix.edu/heroes.....	3
HDR Architecture, Inc. 773.867.7221 www.hdrjustice.com.....	34	Leupold & Stevens, Inc. 800.LEUPOLD www.leupold.com.....	29	USIS, an Altegrity Company 800.761.5637 www.usis.com.....	49
HTCIA International Training Conference & Expo 916.408.1751 www.htciaconference.org.....	36	Myers Enterprises, Inc./Stun-Cuff 303.986.0803 www.stun-cuff.com.....	39	Verizon Wireless 800.779.2067 www.verizonwireless.com/gov.....	24
HUFCOR, Inc. 800.542.2371 www.hufcortacticaltraining.com.....	39	NEC Corporation of America 900.777.2347 www.necam.com/afis.....	15	Verizon Wireless 800.779.2067 www.verizonwireless.com/gov.....	25

The IACP does not recommend, endorse, or accept responsibility for the proper performance of any product advertised in these pages.

For advertising information, call Steve Currie, The Coy Group at 877-247-7142

**Always mention the
Police Chief when
contacting advertisers.**

FREE INFORMATION with QUICK ACCESS

Receive FREE information FAST from companies featured in this issue of the *Police Chief*

Digital Edition

Find the digital edition at <http://www.naylornetwork.com/iac-nxt>.
Just place the mouse pointer on the advertisement page and click to access the company's website.

Print Edition

While reading the print edition, type the company's website address found on the Index to Advertisers page or directly from the advertisement.

Call the company, since phone numbers are found on the Index to Advertisers page and in their advertisements.

The Police Chief

SUBSCRIPTION/ADDRESS CHANGE

ONLINE www.PoliceChiefMagazine.org

FAX Joan Randall 703-836-5386

MAIL Police Chief, 515 N. Washington Street
Alexandria, VA 22314

Name _____

ID Number (on label) _____

Title _____

Department/Agency _____

Phone (_____) _____

Yes, sign me up for the IACP e-mail newsletter

E-mail: _____

Address change (ID number required) _____

Renewal (ID number required) _____

New subscription

1-year subscription \$25.00

2-year subscription \$42.00

This section must be completed to process your order:

Agency/Affiliation

- Municipal/county police
- Sheriff's dept.
- State agency
- Federal agency
- Campus police
- Military
- Police academy
- Security
- Univ./college library
- Other

Rank/Occupation

- Chief executive
- Sheriff
- Command staff
- Supervisory personnel
- Line officer
- Police civilian
- Crim. justice professor
- Police equipment dealer/distributor/manufacturer
- Other

Population of Jurisdiction

- Under 2,500
- 2,500 - 9,999
- 10,000 - 49,999
- 50,000 - 99,999
- 100,000+

DELIVER MAGAZINE TO: Home Business

Street address (include apt. no.) _____

City _____

State _____ Zip _____

Fax (_____) _____

PAYMENT MUST ACCOMPANY ORDER

Purchase order enclosed

Check/money order enclosed (make payable to IACP/
Police Chief Subscriptions)
U.S. dollars, drawn on U.S. banks only and mail full payment
(no cash) with completed form to: Subscription Department,
IACP, P.O. Box 90976, Washington, D.C. 20090-0976.

Charge my: Visa MasterCard Discover American Express

Cardholder's name _____

Address _____

City _____

State _____ Zip _____

Phone _____

Card number _____

Exp. date _____

Signature _____

Fatigue and the Police Vehicle Operator

By Earl M. Sweeney, Commissioner, New Hampshire State Liquor Commission, and IACP Highway Safety Committee Chair

Increasingly, the United States is described as a sleep-deprived society. Americans are always seemingly on the go—no longer from dawn until dusk, but well into the night. When compared with European nations, Americans have longer work weeks, receive less vacation time, and put in more overtime at work.

As the U.S. labor force transitioned from an industrial economy to a service economy, many now leave work at the end of a shift with full briefcases and use a Wi-Fi or VPN connection to remain tethered to their offices or headquarters throughout the evening.

The pursuit of the American dream that includes owning high-definition televisions, boats, timeshares, and funding increasingly out-of-reach college educations for children inspires many law enforcement officers to bid off midnight shifts so they can volunteer for lucrative overtime details on road construction jobs and other special duty assignments, or hold down part-time civilian jobs. Proactive and productive evening shift performers often are unable to sleep during the day because of the need to testify in contested court cases. Others with families have spouses who work opposite shifts so the officer can provide childcare while the other parent is at work. In rural areas, some officers engage in farming on the side and must care for livestock despite having worked a busy shift the night before.

In metropolitan areas, officers who either cannot afford to or who choose, for quality-of-life issues, not to reside in the cities where they work may have an end of shift commute of several hours before they reach their suburban

homes. Some departments, particularly those in large communities where staffing permits, have adopted unusually long shift hours to provide more overlap during busy periods and to give officers more days off in a row. Older officers in particular may be more prone to fatigue during these longer than eight-hour shifts.

The downside to all this is the natural circadian rhythm to which the human body is attuned is disrupted. Medical evidence has shown that people who fail to get a full six to eight hours of uninterrupted sleep are more prone to heart disease, weight control issues, and other maladies, and may live shorter lives after they retire.

Increasingly, traffic investigators note fatal and serious injury crashes caused by drivers who are sleepy or who fall asleep at the wheel. Tragically, police officers are not immune to the effects of sleep deprivation. Not only are they more prone to becoming involved in collisions and other mishaps in their department-owned vehicles, but they also are more liable to crash their personal vehicles. They are less alert, more apt to experience heightened “startle” reflexes, and more likely to overlook danger signs during high-risk encounters. Supervisors often say these officers are more likely to be cranky and short-tempered and the subject of more complaint from their supervisors and the public.

Police leaders have an obligation to recognize and deal with this problem. A variety of tools exist to mitigate the risk. Training programs that raise officer awareness of the problem and promote more healthful lifestyles with diet, exercise, and good sleep habits are a good first step. Supervisors should be trained to detect and deal with sleep-deprived officers on their squads. Changes in work schedules and collaborative efforts with the court system to schedule trials around officers’ days off can help.

Policies that place a cap on the number of overtime hours an officer can work during a pay period or mandating a certain number of

hours off between shifts may be in order. For example, airline pilots and long-haul truckers have lived with a restriction on hours worked for years. However, historically, labor unions balk at any restriction on the ability of officers to work unlimited overtime hours, even in places where tales exist of older officers who literally “worked themselves to death” in an effort to enhance their final retirement allowances, which are typically based on an average of the last two or three years of work before retirement. To be successful in addressing the problem of fatigue, agencies need to convince union leadership that this is a quality-of-life problem for the officers and their families.

It’s time to recognize the problem, and gather and analyze the data—both hard numbers and anecdotal—and begin to systematically address it, if only with baby steps at first. The lives and safety of officers and the public depend on the attention provided by the police leadership. ❖

**The July 2010 issue of
Police Chief magazine
focuses on highway
safety issues.**

Read Police Chief online.



Doesn't mind traffic duty.

THE FIRST WEB-BASED TRAFFIC SIGNS. Can a traffic sign do real police work? The answer may surprise you. Not only do our signs count cars, calm traffic and record data around the clock—they're also web-based. So you can get email alerts, retrieve reports and change settings right from your computer or smartphone, saving countless manhours. And that's something that everyone will like.

1.866.366.6602 | alltrafficsolutions.com

**ALL TRAFFIC
SOLUTIONS**



A sign of the future.™

When the Nation's leading public safety software provider is also the most reliable, why risk looking anywhere else?



For nearly 30 years, stable ownership and clear vision have helped make New World Systems a leading public safety software vendor nationwide. Acquisitions, mergers, financial uncertainty and unstable leadership have led to a growing number of vendor failures in the public safety industry, leaving agencies at risk with unreliable software and inadequate support.

New World's financial strength and significant annual R&D investment enables agencies to eliminate risk during complex software projects, and for the many years that follow. More than 1,500 agencies nationwide, trust New World Systems solutions and experience to meet their demanding police, fire, EMS and corrections requirements.

With so much at stake, shouldn't you too partner with the only strong, stable, and proven software provider prepared to meet your needs?

AegisMSP™ fully integrated Law Enforcement/Fire/EMS solutions for:
Dispatch | Records Management | Corrections Management | Mobile Computing | Information Sharing

Partner with the Secure Choice in Public Safety Software – New World Systems

- More than 28 Years of Stable Ownership and Exclusive Public Sector Focus
- No Acquisitions, Mergers or Layoffs
- Serving more than 1,500 Agencies across 48 States
- Solutions Backed by nearly 400 Employee-strong Development, Implementation & Support Staff
- All Software Developed by New World Systems in the USA
- Significant On-going Annual Research and Development Investment
- Customer-Driven Software Enhancements



New World Systems®
Number One Public Safety Software Solution

www.newworldsystems.com