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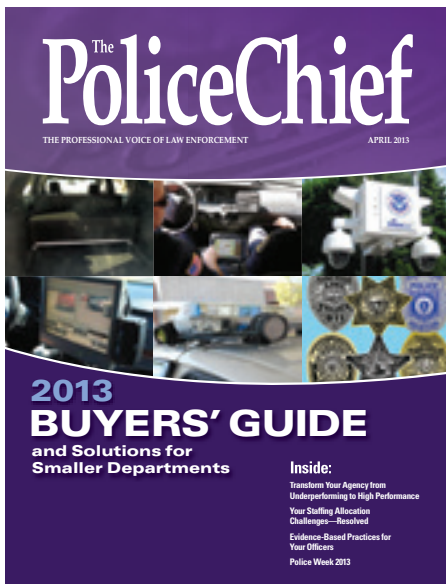
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# The Police Chief

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## IACP Summit on Wrongful Convictions

Over the past decade, the issue of wrongful convictions has been identified as a critical problem in the U.S. justice system. While a very small percentage of all convictions are in fact wrongful, the damage to those wrongly accused, convicted, and incarcerated is irreversible. In fact, after a number of IACP's committees had studied the issue for years, in 2008 the IACP membership adopted a resolution calling for greater research into the issue of wrongful convictions.

Clearly everyone wants to see the right person brought to justice, and no one wants to be a part of a failed effort that sends the wrong person to prison. Still, even with the best of intentions, wrongful arrests, prosecutions, and convictions occur. And they have a profoundly damaging impact on everyone—from the innocent person convicted, to the victim, the communities at large, law enforcement, prosecutors, defense attorneys, judges, and juries. The only person immune to this damage is the actual offender who remains unaccountable and at-large, free to commit new crimes and create new victims.

It is for these reasons that last year, under the leadership of Past President Walter McNeil, the IACP held a national policy summit on wrongful convictions. Building upon the work of IACP Police Investigative Operations; Forensic Science Committee; Police Professional Standards, Image, and Ethics Committee; and the Research Advisory Committee, the summit was designed to develop a set of policy recommendations that would increase the capability of police, working closely with the community and other justice components, to eliminate wrongful arrest, prosecution, and conviction.

Research tells us that a *myriad* of missteps and inaccuracies lead to wrongful arrest, prosecution, and conviction, *not just one person or one action*. The IACP Wrongful Convictions Summit brought together practitioners and experts from around the country and challenged them to create a blueprint to reduce wrongful convictions in the United States.

IACP convened the Wrongful Convictions Summit in Alexandria, Virginia, with the support of the Office of Justice Programs (OJP), and with funding support from both the Bureau of Justice Assistance (BJA) and the National Institute of Justice (NIJ). The goal of the summit was to examine the issues surrounding wrongful arrest, prosecution, and conviction and, most

importantly, develop a set of agreed-upon recommendations for law enforcement leaders and their justice system colleagues to evaluate and implement.

More than 75 subject matter experts from law enforcement, the justice system, and the community participated in the summit. After brief opening remarks and a plenary panel on the issue, participants were divided into four working groups: Making rightful arrests; correcting wrongful arrests; technology and forensic issues; and reexamining closed cases. Each working group was charged with developing a set of policy recommendations to address these for core issue areas.

The over-riding issue of note at the summit was the need for all justice system agencies to be open to new information—at any point in the investigation, arrest, prosecution, and trial of a suspect. All too often when new information has come forward that could indicate the need for redirection, justice system officials across the continuum have met that information with resistance and disregard. Changing the justice culture to one of openness to new information from reliable sources was seen as a key to addressing and reducing wrongful convictions.



**Craig T. Steckler, Chief of Police,  
Fremont, California,  
Police Department**

While agreeing that wrongful conviction is a systemic issue requiring a broad set of cross-system recommendations, participants quickly focused on the front-end leadership role of law enforcement. They called for a fresh look at law enforcement investigative processes, policies, and culture. Pointing out the critical role of the police in preventing a wrongful arrest, they saw the need for a change in the investigative climate that would welcome greater assessment and oversight; be open to new information regardless of its "fit" with current case information; ensure that proper protocols—best practices—are in place and utilized; foster more frequent and improved training for investigators; and promote a collective ownership approach to cases versus the current narrow model where one or two investigators have complete responsibility for review, analysis, and case direction.

Participants were firm in their beliefs that at the point a suspect is arrested, everyone in the department—the chief, command staff, investigative staff, forensic and crime analysts, and all others—must have high degree of confidence that the right individual has been arrested and charged. The responsibility to reduce and correct wrongful arrests, prosecutions, and convictions belongs to the entire justice system, and law enforcement should take a prominent role in leading the change, through policy and practice, at the front end of the system.

In the end, the summit participants adopted a systemic view of the problem and focused on policy areas across the justice system where improvement is most likely to yield measurable benefit. And as noted, they consistently cast law enforcement in a critical leadership role, setting best practice investigative approaches that can influence improvement across the justice system.

The full summit report is currently in the final stages of review and is expected to be released shortly.

The results of the summit will help law enforcement leaders at the federal, state, local, and tribal levels to provide clear guidance to their officers, enhance community trust, and build strong relationships with prosecutorial partners. I am confident that these efforts will have a profound influence on reducing wrongful arrests leading to prosecutions and wrongful convictions. ❖

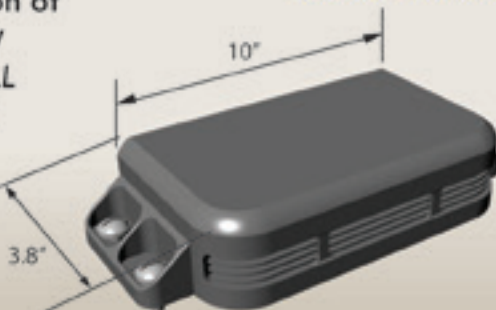


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## Senate Appropriators Approve Continuing Resolution

By Gene Voegtlin, Director,  
SACOP, IACP

In mid-March, the Senate Appropriations Committee approved a continuing resolution that would fund a number of federal agencies, including the Department of Justice, for the remainder of FY 2013. The legislation is expected to be passed (with slight modifications) by both the full Senate and the House of Representatives in the next few weeks.

Under the agreement approved by the appropriators, the bill provides \$27.3 billion for the Department of Justice. This total includes the following:

**State and Local Law Enforcement Activities** – The bill provides \$2.2 billion for grants to aid local and state law enforcement and victims of crime. Specifically, the bill provides the following:

- \$1.1 billion for State and Local Law Enforcement Assistance, which includes Byrne-JAG formula grants (\$392 million), State Criminal Alien Assistance Program (SCAAP), bulletproof vests, National Instant Criminal Background Check System (NICS) improvement, victims of trafficking, and DNA analysis grants;
- \$218 million for Community Oriented Policing Services (COPS) grants, including \$186 million to hire or retain roughly 1,490 police officers;
- \$124 million for research and evaluation initiatives on prevention and intervention practices, which include regional information sharing activities;
- \$230 million to prevent, investigate, and prosecute crimes against children;
- \$274 million for juvenile justice and delinquency prevention; and
- \$409 million for domestic violence and sexual assault grants.

**Federal Bureau of Investigation (FBI)** – The bill provides \$8 billion for FBI salaries and

expenses for national security and counterterrorism investigations, combating cyber threats, weapons of mass destruction (WMD) capabilities, and violent crime reduction programs.

**Drug Enforcement Administration (DEA)** – The bill provides total resources of \$2.36 billion for the DEA to target and dismantle criminal narcotics activities.

**Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)** – The bill provides \$1.13 billion for the ATF to reduce violent crime and enforce Federal firearms and explosives laws.

**U.S. Marshals Service** – The bill provides \$1.17 billion for U.S. Marshals Service salaries and expenses to apprehend dangerous fugitives, protect the federal courts and the judiciary, and transport prisoners for court proceedings.

### Senate Judiciary Committee Approves Four Bills Targeting Gun Violence

In mid-March, the United States Senate Judiciary Committee approved four pieces of legislation that are intended to address gun violence and the illegal use of firearms. These bills are

- **Fix Gun Checks Act of 2013** This bill will strengthen the U.S. background check system for gun purchases by eliminating loopholes, such as the current policy that allows individuals to purchase weapons at gun shows without a background check. It would also assist states and federal agencies to provide accurate and up-to-date records to the National Instant Criminal Background Check System. The Committee approved this legislation by a vote of 10 to 8.
- **Assault Weapons Ban of 2013** This bill will reinstate a ban on assault weapons and high-capacity ammunition magazines (those with more than 10 rounds). The Committee approved this legislation by a vote of 10 to 8.
- **Stop Illegal Trafficking in Firearms Act of 2013** This bill will strengthen penalties for so-called “straw purchases” – when one person buys a firearm for someone

else who cannot legally buy one for himself. The Committee approved this bill by a vote of 11 to 7.

- **School and Campus Safety Enhancements Act of 2013** This bill will expand grant programs to help improve school and campus safety. This bill was approved by a vote of 14 to 4.

All of these bills are now awaiting action by the full U.S. Senate.

### IACP Files Amicus Brief in *Maryland v. King*


In late February, the U.S. Supreme Court heard arguments in the Case of *Maryland v. King*. At issue is whether the Fourth Amendment bars Maryland from gathering DNA samples from individuals arrested for, but not convicted of, certain felonies. The U.S. Supreme Court’s ruling in this case could have a profound impact on many federal and state DNA collection laws.

In the case under consideration, Alonzo King was linked to an unsolved 2003 rape conviction by a DNA sample he gave when arrested in 2009 on assault charges. He was convicted of the sex crime, but the Maryland Court of Appeals reversed his conviction on the basis that his Fourth Amendment rights were violated when the DNA sample was collected. The State of Maryland appealed this decision to the U.S. Supreme Court.

The IACP, joined by a number of other law enforcement organizations, filed an amicus brief with the U.S. Supreme Court in support of the State of Maryland’s appeal, arguing that the collection of DNA was constitutional and did not constitute a violation of Mr. King’s Fourth Amendment protections.

The U.S. Supreme Court is expected to release its decision this spring. ♦





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## Constant Constrictive Pressures to Avoid or Reduce Use of Force and the Quagmire of So-Called Best Practices

By Michael Brave, President, LAAW International LLC, Scottsdale, Arizona

Police officers and their agencies are under constantly constricting pressures to avoid or reduce their uses of force. These pressures come through increasingly more restrictive court decisions interpreting U.S. constitutional and state force standards, criminal prosecutions of officers, restrictive agency policies and training, plaintiffs' lawsuits, special interest groups' criticisms, and published so-called best practices by government agencies and private consulting groups.

Obviously, officers must comply with the constitutional force standards and the officers' agencies must not have policies or training that causes violations of these standards. Thus, a primary question is: How much force violates the constitutional standard? Obstacles to easily answering this question include some courts are continually deciding cases using more restrictive standards and that the answer often varies with the entity deciding whether the officers' use of force violated the standard. In 1989, the U.S. Supreme Court stated that "the Fourth Amendment addresses 'misuse of power,' not the accidental effects of otherwise lawful conduct."<sup>1</sup> In 2007, the court clarified this "misuse of power" standard to a risk-benefit balancing standard when it stated that "in judging whether [an officer's] actions were reasonable, we must consider the risk of bodily harm that [an officer's] actions posed to [a suspect] in light of the threat to the public that [the officer] was trying to eliminate."<sup>2</sup> Many lower courts have interpreted these standards in a broad array of decisions. These lower court decisions include further force restrictions such as in *Newman v. Guedry* where the court in denying the officers' motion for summary judgment stated that "[i]f [plaintiff's] allegations are true, the officers immediately resorted to [conducted electrical weapons (CEWs)] and [a] nightstick without [first] attempting to use physical skill, negotiation, or even commands."<sup>3</sup>

Since officers are required to adhere to the constitutional force standards, it is clear that agencies must train their officers in these standards. In a December 2012 decision denying law enforcement defendants' motion for summary judgment, the court stated, "... although the officers were trained on the proper use of the [CEW], there is no indication that the officers were trained on the constitutional limitations of excessive force."<sup>4</sup> In another recent case, a court upheld a jury verdict on a failure to train officers in their own policies on confronting the mentally ill, stating that the "evidence presented at trial was sufficient to permit the jury to find that the city and [the] chief ... failed to train their officers in their own policies on confronting the mentally ill. That failure led [the] officers ... to forcibly and needlessly confront a schizophrenic man, creating a situation in which they were forced to shoot him."<sup>5</sup>

Most would agree that officers should be guided, trained, and encouraged to use the least force to accomplish lawful objectives under the totality of the circumstances as reasonably perceived by the officers. However,

officers also need to know where the lines are that separate constitutionally permissible force from force that will result in being

- criminally prosecuted,
- justifiably (not frivolously) sued in a civil suit, or
- disciplined or terminated.

Officers need to know

- what force are they forbidden from using,
- when they must stop using force,
- when they should not use force, and
- what force, or its avoidance, they are encouraged to use.

In attempting to provide officers with guidance in their force decisions, numerous entities have provided model or sample policies or statements of so-called best practices. Officers and agencies sometimes have great difficulty in analyzing and deciding whether to adopt and implement these policies and best practices. While many best practice statements are helpful in guiding officers' actions, others are myopic, presented from a particular bias, fail to consider foreseeable consequences of the practice, or a combination of all three.

In considering whether a specific best practice should be adopted, implemented, and applied to its officers, there are numerous factors an agency may choose to consider, including, but not limited to, the following:

- Is the statement clear and unambiguous?
- What adjectives are used with the specific standard statement to indicate a degree of certainty of proof or a degree of standard compliance?
- Is it supported by scientific research or has not been proven or disproven?
- Is it supported by current, as opposed to superseded, scientific research?
- Is it consistent with officers' field activities or agencies' actions?
- Does it properly consider probability of occurrence in context and perspective with other options?
- Does it consider all foreseeable consequences of such guidance?
- Does it provide officers with reasonably acceptable latitudes to perform lawful duties?

This article illustrates the importance of considering the foreseeable consequences of such best practice guidance by using a CEW example.

- In March 2011, in a joint project between the Police Executive Research Forum (PERF) and the Community Oriented Policing Services (COPS) Office, U.S. Department of Justice (DOJ), 2011 *Electronic Control Weapon Guidelines* (PERF CEW) were published.<sup>6</sup>
- On July 24, 2012, the Civil Rights Division (CRD) of the DOJ filed a consent decree with the New Orleans Police Department (NOPD).<sup>7</sup>
- On December 17, 2012, the CRD filed a consent decree with the city of Portland, Oregon, regarding allegations that the Portland Police Department (PPD) uses excessive force on mentally ill individuals.<sup>8</sup>

In this example, the issue is whether officers can intentionally activate more than one CEW at a time against a subject. The discussed guidelines include the following:

- (PERF CEW) "24. Personnel *should not* intentionally activate more than one [CEW] at a time against a subject."<sup>9</sup> (emphasis added)
- (CRD/NOPD) "58. Officers *shall not* intentionally activate more than one [CEW] at a time against a subject."<sup>10</sup> (emphasis added)
- (CRD/PPD) "d. Only one [CEW] at a time may be used on a subject, intentionally, *except where lethal force would be permitted.*"<sup>11</sup> (emphasis added)

These guidelines illustrate several key points agencies may wish to consider when deciding to adopt, reject, or adopt with modifications a specific best practice, such as the following:

**Clear and unambiguous?**

- What does "more than one [CEW]" or "only one [CEW]" mean? Does this mean a single CEW? Or, does it mean a single, completed electrical circuit capable of delivering an electrical charge? Consider a CEW that has two cartridges capable of delivering two completed circuits on a person, and a CEW that has up to three completed circuits. Yet each device is "one" and "only one" CEW. Thus, as written, these guidelines would allow multiple completed circuits on a person as long as they were from only a single CEW. Is this the clear intent of each of these statements?
- What does "where lethal force would be permitted" actually mean? The clear meaning of this is more than one CEW cannot be used to prevent an escalation to "lethal force" until the officer is actually permitted to use "lethal force."

**Adjectives—the degree of compliance (from most restrictive to least restrictive).**

- CRD/NOPD: "shall not"
- CRD/PPD: "only" "where lethal force would be permitted"
- PERF CEW: "should not"

**Supported by research?** The guidelines imply that activation of more than one CEW at a time would significantly increase risks to the subject. This is not supported by the foundational scientific literature.<sup>12</sup> Now, it is important to be cautious. There are review papers that state, without foundational scientific reference, that multiple simultaneous CEW applications are significantly more injurious. Thus, should a decision be made on a statement without foundational scientific reference or findings, or should a decision be supported by the published scientific literature?

**Probability of risk in context of other options?** What is the increased probability of risk to the subject for simultaneous discharge of more than one CEW compared to probability of risk and degree of risk of other force options?

Consider this situation: Four officers armed with multiple force options encounter a 280-pound male in an altered mental state (manic, delusional, hallucinating, talking to people who are not there, paranoid, inappropriately dressed for the cold weather), standing stationary in a yard holding a large knife in a threatening manner. The man is threatening to kill the officers,

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his family, and himself. He could charge and attack any of the officers at any moment.

First, if the officers are 15–20 feet away from the man while he is standing stationary and not advancing, are the officers permitted to “use lethal force” at that moment? Under all three standards, the officers are not permitted, or are discouraged, to intentionally deploy more than one CEW at a time.

Now, is the use of “only one” CEW the most prudent force option decision? One possible option is to position two officers to the subject’s back and simultaneously deploy their CEWs to his back to dramatically increase the likelihood of successful capture and control with a low risk of injury. Consider if only one officer is permitted to deploy a CEW into the subject’s back, what are the foreseeable consequences if the CEW fails to deliver a charge (which can occur for a myriad of reasons)? The obvious consequences are that the subject may be perceived as charging an officer and the man will be shot (with a firearm).

Thus, consider this for a suggested guideline: Generally, only one completed CEW circuit may be intentionally used on a subject unless

- neuromuscular incapacitation is not achieved,
- the subject is reasonably perceived to continue to be an immediate threat of serious injury,
- the use of deadly force may reasonably be avoided, or
- other exigent circumstances justify the simultaneous multiple completed circuits.<sup>13</sup>

A best practice should be fully considered and vetted before being adopted. One of these considerations includes assisting officers in making better force decisions and providing optimal force reporting in the incident aftermath. ♦

#### Notes:

<sup>1</sup>*Brower v. County of Inyo*, 489 U.S. 593, 596 (1989), and *Milstead v. Kibler*, 243 F.3d 157 (4th Cir. 2001).

<sup>2</sup>*Scott v. Harris*, 550 U.S. 372, 383 (2007).

<sup>3</sup>*Newman v. Guedry*, 703 F.3d 757 (5th Cir., E.D. Tex., December 21, 2012).

<sup>4</sup>*Rosen v. King*, \_\_\_ F.Supp.2d \_\_\_, 2012 WL 6599923 (N.D. Ind., December 18, 2012).

<sup>5</sup>*Ostling v. City of Bainbridge Island*, 2012 WL 4480550 (W.D. Wash., September 28, 2012).

<sup>6</sup>Police Executive Research Forum and Community Oriented Policing Services, 2011 *Electronic Control Weapon Guidelines*, March 2011, <http://cops.usdoj.gov/Publications/e021111339-PERF-ECWGb.pdf> (accessed February 22, 2013).

<sup>7</sup>Consent Decree Regarding the New Orleans Police Department, filed July 24, 2012, *United States of America v. City of New Orleans*, U.S.D.C., EDLA, Case 2:12-cv-019240-SM-JCW, [http://www.justice.gov/crt/about/spl/documents/nopd\\_consentdecree\\_7-24-12.pdf](http://www.justice.gov/crt/about/spl/documents/nopd_consentdecree_7-24-12.pdf) (accessed February 25, 2013).

<sup>8</sup>Proposed Settlement Agreement, Attachment 1 to Memorandum in Support of Joint Motion to Enter Settlement Agreement and Conditionally Dismiss Action, December 17, 2012, *U.S. v. City of Portland*, U.S.D. Or., Portland Division. Case No. 3:12-cv-02265-SI, [http://media.oregonlive.com/clackamascounty\\_impact/other/memoranduminsupportusavcityptd.pdf](http://media.oregonlive.com/clackamascounty_impact/other/memoranduminsupportusavcityptd.pdf) (accessed February 25, 2013).

<sup>9</sup>2011 *Electronic Control Weapon Guidelines*, 20.

<sup>10</sup>Consent Decree Regarding the New Orleans Police Department, 20.

<sup>11</sup>Proposed Settlement Agreement, Attachment 1 to Memorandum in Support of Joint Motion to Enter Settlement Agreement and Conditionally Dismiss Action, *U.S. v. City of Portland*, A. Use of Force Policy. 1. Electronic Control Weapons 68, 18.

<sup>12</sup>Donald M. Dawes et al., “The Physiologic Effects of Multiple Simultaneous Electronic Control Device Discharges,” *Western Journal of Emergency Medicine* 11, no.1 (February 2010): 49–56.

<sup>13</sup>Proposed Settlement Agreement, Attachment 1 to Memorandum in Support of Joint Motion to Enter Settlement Agreement and Conditionally Dismiss Action, *U.S. v. City of Portland*, definition of “Exigent circumstances” means circumstances in which a reasonable person would believe that imminent and serious bodily harm to a person or persons is about to occur,” 10, paragraph 29.



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

## DNA and Property Crimes

By Phil Bulman, Writer/Editor,  
National Institute of Justice,  
Washington, D.C.

Many police departments in the United States collect DNA evidence only in violent crime cases. Historically, investigators believed that it would be too expensive to collect biological evidence and perform DNA analysis in burglaries and other high-volume property crimes.

However, the cost of doing DNA analyses is decreasing. The amount of data in state and national DNA databases is increasing, and databases include a growing number of profiles of both violent and nonviolent felons. Based on information in these databases—and other information about criminal careers—researchers have found that many property offenders do not "specialize." Many also commit violent crimes and drug crimes.

For example, a Florida study revealed that 52 percent of DNA database hits against murder and sexual assault cases matched people who were originally put in the database for burglary convictions.<sup>1</sup>

Criminal justice experts have long known that property crime offenders have high-recidivism rates. The types of crimes they perpetrate, including the level of violence, can escalate. Property crime cases frequently go unsolved. The Federal Bureau of Investigation reported that the average property loss from a burglary was \$2,096 in 2009.<sup>2</sup> Burglars are often high-rate offenders and the total cost from their crimes may be many times this amount. Consequently, using DNA to identify and arrest burglars who otherwise would not be brought to justice can prevent a variety of crimes.

In the past, the use of DNA to solve property crimes seemed like a poor investment, particularly if only the cost of a single crime was considered. However, when the United Kingdom reported success in using DNA to solve property

crimes, NIJ funded a field experiment to look beyond the single property offense to the possible arrest of a high-rate offender. NIJ funding supported the purchase of supplies and equipment, as well as expenses of additional law enforcement personnel, prosecutors, crime laboratory personnel, and outside DNA analysis services.

The results of the study challenge the belief that collecting and analyzing DNA evidence in property crimes is cost prohibitive. The study shows using DNA in property crimes is cost effective and dramatically increases the numbers of burglary suspects identified. The results suggest that DNA collected from a property crime scene has not only the potential to prevent future burglaries, but more serious violent offenders can be brought to justice, leading to safer communities.

### Testing the Use of DNA to Solve Property Crimes in the Field

NIJ-funded research teams conducted a five-city field study that evaluated the effectiveness of analyzing biological evidence collected from property crime scenes.

Local law enforcement agencies, crime labs, and prosecutors collaborated in the project, which was called the DNA Field Experiment. The participating communities included Los Angeles, California; Topeka, Kansas; Denver, Colorado; Phoenix, Arizona; and Orange County (Calif.). The study focuses on whether it is cost effective to use DNA testing to investigate ordinary property crimes.

### Major Findings

Several interesting factors doubled when researchers tallied the results.

When compared to a traditional property crime investigation that focused on fingerprints, investigators identified and arrested twice as many suspects when DNA evidence was collected. Prosecutors accepted twice as many cases for processing when DNA was part of the evidence. The people arrested had twice as

many previous arrests, on average, and twice as many prior convictions when compared to those arrested based on traditional investigations. Moreover, DNA was twice as effective in identifying suspects as were fingerprints. In cases where investigators collected both fingerprint and biological evidence, analysts got twice as many hits using the FBI's Combined DNA Index System (CODIS) than in the Integrated Automated Fingerprint Identification System (IAFIS).

Due to differences among the five jurisdictions, outcomes varied, sometimes substantially. However, the study of the five sites produced these interesting findings in common:

- DNA samples collected by patrol officers were no less likely to yield good evidence than those collected by forensic technicians.
- Among the cases in which biological evidence was collected, fingerprint evidence was collected in one-third of the cases.
- The larger the state DNA database (percentage of state population), the more likely that an identification was made; this trend was revealed when comparing across sites and over the course of the study as California rapidly expanded its database.

In the future, collecting DNA at property crime scenes may yield even better results as the size of the databases grows.

What should state and local jurisdictions look at when considering whether to adopt a policy for using DNA to solve property crimes?

Perhaps one of the most important lessons learned from the NIJ field experiment was the following: a high level of collaboration between city police, county prosecutors, and county and state crime labs is required to be successful. In the field experiment, as collaboration increased—fostered through biweekly conference calls, site visits, and semiannual workshops—data systems and investigative processes improved.

Indeed, producing the most cost-effective results in the use of DNA to solve property crimes requires collaboration across multiple



agencies: the police department, the crime laboratory, and the prosecutor's office.

To learn more, visit [www.nij.gov](http://www.nij.gov). Read the original research by John Roman et al., *The DNA Field Experiment: Cost-Effectiveness Analysis of the Use of DNA in the Investigation of High-Volume Crimes*, final report submitted to the National Institute of Justice, which is available at <https://www.ncjrs.gov/pdffiles1/nij/grants/222318.pdf>. ♦

**Notes:**


<sup>1</sup>Florida Department of Law Enforcement, State DNA Database Statistics, Tallahassee, Florida.

<sup>2</sup>U.S. Department of Justice, Federal Bureau of Investigation, Criminal Justice Information Services, Uniform Crime Report, *Crime in the United States, 2009*, <http://www2.fbi.gov/ucr/cius2009/index.html> (accessed March 11, 2013).

**Action Items**

1. Consider collecting DNA at property crime sites.
2. Assess collaboration between police, prosecutors, and crime labs.
3. Read the full report at <https://www.ncjrs.gov/pdffiles1/nij/grants/222318.pdf>.



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## Officer Safety and Violence Against Women Crimes

*By Michael Rizzo, Project Manager, National Law Enforcement Leadership Initiative on Violence Against Women, IACP; and Rebecca McClelland, Project Manager, Officer Safety and Wellness Initiatives, IACP*

Recent events that have occurred nationwide have reminded us of the risk posed to law enforcement when responding to violence against women calls. Crimes of domestic/dating violence, sexual assault, and stalking are complex and multifaceted, and the importance of establishing officer and victim safety cannot be overstated. Through increased awareness and education, we now have a greater understanding of the complexities of these crimes, and it is incumbent upon law enforcement executives to ensure their officers are equipped with the tools and understanding necessary to deal with these situations.

The vision of the Center for Officer Safety and Wellness is to enhance the law enforcement profession's ability to be well equipped, well trained, and physically and mentally prepared to confront violence and other threats and dangers inherent in policing. To do this, the Center for Officer Safety and Wellness builds on the solid foundation built by other IACP project, programs, and initiatives. The IACP's National Law Enforcement Leadership Initiative on Violence Against Women is one example. By highlighting the information and resources available through these projects, the IACP seeks to ensure officer safety in these unique situations.

Responding to violence against women calls carries a great deal of inherent risk, however,

these calls may be seen as common and routine. Through education and training about the dynamics of these crimes, officers will be better equipped to address not only victim safety, but their own safety as well. Although the majority of violence against women does not escalate to homicide or suicide, years of research and studies have revealed certain factors that contribute to the dangerousness of a relationship. Prior victimization, access to weapons, stalking behaviors, threats to kill the victim, children, third parties, or the police, and the status of the relationship (whether the parties are separated or in the process of separating) are just a few of the factors that add to the level of risk. Understanding the lethality factors and recognizing the danger signs, as well as having strong data collection at both the time of the call and any past history, can help maintain safety.

Law enforcement executives can reinforce the realities of the dangers of responding to calls of violence against women and integrate risk management through several avenues. First, executives should incorporate thorough policies and procedures on violence against women with clear guidance for all individuals involved, beginning with dispatch and responding officers through follow-up investigators. Secondly, supervisors should review officers' actions and reports and monitor policy compliance, addressing any questions or concerns. Next, agencies should conduct regular training events and disseminate resources that can strengthen the understanding of the dynamics and the dangers of calls involving violence against women. Another best practice is for officers to effectively enforce court orders protecting victims of violence against women. Lastly, it is essential for agencies to build and implement a strong collection and analysis process to capture data regarding violence against women to strengthen

department efforts. Taken together, these strategies will provide a foundation of safety for both the officer and the victim.

It is essential for law enforcement agencies to create a culture of safety not only for the victims of these crimes, but for all agency personnel. The IACP offers model policies that departments can adapt and implement to address the crimes of violence against women. The IACP also offers officer and executive guidebooks and roll-call training videos to enhance responses and investigations. Department members owe it to themselves, as well as the communities they serve, to take the time necessary to implement promising practices to best address these crimes and keep officers safe. To learn more about the resources and training opportunities offered by the IACP Violence Against Women project, please visit <http://www.theiacp.org/PublicationsGuides/Projects/ViolenceAgainstWomen/tabid/313/Default.aspx>. ♦

If you are interested in writing for Officer Safety Corner, please visit <http://www.theiacp.org/OSC> or email [officersafety@theiacp.org](mailto:officersafety@theiacp.org) for more information.

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### **Washington**

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Week 1: September 16 – 20, 2013  
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If you have any questions, please contact Robby Jacobsen at [jacobsen@theiacp.org](mailto:jacobsen@theiacp.org) or (800) THE-IACP, ext. 316.

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Located in the Piedmont region of central North Carolina, Davidson County is home to North America's oldest mountain range, the Uwharrie Mountains, in the county's western and southwestern sections. Davidson County 9-1-1 is a consolidated center serving the county's 149,000 citizens. The county has been a user of SunGard Public Sector's Public Safety Solution since 1998 and in March 2011 made the transition to SunGard's ONESolution Computer-Aided Dispatch (CAD).

"It was the additional features that led us to want to move forward," says Terry Bailey, director of Davidson County 9-1-1. "The ONESolution CAD integrates very well with Windows 7. We had just upgraded to Windows 7 and had seen the ONESolution CAD demo, so we were really looking forward to some of the mapping enhancements that come along with ONESolution."

ONESolution's mapping features are a key element of the CAD software, enabling access to both records-based and map-centric user interfaces with Google and ESRI GIS support to organize geospatial information, conduct analysis, and visualize data. ONESolution's intuitive user experience can help improve training comprehension, efficiency, and ease of adoption.

ONESolution will also provide support to Davidson County as they attempt to support regional public safety agencies across jurisdictions. "The Google mapping will allow us to follow a chase as it leaves our county into surrounding counties," explains Mr. Bailey. "Before ONESolution, we were at the mercy of the audio back and forth, but now we can follow with the Google maps as it goes into another jurisdiction."

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*Where do the good ideas come from?*

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



## **Zco and Columbitech Provide PolicePad and FireTab Users CJIS-compliant Access to Federal Information**

Columbitech Inc., a leading mobile virtual private network (VPN) security provider, is partnering with Zco Corporation, the company behind PolicePad and FireTab, to provide police and firefighters with uninterrupted, secure access to public safety records. The police department in the city of Lowell, Massachusetts, population 107,000, will be the first to use PolicePad with built-in VPN functionality.

The PolicePad and FireTab software runs on iPads, iPhones, and Android devices, providing access to information, including 9-1-1 calls, warrants, vehicle registration, driver information, sex offenders and other persons of interest, fire hydrants, and hazardous materials mappings. It enables replacement of ruggedized notebook computers costing as much as \$6,000 with mobile devices costing \$800 or less.

In addition, PolicePad and FireTab provide out-of-vehicle mobility, use built-in cameras, support multiparty messaging, and connect to surveillance systems.

By using the Columbitech application SDK, Zco was able to integrate mobile VPN functionality into the PolicePad and FireTab software. The Columbitech mobile VPN supports advanced two-factor authentication with unique client certificates, user-based public key infrastructure, one-time passwords, smartcards, biometric systems, and software and hardware tokens. Information is encrypted.

The VPN eliminates problems with dropped connections in remote areas. It creates a persistent network connection between the mobile device and the server with seamless roaming as police and firefighters move around and switch networks or temporarily lose coverage.

"The Lowell Police Department is looking to meet the highest-encryption, FIPS 140-2

standards for [Criminal Justice Information Sharing] data traffic," said Kenneth Lavallee, superintendent of the Lowell Police Department. "Columbitech and Zco are helping us fully meet those standards."

For information, visit <http://www.zco.com> or <http://www.columbitech.com>.

## **Sorenson Forensics Helps New York's Monroe County Forensics Laboratory Achieve 200 Percent Efficiency Increase**

Sorenson Forensics announces that after teaching the principles of Lean Manufacturing and Six Sigma process improvements to the New York's Monroe County Crime Laboratory DNA Section in August and September 2012, the lab has improved efficiency by 200 percent.

"By applying the Lean Six Sigma principles to forensic science, Sorenson Forensics has helped us significantly streamline casework reviews," said Ellyn Colquhoun, DNA Technical Leader for Monroe County Crime Laboratory. "We have been extremely impressed by how drastically efficiency has improved in just a few months. We've already seen an increase of 200 percent, and we project that by the end of 2013 we will have processed 400 percent more cases, which is a phenomenal achievement."

In addition to being a leading provider of advanced forensic DNA services, Sorenson Forensics also offers industry-best DNA case-work assistance to federal, state, and local crime laboratories and is the first accredited forensics laboratory to offer Lean Six Sigma consulting services. In an effort to improve the technical and administrative review of case reports and case files, Monroe County contracted with Sorenson Forensics for guidance in developing more efficient methods using lean manufacturing and Six Sigma process improvements.

Sorenson Forensics began adapting the Lean Six Sigma principles to forensic procedures in 2008 and, after experiencing great success internally, began consulting other

forensics agencies who saw similar results. For example, after working with Onondaga County Center for Forensic Sciences DNA Section, also in New York, the lab was able to reduce case processing time by nearly 50 percent, and increased productivity equivalent to adding an additional analyst.

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

### Tennessee Bureau of Investigation to Solve More Crimes for Improved Public Safety with New Morpho Automated Biometric Identification Solution

The Tennessee Bureau of Investigation (TBI) will soon be able to search, match, identify, and verify fingerprints with even greater speed and accuracy, thanks to a system upgrade contract recently signed with MorphoTrak, part of Morpho (Safran).

The new contract upgrades the existing TBI fingerprint system with the latest technology from Morpho, the Morpho Biometric Identification Solution. This latest generation product showcases nearly 40 years of technological improvements, including the top matching accuracy featured in the FBI's Next Generation Identification system.

The system upgrade will provide increased system accuracy and throughput by using the most advanced matching algorithms, as well as greater fingerprint database capacity. Among the improvements will be the ability to check if a DNA sample is required during a criminal charge booking.

"TBI has made an investment in Morpho public safety technology that will translate into more crimes being solved, more offenders off the streets, and improved public safety," said Mark Gwyn, TBI Director. "The service-oriented architecture employed by MorphoBIS makes it easily fit into our IT architecture and provides scalability to future-proof our investment."

The new system protects TBI's technology investment by providing the flexibility to easily and cost-effectively incorporate additional biometrics such as face, tattoo, and iris recognition. ♦

For information, visit <http://www.morpho.com> or <http://www.safran-group.com>.



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Law Enforcement E-Desk was developed by an Illinois detective to improve the flow of visiting citizens at a police station by supplementing desk officers.

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- City information
- Getting directions if lost

As a result, desk officers can focus on the more detrimental cases; and, citizens with general inquiries can get in and out of the station without creating a back log at the desk.

E-Desk can also be used to provide services 24/7 at stations that close in the evenings, giving citizens the ability to receive non-emergency services around the clock.

**Some of the features of E-Desk include**

- Customizable bubbles
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Photo courtesy of the National Law Enforcement Officers Memorial Fund

# Police Week 2013

Each year during Police Week, communities across the United States hold memorial services in remembrance of police officers who have made the supreme sacrifice for their communities. Also during this week, police departments hold open houses, conduct tours of their facilities, and hold community activities to celebrate police officers and their duties. May 15 has been designated National Peace Officers Memorial Day.

**Police Week:** On October 1, 1962, U.S. President John F. Kennedy signed Public Law 87-726, a joint resolution of the 87th Congress:

*Pursuant to 36 [rom]U.S.C. 136-137, the President designates May 15 of each year as "Peace Officers Memorial Day" and the week in which it falls as "Police Week."*

**Flags at Half-Staff:** In 1994, U.S. President William J. Clinton signed Public Law 1030322, a joint resolution of the 103rd Congress directing that the flag of the United States be flown at half-staff on all government buildings on May 15.

Most local communities incorporate a resolution into their municipal code designating days for Police Week and indicating that flags will be flown at half-staff on May 15. Once local governments have identified the appropriate days, businesses and others tend to follow suit. Police executives are encouraged to ensure that May 15 is observed in

the local jurisdiction's ordinances. Law enforcement might consider conducting a local campaign to inform businesses of this observance.

To access the Police Week Model Proclamation, visit <http://www.policemagazine.org>, and click on the April 2013 issue.

## National Services

<b>Monday, May 13</b>	25th Annual Candlelight Vigil
<b>Tuesday, May 14</b>	National Police Survivors Conference and Concerns of Police Survivors (C.O.P.S.) Kids/Teens
<b>Wednesday, May 15</b>	32nd Annual National Peace Officers' Memorial Service
<b>Thursday, May 15</b>	National Police Survivors Conference and C.O.P.S. Kids/Teens
<b>More Information</b>	<a href="http://www.policeweek.org/schedule.html">www.policeweek.org/schedule.html</a>





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The School of Police Staff and Command has been redesigned and the course curriculum updated to better incorporate adult- and problem-based learning models.

In order to provide more flexibility for departments, the revised SPSC is offered on-ground throughout the U.S., but will also soon be available in blended and online learning formats. To learn more, visit [nucps.northwestern.edu/spsc1](http://nucps.northwestern.edu/spsc1).

- **Meridian, Idaho**  
June 3–August 16, 2013
- **Hobart, Indiana**  
July 15–November 15, 2013
- **Nashville, Tennessee**  
July 22–September 27, 2013
- **Peoria, Illinois**  
July 29–November 15, 2013
- **Gilbert, Arizona**  
September 9–November 15, 2013
- **Madison, Wisconsin**  
September 9–November 22, 2013
- **Adams County, Colorado**  
September 16, 2013–January 17, 2014
- **North Aurora, Illinois**  
September 16, 2013–January 17, 2014
- **Livonia, Michigan**  
September 23, 2013–June 27, 2014
- **Evanston, Illinois**  
September 30–December 14, 2013
- **Decatur, Illinois**  
November 4, 2013–March 14, 2014

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- **Crime Scene Technology 1**  
April 15–19
- **Crime Scene Technology 2**  
April 22–26
- **Traffic Crash Reconstruction 1**  
April 22–May 3
- **Crime Scene Technology 3**  
April 29–May 3
- **Traffic Crash Reconstruction 2**  
May 6–10
- **Bloodstain Evidence Workshop 1**  
May 6–10
- **Bloodstain Evidence Workshop 2**  
May 13–17
- **Heavy Vehicle Crash Reconstruction**  
May 13–May 17
- **Pedestrian Vehicle Crash Reconstruction**  
May 20–22
- **Advanced Human Factors Reconstruction**  
May 20–24
- **Traffic Crash Reconstruction Refresher**  
May 29–31
- **Forensic Art Techniques**  
June 3–7
- **Traffic RADAR/LIDAR Instructor Training**  
June 10–14
- **Shooting Reconstruction 1**  
June 12–14
- **Shooting Reconstruction 2**  
June 17–19
- **Death Investigation**  
June 24–28
- **Executive Management Program**  
August 5–23
- **Supervision of Police Personnel**  
August 26 – October 20 ONLINE  
September 16–27

### SENIOR MANAGEMENT LEADERSHIP PROGRAM SESSIONS WEBCAST OR ON CAMPUS

- **Education Based Discipline**  
May 8
- **Consolidation**  
June 12

# In This Issue

# Solutions for the Smaller Agency

Guest Editors: Elaine Deck, Senior Program Manager, Smaller Law Enforcement Agency Program, IACP; Ben Ekelund, Project Manager, Smaller Law Enforcement Agency Program, IACP; and Erin Vermilye, Manager, Division of State Associations of Chiefs of Police (SACOP), IACP

**M**ore than 94 percent of the more than 12,500 local police agencies across the United States serve populations of 50,000 or fewer. Since 1998, the IACP Smaller Law Enforcement Agency Technical Assistance Program, with support from the Bureau of Justice Assistance (BJA), has reached thousands of smaller, rural, and tribal police agencies in the United States with resources and training that are designed for and delivered by smaller agency executives.

An advisory group of smaller agency leaders, who assist in the development and the distribution of resources, guides the IACP's Smaller Agency Program. The program also collaborates with the IACP Smaller Agency Section to address the issues of members and bring a collective voice to this under-represented majority.

This month's issue of *Police Chief* magazine will explore the topic of solutions for smaller agencies. Articles featured this month include

- "Transforming Underperforming Smaller Agencies into High-Performance Organizations," by Chief Paul Schultz from the Cannon, Colorado, Police Department;
- "Staffing the 'Small' Department: Taking Stock of Existing Benchmarks and Promising Approaches," by Jeremy Wilson, PhD, and Alexander Weiss, PhD, from Michigan State University;
- "Evidence-Based Policing in Smaller Agencies: Challenges, Prospects, and Opportunities," by Cynthia Lum, PhD, from George Mason University; and
- "The Future of Policing in America: Bringing the Voice of Smaller Agencies to the National Dialogue," by Ben Ekelund, IACP

Amid the current emphasis on adopting evidence-based practices (EBP) in the field of law enforcement, the editorial staff sought submissions from researchers and practitioners nationwide that discussed the application of EBP in smaller agencies. Oftentimes, smaller agencies are not the focus of research in the field, and existing best practices do not always translate to a smaller agency. By bringing the needs and the concerns of smaller law enforcement agencies to the fore through the IACP Smaller Agency Section and Program, the IACP hopes to foster partnerships among academics and smaller agency practitioners to develop those practices that will allow smaller law enforcement agencies to thrive in the 21st century.

We hope you enjoy this edition of the *Police Chief* magazine! ♦

Please visit the Smaller Law Enforcement Agency Program's website at <http://www.iacpsmallerdepts.org>. Resources currently offered through the program include the following:

- Best Practices guides
- The New Police Chief Mentoring Project featuring new online profile mentorboard
- Internal and community surveys
- Online training for supervisors, commanders, and executives
- The *Big Ideas for Smaller Law Enforcement Agencies* newsletter
- The Smaller Agency Certificate Track at the annual IACP conference

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# Transforming Underperforming Smaller Police Agencies into

By Paul Schultz, Chief,  
Canon City, Colorado,  
Police Department

# High-Performance Organizations

**M**any IACP members represent the nearly 18,000 state, local, and tribal agencies in the United States who serve populations of 50,000 or fewer with fewer than 25 sworn officers. These agencies are led by dedicated police executives and their officers who want nothing more than to adequately protect and serve. However, during the recent economic downturn, smaller communities have been hit hardest with economic challenges that compromise that goal and a devastating rise in suburban and rural crime rates. These challenges impact hiring, retention of good officers, purchase of technology and needed equipment, and the programs that bring officers close to the community and schools, such as through school resource officers and crisis intervention teams. Agency personnel are stretched in many cases beyond the breaking point, making retention of quality personnel increasingly challenging.

Today, many smaller police departments are in need of being re-energized due to these challenges. These agencies are often well meaning with an excellent staff but may have had a leadership challenge in the form of a police chief not being successful or a series of issues that have caused morale to plummet. This article will address how to be a successful change agent, not only addressing how to revitalize a troubled smaller agency but also highlighting several programs that have proven to be successful in transforming under-

performing smaller agencies into high-performance organizations.

## Commonalities in Underperforming Smaller Agencies

Having served as the new executive who was hired to turn around an agency that is not performing at an adequate level, I have identified several similarities and indicators of underperformance that have been consistent across agencies, regardless of state.

- Low morale is one of the first indicators of a low-performing department. When poor morale takes over the organization, an attitude of malaise is evident at every level in the department. Often, even high-performing employees are seen just going through the motions without any enthusiasm or hope that things will improve.
- As a new chief in an underperforming agency, I first assess morale, and esprit de corps. When there is an evident lack of pride in one's workmanship, staff and executives alike can view below average work as acceptable. Turning this dynamic around into pride in one's agency, colleagues, executives, and community permeates each and every step the new executive considers and takes.
- A lack of accountability, or just doing the minimum or less than the minimum with no consequences, is often the product of low morale and a lack of

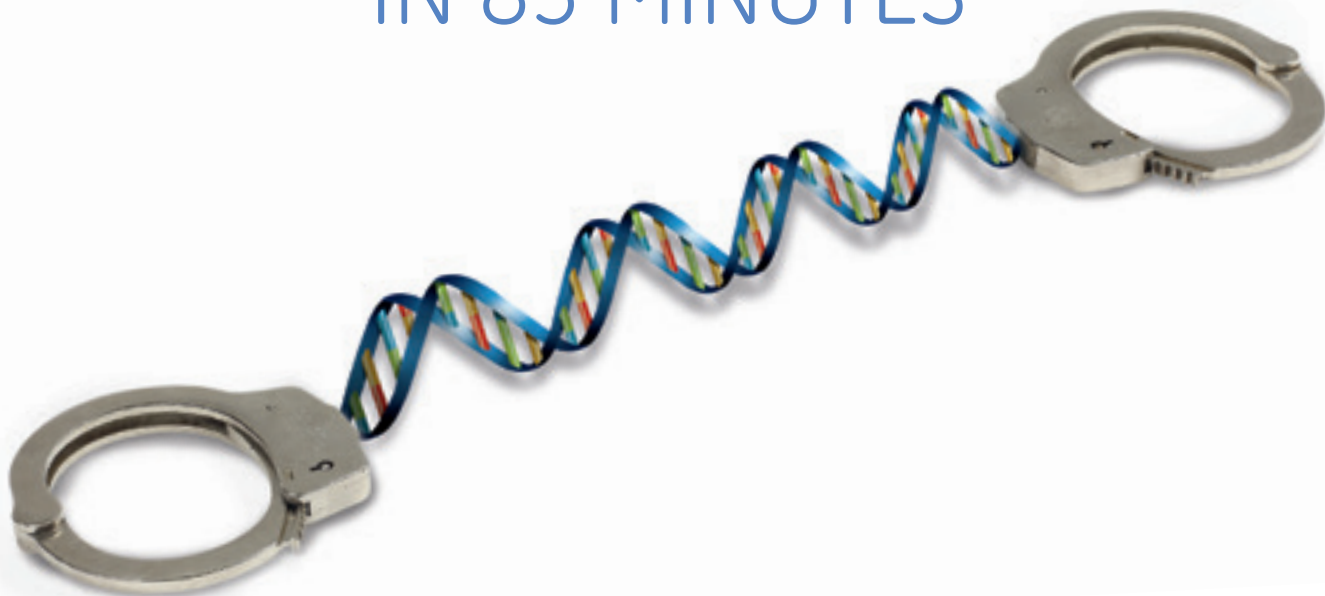
esprit de corps. If managers do not hold staff accountable, when performance evaluations are meaningless or mistakes are accepted without review, liability to safety, professional standards, and agency and community's reputation are severely impacted.

- Ineffective or inadequate training is a symptom of a failing agency. When a well-designed training program does not exist and there is no cohesive training program that coordinates recruit training and in-service training, everyone is at risk of legal liability and personal safety. Often in these cases, supervisors do not have adequate training or there is a lack of advanced leadership training that reduces the agency's bench strength, should there be turnover in the department.

In addition to the above indicators, other signs of underperformance include the following:

- Technology is at a basic level and often outdated.
- Crime analysis is either very basic or does not exist.
- Internal affairs policies are overly harsh and not transparent.
- Employees are fearful of the former chief and are overly concerned with the chief's successor.
- There is a disconnect between the department and the political leaders in the community.

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imagination at work

- Community policing is just a term—and is not truly embraced.
- A lack of professional accomplishments for individual agency members and for the agency itself exists.
- A lackluster recruitment program with a reduced applicant pool is used.
- A poor or nonexistent relationship exists with the media.

### Assessing the Department

How do you know if your department is underperforming, or, if you are the new chief, how do you ascertain the current state of the department?

There are several formal and informal methods to determine the state of the agency. Employee meetings, internal surveys, and small group meetings are the usual method. Meeting with formal and informal agency leaders for input is critical as well. Meeting with political and community leaders will also provide a snapshot of how the agency is perceived. Recent newspaper articles can be insightful as well. Also, having discussions with the employee association, union representatives, or both will be revealing. Meetings with your law enforcement peers can be helpful. A new chief who does not establish and maintain

positive peer relationships is clearly headed in the wrong direction.

One of the best ways to assess what is really happening or has happened in the organization falls into two categories. One is to have individual meetings with every department employee and take careful notes. Do you see common themes emerging? Do you see common frustrations and common suggestions for improvement?

The other is observation. When you walk the halls of your department do you see happy, cheerful, engaged employees who are willing to talk with the chief of police? Or do you see employees whispering, acting fearful, and being distant? These are signs that should not be disregarded.

### Making Positive Changes that Will Last and Transform the Agency

After your assessment is completed the making of a realistic improvement plan is critical. The *entire* supervisory staff as well as employees at every level in the organization should have input in the new direction the department is taking. After the discussion, there should be a written plan that is disseminated to every department employee. A clear expectation should be communicated to all employees that the department is now going to be the best it can be or perhaps the best in the region or the state. Now is the time to set a goal for which everyone can strive. Setting the tone that average is no longer the standard and that "Excellence through Teamwork" is the new standard is very appropriate.

Positive leadership is essential at all times but is critical at the beginning of your administration and in the transformation of your agency into a high-performance organization. Being visible (in uniform) throughout the agency and the community, leading by example, being fair and reasonable, and demonstrating a strong work ethic are all hallmarks of a positive leader. Advising all employees that there is now a clean personnel slate for everyone allows all employees a new starting point and will work toward transforming even the most recalcitrant department members into realizing that they have a new opportunity to succeed. The message that all are welcome aboard the new journey but only their best work will be allowed is important. Advising employees that they will have a voice in the future of the organization will prevent the attitude of not being allowed to be involved from festering. A shared leadership approach with monthly employee representatives and management meetings allows for more input and the *prevention* of problems before they occur. These meetings are also a way to ensure positive morale within the department—employees should have a say on how the agency is run.

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## Specific Changes to Develop a High-Performance Organization

A realization in the department that community policing will be the agency method of policing is essential. Also important is that the concept of community policing will be reevaluated with new models being explored. Among these new community policing concepts should be the idea of reintroducing foot patrol and reconnecting with the community. Foot patrol has been well received virtually everywhere it has been instituted. Assigning graduates of the field training officer (FTO) program to a two-week foot patrol assignment is but one way to increase foot patrol in your community.

Low-cost crime analysis using college interns and commercially available crime analysis software is one way to improve the capabilities of the department. Using college interns is free, effective, and immediately sets up a partnership opportunity between the department and the college. This can be valuable later on as a recruiting strategy. The utilization of crime analysis to develop a directed patrol program will also assist in reducing the crime rate, which is certainly one way to measure organizational effectiveness.

A focus on crime prevention is another way to reduce crime and improve how the organization is perceived in the community. This may mean acquiring a new position

or reassigning a department member to this function but the dividends will be seen for years.

A thorough assessment of technology needs to occur. If the acquisition of technology has been weak, then this effort needs to be immediately improved. Technology as a force multiplier is a well-known theory. If money for technology is difficult to obtain then grants, being a test and evaluation site, and sharing of technology with other departments should be explored. Having the right technological tools will set your agency apart from others.

Training is often referred to as the road to success. A law enforcement agency in the 21st century must be well trained. A complete training program should be developed that professionally addresses recruit training, FTO training, in-service training, supervisory training, and leadership training. There are many free and reduced-cost law enforcement training programs available. What is often lacking is a concerted effort to take advantage of these trainings and a well-thought-out plan of what is needed. One goal that should be achievable is to have the entire supervisory staff receive the latest leadership training within a three-year timeframe. Another realistic goal is to make your department a regional training center. This will increase your agency's reputation for professionalism.

The ability to obtain grants is certainly a way to improve and maximize resources. Oftentimes an underperforming agency will be weak in the area of grant acquisition and grant management. A well-defined, active grant program can make a tremendous difference in a small law enforcement agency.

Recruitment of qualified personnel is absolutely critical to future success. Hiring the right people is certainly a key to success. Where to recruit, what traits a successful recruit will have, and how to retain the recruit are all challenges for any law enforcement agency. However, significant thought should be given to fit and retention. Will this recruit fit into what my vision is of the future of this law enforcement agency and will recruits stay? Continual turnover in personnel is a major problem for most small agencies. Hiring the person with the highest test scores who only stays with your department two years may not be the best choice.

Practical improvements to your existing FTO program is another way to further develop your personnel and prime them to lead your agency towards a successful transformation. In whatever FTO model you are currently using, do you have the ability to provide training to new recruits in public speaking, effective problem solving, how to effectively deal with difficult people, and



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ethics? The mastery of these everyday skills by all employees is critical to the success of your department.

The effective management of the media is an area that must be addressed. The chief's ability to work effectively with the media is crucial. A mutually respectful and mutually beneficial relationship should be developed between the media and the department. This will allow each side to get their message out to the public.

Professional relationships need to be developed and maintained with local political leaders. Their requests for information should be a priority for the chief. Keeping political leaders informed of both negative events and, equally important, positive events is essential. No one likes surprises—especially not politicians. They must be kept informed in a timely manner. If these relationships are positive, they will often be your agency's best cheerleaders.

Build a lasting legacy for your agency. Develop your personnel, create a succession plan, and leave the agency in a better state than it was when you took it over are all keys to building a lasting legacy and transforming an agency into a high-performance organization. All leaders have a finite amount of time to build and transform their departments into state-of-the-art agencies, which they then must turn over to the next chief. During this time, are you planning for the future, are you acquiring the building blocks to success, and are you maximizing the potential of your people? Hopefully, you are setting your people up to succeed and not to fail, and, when they do fail, do you study the failure so it will not occur again, or are you quick to punish? An overly harsh or secretive internal affairs system promotes only distrust not accountability and inhibits long-term positive change.

Hopefully, you are working well with your peer agencies and at the same time are attempting to distinguish yourself from your peers through innovative community programs and employee development. I am a believer in attempting to obtain recognition for your agency through accreditation, department awards, and community recognition. Celebrating and acknowledging success is

a definitive way to enhance the public perception of your agency. Leading the way with innovation, research, and publication of your results enhances the agency's standing both in the community and in the greater law enforcement field.

Demanding only the best that employees can offer ensures that there will always be a high level of pride from all members of the department, and this esprit de corps sets the stage for future successes. Being a demanding boss is not a bad thing; it's a smart thing. Chiefs of police have the option to accept mediocrity or to transform their departments into high-performance organizations. Becoming a high-performance organization takes time, effort, skill, and collaboration, but it is certainly attainable and definitely worthwhile. Don't we owe this to our employees, our communities, and our profession? ❖

**Paul D. Schultz** is chief of police of the Canon City, Colorado, Police Department. He previously served as chief of police in La Vista, Nebraska, and in Lafayette, Colorado. He has also served as the director of Colorado Peace Officer Standards and Training. He has 40 years of law enforcement experience with 18 years as a chief of police. Chief Schultz has a master's degree in Administration of Justice from the University of Colorado at Denver. He is a graduate of the FBI LEEDS program and the FBI LEEDA program, as well as the Police Executive Forum's Senior Management Institute for Police and the New England Institute for Law Enforcement. He currently teaches criminal justice courses at Regis University and at Metropolitan State University in Denver, Colorado. He can be reached at 719-276-5611 or at [pdschultz@canoncity.org](mailto:pdschultz@canoncity.org).

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# Taking Stock of Existing Benchmarks and Promising Approaches

By Jeremy M. Wilson, PhD, Associate Professor and Associate Director for Research, School of Criminal Justice, Michigan State University, East Lansing, Michigan; and Alexander Weiss, PhD, President, Alexander Weiss Consulting, LLC; Adjunct Professor, School of Criminal Justice, Michigan State University, East Lansing, Michigan

Staffing police departments is a continuous challenge and one that has become more complex in recent years. Immediately prior to the onset of the 2008 recession, police agencies had difficulty recruiting officers and responded by implementing a number of creative recruitment incentives. Shortly thereafter, the depressed economy caused police agencies to implement hiring freezes, furloughs, layoffs, salary and benefit cutbacks, and retirement incentives. Such difficulties spurred 7,272 applications to the Community Oriented Policing Services (COPS) Hiring Program, requesting \$8.3 billion to support more than 39,000 sworn-officer positions.<sup>1</sup> Altogether, both the supply of and demand for qualified officers are changing in a time of increasing attrition, expanding law enforcement responsibilities, and decreasing resources.<sup>2</sup>

While agencies give much attention to recruitment and retention, they often overlook a more fundamental question: *How many police officers does a particular agency need?* Answering this question is essential to any discussion about managing workforce levels, regardless of whether there is a shortage of qualified officers or an inability to support previous staffing levels. Put another way, what number of officers would help an agency most cost-effectively meet the demands placed on it? This is a fundamentally different question than how many

officers does a community want or can a community support. Yet answering the *need* question effectively frames a discussion about *want and affordability*.

Unfortunately, law enforcement administrators have few resources to guide them in determining the number of officers they need. To be sure, there are multiple approaches to answering this question, ranging from the simple to the complex, each with a range of advantages, disadvantages, and assumptions. Most of the methods developed to help agencies determine the appropriate number of officers that are needed are designed for large communities and are not very well suited for agencies serving small communities. In this article, the authors describe an approach to staffing for small agencies, beginning by reviewing some of the methods currently in use.

The sections that follow highlight common staffing approaches and demonstrate how agencies may develop and use a workload-based assessment of patrol staffing needs that incorporates performance objectives for discretionary time. Where possible, workload-based approaches are superior to others in that they can help provide a better and more objective way to determine staffing needs. Additionally, comprehensive assessments for patrol help to answer a host of critical questions regarding resource allocation and deployment.

### Typical Approaches to Staffing Allocation

Traditionally, there have been four basic approaches to determining workforce levels: per capita, minimum staffing, authorized level, and workload-based. Each differs in its assumptions, ease of calculation, usefulness, validity, and efficiency. A fifth approach, based on officer coverage, can help determine staffing needs in communities with low call volumes. Each is reviewed below to provide context for developing an evidence-based approach to police staffing.

### The per Capita Approach

Many police agencies have used their resident population to estimate the number of officers a community needs. The *per capita* method compares the number of officers with the population of a jurisdiction. To determine an optimum number of officers per population—that is, an optimum officer rate—an agency may compare its rate to that of other regional jurisdictions or to peer agencies of a similar size. Although it is difficult to determine the historical origin of, or justification for, the per capita method, it is clear that substantial variations exist among police departments.

Advantages of the per capita approach include its methodological simplicity and ease of interpretation. The population data required to calculate this metric, such as census figures and estimates, are readily

available and regularly updated. Per capita methods that control for factors such as crime rates can permit communities to compare themselves with peer organizations. The disadvantage of this method is that it addresses only the relative quantity of police officers per population and not how officers spend their time; the quality of their efforts; or community conditions, needs, and expectations. Similarly, the per capita approach cannot guide agencies on how to deploy their officers.

Agencies using the per capita method may risk a biased determination of their policing needs. There are several reasons for this. First, a generally accepted benchmark for the optimum-staffing rate does not exist. Rather, there is considerable variation in the police rate depending on community size, region, and agency structure and type. For example, it is generally known that police rates are substantially higher in the northeastern than in the western regions of the United States. When comparing individual jurisdictions, it is not uncommon for similar communities to have per capita rates that are substantially different.

Given the disadvantages noted above as well as others, experts have strongly advised against using population rates for police staffing. The IACP warns, "Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions. . . . Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data."<sup>3</sup>

### The Minimum Staffing Approach

The *minimum staffing* approach requires police supervisors and command staff to estimate a sufficient number of patrol officers that must be deployed at any one time to maintain officer safety and provide an adequate level of protection to the public. The use of minimum staffing approaches is fairly common and is generally reinforced through organizational policy and practice and collective bargaining agreements.

There are two principal reasons a jurisdiction may use a minimum staffing approach. First, policy makers in many communities believe a minimum number of officers are needed to ensure public safety. This may be particularly common in small communities where there are relatively few citizen-generated demands for police service yet residents expect a minimum number of officers to be on duty at all times. Second, police officers themselves may insist (often through collective bargaining) that a minimum number of officers be on duty at all times. In some communities, the minimum staffing level is established by ordinance.

There are no objective standards for setting the minimum staffing level. Agencies may consider population, call load, crime rate, and other variables when establishing a minimum staffing level. Yet many agencies may determine the minimum necessary staff level by *perceived* need without any factual basis in workload, presence of officers, response time, immediate availability, distance to travel, shift schedule, or other performance criteria. This may result in deploying too few officers when workload is high and too many officers when it is low. To be sure, the minimum staffing level is often higher than what would be warranted by the agency workload. Ironically, even when the minimum staffing is not workload based, it is not uncommon to hear police officers suggest that an increase in the agency's workload should warrant an increase in the minimum staffing level.

Minimum staffing levels are sometimes set so high that it results in increasing demands for police overtime. When staffing falls below the minimum standard, police managers typically must hire back officers on overtime to satisfy the minimum staff requirement. It is not uncommon for some agencies to hire back officers nearly every day due to officers taking time off for sick leave, vacations, or other reasons. Additionally, some agencies use a very narrow definition of available staffing. For example, agencies may hire back to fill a vacancy in patrol, even though there are a number of other officers on the street, including those in traffic, school resource units,



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and supervisors. Inefficiency increases when there are minimum staffing levels on overlapping shifts, leading to a higher number of officers on duty at a time that may not coincide with workload demand.

Most police officers, given a choice, would prefer to have more officers on the street, lending credence to a minimum-staffing model. Nevertheless, increasing the minimum staffing level will not, by itself, improve agency performance or necessarily increase officer safety. In fact, officers hired back to work extra shifts are likely to be fatigued, increasing the risk of injury to themselves or others.

Minimum staffing can also decrease the extent to which an agency can be nimble and flexibly deploy officers based on changing workload demands.

Finally, in some agencies the minimum staffing level may become, by default, the perceived optimal staffing level. In these situations, agencies often use the minimum level as a method to decide, for example, whether an officer can take a benefit day off. Others build work schedules so as to ensure that the minimum level is on duty. In these situations, staffing decisions are based on meeting the minimum level rather than optimizing the available resources to meet workload demand.

### The Authorized Level Approach

The *authorized level* approach uses budget allocations to specify a number of officers that may be allocated. Although the authorized level may be determined through a formal staffing assessment, it is often driven by resource availability and political decision making. The authorized level does not typically reflect any identifiable criteria such as demand for service, community expectations, or efficiency analyses, but may instead reflect an incremental budgeting process.

It can sometimes be difficult to determine what is meant by authorized level. For example, in 2009, the Chicago, Illinois, Police Department simultaneously offered an early retirement plan and reduced hiring of new officers. As a result, at the end of 2009 the department was about 700 officers below its authorized level of 13,500. In addition, there were also more than 1,000 officers unavailable each day because of leave or other limited capacity. This resulted in media reports suggesting that the department was operating nearly 2,000 officers below its authorized level.

The authorized level can become an artificial benchmark for need, creating the misperception among police leadership, line staff, and the community that the agency is understaffed and overworked if the actual number of officers does not meet the authorized level. Additionally, unless an agency staffs above the authorized level, fluctuations in recruitment, selection, training, and attrition may lead to the actual staffing levels falling below authorized levels.

Because the authorized level is often derived independently of workload considerations, an agency may be able to meet workforce demand with fewer officers than authorized. Still, the *perception* of being understaffed, resulting when officials bemoan the department operating below authorized strength, can diminish morale and productivity and make it appear that the community is not adequately funding public safety.

### The Workload-based Approach

A more comprehensive attempt to determine appropriate workforce levels considers actual police workload. *Workload-based* approaches derive staffing indicators from demand for service. What differentiates this approach is the requirement to systematically analyze and determine staffing needs based upon actual workload demand while accounting for service-style preferences and other agency features and characteristics. The workload approach estimates future staffing needs of police departments by modeling the level of current activity. Conducting a workload analysis can assist in determining the need for additional resources or relocating existing resources (by time and location), assessing individual

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and group performance and productivity, and detecting trends in workload that may illustrate changing activity levels and conditions. Furthermore, a workload analysis can be performed at every level of the police department and for all key functions, although it is more difficult to assess workload for some units than others.<sup>4</sup> The importance of the workload-based approach to staffing is evidenced by it being codified as a standard (16.1.2) by the Commission on Accreditation for Law Enforcement Agencies: The agency allocates personnel to, and distributes them within, all organizational components in accordance with documented workload assessments conducted at least once every three years.<sup>5</sup>

Unfortunately, there is no universally accepted standard method for conducting a workload-based assessment. Defining and measuring work varies by agency. Knowing that staff decisions are based upon calls for service and the time required to respond to them, officers may not have an incentive to be efficient in their response to calls or even to engage in activities that reduce calls. Learning how to conduct a workload-based assessment may be challenging for police administrators. Typical workload models are complicated and require intensive calculations. They also require decisions on a wide array of issues that are very difficult for officials and communities to make—such as how frequently streets should be patrolled—and do not uniformly account for discretionary activities, such as time for community policing and other officer-initiated activities.

Software programs may simplify the analytical process, but their methods are not always clear and can be inappropriate for some agencies. The cost of purchasing these software programs can be substantial, as can the training of staff to use them. These programs can be helpful for scheduling purposes, but less so as a tool for optimizing resources. Rather than relying on software, some agencies hire outside assistance to assess their workload. This may be more costly than conducting the analysis in-house, but the analysis will benefit from experience, the results may carry greater weight among decision makers because they are independent, and, in most cases, the cost-savings of creating a more efficient staff allocation more than offsets the costs of the analysis.

Even with shortcomings, allocation models based on actual workload and performance objectives are preferable to other methods that might not account for environmental and agency-specific variables. Agencies could benefit from a more popularized workload-based methodology of staffing analysis that is easy to learn and comprehend; is employed by administrators; and, importantly, helps to effectively manage discretionary time. No single metric

or benchmark should be used as a sole basis for determining an agency's staffing level. Rather, agencies should consider metrics in light of professional expertise that can place them in an appropriate practical context.

A step-by-step approach for conducting a workload-based assessment should include the following:<sup>6</sup>

1. *Examining the distribution of calls for service by hour, day, and month.* Calls for service can differ by the hour of the day, the day of the week, and the month of the year. Peak call times can also differ by agency. Knowing when peak call times occur can help agencies determine when they must have their highest levels of staff on duty.
2. *Examining the nature of calls for service.* Reviewing the nature of calls can help better understand the work that an agency's officers are doing. Types of police work required can vary by area within a single jurisdiction and require agencies to staff differing areas accordingly.
3. *Estimating time consumed on calls for service.* Determining how long a call takes, from initial response to final paper work, is key to determining the minimum number of officers needed for a shift. This is most straightforward when a single officer handles the call and completes resulting administrative demands (e.g., reports, arrests) prior to clearing it.
4. *Calculating agency shift-relief factor.* The shift-relief factor shows the relationship between the maximum number of days that an officer can work and *actually* works. Knowing the relief factor is necessary to estimating the number of officers that should be assigned to a shift in order to ensure that the appropriate number of officers is working each day. The shift-relief factor is calculated through division of the total number of hours needed to be staffed in a shift by the number of off-hours to which an officer is entitled.
5. *Establishing performance objectives.* This encompasses determining what fraction of an officer's shift should be devoted to calls for service and what portion to other activities. For example, an agency might build a staffing model in which officers spend 50 percent of their shift on citizen-generated calls and 50 percent on discretionary activities.
6. *Providing staffing estimates.* Staffing needs will, as noted earlier, vary by time of day, day of week, and month of year, among other variables. Agencies should distribute their officers accordingly. For example, a shift with only half the number of calls than another shift will require half the number of officers. These numbers may also vary by the

type of calls, and the time and officers they require, in each shift. For example, one large urban agency assigns two officers to each unit in its evening shift, affecting the number of officers needed for units to respond to calls. Another responds to the same type of calls in different ways in different shifts (for example, sending a unit in some shifts, but requesting citizens file a report in person at a station during others).

### The Coverage-based Approach

While workload-based staffing methodologies are well suited to medium and large agencies, they do not work as well with smaller agencies. Consider, for example, the case of a small agency serving a 6.8 square mile community of 16,000 persons in suburban Chicago. The agency responds to about 7,000 citizen-generated calls for service per year. For the past 10 years, it has averaged 10 serious violent crimes annually. The staffing model for this department based on the workload methodology described above and assuming officers are to spend about half of their time on discretionary activities and half their time on responding to calls for service estimates two officers should be deployed on the 6:00 a.m.-6:00 p.m. shift and one officer on the 6:00 p.m.-6:00 a.m. shift. Upon accounting for this agency's relief factor, four officers should be allocated to the first shift and three to the second—for a total of seven officers allocated to patrol. A total of ten officers would be required assuming officers spend two-thirds of their time on discretionary activities.

At the time of this analysis, the agency assigned 14 officers and 4 supervisors to the patrol division. Moreover, it maintained a minimum staffing level of 2 officers and 1 supervisor from 2:00 a.m. until 6:00 p.m., and three officers and a supervisor from 6:00 p.m. until 2:00 a.m.

Based on the workload analysis the agency appears to have excess capacity assigned to patrol and appears to maintain a minimum staffing level that is too high. So how can agencies with relatively low rates for calls for service make rational judgments about staffing?

Communities with a relatively low call volume can consider making a subjective judgment about the appropriate level of policing required for deterrence and rapid response and to ensure officer safety. Of course, there are typically varied views about these objectives. One of the strongest factors in this decision is officer safety. Some communities may believe that it is essential that there are enough officers on duty to ensure that there is enough capacity to effectively back up officers when necessary. While this is a critical staffing objective, agencies addressing this goal should examine carefully such factors as the frequency

of calls that require backup, the necessity for officers to leave the jurisdiction (e.g., to transport a prisoner) and the availability of assistance from neighboring agencies.

Another important factor is response time. Interestingly, research suggests that as few as 5 percent of police calls for service requires a rapid response,<sup>7</sup> and yet most police departments are organized and staffed to respond as if every call required a rapid response.

One approach to this coverage problem is to treat police response like one would examine a fire department response. That is, each location in the community could be examined to determine the time required to respond to an emergency from a central location. If that time were outside acceptable limits, it would suggest the need to assign additional resources. That is, by making the patrol beats smaller we could ensure quicker response times. Much like a fire department the emphasis is on proximity to the call more so than whether the unit is occupied.

Sometimes the number of officers in a community is a function of citizen willingness to pay for those services. For example, the City of Holland, Michigan, employs about 60 sworn police officers, but Holland Township, which is about the same size and similar in nature, contracts for service with the county sheriff who covers the township with 16 sworn officers.

Finally, the long distances required for response to calls tend to challenge most agencies that provide services in rural areas. Most citizens understand this, and, thus, they have more modest expectations about response time. It is important to consider that, in general, rural communities have lower rates of crime and higher levels of social control. For example, the average quarterly response time from 2008 to 2011 to priority one calls by the Albemarle, Virginia, County Police Department typically varied from about 12 to 14 minutes—the target being a 10-minute average.<sup>8</sup> We can see that response times are considerably greater than one would expect in an urban area.



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## Conclusion

There are several approaches to estimating an agency's staffing allocation, each with its own advantages and disadvantages. From an efficiency standpoint—that is, from the perspective of optimizing resources to best complete a given agency's work and accomplish its objectives—the preferred method is one that specifically considers workload, performance objectives, and work schedules. While conducting this form of assessment may seem complicated or costly, the approach presented herein is fairly straightforward, applicable to most agencies, and can help identify if and where staffing adjustments can be made to significantly enhance overall efficiency and effectiveness.

Because many small agencies utilize a coverage-based model for staffing they often have significant amounts of officer discretionary time. While some communities may choose to reduce this through reducing the size of the department, most will seek to make better strategic use of that time, thus improving both efficiency and performance. ♦

### Notes:

<sup>1</sup>U.S. Department of Justice, Office of Community Oriented Policing Services, "COPS Hiring Recovery Program Update,"

*Community Policing Dispatch* 2, no. 6 (June 2009), [http://www.cops.usdoj.gov/html/dispatch/June\\_2009/hiring\\_recovery.htm](http://www.cops.usdoj.gov/html/dispatch/June_2009/hiring_recovery.htm) (accessed February 5, 2013).

<sup>2</sup>Jeremy M. Wilson, et al., *Police Recruitment and Retention for the New Millennium: The State of Knowledge* (Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services; Rand, Center on Quality Policing, 2011), [http://cops.usdoj.gov/Publications/101027321\\_Police-RecruitmentRetention.pdf](http://cops.usdoj.gov/Publications/101027321_Police-RecruitmentRetention.pdf) (accessed February 5, 2013).

<sup>3</sup>International Association of Chiefs of Police, *Patrol Staffing and Deployment Study* (2004), 2, <http://www.theiacp.org/LinkClick.aspx?fileticket=AKL78d4MBw8%3D&tabid=252> (accessed February 5, 2013).

<sup>4</sup>Charles Hale, *Police Patrol: Operations & Management* (Upper Saddle River, N.J.: Prentice Hall, 1994).

<sup>5</sup>Commission on Accreditation for Law Enforcement Agencies, *Standards for Law Enforcement Agencies*, 5th ed. (Fairfax, Va.: Commission on Accreditation for Law Enforcement Agencies, 2006).

<sup>6</sup>For a complete discussion of this methodology and examples of its application, see Jeremy M. Wilson and Alexander Weiss, *A Performance-Based Approach to Police Staffing and Allocation* (Washington, D.C.: U.S. Department of Justice, Office of Community Oriented Policing Services, 2012), [http://www.cops.usdoj.gov/Publications/041218461\\_Performance-Based-Approach-Police-Staffing\\_rev091912.pdf](http://www.cops.usdoj.gov/Publications/041218461_Performance-Based-Approach-Police-Staffing_rev091912.pdf) (accessed February 5, 2013).

<sup>7</sup>J. Thomas McEwen et al., *Evaluation of the Differential Police Response Field Test*, NCJ 101378 (Washington, D.C.: U.S. Department of Justice, National Institute of Justice, 1986), <https://www.ncjrs.gov/pdffiles1/Digitization/101378NCJRS.pdf> (accessed February 5, 2013).

<sup>8</sup>Albemarle County. "Performance Management: Police Response Times Rural Areas," <http://www.albemarle.org/departments.asp?department=perfmgt&relpage=3473> (accessed February 5, 2013).

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# Evidence-Based Policing in Smaller Agencies:

## Challenges, Prospects, and Opportunities

By Cynthia Lum, Director and Associate Professor, Center for Evidence-Based Crime Policy, Department of Criminology, Law and Society, George Mason University, Fairfax, Virginia; and Christopher S. Koper, Associate Professor, Center for Evidence-Based Crime Policy, Department of Criminology, Law and Society, George Mason University, Fairfax, Virginia.

The push for more evidence-based approaches to policing has led to a rethinking by law enforcement leaders about how to incorporate research and analysis into their tactics and strategies.<sup>1</sup> Decades of successful research-practitioner partnerships have generated a relatively large body of research knowledge on interventions that can control crime; improve police legitimacy; and foster healthier, safer, and more satisfied workforces. However, the road of evidence-based policing has also been rocky. While some have embraced research as beneficial, others (including some researchers) have questioned the value of research and its applicability to the everyday needs of law enforcement. How research is interpreted, translated, and converted into everyday practices has become an important challenge and priority for evidence-based policing.<sup>2</sup>

The question of the applicability and translation of research in policing is especially relevant for small, rural, and suburban agencies. Why? Because the evaluation research on police crime control interventions (the focus of this discussion) has overwhelmingly taken place in large police agencies (usually with more than 300 sworn officers) responsible for urban and metro-suburban places.<sup>3</sup> But the majority of law enforcement agencies in the United States are not these types of jurisdictions. They are small, rural, and mixed rural-suburban communities with low population densities and low rates of crime. Further, their crime

problems tend to be different from those of larger jurisdictions. Indeed, in a recent survey by IACP, smaller agency representatives indicated that the biggest issues they face are property crime, drug crime, and public perception and legitimacy concerns.<sup>4</sup> Can the evidence-based approach for policing apply to them, given their specific needs and social, demographic, and economic characteristics?

Anecdotally (which, of course, is not very scientific), we know the answer is “yes.” We have seen and heard numerous examples of the use of research, evaluation, and analysis in these agencies. Further, chiefs of these agencies are also motivated by economic realities that have sharply emphasized their need to effectively and efficiently use resources. And, although these locations may have low crime rates, the most recent Bureau of Justice Statistics report *Criminal Victimization, 2011* shows that crime has been rising in suburban areas and possibly in rural areas as well.<sup>5</sup> Executive officers of these agencies, just like their larger counterparts, want to do what they can to improve quality of life and safety in their jurisdictions.

This question of applicability of research in small-town, rural, or suburban jurisdictions signals two questions: How much research has been done in these places, and can lessons from research elsewhere be meaningfully applied? Practitioners may reason that research in big city, high-crime locations cannot address the issues of rural and suburban areas. Scholars have also pointed to differ-

ences in rural, suburban, and urban jurisdictions and the police within them, such as the ratio of sworn officers to civilian employees (much higher in rural places), the types and frequencies of crimes (for example, crimes in rural and suburban locations are not as violent, more hidden from view, and less frequent), and the relationships between communities and the police.<sup>6</sup> Some also stress the need to generate more research for rural policing purposes.<sup>7</sup> Given these concerns, can existing research apply?

To answer this question, it is useful to examine the research itself and where it has been conducted. For this purpose, the *Evidence-Based Policing Matrix*, (hereinafter Matrix) an online tool that captures all high-quality police evaluation studies related to crime control, is particularly useful.<sup>8</sup> Currently the Matrix holds 117 studies; of these, 63 (54 percent) document interventions that reduced crime, 32 (27 percent) discuss interventions that had no effect on crime, 18 (15 percent) document interventions that had mixed results, and 4 illustrate interventions that caused harm (increased crime). The Matrix does not include research on other aspects of policing, such as police legitimacy or police organizations, although we hope others will take our lead and develop such tools for other areas as well.

The purpose of the Matrix is to carefully review, organize, categorize, and label good-quality research findings in a visual way to easily draw generalizations or principles

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about effective crime control measures used by the police. The purpose of doing so is to help agencies use the totality of research to develop strategies and tactics as well as assess existing ones against this body of knowledge. From the research currently in the Matrix, three principles of effective policing have emerged.

**The first principle:** 78 percent of the interventions studied that showed positive results (crime reductions) are tactics that were proactive or highly proactive in nature, rather than reactive. This meant these interventions relied on some form of crime or problem analysis to target patrol or investigative resources on the locations, situations, or persons most likely to cause crime. While this may seem obvious, the mainstays of U.S. policing and much of officers' time in patrol and investigations are spent on reactive strategies such as rapid response to 9-1-1 calls, random preventative patrol not directed at hot spots, or case-by-case investigations on individuals.

**The second principle:** 65 percent of successful interventions studied were those that could be characterized as tailored and focused, rather than general in nature. In other words, interventions that focus on underlying problems or opportunity mechanisms and structures for crime fare better than blanket and general approaches. For

example, a hot spot strategy that addresses drug and disorder problems at a location using nuisance abatement other tailored approaches based on problem analysis (for example, see the Bureau of Justice Assistance's drug market initiative program)<sup>9</sup> seemed more effective than general preventative patrol activities or blanket strategies of investigate-and-arrest. Again, while problem-solving and tailored approaches seem logical and are not foreign to policing, they are also not institutionalized in U.S. policing. Problem-solving projects are often ad hoc, temporary, and the focus of specialized units or teams, rather than part of the everyday work of patrol officers or detectives.

**The third principle:** 67 percent of successful interventions in the Matrix focused their attention on concentrations of crime at small and specific places (like a street block, a section of a park, a particular store, or an alleyway), as opposed to individual offenders. For example, this might include a sergeant in a patrol unit directing officers *not* to randomly patrol their assigned beats, but instead, proactively use uncommitted time in between calls to patrol very specific problem locations (e.g., a strip mall, a parking lot behind buildings, or a bar at certain times at night) and to tackle specific issues at that location.<sup>10</sup> This approach might also include detectives investigating and building cases

on problem *places*, not just people.<sup>11</sup> Again, while a seemingly "commonsense" suggestion, we now know that much of police work is not focused on places, but on individuals.

In totality, the research shows that police agencies that reconfigure daily patrol operations, specialized units, crime analysis, and investigations towards a stronger emphasis on regular and daily activities that are proactive, place-based and tailored or focused are more likely to prevent, reduce, and control crime. Given that the mainstays of American policing tend to be individual and case-based, reactive, and general in nature, being more evidence-based therefore requires fundamental shifts in the standard operating procedures of how police patrol, investigate, and interact with their communities. This includes adjusting and basing performance measures on what officers do in their uncommitted time, having regular and institutionalized systems of problem-solving and place-based investigations, and incorporating more crime analysis into the development of strategies and tactics, so that more tailored approaches might be developed.

Although these generalizations arise from research in large agencies, they have powerful application to small-town, rural, and suburban police jurisdictions. Small agencies likely have very specific problems that involve well known places or situations within a community. Frequent issues often raised by small agencies to our Center include retail theft in identified shopping areas or strip malls, localized juvenile disturbances and disorder in certain areas of town after school, domestic disturbances and assaults at one particular household or apartment complex, or public intoxication, drunk driving, and public urination and disorderly behavior around a bar, intersection or park. As with urban crime problems, proactive, place-based, and focused/tailored strategies can—and have been—effective in alleviating these concerns.

Consider the example of retail theft mentioned earlier. Retail theft plagues many small and suburban jurisdictions, often occurring inside of shops or malls away from the view of street patrol. In some cases, the criminal element is organized, albeit crudely, in that perpetrators might be working together, vehicles may be involved to facilitate escape, and thieves might attack multiple cities and towns nearby. Retail theft is not only common to many suburbs and small towns; it is also a crime problem that is resistant to traditional policing approaches. How might these generalizations from the research apply?

A police chief might use a place-based approach such as hot spots policing to address part of this problem. Hot spots policing simply means getting officers to locations in which the risk of crime is greatest. Specific places within a mall or surrounding parking area may be especially vulnerable as



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entry or exit points for thieves, and perpetrators may attack certain stores and not others. But hot spots policing does not implicate any specific type of intervention beyond increased visibility at a place. What supervisors decide to do once at a hot spot can be tailored to the specific needs and nature of the jurisdiction and the problem. For retail theft, an important supplement to hot spotting might be for officers to get out of their cars and go into "hot" stores, which will increase their visibility, which has been shown to deter potential offenders. Short 10- to 15-minute stops at periodic, unpredictable intervals may also help officers optimize their deterrence capability and time spent across multiple problem locations (a strategy often referred to as the "Koper curve" principle).<sup>12</sup> Crime analysis and the application of problem-oriented policing could also be used to develop other tailored and focused strategies. These might include the use of vehicle checkpoints, repeat offender analysis, license plate readers, or other situational crime prevention measures.<sup>13</sup>

Thus, evidence-based policing does not require the strict application of interventions described in specific studies in the Matrix. Rather, it requires developing tactics, strategies, and an organizational mind-set which reflects principles of effective policing gleaned from rigorous research. The goal of agencies—large and small—seeking to be more evidence-based is to achieve a better balance between traditional measures that must be done (reactive response to 9-1-1 calls, investigating individual crimes) and proactive, place-based, tailored approaches to both patrol and investigations.

However, these general principles of effective policing that arise from research are not always enough to convince commanders and chiefs from smaller and rural agencies of the benefits and applicability of research and analysis. While they might accept the rationality of crime prevention principles deemed effective, they may also feel like outliers in this conversation. "Big city" resources that they may associate with evidence-based approaches may seem far away from

them, including having skilled crime analysts, up-to-date technologies, and training and technical assistance on how to adjust interventions to fit their needs. And, ultimately, research has to also speak to them to be convincing and meaningful.

It is difficult to find meaningful examples of research in smaller jurisdictions when only 10 of the 117 studies in the Matrix have been conducted in agencies with a sworn officer force of about 300 or less. And 9 of these 10 might not be best described as "small-towns," just small police forces of population-dense places that are inside larger metropolitan areas. Only one study in the Matrix by Laycock explicitly evaluates an intervention in a rural area of the United Kingdom, where she found door-to-door visits after burglaries could be effective.<sup>14</sup> Other studies in the Matrix do examine larger jurisdictions such as entire states and provinces or multiple places, which may include low-population density or rural areas and towns.<sup>15</sup> However, these studies do not often parse out the effects of interventions on people or places in various parts of these jurisdictions. Given this lack of research in these places, it is certainly understandable why some sheriffs and chiefs might be cautious about the promise of research to their priorities and needs. While this certainly does not justify ignoring principles from good policing research, the current situation of the supply of research also does not help to sell the values and benefits of research.

What can researchers and law enforcement agencies do together to better include small, rural, and suburban jurisdictions and their agencies into the conversation of research and its applicability to policing? It is here that the research community and their practitioner partners can turn a challenge into an opportunity. The first and most important step forward is for small agencies and researchers to be open to each other in terms of generating more high-quality research at these places. Evaluating existing interventions and their impact using at least a matched comparison design is a good start.

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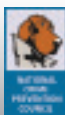
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Agencies could also carry out and evaluate a *case of place* (see note 11) or problem oriented policing project,<sup>16</sup> or analyze situational or environmental crime prevention measures (for example, installing more lighting or CCTV, improving visibility of parks and alleyways). The Matrix also shows areas of research that are needed by all types of jurisdictions, which could be an opportunity for small agencies to carve out a specialization in providing for the supply of research into the evidence base of policing. For example, we need more understanding of interventions focused on co- or group offending, which could be developed and tested for effectiveness in small-town, rural, and suburban places.

Agencies should take advantage of federal support for such research-practitioner activities, including the Bureau of Justice Assistance's Smart Policing projects or Byrne Criminal Justice Innovation grants. As has been shown in the Smart Policing Initiative in Evans County, Georgia, researchers and practitioners can successfully partner to implement and test evidence-based approaches in rural areas just as they can in urban places.<sup>17</sup> Even if grants cannot be obtained, sometimes motivations by both officers and researchers can spur relatively inexpensive research forward when police and municipal leaders prioritize and encourage these activities in positive ways.<sup>18</sup>

Researchers must also figure out how to design and implement high-quality research studies in places where crime rates are lower and where crime problems may be different. Take for example, the Fairfax County, Virginia, Police Department, a strong research partner to the CEBCP. Some areas of Fairfax County are highly urbanized, while other parts of the county could be described as suburban or even rural. We have conducted two hot spots experiments in Fairfax, which have provided important lessons about hot spotting in suburban places. Crime is highly concentrated in this jurisdiction, more so than in some urban areas that have been studied (roughly 1 percent of the street segments in Fairfax County produce almost half of all crime). Yet, the number of crimes is not particularly high at many of these locations, and officers trying to cover multiple spots have to drive longer distances and cover more ground while also attending to other functions. Boredom may set in when covering some of these locations especially if they are smaller and less active. These are just a few challenges that we faced with testing hot spots in Fairfax County suburbs. Documenting and studying these challenges can help build better knowledge about research evaluation and use in these places.

Even if more research is generated and better methods are developed, another challenge to evidence-based policing in small agencies (or any size agency for that matter)

is their receptivity to research and analysis. Police departments are likely most receptive when they can perceive tangible and direct benefits from research. But this perception is not static and determined; it is influenced by the nature of the organization, which may or may not have characteristics conducive to the acceptance, use, and adoption of research. What types of structural, cultural, organizational, and individual-officer changes are needed to facilitate research use? Are smaller agencies at an advantage or disadvantage regarding the capability for these things? What types of training, knowledge, and skill sets do these agencies need to be more receptive to research, and do smaller agencies have access to these resources in the same way as their larger counterparts? What kinds of levers might help to facilitate the translation of research into practice in these types of places? And how can we get researchers to become more interested in studying interventions in these places?

Many of these questions remain unanswered. Some preliminary analysis by Cody Telep using the Lum-Telep receptivity survey of the Matrix Demonstration Project indicates that some smaller agencies might be *more* receptive to research than larger ones.<sup>19</sup> If this finding holds as we implement the survey in more agencies, this could suggest that there are substantial opportunities to develop, test, and implement evidence-based approaches in smaller agencies. Smaller agencies may also have organizational characteristics that work to their advantage in adopting evidence-based policing. For example, smaller agencies and their chief executives may have less bureaucracy to face and possibly more control over the day-to-day operations of their entire command, which may make implementing evaluation research or using the outputs of analysis easier. Their smaller work environments and less complex structures may be conducive to better communication between officers, line supervisors, and command staff, which might increase discussion and dynamic learning across personnel (another aspect of evidence-based policing). Smaller agencies may also be able to implement innovative strategies more quickly and possibly with less resistance than in larger agencies. Further, implementation of new innovations and interventions can be examined carefully, building knowledge about both study design and implementation.

These suggestions are only a start to strengthening both the evidence that may be applicable to small, rural, and suburban agencies and the increased inclusion of research and analysis in the decision-making process of law enforcement in various jurisdictions. But just as researchers should not shun involvement with such jurisdictions or believe that generalizations from the overall body of research can be applied across the board, so

too must small law enforcement agencies be open to incorporating generalizations from existing knowledge as well as partnering with researchers to generate more information. Such partnerships and open-mindedness are major catalysts in building evidence-based policing in suburban and rural places. ♦

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#### Notes:

<sup>1</sup>For definitions and descriptions of evidence-based policing, see: Cynthia Lum, "Translating Police Research into Practice," *Ideas in American Policing* 9 (August 2009), <http://www.policefoundation.org/content/translating-police-research-practice> (accessed February 5, 2013); Cynthia Lum et al., "Receptivity to Research in Policing," *Justice Research and Policy* 14, no.1 (2012): 61-95, <http://gunston.gmu.edu/cebcp/MatrixDemo/LumTelepKoperGriecoReceptivity.pdf> (accessed February 5, 2013); Cynthia Lum and Christopher S. Koper, "Evidence-based Policing," in *Encyclopedia of Criminology and Criminal Justice*, eds. David Weisburd and Gerben Bruinsma, (New York: Springer-Verlag, forthcoming); and Lawrence W. Sherman, "Evidence-based Policing," *Ideas in American Policing* (July 1998), <http://www.cebma.org/wp-content/uploads/Sherman-Evidence-Based-Policing.pdf> (accessed February 5, 2013).

<sup>2</sup>Cynthia Lum et al., "Receptivity to Research in Policing."

<sup>3</sup>For a study comparing characteristics of agencies who have conducted crime control intervention research to the general population of law enforcement agencies in the United States, see Breanne Cave et al., "Rigorous Evaluation Research among U.S. Police Departments: Special Cases or a Representative Sample?" (Fairfax, Va.: George Mason University Police Research Group, 2013).

<sup>4</sup>"Smaller Agency Policy Agenda," (survey, International Association of Chiefs of Police, Smaller Agency Program, March 12, 2012).

<sup>5</sup>Jennifer Truman and Michael Planty, *Criminal Victimization, 2011* (Washington, D.C.: Bureau of Justice Statistics, U.S. Department of Justice, 2012), <http://bjs.ojp.usdoj.gov/content/pub/pdf/cv11.pdf> (accessed February 6, 2013).

<sup>6</sup>See Maureen Cain, "On the Beat: Interactions and Relations in Rural and Urban Police Forces," in ed. Stanley Cohen, *Images of Deviance* (Harmondsworth, UK: Penguin, 1971): 62-98; Joseph F. Donnermeyer et al., "Policing Rural Canada and the United States," in Rob Mawby and Richard Yarwood eds. *Rural Policing and Policing the Rural: A Constable Countryside?* (Burlington, Vt.: Ashgate Publishing Company, 2011):23-32; and Brian K. Payne et al., "Policing in Small Town America: Dogs, Drunks, Disorder, and Dysfunction," *Journal of Criminal Justice* 33, no. 1 (2005): 31-41.

<sup>7</sup>See Nicholas R. Fyfe, "The Police, Space and Society: The Geography of Policing," *Progress in Human Geography* 15, no. 3 (1991): 249–267; Richard Yarwood and Rob Mawby, "W(h)ither Rural Policing? An Afterword," in ed. Rob Mawby and Richard Yarwood, *Rural Policing and Policing the Rural: A Constable Countryside?*, 217; and Ralph A. Weisheit et al., *Crime and Policing in Rural and Small-Town America* 3rd ed. (Longrove, Ill.: Waveland Press, 2006).

<sup>8</sup>"Evidence-Based Policing Matrix," Center for Evidence-Based Crime Policy at George Mason University, <http://gunston.gmu.edu/cebcp/matrix.html> (accessed February 6, 2013).

<sup>9</sup>See Michigan State's Drug Market Initiative Website (<http://www.dmimsu.com/>), especially their "Resources" tab for more information about drug market initiatives.

<sup>10</sup>Uncommitted time is the time in between calls for service, which can be anywhere from between 40 and 80 percent of an officer's shift. See Christine N. Famega, "Variation in Officer Downtime: A Review of the Research," *Police: An International Journal of Police Strategies and Management* 28, no. 3 (2005): 388–414; and Christine N. Famega et al., "Managing Police Patrol Time: The Role of Supervisor Directives," *Justice Quarterly* 22, no. 4 (December 2005): 540–559. Changing deployment behavior of officers and investigators during that time to approaches that reflect effective policing is intricately related to the volume of calls for service; the efficacy of investigations; and, ultimately, the reduction of victimization and increase of agency legitimacy.

<sup>11</sup>In the Matrix Demonstration Projects, the Matrix Demonstration Project team has developed "Case of Places" to help agencies develop investigative units around places, in the same way and intensity in which they investigate people. See "Case of Places" at the Matrix Demonstration Portal (under Tools at <http://www.cebcp.org>) (accessed February 11, 2013).

<sup>12</sup>Christopher Koper, "Just Enough Police Presence: Reducing Crime and Disorderly Behavior by Optimizing Patrol Time in Crime Hotspots," *Justice Quarterly* 12, no. 4 (1995): 649–672.

<sup>13</sup>This example was inspired by conversations with efforts by the Leesburg, Virginia, Police Department, who are developing evidence-based approaches to combat retail theft.

<sup>14</sup>Gloria Laycock, "Operation Identification, or the Power of Publicity?" *Security Journal* 2, no. 2 (1991): 67–72.

<sup>15</sup>See, for larger jurisdictions for example, Curtis Florence et al., "Effectiveness of Anonymised Information Sharing and Use in Health Service, Police, and Local Government Partnership for Preventing Violence-related Injury: Experimental Study and Time Series Analysis," *British Medical Journal* (in press); Aili Malm and George E. Tita, "A Spatial Analysis of Green Teams: A Tactical Response to Marijuana Production in British Columbia," *Policy Sciences* 39, no. 4 (December 2006): 361–377. See, for multiple places for example, Edmund F. McGarrell et al., "Project Safe Neighborhoods and Violent Crime Trends in U.S. Cities: Assessing Violent Crime Impact," *Journal of Quantitative Criminology* 26, no. 2 (June 2010): 165–190.

<sup>16</sup>See numerous examples of problem oriented policing projects at the Center for Problem-

Oriented Policing, <http://www.popcenter.org/casestudies> (accessed February 6, 2013).

<sup>17</sup>See "Evans County, Georgia," Smart Policing Initiative, <http://www.smartpolicinginitiative.com/SPIsites/evans-county-georgia> (accessed February 6, 2013).

<sup>18</sup>For guidance on inexpensive evaluations, see Michael G. Maxfield, *Guide to Frugal Evaluation for Criminal Justice* (Washington, D.C.: National Institute of Justice, 2001), <https://www.ncjrs.gov/pdffiles1/nij/187350.pdf> (accessed February 6, 2013). See also *Rigorous Program Evaluations on a Budget: How Low-Cost Randomized Controlled Trials Are Possible in Many Areas of Social Policy* (Washington, D.C.: Coalition for Evidence-Based Policy, 2012), <http://coalition4evidence.org/wp-content/uploads/Rigorous-Program>

-Evaluations-on-a-Budget-March-2012.pdf (accessed February 6, 2013). An example of an inexpensive randomized controlled experiment conducted by Sergeant Renee Mitchell of the Sacramento, California, Police Department, can be found here: <http://cops.usdoj.gov/html/dispatch/06-2012/hot-spots-and-sacramento-pd.asp> (accessed February 11, 2013).

<sup>19</sup>See Matrix Demonstration Research Project, "Receptivity to Research" (survey, George Mason University, Fairfax, Va.) <http://gemini.gmu.edu/cebcp/MatrixDemo/ReceptivitySurvey.html> and "Receptivity to Research in Policing," *Justice Research and Policy* 14, no. 1 (2012): 61–95, <http://gunston.gmu.edu/cebcp/MatrixDemo/LumTelepKoperGriecoReceptivity.pdf> (accessed February 6, 2013).

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

Gregory L. Holley, Special Agent in Charge (ret.) ATF/Justice, Detroit, Michigan; Woodbridge, Virginia

Thomas J. McGreevy, Deputy Director (ret.), Georgia Bureau of Investigation; Atlanta, Georgia (life member)

Gerard A. Mignone, Chief of Police (ret.), Tuckahoe, New York; Scarsdale, New York

Edward B. Patten Jr., Commander (ret.), Broward County Sheriff's Office; Davie, Florida (life member)

William L. Polhemus, Sheriff, Ocean County Sheriff's Department; Seaside Heights, New Jersey (life member)

John W. Woody, Chief of Police (ret.), Salina, Kansas (life member)

## 19th DRE Training Conference on Drugs, Alcohol and Impaired Driving

- Prosecuting DRE Cases with Better Reports
- Prescription Drug Abuse
- One Pot Meth Labs
- Transportation Methods and Hidden Compartments
- How Interlock Devices Benefit DUI Investigations
- Excited Delirium
- Southwest Border Operations
- What to Do with a Negative Tox Result



Oklahoma City  
August 5-7, 2013

Hosted by the IACP  
DRE Section and the  
Oklahoma Drug Evaluation &  
Classification Program

Early registration ends May 22.

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

Photo by Greater Oklahoma City Chamber & CVB

# 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.policechiefmagazine.org>. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.



## Surveillance system

Total Recall introduces new features of its CrimeEye citywide surveillance system. The CE-226 series are now fitted with megapixel cameras that record superior video quality. Camera selection is determined by the environment under surveillance. Storage and transmission depends upon types of cameras selected. The new CrimeEye camera features provide law enforcement with an exceptional citywide surveillance experience, delivering high-quality detailed video footage. Total Recall's citywide surveillance solutions encompass everything from camera systems on the street to head end command centers.

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

## Storage locker

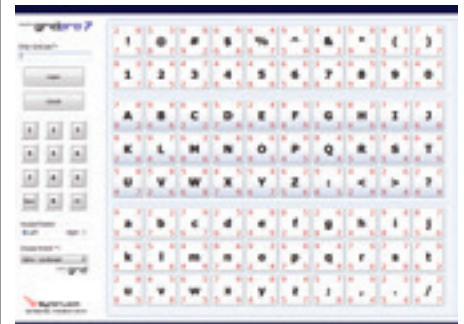
Tiffin Metal Product Co. has updated its law enforcement product offerings by redesigning the Infinity Wardrobe Locker. The locker continues to allow complete in-the-field flexibility and has all of the venting capabilities of the Air-flow Locker. It is available with adjustable shelves and a variety of interior component kits that allow end users to create configurations to fit their personal needs. The new locker gives even more versatility to law enforcement personnel by providing interior components that fit into a lanced back panel, allowing easy adjustment to ever-changing storage requirements.

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

## Communications and processing platform

Outerlink Global Solutions announces the launch of Communi-qué HUB, providing a multimodal data communications and processing platform for aviation and ground fleets. This new platform will offer features such as push-to-talk and text messaging services. Outerlink's push-to-talk solution delivers full database backup of all conversations, including time stamps and geo locations. The innovation marks the first of several technological advancements that Outerlink will launch this year. The company will offer access to third-party developers, which will grant fleet dispatch centers access to advanced mobile data communications and processing.

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



## Secure one-time passwords

Criminal Justice Information Services Security Policy includes a mandate for advanced authentication by September 30, 2013, for certain use cases. SyferLock's GridPro delivers advanced authentication through a software-based grid that can convert static passwords into secure, one-time passwords at each login without tokens. When advanced authentication is required, GridPro provides a secure solution that is easy to deploy and use. GridPro is used to secure access to Windows-based laptops, desktops, and servers.

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



### Badge stickers

Law enforcement professionals can put a smile on a child's face with junior police officer badge stickers from PoliceStickers.com. No matter what the situation, whether a police officer is responding to a domestic violence call, a car accident, an emergency, or visiting a community school, these stickers—

at just a few pennies per badge—are designed to make any child smile. All junior police officer badge stickers can be printed on shiny gold or shiny silver foil with black or dark blue ink. Designs can be customized for individual police departments.

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

### Training films

ActiveContinuousTraining.com (ACT) announces its ACT online interactive training films for law enforcement professionals. ACT intends to immerse users in feature-film quality episodes fused with a fully interactive gaming environment. Users negotiate decision points, which test decision-making fundamentals and feature unique outcomes, and learning points, which test knowledge of best practices. Throughout the experience, opportunities for further study are a click away. Agencies receive lesson plans for collective training. ACT modules currently include active shooters in schools, domestic violence, and traffic stops.

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



**University of Phoenix  
College of Criminal  
Justice & Security**

An Academic Ally of the FBINAA

### Higher education

The University of Phoenix has been serving professionals in the criminal justice and security field for more than 30 years. The college offers associate, bachelors and masters degree programs with management-focused curriculum to provide the skills required to be a leader within the field of criminal justice and security.

For information, visit <http://www.phoenix.edu/cjs>.



### Evidence-tracking system

The DSI Checkmate Evidence module provides law enforcement agencies with a method to track chain of custody, decrease the time to process evidence, and improve the ease of producing case documents and evidence for prosecuting attorneys. The program also tracks destruction of evidence, how it was disposed of, and who was involved with its destruction. The system interfaces with existing programs and assures the integrity and status of items in the property room. The system can use color-coded labels in the evidence room to distinguish categories of evidence.

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



### In-vehicle storage locker

Adamson Industries corp. announces its new product, the Automated Weapon Storage Locker for a sedan or an SUV. The locker is a single drawer that is designed for most vehicles and opens by electrical impulse in one second by wireless remote, the push of a button, or both. The Ford Police Interceptor Utility drawer comes with mounting brackets to raise the locker up for spare tire access. Black carpet covers the face of the drawer in the sedan model and the face, top, and sides of the SUV model. The drawer includes a four-channel remote keyless entry and key backup. ❖

For information, visit <http://www.adamsonindustries.com/automated-weapon-storage-locker>.



# Bringing the Voice of Smaller Agencies to the National Dialogue

By Ben Ekelund, Project Manager,  
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Within the IACP Division of State Associations of Chiefs of Police, there is a Smaller Agency Section. The purpose of this section is to represent the interests of law enforcement agencies with fewer than 50 officers or serving populations fewer than 50,000. Working with IACP staff, the Smaller Agency Section participated in a survey and convened a national mini-summit to identify relevant issues facing the smaller agencies and to formulate recommendations that could be put forth in a national policy dialogue to address these concerns.

## The Smaller Agency Survey

In February 2012, IACP staff developed a survey to be disseminated to members of smaller law enforcement agencies serving populations of fewer than 50,000. The survey asked these members to identify significant law enforcement topics that they felt would be most relevant to a national policy summit and also those that had the most direct influence on the day-to-day operations of their agencies. Respondents also were asked to provide their national policy recommendations that, if implemented, would have an immediately positive effect on their agency.

The survey was developed and pretested by IACP staff. The survey format included six questions featuring both fixed response and open-ended questions. Some questions asked respondents to prioritize a set list of relevant operational categories to their agencies. Questions fell into two broad categories:

- areas of relevance to a national summit and
- recommendations for changes to the national law enforcement policy.

The survey was disseminated to members of the SACOP Smaller Agency Section as well as through listservs made available through the IACP Smaller Law Enforcement Agency Program. These listservs included the Mentoring Project database, the *Big Ideas* newsletter subscription list, and smaller agency advisors.

A total of 1,349 individuals representing agencies nationwide participated in the survey. Of these, 1,259 worked for an agency that served a population of 50,000 or fewer. No data were collected on the rank of individual respondents.

## 2012 Survey Results

In the first survey question, respondents were asked to select four operational categories from the following list of eight categories that they felt had the most relevance for a national smaller law enforcement agency policy summit:

- Leadership
- Management and Administration
- Training and Education
- Criminal Justice System
- Technology
- Response to Crime and Victimization
- Emergency Preparedness
- Other

Of these categories, the following top four were selected, in order:

1. Training and Education (1,169 votes)
2. Technology (988 votes)
3. Leadership (936 votes)
4. Management and Administration (929 votes)

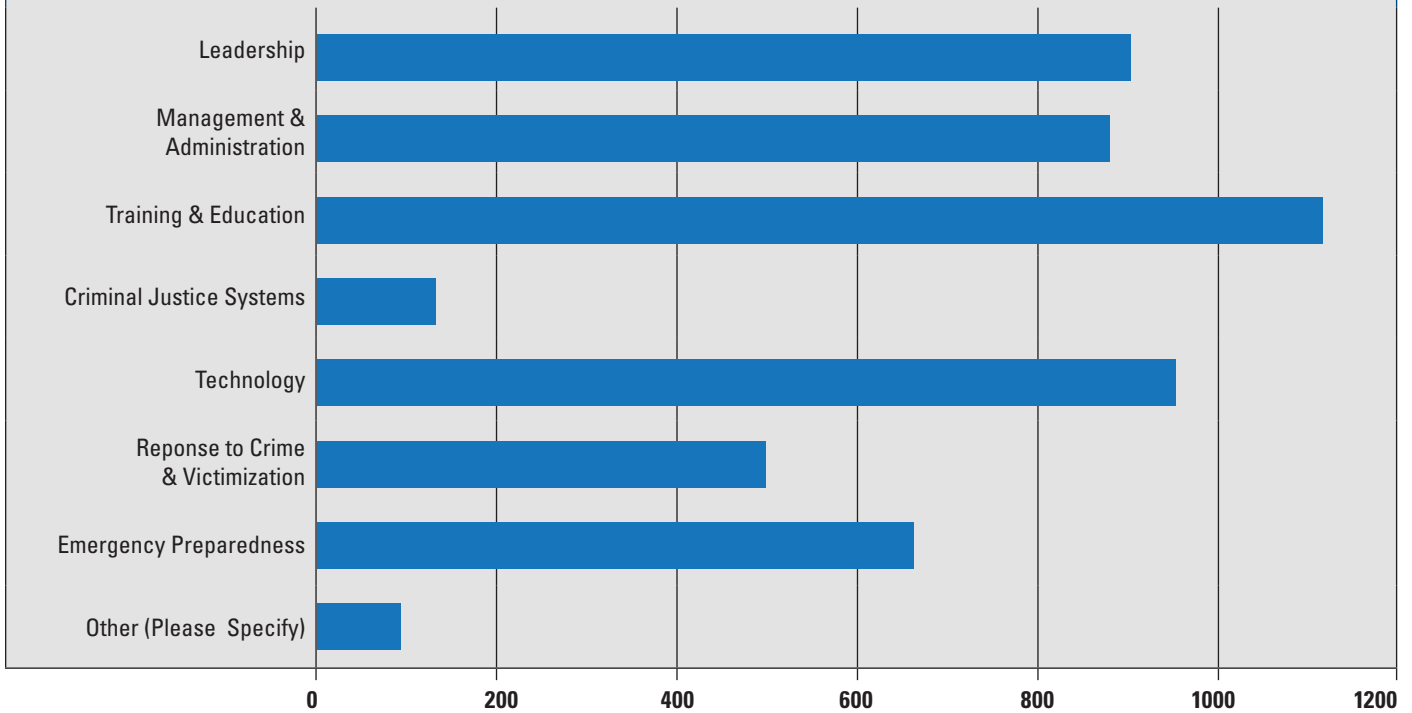
A chart of all responses can be seen in figure 1. While no other category received more than half the total votes, a number of topics were submitted in the "Other" category. A number of these topics could be considered subtopics of the top four selected categories and are notable for narrowing the focus in these areas. Topics centered on themes of

- regionalization and consolidation,
- mutual aid agreements,
- cuts to regional information sharing services,



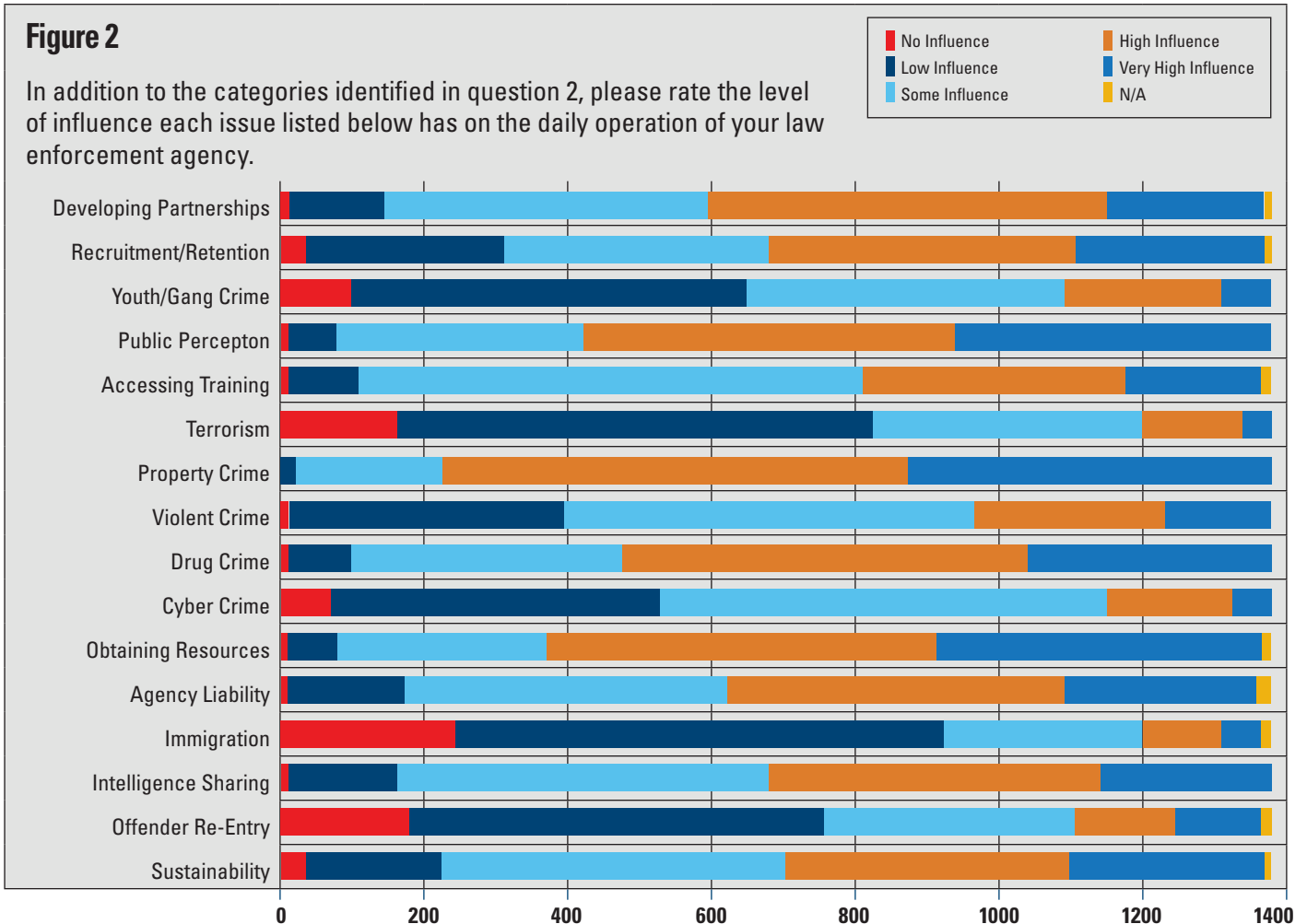
**Figure 1**

From the list below, please select four major operational categories that you feel have the most relevance for a national smaller law enforcement agency mini summit.



**Figure 2**

In addition to the categories identified in question 2, please rate the level of influence each issue listed below has on the daily operation of your law enforcement agency.



- retention issues as a result of competition from larger agencies,
- perceived disadvantage of smaller agencies when competing for grant funds,
- professionalization of first-line supervisors, and
- single-officer tactical training.

The second survey question asked respondents to rate the level of influence specific areas have on the daily operations of their agencies. These areas were derived from the operational categories listed in question one. In each area, respondents could select the level of influence as none, low, some, high, or very high. The results for each area can be seen in the chart in figure 2, but the following seven categories were scored as having either very high or high influence on the operations of their agencies by more than half the respondents:

- Developing Partnerships
- Public Perception of Policing
- Accessing Training
- Property Crime
- Drug Crime
- Obtaining Resources
- Agency Liability

Respondents were asked in an open-ended question to provide their own recommended areas of review or national policy change that would have an immediate, positive effect on their agencies. More than 800 responses were received. The complete list

is found in the report on the IACP website. The common themes that emerged in these responses include

- more equitable distribution of federal funds comparable per capita between smaller and larger agencies;
- less reliance on Uniform Crime Statistics (UCR) as a determining factor for federal funding;
- better access to low-cost, quick turnaround regional crime labs;
- monetary incentives to retain qualified officers or compensation from a competing agency to pay the training costs of an officer recruited away from the original agency;
- easier exchange of information between federal, state, and local agencies nationwide by relaxing some privacy laws; and
- nationwide certification standards to enhance professionalism in smaller agencies.

The full report and extensive list of responses can be found online at <http://www.theiacp.org/SACOP>.

#### The 2012 SACOP Meeting

In March 2012, SACOP held its annual midyear meeting in Alexandria, Virginia. During the meeting, the Smaller Agency Section of SACOP convened 50 members to hold a national mini-summit called Bringing the Voice of Smaller Agencies to the

National Dialogue on the Future of Policing in America. The summit enabled smaller law enforcement agency representatives to discuss the relevant issues facing their agencies and formulate recommendations that could be put forth in a national policy dialogue to address their concerns. In addition, representatives also were asked to provide recommendations to the IACP on how it might better support smaller agencies on national policy issues.

The mini-summit was moderated by IACP Research Center Director John Firman and included opening remarks from then-IACP Immediate Past President Walter A. McNeil, chief of police, Quincy, Florida, Police Department.

The survey was disseminated to the representatives prior to this summit with an overall review conducted at the summit. The survey served as the springboard to focus participants on the listed categories that

- were the most relevant for national policy,
- had the most impact on daily operations of smaller agencies, and
- specified policy recommendations made by survey participants.

The 50 members were divided into three focus groups, and each group was facilitated by an IACP staff member. The focus groups were tasked with moving from a broad perspective of the issues to a focused list of priorities for smaller law enforcement agencies.

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Focus group members were instructed to conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis of the current state of smaller agencies.

### Focus Group Observations

The focus groups were facilitated by an IACP staff member and were given 90 minutes to prioritize one or two recommendations that should be part of a national policy dialogue, as well as provide recommendations to the IACP on how the association can support the smaller agency voice on national policy issues. To begin the process of narrowing these recommendations, IACP staff led each focus group in a SWOT analysis of the state of smaller agencies to gain a perspective on the issues.

**Strengths.** Many of the areas identified as strengths for smaller agencies centered on the ties and relationships formed with the community because of their closeness with and intimate knowledge of their citizens. Focus group members cited the ability of officers to better know their communities through frequent interactions with a smaller number of citizens. These interactions lead to enhanced communication and ultimately increased accountability, as community members have clear access to their agencies without having to navigate an extensive bureaucracy. Often, officers in smaller agencies are able to follow up a case to its conclusion, resulting in quicker decision making to move a case forward as well as comprehensive, quality service to the victim and residents affected. These relationships and communication channels also can build political support, resulting in a more stable and financially secure agency.

Another strength cited is the flexibility and adaptability to implement change in the smaller agency. Because smaller agencies have a flatter hierarchy, new policies, procedures, or training can be implemented relatively quickly with a more immediate response to understand the outcomes of the change. As such, smaller agencies are at an advantage to implement effective, evidence-based policies at a faster rate than larger agencies, as well as try new, innovative changes that could serve as a model for the rest of law enforcement. Indeed, focus group members thought ideas from the field were allowed to percolate to the top of their agencies at a faster rate than larger agencies. That fact, along with the smaller agency's intimate relationship with the community, leads many to believe that smaller agencies pioneered the early principles of community-oriented policing, even if it was not recognized as such at the onset.

**Weaknesses.** When discussing weaknesses, conversation focused on smaller agencies' lack of resources and funding relative to larger agencies. Smaller agencies often struggle to compete for grant funding,

as they do not have dedicated staff to complete grant proposals or believe they may not be eligible as they do not meet UCR data criteria or criminal activity thresholds. This lack of resources affects the agency's ability to recruit qualified officers and often results in their officers being drawn away to a larger agency after they have spent their resources on training and mentoring the officer. Members provided suggestions to mitigate the cost of attrition to an agency, which will be discussed in the Opportunities part of this article; however, even receiving some compensation does not reduce the challenge of operating an agency short on personnel.

Participants also discussed the difficulty in managing unfunded mandates from public officials. Although these mandates may reflect a new innovation in the approach to crime, often the terms are too restrictive and result in a regressive cost to the smaller agency that may not justify the outcomes of the mandate. In cases where funding is provided, smaller agencies may not have the staff available to meet the reporting requirements. Ironically, the close relationship that smaller agencies have with their local officials that was mentioned in "Strengths" also can be a double-edged sword as some law enforcement agencies can lose their sense of independence and succumb to local political pressure. Decisions may be based solely on city budgetary considerations rather than on seeking opportunities that could improve the quality of an agency.

Participants mentioned a pressing need for national training standards and qualifications in smaller agencies for officers and executives as well as methods to access such training. A lack of hiring standards for new police chiefs results in unqualified candidates being selected for a job and soon becoming overwhelmed with the responsibilities. Command and supervisory staff also suffer from a lack of professional development standards as they relate to leadership and administration, thereby reducing the pool of qualified executive candidates. Accessing such training is difficult for smaller agencies, as they often cannot sustain adequate staff coverage to send an officer away for more than one or two days to a training program. As a result, smaller agencies are often less able to keep up with the changing times and may be exposing themselves to increased liability as their policies and procedures become outdated.

**Opportunities.** A number of opportunities were mentioned by the focus groups to improve the professional standards and operations of smaller agencies. Participants discussed the development of national standards to address questions on personnel and equipment requirements, use of force, eligibility criteria, and annual training hours required. Many participants thought these standards could be developed in

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collaboration with local government associations such as the International City/County Management Association or the League of Cities so that city officials could be aware of the recommended standards for their law enforcement agencies. Participants cited the process fire departments have used to create current standards as a possible template for law enforcement.

Discussion also focused on whether such standards should be mandated or voluntary. Some members thought that incentives such as increased access to resources, including funding, should be provided to those agencies that choose to comply. Other members recommended linking the adoption of agency standards with the rates of municipal liability insurance premiums in an effort to encourage participation.

Other opportunities also were discussed in the area of recruitment and retention. Some participants believe a clearinghouse of decertified officers should be created with full disclosure of their backgrounds in an effort to prevent agencies from continuing to hire those officers. They also thought that a chief's liability should be limited for disclosing such information during the course of a background check.

In order to retain qualified officers, participants discussed renewing funding to the Law Enforcement Assistance Program.

Participants also recommended revamping the pay structure for smaller agency officers. Another possibility was creating an exchange program whereby officers could serve in multiple agencies of various sizes over the course of a few years.

Participants discussed opportunities to improve operational efficiency. While somewhat controversial (see Threats), the topic of regionalization was mentioned as an area where agencies could potentially share and save resources. Expanding the jurisdictional authority of officers could allow additional assistance to agencies facing staff shortages. Special weapons and tactics teams could provide support combating the production of synthetic drugs such as methamphetamines, as many smaller agencies are not well-equipped to deal with this issue.

Enhancing information sharing also is crucial. Smaller agencies would benefit from access to technology and training that use software that is consistent across their regions and states to allow better flow of information. Participants also thought that smaller agencies could better collaborate with state fusion centers on local and regional crimes.

**Threats.** Focus group participants viewed inconsistent funding sources as a primary threat to smaller agencies. With a recent trend in reduced revenue from local tax bases and

through grants from federal and state sources, there is concern about the sustainability of smaller agencies. The strict oversight of local officials on agency budgets has compromised the ability of some smaller agency executives to make independent decisions on law enforcement issues and could have a detrimental effect on crime trends in their communities. Also, whereas regionalization and mutual aid were cited as having some cost-sharing benefits to agencies, a counterargument offered the possibility of overzealous cost-cutting by regional officials resulting in the forced consolidation of certain departments. Such consolidation could result in layoffs of law enforcement personnel and delays in service to community residents.

### Issues for a National Policy Dialogue

After completing the SWOT analysis, the participants prioritized the recommendations in two areas: (1) issues to review in a national policy dialogue on the state of smaller agencies, and (2) ways the IACP can support the smaller agency on national policy issues.

Reforming in the national mini-summit format, the SACOP Smaller Agency Section consolidated the best ideas into four issues appropriate for a national policy dialogue.

**Issue 1—standardizing an excellence in policing model.** Dialogue should focus on standardizing an excellence in policing



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model for smaller agencies that provides administrative guidelines for both agency executives and the elected officials that oversee them.

Such a policing model could establish more consistency among smaller agencies and tailor practices to the specific challenges facing them rather than adopting a one-size-fits-all approach.

Once a smaller agency policing model has been developed, a national dialogue should focus less on developing mandates and more on how to encourage smaller agencies to adopt model recommendations through incentives such as access to funding, technology, or personnel. In order to do so, local, state, and federal funding agencies also must adopt the same standards of a smaller agency policing model to reinforce rather than contradict the established model. Local fire departments have been successful in developing and implementing a standardized model of administrative procedures and could serve as an example in this area. Special consideration also should be given to standards of professional development for mid- to low-level supervisors in the area of leadership. Developing those officers would address a need for qualified executives in smaller agencies.

**Issue 2—finding methods of sustainability.** Dialogue should focus on methods of sustainability for smaller agencies.

In an era of reduced revenue, smaller agencies need to identify alternative revenue sources, such as new tax or fee sources, as well as private contributions to meet the service demands of their communities. This is not only a sustainability issue, but an officer safety issue—when an agency must stretch limited personnel to keep up with current demand. In the area of public funding, smaller agencies seek more equitable distribution of funds with larger agencies. Challenges that need to be overcome are a lack of grant-writing staff, the strict use of UCR data for grant criteria, and excessive reporting requirements that strain agency resources.

Beyond additional revenue, cost-saving measures also should be discussed. Advocating for reduced insurance premiums contin-

gent on accreditation achievement is one possibility. Regionalization and increasing the jurisdictional authority of officers also should be reviewed, specifically in creating specialized tactical units and sharing resources such as crime labs. However, consideration should be given to the potential impact on service delivery and rise in crime costs associated with consolidation that could result from a shift to regionalizing resources.

**Issue 3—improving recruitment and retention.** Dialogue should include recommendations to improve smaller agency recruitment and retention.

A number of options exist to improve recruitment and retention in smaller agencies. Agencies could implement an officer exchange program so that recent academy graduates could cycle through smaller and larger agencies to gain exposure to the operations and benefits of being employed at a smaller agency.

The COPS hiring program<sup>1</sup> should continue to issue hiring grants for new employees but should allow the funds to be issued in a graduated scale starting at 100 percent of the officers' pay in the first year and gradually reducing funds by 10 percent over the course of five to seven years. This would extend the life of the grant and also allow the agency to better build the officer's salary into their budget.

In the area of retention, smaller agencies would benefit from a formula to determine an adequate staffing structure contingent on jurisdictional size and population. This would allow agencies to know what staffing levels best meet officer safety standards and better justify personnel costs.<sup>2</sup>

A compensation system should be devised when an officer is lured away by another law enforcement agency within the first one to two years of employment. Smaller agencies should be able to recoup the cost of the training they provided to the new hire, although this still would not represent the full loss of their investment.

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## About SACOP

The State Associations of Chiefs of Police (SACOP) is one of three divisions within the IACP.

SACOP is the organizing body for the 50 state associations of chiefs of police, facilitating the exchange of information both to leadership and policy makers and to the field.

SACOP membership comprises the decision-making body of each state association of chiefs of police:

- The presidents of the individual state associations
- The state representatives who serve as each state's SACOP liaison (often a board officer)
- The executive directors who manage the associations

More information about SACOP is found at <http://www.theiacp.org/SACOP>.

Any discussion should focus on options to renew funding for the Law Enforcement Assistance Program,<sup>3</sup> to provide new hires with tuition reimbursement toward educational costs in exchange for a minimum number of years of employment at a smaller agency. Such an incentive might reduce the significant attrition that often occurs within the first five years on the job.

**Issue 4—improving access to and consistency of technology and information sharing.** Dialogue should include recommendations on standards for technology and information sharing, along with methods to improve access to equipment in smaller agencies.

Discussion should include two main areas of focus related to technology and information sharing: access and consistency. A lack of access to technology such as WiFi and in-car computers in rural areas is a primary obstacle to developing the professionalism of smaller agencies. One recommendation to alleviate a lack of access to technology is to create a national equipment registry so smaller agencies could obtain used equipment. For many smaller agencies, obtaining even outdated equipment is still preferable to having none at all.

Dialogue also needs to include a plan to make software systems consistent across the region, the state, and the country. Such

consistency would allow various smaller agencies to better communicate among each other and with their regional fusion centers. Developing this relationship with their regional fusion centers could also be beneficial in solving crimes locally as information could be shared back to the smaller agency. Equally important as implementing uniform software is the need for access to training to ensure reporting is done accurately.

### Future Action

The SACOP Smaller Agency Section and the IACP staff carefully arrived at the needs of the smaller agencies today through these steps:

1. Conducting a survey completed by 1,259 smaller agencies officials
2. Holding a meeting of 50 smaller agency representatives from throughout the United States
3. Conducting a SWOT analysis of the current state of smaller agencies
4. Holding focus groups to prioritize recommendations
5. Convening a national mini-summit to further actions on the recommendations

From this effort, the section developed the report *Bringing the Voice of Smaller Agencies to the National Dialogue on the Future of Policing in America*. This report identifies relevant issues facing the smaller agencies,



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formulates recommendations to put forth in a national policy dialogue to address these concerns, and makes specific recommendations for the leadership of the IACP to take in addressing concerns.

While the plan presented in this report is ambitious, it is achievable. The SACOP Smaller Agency Section will continue working towards implementing these recommendations and readers of *Police Chief* magazine are encouraged to reach out to the SACOP leadership and staff in achieving these goals. ♦

#### Notes:

<sup>1</sup>See U.S. Department of Justice, Office of Community Oriented Policing Services, "FY 2012 COPS Hiring Program (CHP)," <http://www.cops.usdoj.gov/default.asp?Item=2367> (accessed February 20 2013).

<sup>2</sup>*Editor's note:* Please see Jeremy M. Wilson and Alexander Weiss, "Staffing the 'Small' Department: Taking Stock of Existing Benchmarks and Promising Approaches," *The Police Chief* 80 (April 2013): 34-39. As the FBI notes in the annual issue of the *Uniform Crime Reports*, "Because of law enforcement's varied service requirements and functions, as well as the distinct demographic traits and characteristics of each jurisdiction, readers should use caution when drawing comparisons between agencies' staffing levels based upon police employment data from the UCR program. In addition, the data presented here reflect

existing staff levels and should not be interpreted as preferred officer strengths recommended by the FBI. Lastly, it should be noted that the totals given for sworn officers for any particular agency reflect not only the patrol officers on the street but also officers assigned to various other duties such as those in administrative and investigative positions and those assigned to special teams." Federal Bureau of Investigation, *Uniform Crime Reports*, <http://www.fbi.gov/about-us/cjis/ucr/ucr> (accessed February 20, 2013).

The IACP methodology requires consideration of a series of factors and a body of reliable, current data. Such factors are unique to each locality and agency and include policing philosophy; policing priorities, policies, and practices; the number of calls for service; the population size and density; the composition of the population, particularly age structure; the stability and the transiency of the population; cultural conditions; the climate, especially seasonality; the policies of prosecutorial, judicial, correctional, and probation agencies; citizen demands for crime control and non-crime control services; crime reporting practices of citizenry; and municipal resources. When designing the formula, factors such as response time standards, supervision style and requirements, and community policing roles need to be a part of the process. Another example is assessing the actual availability of officers by considering when officers report for duty; when officers do not report for duty due to time off for vacations, sick leave, court time, training; and other reasons. When on duty, how much time is spent on directed officer activity (directed patrol), self-initiated officer activity, and

administrative activity? For details, see International Association of Chiefs of Police, *Patrol Staffing and Deployment Study*, <http://www.theiacp.org/LinkClick.aspx?fileticket=AKL78d4MBw8%3d&tabid=252> (accessed February 20, 2013).

<sup>3</sup>*Please note:* The Law Enforcement Assistance Administration (LEAA) was created by the U.S. Congress in the 1968 Safe Streets Act and placed in the U.S. Department of Justice. It was the predecessor to today's Office of Justice Programs, U.S. Department of Justice. LEAA contributed to law enforcement professionalism by providing higher education opportunities. The Law Enforcement Education Program (LEEP) enabled 100,000 students to attend more than 1,000 colleges and universities. A significant majority of current criminal justice leaders around the United States are LEEP alumni. For details, see U.S. Department of Justice, Office of Justice Program, *LEAA/OJP Retrospective: 30 Years of Federal Support to State and Local Criminal Justice*, July 1996, <https://www.ncjrs.gov/pdffiles1/nij/164509.pdf> (accessed February 20 2013).

*Bringing the Voice of Smaller Agencies to the National Dialogue on the Future of Policing in America* is the complete report by the SACOP Smaller Agency Section. It is located at <http://www.theiacp.org/SACOP>.



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# Product Feature: Purchasing

By Scott Harris,  
Freelance Writer

Note: *Police Chief* magazine, from time-to-time, offers feature-length articles on products and services that are useful to law enforcement administrators. This article features purchasing best practices for law enforcement leaders.

The process of purchasing and budgeting is not one of the more glamorous jobs in law enforcement. However, it is one of the most important, and being prepared for the process can help stop complications before they start—and help departments work more efficiently in an era of constrained resources.

From light bulbs to big-ticket technology buys, law enforcement leaders with purchasing and budgeting experience say that understanding the terrain—procedural nuts and bolts, individual roles, and the needs and wants of a department—before getting started is key to recognizing and avoiding pitfalls.

“Establish clear relationships and goals and understand the purchasing process,” said Tom Lawrence, assistant chief of the Dallas, Texas, Police Department. “Make a flow chart with the steps. Some parts of the process are determined by state law; understand what those parts are and how they work ahead of time. Understand who is the customer and who is the project manager. Understand the bidding process and how vendors are graded and selected. Sometimes 15 percent is counted for this, and [sometimes] 20 percent is counted for that. Know what the city does and how they do it. Do they make selections based on the cost of a vendor, the best value, or something else?”<sup>1</sup>

As the primary coordinator of the Dallas Police Department’s Homeland Security and Special Operations Division budget, Lawrence said he learned early on that an ounce of proverbial prevention was worth a pound

of cure. That is how Lawrence said he “hammered out an \$8 million budget in an hour and a half,” and with zero prior meetings.

According to Lawrence, the Dallas Police Department is currently undergoing a major technology overhaul, including the purchase of more than 500 new surveillance cameras. Doing homework and building relationships in advance and making sure the people in the room have decision-making authority helped the process advance much more smoothly.

“For contract selection, you need to have a heavyweight in the room,” Lawrence said. “If there’s no executive in the room, have them give you the purchasing or negotiating authority.”

Learning more about the technology landscape can help, too. Information technology firms working nationally in public safety and law enforcement include Michigan-based OEM Micro Solutions, Florida-based SunGard Public Sector, and Moonblink Communications, headquartered in California.

Part of that learning can be enhanced by soliciting requests for proposals (RFPs) rather than attempting to identify a vendor or sketch out details unilaterally.

“One of the things we learned is that you don’t know what you don’t know,” Lawrence said. “Don’t assume or pretend you’re an expert in this stuff. We do RFPs, and that gives us a lot more leverage, and it gives us some creative ideas we may not have thought of. We give them the vision, and the vendors bring us their solution.”

Be mindful of potential legal entanglements, especially when a department or leader already does business with a certain vendor. Even if no conflict of interest exists, rules are usually in place that can cause problems if even the perception of a conflict could arise.

“The tendency is to get caught up in what a vendor can deliver, especially when

you already have a relationship with somebody,” Lawrence said. “Understand those conflict-of-interest rules, and know when you can and can’t talk to a vendor. You don’t even want to have the appearance of a conflict. Be up front with the selection committee about any relationships, but also with your bosses and the city manager. Let them know you’re going to be impartial or that you’re going to excuse yourself.”

It is important to remember that other government agencies and entities—including those all-important stakeholders at city hall—can sometimes function more slowly or less enthusiastically than might be desirable. Knowing the process can help keep things running smoothly while also allowing those in the department to set realistic timelines.

“You can lessen your headaches by being prepared for delays, especially with technology,” Lawrence said. “We’re not buying widgets. The most important thing is to have established relationships with the other city departments involved.”

Unfortunately, budgeting can be a drawn-out process, no matter how prepared you are. Captain William Clary, who oversees the operating budget for the Laconia, New Hampshire, Police Department, said he often begins work on a budget up to a year and a half before it is finalized.

“Budget presentations start in December, but the budget actually takes effect July 1,” Clary said. “One of the difficulties we have is doing it so far in advance. We do it 18 months in advance sometimes.”<sup>2</sup>

Clary said the department has a budget of \$4.8 million, \$2.7 million of which is salary. That means comparatively little latitude when it comes to discretionary spending.

One of the tricks? Pooling resources with the city government and outsourcing whenever possible. A wide variety of companies exist that can handle various aspects of agency or department operations.

"We outsource a lot of things that we do, such as building maintenance," Clary said. "I don't have to worry about light bulbs and carpet cleanings. That takes some of the burden off of us. Outsourcing things like [vehicle] fleet maintenance through the city is cheaper than [individual vehicle] maintenance."

Fleet management firms like Massachusetts-based Chevin Fleet Solutions are available to help manage the various special needs of a police fleet. In fact, if there is a service or product regularly used by a law enforcement agency, chances are there is a firm designed to handle it. From digital marketing companies like Zco Corporation of New Hampshire to janitorial supply vendors like Miami, Florida-based Eco Concepts Incorporated, to ticketing solutions providers like Oklahoma-based Saltus Technologies, can be helpful. There also are service providers for more human endeavors; for example, Dallas, Texas-based PIO Services Group specializes in media relations support specifically for small and medium-sized law enforcement agencies. Communications agencies can handle everything from strategic planning, in the case of Virginia-based Parrish Strategic Solutions, to negotiations with communications vendors, in the case of Missouri-based Praecom Consulting. Human resources needs can be outsourced to firms like California-based Human Resource Compensation and Management.

There are plenty of opportunities to think (and buy) smarter. At the Laconia Police Department, staff members meet each month to discuss new fiscal efficiencies. Consultants are also available to help agencies foster these efficiencies around purchasing and operating. Michigan-based Redstone Public Safety Consulting Group, for example, consists of active agency chiefs who can provide advice on how to deliver public safety services with reduced funding.

To be certain, every little bit helps, both from a financial and a political perspective.

"We save on everything from printer costs to fuel costs, small-ticket items and large-ticket items," Clary said. "We look at phones, postage meter, and trash pickup. The monthly meeting makes employees feel they have a stake in it. That makes everything easier. Whether a certain change results in us saving \$10 a month or \$100 a month, it's great. And the city council likes to hear it."

When it is time to map out the proverbial wish list for the year, it is important to have the right people in the room. Creating the right plan—and sticking to it—is an all-important, and perhaps deceptively difficult, aspect of sound fiscal management.

"One of the challenges is scheduling your purchases to what the funds were obligated for," said Mike Horn, a former official with the federal Drug Enforcement

Agency and now an independent consultant. "Toward the end of the year, there's a scramble to spend. The spending in that case is not as effective as it should be. It is easy to buy technology equipment, for example. We bought things we didn't need as a high priority."<sup>3</sup>

Though subject matter experts are an important piece of the puzzle, it is important to counterbalance those voices with equally important perspectives.

"The best case scenario is the operations personnel weigh in on what is needed," Horn said. "The engineers and technicians sometimes like technology for the sake of

technology. We ask if they had this technology, how would they use it? If they don't have an immediate answer, it's probably not something you need to buy." ♦

**Notes:**

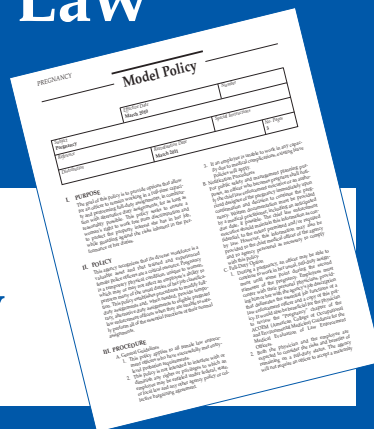
<sup>1</sup>Tom Lawrence, telephone interview with the author, January 23, 2013.

<sup>2</sup>William Clary, telephone interview with the author, January 18, 2013.

<sup>3</sup>Mike Horn, telephone interview with the author, January 11, 2013.

# IACP National Law Enforcement Policy Center

## Spotlight on..... Pregnancy



Women have become an integral part of modern policing and a valuable asset in crime control and prevention at the federal, state, and local levels. Women who work as police officers and become pregnant may, during the course of their pregnancies, become unable to perform all of the essential functions required by their jobs. Certain antidiscrimination laws protect these women from losing their jobs or from otherwise being disadvantaged, but only to a limited extent.

The IACP Model Policy on Pregnancy is intended to assist law enforcement agencies in managing and accommodating their pregnant employees so that women who wish to do so can safely perform essential functions during all or most of their pregnancies. This, in turn, should support agency efforts to maintain gender diversity while helping to safeguard women's rights under the law.

To order this policy, or for more information please visit the Policy Center at:

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# 2013 BUYERS' GUIDE



The annual *Police Chief Buyers' Guide* is the most important tool available to law enforcement executives putting together their equipment budgets, and the only buyers' guide supported by more than a century of IACP service and experience. A year-round desk reference, the *Buyers' Guide* offers the most up-to-date listings of the latest products and services available to law enforcement. Product listings have been classified according to function and sorted into the following 15 sections.

## **Administration**

*(see pages 93)*

## **Animals**

*(see page 93)*

## **Communications**

*(see page 94)*

## **Computer Hardware**

*(see page 94)*

## **Computer Software**

*(see pages 94–96)*

## **Emergency Response**

*(see page 96)*

## **Investigation**

*(see pages 96–97)*

## **Personal Equipment**

*(see page 97)*

## **Security**

*(see pages 97–98)*

## **Tactical and Protective Equipment**

*(see page 98)*

## **Traffic Enforcement**

*(see page 98)*

## **Training**

*(see pages 98–100)*

## **Transportation**

*(see pages 100–102)*

## **Uniforms**

*(see pages 102–103)*

## **Weapons**

*(see page 103)*

# 2013 Buyers' Guide Category Listing

## Administration

A005	Agency standards
A007	Alcohol/drug education products
A010	Architects/designers/space planners
A020	Assessment centers
A025	Association
A030	Audio-visual equipment
A040	Awards/medals/plaques/trophies
A050	Boards, bulletin/display
A055	Collision reporting services
A060	Community programs
A070	Conferences, educational
A080	Consultants
A083	Data destructon
A085	Departmental promotions
A090	Detention/jail equipment
A095	Document destruction
A100	Executive placement services
A105	Facilities, design/build
A110	Filing/storage systems
A116	Flag cases
A120	Flags/pennants
A130	Identification, personnel
A160	Jewelry/gifts
A165	Knife & Gun cases
A170	Lockers
A173	Medallion Holders
A175	Media Relations
A190	Office equipment/supplies
A200	Parade equipment
A210	Personnel screening/testing
A215	Personnel/Recruitment
A220	Physical fitness/gym equipment
A224	Policy/procedure manuals
A227	Public education materials
A230	Robots, public service
A240	Safes/vaults/locks
A243	Security Franchising
A247	Translation services
A250	Treatment services, chemical dependency/stress
A260	Victim services

## Animals

P300	Dogs, K9 training
P310	Dogs, K9 equipment
P330	Horses, training

## Communications

B010	Amplifiers/bridges/filters/multiplex systems
B020	Antennas
B030	Batteries
B040	Battery chargers/analyzers
B045	Community evacuation systems
B050	Consoles
B060	Dispatch systems, E911/CAD
B072	Furniture, conventional/ergonomic
B080	Headsets
B087	Interoperability
B090	Mobile communications/MDTs
B100	Mounting equipment/hardware
B110	Paging systems
B120	Public address equipment
B130	Radios/accessories
B140	Recorders, audio
B150	Repeaters

B160	Scanners
B170	Scramblers
B180	Surveillance
B190	Switching/control equipment
B200	Tape storage equipment
B220	Telephone
B230	Weather notification

## Computers

### Hardware

C005	Client server workstations
C007	Computer accessories
C010	Mainframes
C020	Networks
C027	Peripherals
C030	Personal computers
C040	Portable/in-car
C054	Touch Screen Computers, Kiosks

## Computers

### Software

C045	911/E911
C050	AFIS
C060	Arrest/booking
C063	Artificial intelligence
C070	Automatic vehicle locators
C075	Case management
C076	Communications Management
C078	Community policing
C080	Composite sketching
C090	Computer-aided dispatch
C098	Crime analysis
C100	Crime scene analysis
C101	Data mining
C102	Data recovery
C103	Custom Software
C105	Domestic violence tracking
C110	Emergency management
C113	Facial Recognition
C115	False alarm reduction
C120	Fleet management
C125	Forensics
C130	Gang tracking
C140	Geographic information
C141	GPS
C142	Gunshot location
C143	Image search and analysis
C145	Incident-based reporting system
C150	Information sharing/NCIC
C151	Intelligence-led Policing
C152	Internet services
C155	Investigative
C156	Alarm Billing and Collections
C157	License Plate Recognition
C158	Mapping
C165	Mobile Cloud Computing
C180	Narcotics investigation
C185	Network
C195	Online services
C200	Personnel management
C202	Personnel scheduling
C203	Personal scheduling, extra duty management
C204	Photo identification
C207	Predictive Policing
C210	Property/evidence management

C215	Public records
C220	Records management
C230	Report writing
C235	Supplies
C237	Terrorism
C238	Towing Management
C240	Traffic crash investigation
C250	Traffic/parking violation management
C260	Training
C270	Uniform Crime Reports
C275	Video Analysis & Enhancement
C280	Warrant records
C290	Weapon tracking

## Emergency Response

D010	Alarms, evacuation
D020	Ambulances/accessories
D050	CPR masks
D055	Defibrillators
D070	First aid products
D080	Flares/guns/cases
D090	Flashers
D095	Gas detectors
D100	Generators
D110	Hazardous materials equipment
D120	Hospital equipment
D130	Lights, emergency
D135	Portable weather stations
D140	Rescue/disaster equipment

## Investigation

E005	Barrier tape
E010	Binoculars
E015	Biomedical test instruments
E018	Cameras, digital
E020	Cameras, general purpose/accessories
E025	Camera, head camera monitor
E030	Cameras, identification/mug
E040	Cameras, surveillance
E050	Cameras, video
E060	Countermeasure devices
E065	Crime Scene Clean Up
E070	Crime scene processing equipment
E075	DNA test kits
E077	DNA testing services
E110	Evidence collection
E115	Evidence, currency processing
E120	Evidence storage/security
E125	Explosive Detection Systems
E130	Facial composite kits
E140	Fingerprint kits
E145	Forensic DNA testing services
E150	Forensic test equipment/kits
E155	Gunshot residue test kits
E160	Laboratory equipment/supplies
E170	Laboratory services
E180	Lights, special purpose
E190	Marine/diving equipment
E200	Mirrors, surveillance
E202	Night vision systems
E240	Polygraph equipment
E250	Recorders, audio
E260	Recorders, video
E270	Scales
E280	Surveillance equipment
E285	Thermal imaging systems
E290	Tracking devices
E300	Voice analyzers
E305	Voice stress analysis



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# 2013 Buyers' Guide Category Listing

## Personal Equipment

F010	Badge cases
F020	Badges/shields
F030	Batons/baton carriers
F040	Belt buckles
F053	Disinfectant
F055	Duty equipment, accessories
F060	Flashlights
F070	Infectious disease protection equipment
F080	Lock-opening devices
F085	Notebooks
F087	Personal protective equipment
F090	Restraint/defense devices
F100	Weapons, personal impact

## Security

G010	Access control devices/systems
G020	Alarm systems/intrusion detection systems
G030	Cameras, CCTV/security
G040	Communications security systems
G050	Deterrent systems
G060	Enclosures/guard houses
G067	Glass protection film
G070	Glass, bullet-resistant
G075	Guard Patrol
G080	ID systems/badges
G090	Metal/weapons detectors
G100	Mirrors
G110	Monitors, radio/TV/telephone
G115	Plastic, bullet-resistant
G120	Security devices/systems

## Tactical & Protective Equipment

H010	Armor, architectural
H015	Armor
H020	Armor, soft body
H040	Armored shields
H050	Ballistic materials
H060	Barricades
H070	Bomb detection
H080	Bomb disposal
H085	Cases, protective
H090	Chemical munitions
H100	Entry devices
H105	Eyewear
H110	Gas masks/accessories
H120	Goggles, safety
H130	Grenade launchers
H135	Gun retention device
H140	Helmets
H150	Helmets, communication systems
H160	Helmets, face shields
H170	Hoods, fire retardant
H180	Lights, special purpose
H185	Post disaster recovery
H190	Robots, tactical
H200	Scopes/sights

## Traffic Enforcement

J010	Alcohol/drug detection devices
J015	E-Citation
J020	Immobilizers
J030	Measuring devices

J040	Parking enforcement equipment
J050	Parking meters/supplies
J053	Pedestrian safety equipment
J054	Red Light enforcement
J055	Red light cameras
J060	Signs
J067	Speed Cameras
J070	Speed detection equipment
J075	Standardized field sobriety test
J080	Templates, crash reconstruction
J085	Tint meters
J087	Tire deflation devices
J090	Traffic batons
J095	Traffic calming device
J100	Traffic control systems
J110	Traffic markers/cones/flashers
J120	Traffic ticket forms
J130	Whistles

## Training

K010	Books/manuals/periodicals
K020	Courses/schools/seminars
K025	Crime Prevention
K030	Defensive tactics training
K035	Devices/aids, training
K036	Distance Learning
K037	DNA
K040	Driver training
K050	Emergency medical devices training
K060	Equipment, training
K070	Films/slides/videos
K080	Firearms training
K085	Forensics
K087	Graduate and Undergraduate Degree
K088	Homeland Security
K090	Interrogation/investigation training
K095	Law Enforcement Schools
K100	Legal training
K110	Management training
K115	Polygraph training
K120	Rescue training
K130	Tactical training

## Transportation

L010	Aircraft/accessories/parts
L020	Batteries/auto parts
L030	Bicycles
L050	Boats/accessories
L060	Command centers, mobile
L070	Consoles
L080	Decals
L090	Helicopters
L100	Lights, mounted
L110	Motorcycles/accessories
L120	Motor scooters
L130	Mounting hardware
L140	Partitions/screens/shields
L142	Push bumpers
L150	Recording systems, audio/video, in-car
L160	Seat organizers
L161	Seats, specialty
L170	Sirens
L180	Theft prevention devices
L200	Trunk organizers
L210	Vehicle accessories
L220	Vehicle modification/custom design
L225	Vehicle tracking systems

L230	Vehicles, armored
L232	Vehicles, Bomb
L233	Vehicles, Crime Scene
L234	Vehicles, DUI
L235	Vehicles, electric
L240	Vehicles, patrol
L250	Vehicles, prisoner transport
L260	Vehicles, special purpose
L270	Video/Audio Surveillance
L280	Vehicles, SWAT
L290	Vehicles, Tire Chains

## Uniforms

M010	Apparel, fire retardant
M020	Apparel, fluorescent/reflective
M030	Apparel, rainwear
M035	Apparel, undergarments
M037	Duty equipment, accessories
M040	Emblems/insignia/nameplates
M050	Footwear
M060	Gloves
M070	Handbags/purses
M071	Name Badges
M080	Uniform accessories
M090	Uniform belts
M100	Uniform blazers
M110	Uniform caps/hats
M120	Uniform coats/jackets
M123	Uniform fabrics
M130	Uniform pants/shirts/skirts
M140	Uniforms, custom design
M160	Uniforms, riot/SWAT

## Weapons

N010	Ammunition, components/reloaders
N020	Ammunition, sidearm/shotgun/rifle
N030	Holsters
N040	Knives
N045	Scopes/sights
N050	Shooting ranges/equipment
N051	Shooting ranges/protective equipment
N070	Weapon accessories
N078	Weapon cleaning equipment
N080	Weapon conversion components
N090	Weapons, firearms
N100	Weapons, firearms repair/parts
N110	Weapons, grips
N120	Weapons, less-lethal
N130	Weapons, personal impact
N135	Weapons, safety locks
N140	Weapons, storage/security



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Advertisers in this issue are identified by a check mark ✓. Page number references are provided along with the alphabetical listings in the Directory section; please refer to the advertisements in this issue for further information about these companies' products and services.

To locate a given company's complete mailing address, as well as available phone and fax numbers and e-mail and Internet addresses, go to the Directory section, which begins on the next page.

To determine the nature of each company listed, the following codes have been provided throughout the Buyers' Guide:

<b>Dealer</b>	<b>D</b>	<b>Online</b>	<b>OL</b>
<b>Distributor</b>	<b>DS</b>	<b>Other</b>	<b>O</b>
<b>Exporter/Importer</b>	<b>EI</b>	<b>Publisher</b>	<b>P</b>
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<b>Government</b>	<b>G</b>	<b>Service/Consultant</b>	<b>SC</b>
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Please mention the *Police Chief* and the IACP Buyers' Guide when you make an inquiry or place an order.

The manufacturers, suppliers, and service organizations listed in the 2013 edition of the *Police Chief* Buyers' Guide have contributed this information by returning questionnaires. The listings are not intended to be all-inclusive. If your company is not represented in these pages, please request a listing form for the 2014 edition of the Buyers' Guide from Ms. B.J. Hendrickson, 515 N. Washington St., Alexandria, VA 22314; 800-843-4227, extension 236; fax 703-836-5386 or access the form online at <http://www.policechiefmagazine.org/buyers>. Those who do request, along with those listed in this edition, will be provided with 2014 listing forms well in advance of the closing date for that issue.

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 Internet: www.patrolwitness.com

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 E-mail: aalobo@aol.com



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✓ **3M Traffic Safety & Security Division** ..... M  
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**3rdTech** ..... DS-M  
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 Fax: 919.484.1092  
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 Internet: www.511tactical.com

**ABM America Inc** ..... DS  
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 Internet: www.abmssoftware.com

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 Fax: 801.765.4370  
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 Internet: www.accessdata.com

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 Phone: 877.895.9111  
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 E-mail: ssanderson@accsupport.com  
 Internet: www.accsupport.com

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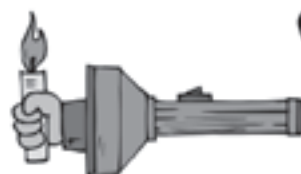
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E-mail: jack.seller@pctel.com  
Internet: www.pctel.com
- PDT Technologies.....DS-M**  
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Phone: 619.881.9125  
E-mail: smoul@thehalocorp.com  
Internet: www.pdt-tech.com
- Peerless Handcuff Co..... M**  
95 State St  
Springfield MA 01103 USA  
Phone: 800.732.3705  
Fax: 413.734.5467  
E-mail: info@peerless.net  
Internet: www.peerless.net
- Pelco by Schneider Electric**  
3500 Pelco Way  
Clovis CA 93612-5699 USA  
Phone: 800.289.9100  
Fax: 559.348.1120  
E-mail: sales@pelco.com  
Internet: www.pelco.com
- PelicanDealer.com.....DS**  
613 W Palmer  
St Marys KS 66536 USA  
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Fax: 888.443.4732  
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Internet: www.pelicandealer.com
- Personal Safety Corp.....DS-M**  
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Hiawatha IA 52233 USA  
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Internet: www.pepperenforcement.com
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Fax: 303.464.1217  
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Internet: www.pinsinc.com
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Fax: 888.773.1427  
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Internet: www.policebikestore.com
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Internet: www.policeone.com

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**PowerTac Flashlight**  
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Phone: 919.883.5265  
Fax: 877.552.5195  
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Internet: www.powertac.com

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Brookville OH 45309 USA  
Phone: 866.500.2661  
E-mail: michelle@procommamericas.com  
Internet: www.procommamericas.com

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Internet: www.proforceonline.com

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Internet: www.pro-gard.com

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Fax: 757.546.5503  
E-mail: Ekappes@projectlifesaver.org  
Internet: www.projectlifesaver.org  
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Phone: 800.576.1126  
Fax: 616.583.1522  
E-mail: info@seeingissafety.com  
Internet: www.seeingissafety.com

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Winnipeg MB R3R 2Y4 CA  
Phone: 888.881.5959  
Fax: 204.488.2827  
E-mail: protect@proweargear.com  
Internet: www.proweargear.com

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Fax: 801.998.3093  
E-mail: info@crimereports.com  
Internet: www.crimereports.com

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Internet: www.pharma.com  
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Internet: www.targets.net

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Internet: www.z-medica.com

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Fax: 514.890.1332  
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Internet: www.radio-ip.com

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Fax: 917.591.9105  
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Internet: www.ravemobilesafety.com/  
raveeyewitness

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Phone: 855.55RECON  
Fax: 952.935.5508  
E-mail: Jack.klobucar@reconrobotics.com  
Internet: www.reconrobotics.com

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Fax: 848.299.0150  
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Internet: www.rtut.com



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Internet: www.publicsafetyconsultants.net  
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Fax: 301.279.7973  
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Internet: www.redxdefense.com

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Internet: www.reliapon.com

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Internet: www.rescue7.net

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Salida CO 81201 USA  
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Fax: 719.539.6190  
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Internet: www.rescue-essentials.com

**Reveal Media Ltd** ..... **M**  
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Hampton Middlesex TW12 2EW UK  
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Fax: +44.208.711.6214  
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Internet: www.revealmedia.com

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Internet: www.ribcraftusa.com

**RideOut Bicycle Seats** ..... **DS-M-MO-SR-OL**  
1612 W Jefferson St  
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E-mail: Jeri@rideouttech.com  
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**Ring's Mfg Inc.** ..... **M**  
99 East Dr  
Melbourne FL 32904 USA  
Phone: 800.537.7464  
Fax: 321.951.0017  
E-mail: info@blueguns.com  
Internet: www.blueguns.com

**Ripoffs Holsters/ Div of US Armor Corp.** ..... **M**  
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Internet: www.robotex.com  
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Internet: www.robotronics.com  
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Internet: www.rockriverarms.com

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Internet: www.rwu.edu

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Internet: www.rothsheppard.com

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Internet: www.royalcommunications.com

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Fax: 480.982.5237  
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Internet: www.ru2systems.com

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6100 W Sam Houston Pkwy N  
Houston TX 77041 USA  
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Fax: 713.896.6640  
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Internet: www.safetyvision.com

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Fax: 888.688.0937  
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907 S Detroit Ave, Ste 820  
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E-mail: sales@saltustechnologies.com  
Internet: www.saltustechnologies.com

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Internet: www.leather.com

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Fax: +44.1202.855133  
E-mail: johncross@satare.co.uk  
Internet: www.satare.co.uk

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Internet: www.schubertnorthamerica.com

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Internet: sciens.com

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Irvine CA 92606 USA  
Phone: 800.662.0800  
Fax: 949.261.7326  
E-mail: info@seco-larm.com  
Internet: www.seco-larm.com

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6691 Commerce Blvd  
Syracuse NY 13211 USA  
Phone: 800.651.8835  
Fax: 315.433.1216  
E-mail: sales@secureittactical.com  
Internet: www.secureittactical.com

**SecureSearch Inc** ..... **M**  
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Scarborough ON M1W 2T6 CA  
Phone: 800.452.3130  
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E-mail: info@securesearchinc.com  
Internet: www.securesearchinc.com

**Security Engineered Machinery (SEM)** ..... **DS-EI-M-MO-SC-OL**  
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Westboro MA 01581 USA  
Phone: 800.225.9293  
Fax: 508.836.4154  
E-mail: info@semshred.com  
Internet: www.semshred.com

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14 Technology Dr  
Bedford NH 03110 USA  
Phone: 866.4.SEGWAY  
Fax: 603.222.6001  
E-mail: patrollersales@segway.com  
Internet: www.segway.com/patrol

**SENSYS Traffic AB** ..... **M**  
PO Box 2174  
Jonkoping Sweden 55002 SE  
Phone: +46.36.342980  
Fax: +46.36.125699  
E-mail: sales@sensys.se  
Internet: www.sensys.se

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3019 Alvin DeVane Blvd, Ste 560  
Austin TX 78741 USA  
Phone: 650.965.8020  
Fax: 650.965.1193  
E-mail: sales@setcomcorp.com  
Internet: www.setcomcorp.com

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Internet: www.setina.com

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E-mail: publicsafetysales@sigbauer.com  
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3880 S 149th St, Ste 102  
 Omaha NE 68144 USA  
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 Internet: www.sinterfire.com

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 Youngsville NC 27596 USA  
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 Internet: www.sirchie.com

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 Fax: 609.654.7869  
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 Internet: www.sirchievehicles.com

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 Phone: 702.395.2896  
 Fax: 702.395.2378  
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 Internet: www.skidcar.com

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Alexandria, Virginia  
May 9–10, 2013 (Thursday and Friday)



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.

**Program Tuition:**  
\$500

**To Register:**

- Register Online (credit card only):  
<http://www.theiacp.org/ACWorkshop>
- For more information, contact:  
**Center for Career Development and Testing Services**  
ACWorkshop@theiacp.org  
800-THE-IACP, ext 319  
(703) 836-4544 (fax)

**Hotel Reservations:**

Hilton Alexandria OldTown  
1767 King Street, Alexandria, VA 22314

**Hotel Webpage for Online Reservations:**

[www.hilton.com/en/hi/groups/personalized/D/DCAOTHF-MIW-20130508/index.jhtml?WT.mc\\_id=POG](http://www.hilton.com/en/hi/groups/personalized/D/DCAOTHF-MIW-20130508/index.jhtml?WT.mc_id=POG)

**Toll Free Telephone:**

(1-800-Hiltons) or 1-800-445-8667

*Hotel rates are \$197.00 per night for single or double room occupancy. The cutoff date for hotel reservations is **April 9, 2013**. Discount on room rate cannot be guaranteed after April 9, 2013.*

**Hotel Group Code:**

MIW

**Hotel Group Name:**

IACP Workshop on Assessment Centers

# 2013 Buyers' Guide

## Products and Services

### Administration

#### A005 Agency standards

CALEA.....	SC
✓ IACP Net.....	DL
Intl Truth Verification Technologies.....	DS-M
Josephson Institute/ Center for Policy Ethics.....	SC
Law Enforcement Accreditation Consultants Inc.....	SC
Med-Tox Health Services.....	SC
Natl Sheriffs' Assn.....	F-G
✓ Southern Police Inst.....	S
TatJacket.....	D-M-SR-OL

#### A007 Alcohol/drug education products

✓ Brattleboro Retreat.....	SC
Drunk Busters of America LLC.....	D-DS-M-MO-OL
Lifeloc Technologies Inc.....	M
McGruff Safe Kids.....	P
PoliceStickers.com.....	DS
✓ Robotronics Inc.....	

#### A010 Architects/designers/space planners

AECOM.....	SC
✓ Architects Design Group Inc.....	SC
✓ Brinkley Sargent Architects.....	SC
DeBourgh Mfg Co.....	M
✓ Dewberry Architects Inc.....	SC
FGM Architects Inc.....	SC
HDR Architecture Inc.....	SC
HEMCO Corp.....	M
✓ Kaestle Boos Associates Inc.....	SC
✓ Leach Mounce Architects.....	SC
Loren Berry Architect.....	SC
McClaren, Wilson & Lawrie Architects.....	SC
Moyer Associates Inc.....	SC
✓ Redstone Architects Inc.....	SC
✓ Redstone Public Safety Consulting Group.....	SC
Roth Sheppard Architects.....	SC
Tecton Architects.....	SC
Williams Architects.....	SC
Wilson Estes Police Architects.....	SC

#### A020 Assessment centers

APR Testing Svcs.....	SC
IPMA-HR Assessment.....	
Josephson Institute/ Center for Policy Ethics.....	
Standard & Associates Inc.....	P-SC
Voorhees Associates LLC.....	SC

#### A025 Association

ASIS International.....	F-P
California Peace Officers' Assn/COPSWEST.....	SC
✓ Concerns of Police Survivors Inc (C.O.P.S.).....	F
Intl Assn of Law Enforcement Intelligence Analysts (IALEIA).....	O
Intl Assn of Voice Stress Analysts.....	
Intl Police Mountain Bike Assn.....	
IPMA-HR Assessment.....	
Natl Assn for Shoplifting Prevention (NASP).....	
Natl Sheriffs' Assn.....	F-G

#### A030 Audio-visual equipment

Anchor Audio Inc.....	M
ClarkPowell AV Technologies.....	D
ExhibitOne Corp.....	DS
MagnaPlan Corp.....	D-DS-M-MO
Reveal Media Ltd.....	M

#### A040 Awards/medals/plaques/trophies

AmourLite Tritium Watches.....	M-SR
Awards & More.....	
Blackinton VH & Co Inc.....	
Classic Lines of Recognition.....	M-OL
Collinson Enterprises.....	M
Liberty Art Works.....	M-MO
PINS Inc.....	DS-M-MO
Treadway Graphics.....	DS
V&V Mfg Inc.....	M

#### A050 Boards, bulletin/display

Classic Lines of Recognition.....	M-OL
MagnaPlan Corp.....	D-DS-M-MO

#### A055 Collision reporting services

Accident Support Services International Ltd.....	D-DS-SC-SR
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#### A060 Community programs

Adler School of Professional Psychology.....	S
BriefCam Ltd.....	M
Coalition for a Secure Driver's License.....	F
✓ Concerns of Police Survivors Inc (C.O.P.S.).....	F
Electronic Tracking Systems.....	M-SC
FYIAlert.....	OL
Josephson Institute/ Center for Policy Ethics.....	
McGruff Safe Kids.....	P
✓ Project Lifesaver Intl.....	D-EI
✓ Robotronics Inc.....	

#### A070 Conferences, educational

Anchor Audio Inc.....	M
ASIS International.....	F-P
Bellevue Univ.....	S
CALEA.....	SC
California Peace Officers' Assn/COPSWEST.....	SC
GEICO Direct.....	O
✓ Inst for Law Enforcement Admin.....	
Intl Assn of Law Enforcement Intelligence Analysts (IALEIA).....	O
Intl Police Mountain Bike Assn.....	
Wilmington Univ.....	S-OL

#### A080 Consultants

ADCOMM Engineering Company.....	SC
AECOM.....	SC
Appriss.....	
APR Testing Svcs.....	SC
✓ Architects Design Group Inc.....	SC
✓ Brinkley Sargent Architects.....	SC
ClueFinders Inc.....	M-MO-SC
✓ Dewberry Architects Inc.....	SC
GeoComm.....	
HDR Architecture Inc.....	SC
✓ Inst for Law Enforcement Admin.....	
JusTex Systems Inc.....	SC
✓ Kaestle Boos Associates Inc.....	SC
Law Enforcement Accreditation Consultants Inc.....	SC
✓ Leach Mounce Architects.....	SC
McClaren, Wilson & Lawrie Architects.....	SC
Med-Tox Health Services.....	SC
Moyer Associates Inc.....	SC
MT2 LLC.....	SC
Natl Forensic Science Technology Ctr Inc.....	
Police Foundation.....	D-P-SC
✓ Priority Dispatch Corp.....	DS-M-SC
✓ Redstone Architects Inc.....	SC
✓ Redstone Public Safety Consulting Group.....	SC
Roth Sheppard Architects.....	SC
Sciens.....	SC
Sorenson Forensics.....	SC
Standar & Associates Inc.....	P-SC
Voorhees Associates LLC.....	SC
Williams Architects.....	
Wilson Estes Police Architects.....	SC

#### A083 Data destructon

Security Engineered.....	
Machinery (SEM).....	DS-EI-M-MO-SC-OL

#### A085 Departmental promotions

APR Testing Svcs.....	SC
Darany & Associates.....	SC
IPMA-HR Assessment.....	
JusTex Systems Inc.....	SC
✓ Southern Police Inst.....	S

#### A090 Detention/jail equipment

AirClean Systems.....	M
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#### A090 Detention/jail equipment

Ammo-Up.....	M
EdgeCoAmerica.....	DS
Moyer Associates Inc.....	SC
Mystaire Misonix.....	M

✓ RTT Mobile Interpretation.....	DS-M
Shure Mfg Corp.....	
Tiffin Metal Products.....	M

#### A095 Document destruction

Security Engineered.....	
Machinery (SEM).....	DS-EI-M-MO-SC-OL

#### A100 Executive placement services

✓ Southern Police Inst.....	S
Voorhees Associates LLC.....	SC

#### A105 Facilities, design/build

ADCOMM Engineering Company.....	SC
AECOM.....	SC
✓ Architects Design Group Inc.....	SC
✓ Bode Technology.....	DS-M-SC-OL
✓ Brinkley Sargent Architects.....	SC
✓ Dewberry Architects Inc.....	SC
HDR Architecture Inc.....	SC
HEMCO Corp.....	M
✓ Kaestle Boos Associates Inc.....	SC
✓ Leach Mounce Architects.....	SC
Loren Berry Architect.....	SC
McClaren, Wilson & Lawrie Architects.....	SC
Roth Sheppard Architects.....	SC
Williams Architects.....	
Wilson Estes Police Architects.....	SC

#### A110 Filing/storage systems

American Traffic Solutions Inc.....	
✓ Entropy Police eDesk.....	DS-M
Hie Electronics Inc.....	M
MagnaPlan Corp.....	D-DS-M-MO
NJ Discovery Docs.....	OL
Shure Mfg Corp.....	
Tiffin Metal Products.....	M
TrueLine Adhesive Technologies.....	D-DS-M

#### A116 Flag cases

Awards & More.....	
Liberty Art Works.....	M-MO

#### A120 Flags/pennants

E-Z UP Intl Inc.....	M
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#### A130 Identification, personnel

Classic Lines of Recognition.....	M-OL
Datcard Group.....	M
JLG Forensics LLC.....	D

#### A160 Jewelry/gifts

AmourLite Tritium Watches.....	M-SR
Blackinton VH & Co Inc.....	
Collinson Enterprises.....	M
PINS Inc.....	DS-M-MO
✓ Strong Leather Co.....	M
Treadway Graphics.....	DS
V&V Mfg Inc.....	M

#### A165 Knife & Gun cases

Awards & More.....	
PelicanDealer.com.....	DS

#### A170 Lockers

American Traffic Solutions Inc.....	
DeBourgh Mfg Co.....	M
EdgeCoAmerica.....	DS
LEID Products LLC.....	M
✓ Salisbury Industries-Lockers.com.....	DS-M
Shure Mfg Corp.....	
Tiffin Metal Products.....	M

#### A173 Medallion Holders

Awards & More.....	
Crywolf-Public Safety Corp.....	M
✓ Strong Leather Co.....	M

#### A175 Media Relations

Consulttt Group Inc.....	
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#### A180 Microfilm recording systems

FGM Architects Inc.....	SC
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#### A190 Office equipment/supplies

American Traffic Solutions Inc.....	
MagnaPlan Corp.....	D-DS-M-MO

#### A200 Parade equipment

✓ Some's Uniforms World-Wide.....	DS-EI-M
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#### A210 Personnel screening/testing

APR Testing Svcs.....	SC
Darany & Associates.....	SC
DBA Reaching for the Gold.....	DS-OL
I/O Solutions Inc.....	D-P-SC
IPAT Inc.....	P
John E Reid & Associates.....	
Josephson Institute/ Center for Policy Ethics.....	
Law Enforcement Evaluations Online.....	P
Lyons Commercial Data.....	
Med-Tox Health Services.....	SC
Standar & Associates Inc.....	P-SC
VPI (Voice Print Intl).....	M

#### A215 Personnel/Recruitment

I/O Solutions Inc.....	D-P-SC
Standar & Associates Inc.....	P-SC
TatJacket.....	D-M-SR-OL
Voorhees Associates LLC.....	SC

#### A220 Physical fitness/gym equipment

Country Technology Inc.....	DS-M-MO-OL
Reebok Tactical Boots.....	DS

#### A224 Policy/procedure manuals

Awareity.....	
✓ IACP Net.....	OL
Law Enforcement Accreditation Consultants Inc.....	SC
Looseleaf Law Publications Inc.....	P

#### A227 Public education materials

BriefCam Ltd.....	M
Coalition for a Secure Driver's License.....	F
Drunk Busters of America LLC.....	D-DS-M-MO-OL
IPMA-HR Assessment.....	
✓ JAMAR Technologies Inc.....	M
Natl Assn for Shoplifting Prevention (NASP).....	
PoliceOne.com.....	OL
PoliceStickers.com.....	DS
✓ Robotronics Inc.....	
Univ of Oklahoma-College of Liberal Studies.....	S

#### A230 Robots, public service

✓ Entropy Police eDesk.....	DS-M
Proria Robotics.....	M
✓ Robotronics Inc.....	

#### A240 Safes/vaults/locks

Bestdefense.com.....	D
Videx Inc.....	M

#### A243 Security Franchising

Signal 88 Security.....	SC-SR
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#### A247 Translation services

Net Transcripts Inc.....	
✓ RTT Mobile Interpretation.....	DS-M

#### A250 Treatment services, chemical dependency/stress

Brattleboro Retreat.....	SC
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#### A260 Victim services

Appriss.....	
✓ Concerns of Police Survivors Inc (C.O.P.S.).....	F

### Animals

#### P310 Dogs, K9 equipment

K9 Storm Inc.....	M
North American Rescue.....	DS-M
SecureSearch Inc.....	M

#### P330 Horses, training

✓ Southern Police Inst.....	S
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# Communications

## B010 Amplifiers/bridges/filters/multiplex systems

Anchor Audio Inc.....M  
Vislink Surveillance.....M

## B020 Antennas

E/M Wave Inc.....M  
MissionCritical Communications  
Panorama Antennas Inc.....M  
PCTEL.....M  
Stuart Electronic Distributors.....DS  
Thales Communications Inc.....M  
Vislink Surveillance.....M

## B030 Batteries

Advanced Charger Technology.....M  
BatteryJack Inc.....EI  
Global Technology Systems Inc.....DS-M-SR-OL  
Thales Communications Inc.....M

## B040 Battery chargers/analyzers

Advanced Charger Technology.....M  
BatteryJack Inc.....EI  
Global Technology Systems Inc.....DS-M-SR-OL  
IMPACT Radio Accessories.....DS-M  
PulseTech Products Corp.....M  
Stuart Electronic Distributors.....DS  
Thales Communications Inc.....M

## B045 Community evacuation systems

FYAlert.....OL  
IMLCORP LLC.....D-DS-EI-M-SR  
Regroup.....SC  
Ultra Electronics- USSI.....M

## B050 Consoles

C4i Inc.....M  
Catalyst Communications Technologies Inc.....D-DS-M  
Duratech USA Inc.....D  
EF Johnson Technologies Inc.....M  
Harris Public Safety & Professional Communications M  
Midian Electronics.....M  
RAM Mounting Systems  
Royal Communications Inc.....D

## B060 Dispatch systems, E911/CAD

ADCOMM Engineering Company.....SC  
AECOM.....SC  
C4i Inc.....M  
Catalyst Communications Technologies Inc.....D-DS-M  
Emergency CallWorks.....M  
GeoComm  
Infor  
InterAct.....M  
Logistic Systems Inc.....M-SC  
Mentor Engineering.....DS-M-SC  
Midian Electronics.....M  
MissionCritical Communications  
✓ **New World Systems**.....M  
Oaisys.....M  
✓ **Priority Dispatch Corp**.....DS-M-SC  
Royal Communications Inc.....D  
Sciens.....SC  
Smart911/Rave Mobile Safety.....M  
✓ **SunGard Public Sector Inc**.....M  
Tiburon Inc.....M

## B072 Furniture, conventional/ergonomic

AECOM.....SC

## B080 Headsets

ARC- Astra Radio Communications.....M  
CeoTronics Inc.....M  
David Clark Co Inc.....M  
ExhibitOne Corp.....DS  
IMPACT Radio Accessories.....DS-M  
Oregon Aero Inc.....M  
OTTO.....M  
Procomm Americas Ltd.....DS  
Pryme Radio Products.....M  
Setcom.....M  
Twitco Distributing.....DS-MO

## B087 Interoperability

C4i Inc.....M  
Catalyst Communications Technologies Inc.....D-DS-M  
Communications-Applied Technology.....D-DS-M  
Documentation Services Group (DSG).....D-DS-M  
E/M Wave Inc.....M  
EF Johnson Technologies Inc.....M  
FirstWatch Solutions Inc.....M-OL  
Harris Public Safety & Professional  
Communications.....M  
Midian Electronics.....M  
MissionCritical Communications  
Motorola Solutions Inc.....M  
Mutualink Inc.....M

✓ **New World Systems**.....M  
Sciens.....SC  
SmartPrepare/Rave Mobile Safety.....M  
✓ **SunGard Public Sector Inc**.....M  
Tait Communications.....M  
Thales Communications Inc.....M

## B090 Mobile communications/MDTs

AttoBus Ltd.....M  
Cardinal Tracking Inc.....DS  
Cellcrypt Inc.....M  
Communications-Applied Technology.....D-DS-M  
DataLuxe Mobile Computers.....M  
David Clark Co Inc.....M  
Duratech USA Inc.....D  
Forensic Telecommunications Svcs Ltd.....M-MO-SC-OL  
GammaTech Computer Corp.....M  
Global Technology Systems Inc.....DS-M-SR-OL  
IMLCORP LLC.....D-DS-EI-M-SR  
Infor  
L-3 Mobile-Vision Inc.....M  
Logistic Systems Inc.....M-SC  
Mentor Engineering.....DS-M-SC  
MissionCritical Communications

✓ **New World Systems**.....M  
Panorama Antennas Inc.....M  
Radio IP Software Inc.....M  
Royal Communications Inc.....D  
✓ **RTT Mobile Interpretation**.....DS-M  
✓ **SunGard Public Sector Inc**.....M  
Tait Communications.....M  
Toshiba Telecommunication Systems Div.....M  
TransCOR Information Technologies.....DS  
Ultra Electronics- USSI.....M  
US General Services Administration.....G  
Vislink Surveillance.....M

## B100 Mounting equipment/hardware

AOI Electrical.....M  
RAM Mounting Systems  
TransCOR Information Technologies.....DS

## B110 Paging systems

ADCOMM Engineering Company.....SC  
ExhibitOne Corp.....DS  
Midian Electronics.....M  
Tait Communications.....M

## B120 Public address equipment

Anchor Audio Inc.....M  
IMLCORP LLC.....D-DS-EI-M-SR  
LRAD Corp.....M  
Stuart Electronic Distributors.....DS  
Twitco Distributing.....DS-MO

## B130 Radios/accessories

ARC- Astra Radio Communications.....M  
BatteryJack Inc.....EI  
CeoTronics Inc.....M  
David Clark Co Inc.....M  
E/M Wave Inc.....M  
EF Johnson Technologies Inc.....M  
Fluidmesh Networks.....M  
Global Technology Systems Inc.....DS-M-SR-OL  
Harris Public Safety & Professional  
Communications.....M  
IMPACT Radio Accessories.....DS-M  
MissionCritical Communications  
Motorola Solutions Inc.....M  
OTTO.....M  
Panorama Antennas Inc.....M  
Procomm Americas Ltd.....DS  
Pryme Radio Products.....M  
Ripoffs Holsters/ Div of US Armor Corp.....M  
Royal Communications Inc.....D  
Setcom.....M  
Stuart Electronic Distributors.....DS  
Tait Communications.....M  
Thales Communications Inc.....M  
Twitco Distributing.....DS-MO

## B140 Recorders, audio

CVDS Inc/ComLog.....M  
Eventide Inc.....M  
Oaisys.....M  
✓ **RTT Mobile Interpretation**.....DS-M  
VPI (Voice Print Intl).....M

## B150 Repeaters

Communications-Applied Technology.....D-DS-M  
EF Johnson Technologies Inc.....M  
Harris Public Safety & Professional  
Communications.....M  
Motorola Solutions Inc.....M  
Royal Communications Inc.....D  
Tait Communications.....M  
Vislink Surveillance.....M

## B160 Scanners

E-Seek Inc.....M  
Stuart Electronic Distributors.....DS

## B170 Scramblers

Midian Electronics.....M

## B180 Surveillance

251 Patrol Witness.....M  
✓ **3M Traffic Safety & Security Division**.....M  
Aerovironment Inc.....M  
ARC- Astra Radio Communications.....M  
✓ **Beechcraft**.....M  
Crime Point.....M  
FirstWatch Solutions Inc.....M-OL  
✓ **GraffitiTech Inc**.....D-DS-M  
L-3 Communications Klein Associates Inc  
LENSEC-VIDEO Management Solutions.....M  
Millennium Communications Group.....SC  
OnSSI  
OTTO.....M  
Panasonic System Communications Co of NA.....G-M  
Pilatus Business Aircraft.....M  
Pioria Robotics.....M  
Pryme Radio Products.....M  
ReconRobotics Inc.....M  
✓ **RTT Mobile Interpretation**.....DS-M  
Safety Vision  
Satara.....M  
Stealth Monitoring.....SC  
Tactical Electronics.....M  
Total Recall Corp.....DS-M-SC  
Trackstick.....M  
Twitco Distributing.....DS-MO  
Vigilant Solutions.....M  
Vislink Surveillance.....M

## B190 Switching/control equipment

C4i Inc.....M  
ClarkPowell AV Technologies.....D  
Tapeswitch Corp  
US General Services Administration.....G

## B200 Tape storage equipment

ClarkPowell AV Technologies.....D  
Hie Electronics Inc.....M

## B220 Telephone

ADCOMM Engineering Company.....SC  
E/M Wave Inc.....M  
NCIC Inmate Phone Services.....M  
Toshiba Telecommunication Systems Div.....M

## B230 Weather notification

Regroup.....SC

# Computers Hardware

## C005 Client server workstations

Dell Inc  
Stratus Technologies.....M

## C007 Computer accessories

AOI Electrical.....M  
AOI Electrical.....M  
Brother Mobile Solutions Inc.....M  
Dell Inc  
Intermec Technologies Corp.....M

## C010 Mainframes

Dell Inc

## C020 Networks

Dell Inc  
Fluidmesh Networks.....M  
Motorola Solutions Inc.....M  
Stratus Technologies.....M  
US General Services Administration.....G  
Vigilant Solutions.....M

## C027 Peripherals

Brother Mobile Solutions Inc.....M  
Dell Inc  
GammaTech Computer Corp.....M  
Printek Inc.....M  
US General Services Administration.....G

## C030 Personal computers

248 Patrol Witness.....M  
AOI Electrical.....M  
Dell Inc  
GammaTech Computer Corp.....M  
Panasonic System Communications Co of NA.....G-M  
US General Services Administration.....G

## C040 Portable/in-car

250 Patrol Witness.....M  
Advanced Public Safety Inc.....DS-SC  
Alease Geospatial Inc.....D-SC  
AttoBus Ltd.....M  
Brother Mobile Solutions Inc.....M

Coban Technologies Inc.....M  
Complus Data Innovations Inc (CDI).....DS-SC-OL  
Copsync Inc.....D-M  
DataLuxe Mobile Computers.....M  
Dell Inc  
Duratech USA Inc.....D  
GammaTech Computer Corp.....M  
Intermec Technologies Corp.....M  
L-3 Mobile-Vision Inc.....M  
MorphoTrak Inc.....M  
Printek Inc.....M-OL  
✓ **RTT Mobile Interpretation**.....DS-M  
TransCOR Information Technologies.....DS

## C054 Touch Screen Computers, Kiosks

AttoBus Ltd.....M  
DataLuxe Mobile Computers.....M  
Duratech USA Inc.....D  
✓ **Entropy Police eDesk**.....DS-M  
Reveal Media Ltd.....M

# Computers Software

## C045 911/E911

Computer Information Systems Inc.....SC-SR  
Emergency CallWorks.....M  
Experient Corp  
GeoComm  
Infor  
✓ **New World Systems**.....M  
Oaisys.....M  
OnStar.....M-SC  
Prepared Response Inc.....SC  
✓ **Priority Dispatch Corp**.....DS-M-SC  
Smart911/Rave Mobile Safety.....M  
✓ **Spillman Technologies Inc**.....M  
Stratus Technologies.....M  
✓ **SunGard Public Sector Inc**.....M  
TriTech Software Systems.....M

## C050 AFIS

✓ **3M Cogent Inc**.....M  
MorphoTrak Inc.....M

## C060 Arrest/booking

✓ **GE Healthcare,**  
Life Sciences.....D-DS-EI-M-MO-SC-SR-OL  
MorphoTrak Inc.....M  
✓ **New World Systems**.....M  
✓ **RTT Mobile Interpretation**.....DS-M  
Sun Ridge Systems Inc.....DS  
✓ **SunGard Public Sector Inc**.....M  
Zuercher Technologies LLC.....M

## C063 Artificial intelligence

SAINT Police Systems LLC.....DS-M

## C070 Automatic vehicle locators

Mentor Engineering.....DS-M-SC  
Netsoft Solutions Inc.....M  
✓ **Spillman Technologies Inc**.....M  
✓ **SunGard Public Sector Inc**.....M  
TransCOR Information Technologies.....DS  
✓ **Zco Corp**.....DS-M

## C075 Case management

ABM America Inc.....DS  
AccessData Group.....DS  
Agnovi Corp.....DS  
✓ **Bode Technology**.....DS-M-SC-OL  
Crime Soft Inc.....D-DS  
Foray Technologies.....M  
✓ **IAPRO by CI Technologies Inc**.....DS-SC-OL  
JusticeTrax Inc.....M  
MediaSolv Solutions Corp.....M  
Netsoft Solutions Inc.....M  
Presynct Technologies Inc  
Small Pond LLC  
✓ **Spillman Technologies Inc**.....M  
✓ **SunGard Public Sector Inc**.....M

## C076 Communications Management

Catalyst Communications Technologies Inc.....D-DS-M  
Intermec Technologies Corp.....M  
Mutualink Inc.....M  
✓ **New World Systems**.....M  
Oaisys.....M  
Radio IP Software Inc.....M  
Regroup.....SC  
✓ **RTT Mobile Interpretation**.....DS-M  
✓ **SunGard Public Sector Inc**.....M  
SyferLock Technology Corp.....M  
Toshiba Telecommunication Systems Div.....M  
Verisk Crime Analytics.....SC-OL  
VPI (Voice Print Intl).....M

**C078 Community policing**

Crimestar Corp.....M

✓ **Entropy Police eDesk**.....DS-M

FYAlert.....OL

Omega Group, The.....D-DS-SC-OL

POLICEintel by QiSOFT

Rave EyeWitness/Rave Mobile Safety.....M

Smart911/Rave Mobile Safety.....M

SmartPrepare/Rave Mobile Safety.....M

✓ **SunGard Public Sector Inc**.....M

✓ **Univ of Louisville Online Degrees**.....S

**C090 Computer-aided dispatch**

Cardinal Tracking Inc.....DS

Computer Information Systems Inc.....SC-SR

Crimestar Corp.....M

Cyrus.....D-DS-M-P-OL

Emergency CallWorks.....M

Infior

Logistic Systems Inc.....M-SC

Mentor Engineering.....DS-M-SC

Netsoft Solutions Inc.....M

✓ **New World Systems**.....M

Oaisys.....M

OnStar.....M-SC

✓ **Priority Dispatch Corp**.....DS-M-SC

✓ **Spillman Technologies Inc**.....M

Stratus Technologies.....M

Sun Ridge Systems Inc.....DS

✓ **SunGard Public Sector Inc**.....M

Tiburon Inc.....M

TriTech Software Systems.....M

Zuercher Technologies LLC.....M

**C098 Crime analysis**

Bair Analytics Inc.....SC-SR

✓ **BrightPlanet**.....OL

Cellular Mapping.....M

✓ **IAPro by CI Technologies Inc**.....DS-SC-OL

Intl Assn of Law Enforcement Intelligence Analysts (IALEIA).....O

Omega Group, The.....D-DS-SC-OL

PublicEngines.....OL

SGO

✓ **Spillman Technologies Inc**.....M

✓ **SunGard Public Sector Inc**.....M

✓ **Univ of Louisville Online Degrees**.....S

Verisk Crime Analytics.....SC-OL

**C100 Crime scene analysis**

249 Patrol Witness.....M

3rdTech.....DS-M

AccessData Group.....DS

ERIN Technology.....DS-M-OL

Small Pond LLC

**C101 Data mining**

✓ **3M Traffic Safety & Security Division**.....M

Accident Support Services

International Ltd.....D-DS-SC-SR

✓ **BrightPlanet**.....OL

Cadown Software.....DS-M-P

Documentation Services Group (DSG).....D-DS-M

FirstWatch Solutions Inc.....M-OL

Information Builders Inc.....DS-M-SC-SR

✓ **New World Systems**.....M

PublicEngines.....OL

SGO

SmartPrepare/Rave Mobile Safety.....M

✓ **SunGard Public Sector Inc**.....M

**C102 Data recovery**

AccessData Group.....DS

Crash Data Group.....D-DS-SR

EDEC Digital Forensics.....M

Forensic Telecommunications Svcs Ltd.....M-MO-SC-OL

Micro Systemation (MSAB).....DS-M

Paraben Corp

Stenography Analysis & Research Center/Backbone Security

✓ **SunGard Public Sector Inc**.....M

**C103 Custom Software**

✓ **3M Cogent Inc**.....M

Advanced Public Safety Inc.....DS-SC

Alsea Geospatial Inc.....D-SC

Attobus Ltd.....M

✓ **BrightPlanet**.....OL

Cellular Mapping.....M

Presync Technologies Inc.....M

SAINT Police Systems LLC.....DS-M

Small Pond LLC

Stenography Analysis & Research Center/Backbone Security

✓ **WatchGuard Video**.....DS-M

**C105 Domestic violence tracking**

Appriss

✓ **Spillman Technologies Inc**.....M

**C110 Emergency management**

C4i Inc.....M

Defense Group Inc/TACT Software.....DS

✓ **Dewberry Architects Inc**.....SC

Envisage Technologies.....D

GeoComm

Millennium Communications Group.....SC

Mutualink Inc.....M

✓ **New World Systems**.....M

Prepared Response Inc.....SC

Regroup.....SC

Smart911/Rave Mobile Safety.....M

SmartPrepare/Rave Mobile Safety.....M

✓ **Spillman Technologies Inc**.....M

**C113 Facial Recognition**

✓ **3M Cogent Inc**.....M

Animetrics Inc.....M-SC

BlueBear LES.....M

Cognitec Systems.....M

MorphoTrak Inc.....M

Netsoft Solutions Inc.....M

Royal Property Agency Ltd

Total Recall Corp.....DS-M-SC

Vigilant Solutions.....M

**C115 False alarm reduction**

Crywolf-Public Safety Corp.....M

**C120 Fleet management**

252 Patrol Witness.....M

Mentor Engineering.....DS-M-SC

✓ **Spillman Technologies Inc**.....M

✓ **SunGard Public Sector Inc**.....M

Trackstick.....M

**C125 Forensics**

3rdTech.....DS-M

AccessData Group.....DS

Animetrics Inc.....M-SC

Backbone Security.....M

BlueBear LES.....M

✓ **Bode Technology**.....DS-M-SC-OL

Cellular Mapping.....M

Cognitec Systems.....M

EDEC Digital Forensics.....M

Foray Technologies.....M

Forensic Telecommunications Svcs Ltd.....M-MO-SC-OL

✓ **GE Healthcare, Life Sciences**.....D-DS-EI-M-MO-SC-SR-OL

JusticeTrax Inc.....M

Micro Systemation (MSAB).....DS-M

Paraben Corp

Small Pond LLC

Stenography Analysis & Research Center/Backbone Security

**C130 Gang tracking**

Agnovi Corp.....DS

✓ **New World Systems**.....M

✓ **Spillman Technologies Inc**.....M

✓ **SunGard Public Sector Inc**.....M

TriTech Software Systems.....M

**C140 Geographic information**

Alsea Geospatial Inc.....D-SC

Bair Analytics Inc.....SC-SR

Cyrus.....D-DS-M-P-OL

ESRI.....DS-M-P-SC-OL

SGO

Smart911/Rave Mobile Safety.....M

SmartPrepare/Rave Mobile Safety.....M

✓ **Spillman Technologies Inc**.....M

✓ **SunGard Public Sector Inc**.....M

✓ **Zco Corp**.....DS-M

**C141 GPS**

3SI Security Systems.....M

Advanced Public Safety Inc.....DS-SC

CoverTrack Group.....D-DS-M-OL

Electronic Tracking Systems.....M-SC

ESRI.....DS-M-P-SC-OL

Intrepid Networks.....SC-OL

Radio IP Software Inc.....M

Trackstick.....M

**C143 Image search and analysis**

Animetrics Inc.....M-SC

BlueBear LES.....M

Cognitec Systems.....M

Foray Technologies.....M

Royal Property Agency Ltd

Stenography Analysis & Research Center/Backbone Security

VeriPic.....P-SC

**C145 Incident-based reporting system**

ABM America Inc.....DS

Accident Support Services International Ltd.....D-DS-SC-SR

Awareity

Cadown Software.....DS-M-P

Cardinal Tracking Inc.....DS

Corona Solutions.....OL

Cyrus.....D-DS-M-P-OL

Defense Group Inc/TACT Software.....DS

ERIN Technology.....DS-M-OL

FirstWatch Solutions Inc.....M-OL

Information Builders Inc.....DS-M-SC-SR

✓ **New World Systems**.....M

OnSSI

POLICEintel by QiSOFT

✓ **SunGard Public Sector Inc**.....M

Tiburon Inc.....M

Zuercher Technologies LLC.....M

**C150 Information sharing/NCIC**

✓ **3M Traffic Safety & Security Division**.....M

Awareity.....M

Datamaxx Group.....D-DS-SC-SR-OL

Information Builders Inc.....DS-M-SC-SR

InterAct.....M

Intrepid Networks.....SC-OL

✓ **New World Systems**.....M

Police Foundation.....D-P-SC

POLICEintel by QiSOFT.....M

Sciens.....SC

✓ **SunGard Public Sector Inc**.....M

SyferLock Technology Corp.....M

✓ **Zco Corp**.....DS-M

**C151 Intelligence-led Policing**

ABM America Inc.....DS

Accident Support Services International Ltd/D-DS-SC-SR

Agnovi Corp.....DS

Bair Analytics Inc.....SC-SR

✓ **Coplogic**.....SC-SR-OL

Corona Solutions.....OL

Datamaxx Group.....D-DS-SC-SR-OL

ESRI.....DS-M-P-SC-OL

Information Builders Inc.....DS-M-SC-SR

Intl Assn of Law Enforcement Intelligence Analysts (IALEIA).....O

Intrepid Networks.....SC-OL

✓ **New World Systems**.....M

Omega Group, The.....D-DS-SC-OL

POLICEintel by QiSOFT

Presync Technologies Inc

PublicEngines.....OL

SAINT Police Systems LLC.....DS-M

✓ **SunGard Public Sector Inc**.....M

✓ **Univ of Louisville Online Degrees**.....S

**C152 Internet services**

GEICO Direct.....O

✓ **SunGard Public Sector Inc**.....M

**C155 Investigative**

ABM America Inc.....DS

Agnovi Corp.....DS

Animetrics Inc.....M-SC

Appriss

✓ **Bode Technology**.....DS-M-SC-OL

✓ **BrightPlanet**.....OL

Cardinal Peak.....M

Cellular Mapping.....M

Crash Data Group.....D-DS-SR

Crime Soft Inc.....D-DS

ELSA North America.....M

✓ **GE Healthcare, Life Sciences**.....D-DS-EI-M-MO-SC-SR-OL

✓ **IAPro by CI Technologies Inc**.....DS-SC-OL

Net Transcripts Inc

Rave EyeWitness/Rave Mobile Safety.....M

Small Pond LLC

✓ **SunGard Public Sector Inc**.....M

Thomson Reuters.....OL

TriTech Software Systems.....M

✓ **Univ of Louisville Online Degrees**.....S

**C156 Alarm Billing and Collections**

Crywolf-Public Safety Corp.....M

✓ **SunGard Public Sector Inc**.....M

**C157 License Plate Recognition**

✓ **3M Traffic Safety & Security Division**.....M

Attobus Ltd.....M

ELSA North America.....M

gtechna.....SC

HTS-Hi-Tech Solutions

Intermec Technologies Corp.....M

L-3 Mobile-Vision Inc.....M

Royal Property Agency Ltd

SENSYS Traffic AB.....M

Total Recall Corp.....DS-M-SC

Vigilant Solutions.....M

Vitronic Machine Vision.....M

**C158 Mapping**

3rdTech.....DS-M

Alsea Geospatial Inc.....D-SC

Bair Analytics Inc.....SC-SR

Cellular Mapping

Corona Solutions.....OL

Defense Group Inc/TACT Software.....DS

Emergency CallWorks.....M

ESRI.....DS-M-P-SC-OL

GeoComm

InterAct.....M

Intrepid Networks.....SC-OL

Laser Technology Inc.....DS-M-SR

Logistic Systems Inc.....M-SC

Omega Group, The.....D-DS-SC-OL

Prepared Response Inc.....SC

PublicEngines.....OL

SGO

✓ **Spillman Technologies Inc**.....M

✓ **SunGard Public Sector Inc**.....M

Verisk Crime Analytics.....SC-OL

**C165 Mobile Cloud Computing**

All Traffic Solutions.....DS-M

Datamaxx Group.....D-DS-SC-SR-OL

gtechna.....SC

InterAct.....M

Intrepid Networks.....SC-OL

Radio IP Software Inc.....M

SyferLock Technology Corp.....M

Tiburon Inc.....M

**C180 Narcotics investigation**

3SI Security Systems.....M

Agnovi Corp.....DS

✓ **IAPro by CI Technologies Inc**.....DS-SC-OL

✓ **SunGard Public Sector Inc**.....M

Thomson Reuters.....OL

**C185 Network**

Millennium Communications Group.....SC

POLICEintel by QiSOFT

Sciens.....SC

SyferLock Technology Corp.....M

**C190 Offense records**

✓ **SunGard Public Sector Inc**.....M

**C195 Online services**

Appriss

Capella Univ.....S-OL

Corona Solutions.....OL

EarthCam Inc.....DS-M-SC-OL

✓ **Entropy Police eDesk**.....DS-M

✓ **IACP Net**.....OL

Net Transcripts Inc

NJ Discovery Docs.....OL

PoliceOne.com.....OL

Presync Technologies Inc

PublicEngines.....OL

Schedule Anywhere.....OL

✓ **SunGard Public Sector Inc**.....M

SyferLock Technology Corp.....M

Thomson Reuters.....OL

✓ **Univ of Louisville Online Degrees**.....S

**C200 Personnel management**

Awareity

Cadown Software.....DS-M-P

✓ **Coplogic**.....SC-SR-OL

✓ **IAPro by CI Technologies Inc**.....DS-SC-OL

InTime Solutions Inc.....M

JustText Systems Inc.....SC

Law Enforcement Evaluations Online.....P

Police Foundation.....D-P-SC

Public Safety Software Group.....OL

Schedule Anywhere.....OL

**C202 Personnel scheduling**

✓ **Coplogic**.....SC-SR-OL

Corona Solutions.....OL

InTime Solutions Inc.....M

Public Safety Software Group.....OL

Schedule Anywhere.....OL

✓ **SunGard Public Sector Inc**.....M

**C203 Personal scheduling, extra duty management**

✓ **Coplogic**.....SC-SR-OL

InTime Solutions Inc.....M

Public Safety Software Group.....OL

Schedule Anywhere.....OL

**C204 Photo identification**

✓ **3M Cogent Inc**.....M

BlueBear LES.....M

Cognitec Systems.....M

Datacard Group.....M

JLG Forensics LLC.....D

**C207 Predictive Policing**

Bair Analytics Inc.....SC-SR

ESRI.....DS-M-P-SC-OL

Information Builders Inc.....DS-M-SC-SR

Motorola Solutions Inc.....M

Omega Group, The.....D-DS-SC-OL

SGO  
✓ SunGard Public Sector Inc.....M

**C210 Property/evidence management**  
✓ Bode Technology.....DS-M-SC-OL  
Computer Information Systems Inc.....SC-SR  
Crime Soft Inc.....D-DS  
Datrend Systems Inc.....DS-M  
ERIN Technology.....DS-M-OL  
Foray Technologies.....M  
Intl Assn for Property & Evidence Inc.....S  
JLG Forensics LLC.....D  
JusticeTrax Inc.....M  
LEID Products LLC.....M  
MediaSolv Solutions Corp.....M  
✓ New World Systems.....M  
NJ Discovery Docs.....OL  
Reveal Media Ltd.....M  
Sun Ridge Systems Inc.....DS  
✓ SunGard Public Sector Inc.....M  
TransTech Systems.....DS  
VeriPic.....P-SC  
✓ WatchGuard Video.....DS-M  
✓ Zoo Corp.....DS-M

**C215 Public records**  
NJ Discovery Docs.....OL  
Thomson Reuters.....OL

**C220 Records management**  
Appriss  
ABM America Inc.....DS  
Cardinal Tracking Inc.....DS  
Complux Data Innovations Inc (CDI).....DS-SC-OL  
Computer Information Systems Inc.....SC-SR  
Crime Soft Inc.....D-DS  
Crimestar Corp.....M  
Cyrus.....D-DS-M-P-OL  
Hie Electronics Inc.....M  
Infor.....M  
InterAct.....M  
Logistic Systems Inc.....M-SC  
Net Transcripts Inc  
Netsoft Solutions Inc.....M  
✓ New World Systems.....M  
NJ Discovery Docs.....OL  
Royal Property Agency Ltd  
✓ Spillman Technologies Inc.....M  
Stratus Technologies.....M  
Sun Ridge Systems Inc.....DS  
✓ SunGard Public Sector Inc.....M  
Tiburon Inc.....M  
TriTech Software Systems.....M  
Zuercher Technologies LLC.....M

**C230 Report writing**  
Cadow Software.....DS-M-P  
✓ Coplogic.....SC-SR-OL  
Crime Soft Inc.....D-DS  
Crimestar Corp.....M  
Cummins Allison.....M  
Cyrus.....D-DS-M-P-OL  
Documentation Services Group (DSG).....D-DS-M  
Emergency CallWorks.....M  
Law Enforcement Evaluations Online.....P  
Net Transcripts Inc  
✓ New World Systems.....M  
Presynt Technologies Inc  
Saltus Technologies.....M

**C237 Terrorism**  
✓ BrightPlanet.....OL  
Datamaxx Group.....D-DS-SC-SR-OL  
Defense Group Inc/TACT Software.....DS  
FirstWatch Solutions Inc.....M-OL  
Lyons Commercial Data  
Prepared Response Inc.....SC  
Satara.....M  
Thomson Reuters.....OL

**C238 Towing Management**  
MITI Mfg Co Inc.....M  
✓ SunGard Public Sector Inc.....M

**C240 Traffic crash investigation**  
4N6XPRT Systems.....DS-M-P  
Accident Support Services  
International Ltd.....D-DS-SC-SR  
Crash Data Group.....D-DS-SR  
Laser Technology Inc.....DS-M-SR  
✓ SunGard Public Sector Inc.....M

**C250 Traffic/parking violation management**  
Cardinal Tracking Inc.....DS  
Complux Data Innovations Inc (CDI).....DS-SC-OL  
Cummins Allison.....M  
E-Seek Inc.....M  
gtechna.....SC  
HTS-Hi-Tech Solutions  
✓ JAMAR Technologies Inc.....M

MITI Mfg Co Inc.....M  
Printek Inc.....M  
Saltus Technologies.....M  
✓ SunGard Public Sector Inc.....M

**C260 Training**  
Envisage Technologies.....D  
✓ IACP Net.....OL  
InTime Solutions Inc.....M  
Intl Assn of Voice Stress Analysts  
Law Enforcement Evaluations Online.....P  
Looseleaf Law Publications Inc.....P  
✓ Priority Dispatch Corp.....DS-M-SC  
Public Safety Software Group.....OL  
SecureSearch Inc.....M  
✓ SunGard Public Sector Inc.....M  
✓ Univ of Louisville Online Degrees.....S  
Univ of Oklahoma-College of Liberal Studies.....S

**C270 Uniform Crime Reports**  
Cadow Software.....DS-M-P  
✓ New World Systems.....M  
Sun Ridge Systems Inc.....DS  
✓ SunGard Public Sector Inc.....M

**C275 Video Analysis & Enhancement**  
BlueBear LES.....M  
Cognitec Systems.....M  
Ocean Systems.....M  
OnSSI  
✓ WatchGuard Video.....DS-M

**C280 Warrant records**  
Crimestar Corp.....M  
✓ SunGard Public Sector Inc.....M  
Zuercher Technologies LLC.....M

**C290 Weapon tracking**  
InTime Solutions Inc.....M  
TKL Tactical.....M  
✓ Univ of Louisville Online Degrees.....S

## Emergency Response

**D010 Alarms, evacuation**  
Elmridge Protection Products LLC.....DS-M  
FYIAlert.....OL  
GEICO Direct.....O  
LRAD Corp.....M  
Regroup.....SC  
✓ Robotronics Inc  
Ultra Electronics- USSSI.....M

**D020 Ambulances/accessories**  
3A Medical USA.....M-SC  
✓ Beechcraft.....M  
First Line Technology LLC.....D-DS-M  
Graphic Designs Intl Inc.....M  
Knox Co.....M  
Mathews Specialty Vehicles Inc.....M  
✓ Robotronics Inc

**D050 CPR masks**  
Country Technology Inc.....DS-M-MO-OL  
MedProtect Inc.....DS-M  
Progressive Medical Intl.....D-DS  
Rescue 7 Inc.....DS-SC-OL  
Rescue Essentials.....DS-M-OL

**D055 Defibrillators**  
BatteryJack Inc.....EI  
EdgeCoAmerica.....DS  
Progressive Medical Intl.....D-DS  
Rescue 7 Inc.....DS-SC-OL

**D070 First aid products**  
Country Technology Inc.....DS-M-MO-OL  
FSI North America.....DS-M  
North American Rescue.....DS-M  
Progressive Medical Intl.....D-DS  
QuikClot.....M  
Rescue 7 Inc.....DS-SC-OL  
Rescue Essentials.....DS-M-OL

**D080 Flares/guns/cases**  
LEDLights.....M  
MTM Case Gard.....M  
PelicanDealer.com.....DS  
TKL Tactical.....M  
TurboFlare Intl.....DS-M

**D090 Flashers**  
Lumastrobe Warning Lights.....M  
✓ Solar Traffic Controls LLC.....M

**D095 Gas detectors**  
ENMET Corp  
Morphix Technologies Inc.....M

Nexteq LLC.....DS-M  
Smiths Detection.....DS-M

**D100 Generators**  
Wanco Inc.....M  
Western Shelter Systems.....M

**D110 Hazardous materials equipment**  
Andax Industries LLC.....DS-M  
Berkeley Nucleonics Corp.....M  
Clean Harbors.....DS  
Communications-Applied Technology.....D-DS-M  
Defense Group Inc/TACT Software.....DS  
DQE Inc.....DS-M-OL  
Elmridge Protection Products LLC.....DS-M  
Emergent Bio Solutions Inc.....DS-M  
ENMET Corp  
First Line Technology LLC.....D-DS-M  
FoxFury Lighting Solutions.....M  
FSI North America.....DS-M  
Life Safety Systems Inc.....D-DS-EI  
Smiths Detection.....DS-M  
Tex-Shield Inc.....M-SR

**D120 Hospital equipment**  
Country Technology Inc.....DS-M-MO-OL  
DQE Inc.....DS-M-OL  
EdgeCoAmerica.....DS  
Emergent Bio Solutions Inc.....DS-M  
FSI North America.....DS-M  
Lifeloc Technologies Inc.....M  
Mutualink Inc.....M  
Rescue Essentials.....DS-M-OL  
✓ RTT Mobile Interpretation.....DS-M  
Ultra Electronics- USSSI.....M

**D130 Lights, emergency**  
Autoliv Inc  
Cyalume Technologies Inc  
Cyclops Solutions.....M  
DQE Inc.....DS-M-OL  
FlashlightDistributor.com.....DS  
FoxFury Lighting Solutions.....M  
✓ illuminationGear.....D-DS-M-OL  
Julien Enterprise Co Ltd.....M  
Kaldor Emergency Lights LLC.....DS  
Larson Electronics LLC.....DS-M  
LEDLights.....M  
Lumastrobe Warning Lights.....M  
PowerFlare.....DS  
Rontan Signals.....M  
Seco-Larm USA Inc.....M  
✓ Solar Traffic Controls LLC.....M  
Streamlight Inc.....M  
Tomar Electronics Inc  
Torfino Enterprises Inc.....M  
TurboFlare Intl.....DS-M  
Unity Manufacturing Co.....M  
Wanco Inc.....M  
Whelen Engineering Co Inc.....M

**D140 Rescue/disaster equipment**  
Anchor Audio Inc.....DS-M  
Andax Industries LLC.....DS-M  
Brunswick Commercial & Govt Products.....M  
Clarity Aerial Sensing.....D-SR  
Communications-Applied Technology.....D-DS-M  
Cyalume Technologies Inc  
Energetic Materials & Products Inc.....M  
ENMET Corp  
Enstrom Helicopter Corp.....M  
E-Z UP Intl Inc.....M  
✓ Fire Safety Sales.....DS  
FSI North America.....DS-M  
GloGlov-Glo Concepts LLC.....DS  
IMLCORP LLC.....D-DS-EI-M-SR  
JTW Associates.....M  
L-3 Communications Klein Associates Inc  
LRAD Corp.....M  
Mathews Specialty Vehicles Inc.....M  
MetalCraft Marine Inc.....D-DS-M  
North American Rescue.....DS-M  
OTTO.....M  
Patriot3 Inc.....M  
Prioria Robotics.....M  
Progressive Medical Intl.....D-DS  
✓ Project Lifesaver Intl.....D-EI  
ProWearGear.com Inc.....M-MO-OL  
QuikClot.....M  
Rescue Essentials.....DS-M-OL  
✓ RTT Mobile Interpretation.....DS-M  
Western Shelter Systems.....M

**E010 Binoculars**  
ATN Corp.....M  
Leupold & Stevens Inc  
Minox.....M  
Vortex Optics.....M

**E015 Biomedical test instruments**  
Smiths Detection.....DS-M

**E018 Cameras, digital**  
3rdTech.....DS-M  
Coban Technologies Inc.....M  
EDEC Digital Forensics.....M  
Panoscan/ General Robotics.....M  
✓ Zoo Corp.....DS-M

**E020 Cameras, general purpose/ accessories**  
EarthCam Inc.....DS-M-SC-OL  
VeriPic.....P-SC

**E025 Camera, head camera monitor**  
Reveal Media Ltd.....M  
TASER Intl.....M

**E030 Cameras, identification/mug**  
VeriPic.....P-SC

**E040 Cameras, surveillance**  
Aerovironment Inc.....M  
✓ Beechcraft.....M  
CoverTrack Group.....D-DS-M-OL  
Crime Point.....M  
LENSEC-VIDEO Management Solutions.....M  
Leupold & Stevens Inc  
Panasonic System Communications Co of NA.....G-M  
Sofradir EC.....D-DS-M  
Stealth Monitoring.....SC  
Tactical Electronics.....M  
Total Recall Corp.....DS-M-SC  
Wanco Inc.....M

**E050 Cameras, video**  
ClarkPowell AV Technologies.....D  
Coban Technologies Inc.....M  
Digital Ally.....D-DS-EI-M  
EDEC Digital Forensics.....M  
Kustom Signals Inc.....M  
Pro-Vision Video Systems.....M  
Stealth Monitoring.....SC  
TransCOR Information Technologies.....DS  
✓ WatchGuard Video.....DS-M

**E060 Countermeasure devices**  
L-3 Communications Klein Associates Inc  
✓ RTT Mobile Interpretation.....DS-M

**E065 Crime Scene Clean Up**  
MedProtect Inc.....DS-M

**E070 Crime scene processing equipment**  
3rdTech.....DS-M  
AirClean Systems.....M  
Coherent Inc.....M  
Garrett Metal Detectors.....M  
Mystaire Misonix.....M  
Sirchie.....M  
✓ Univ of Louisville Online Degrees.....S

**E075 DNA test kits**  
✓ Bode Technology.....DS-M-SC-OL  
CSI Forensic Supply.....D-DS-M-MO  
✓ GE Healthcare, Life Sciences.....D-DS-EI-M-MO-SC-SR-OL  
Integenx Inc.....M  
Sorenson Forensics.....SC

**E077 DNA testing services**  
ANSI-Asq Natl Accreditation Board/Fqs.....SC  
✓ Bode Technology.....DS-M-SC-OL  
✓ GE Healthcare, Life Sciences.....D-DS-EI-M-MO-SC-SR-OL  
Integenx Inc.....M  
MorphoTrak Inc.....M  
Sorenson Forensics.....SC

**E110 Evidence collection**  
AccessData Group.....DS  
AirClean Systems.....M  
Rescue Essentials.....M  
✓ Bode Technology.....DS-M-SC-OL  
ClueFinders Inc.....M-MO-SC  
CSI Forensic Supply.....D-DS-M-MO  
Doxtech LLC.....M  
EDEC Digital Forensics.....M  
Garrett Metal Detectors.....M  
Micro Systemation (MSAB).....DS-M  
Mystaire Misonix.....M  
Sirchie.....M  
✓ Southern Police Inst.....S

## Investigation

**E005 Barrier tape**  
American Safety Vest.....D-MO-OL  
Banner Guard/Div of Reef Industries.....M



Spectronics Corp.....M  
TASER Intl.....M  
Tranzport Products.....DS  
TrueLine Adhesive Technologies.....D-DS-M

**E120 Evidence storage/security**  
AirClean Systems.....M  
Brother Mobile Solutions Inc.....M  
CSI Forensic Supply.....D-DS-M-MO  
DeBourgh Mfg Co.....M  
Doxtech LLC.....M  
Foray Technologies.....M  
Hie Electronics Inc.....M  
JLG Forensics LLC.....D  
JusticeTrax Inc.....M  
LEID Products LLC.....M  
MediaSolv Solutions Corp.....M  
Mystaire Misonix.....M  
✓ **Salsbury Industries-Lockers.com**.....DS-M  
TASER Intl.....M  
Tiffin Metal Products.....M  
TransTech Systems.....DS  
TrueLine Adhesive Technologies.....D-DS-M  
Tuffy Security Products.....M  
✓ **Univ of Louisville Online Degrees**.....S  
VeriPic.....P-SC

**E125 Explosive Detection Systems**  
American Science & Engineering Inc.....M  
Mistral Security Inc.....DS-M  
RedXDefense.....M  
SecureSearch Inc.....M  
Smiths Detection.....DS-M  
Tactical Electronics.....M

**E140 Fingerprint kits**  
Criminalistics Inc.....M  
CSI Forensic Supply.....D-DS-M-MO  
McGruff Safe Kids.....P  
Sirchie.....M

**E145 Forensic DNA testing services**  
ANSI-Asq Natl Accreditation Board/Fqs.....SC  
✓ **Bode Technology**.....DS-M-SC-OL  
Coherent Inc.....M  
✓ **GE Healthcare, Life Sciences**.....D-DS-EI-M-MO-SC-SR-OL

**E150 Forensic test equipment/kits**  
✓ **Bode Technology**.....DS-M-SC-OL  
ClueFinders Inc.....M-MO-SC  
Coherent Inc.....M  
Crash Data Group.....D-DS-SR  
Datrend Systems Inc.....DS-M  
✓ **GE Healthcare, Life Sciences**.....D-DS-EI-M-MO-SC-SR-OL  
Lifeloc Technologies Inc.....M  
Micro Systemation (MSAB).....DS-M  
RedXDefense.....M  
Sirchie.....M  
Spectronics Corp.....M

**E155 Gunshot residue test kits**  
CSI Forensic Supply.....D-DS-M-MO  
RedXDefense.....M

**E160 Laboratory equipment/supplies**  
AirClean Systems.....M  
Brother Mobile Solutions Inc.....M  
Coherent Inc.....M  
Doxtech LLC.....M  
EdgeCoAmerica.....DS  
HEMCO Corp.....M  
Mystaire Misonix.....M  
Nextteq LLC.....DS-M  
Shure Mfg Corp.....M  
Spectronics Corp.....M

**E170 Laboratory services**  
ANSI-Asq Natl Accreditation Board/Fqs.....SC  
✓ **Bode Technology**.....DS-M-SC-OL  
ClueFinders Inc.....M-MO-SC  
Coherent Inc.....M  
Forensic Telecommunications Svcs Ltd.....M-MO-SC-OL  
JusticeTrax Inc.....M  
McClaren, Wilson & Lawrie Architects.....SC

**E180 Lights, special purpose**  
Brite-Strike.....M  
Cyclops Solutions.....M  
First-Light USA.....M  
FlashlightDistributor.com.....DS  
✓ **illuminationGear**.....D-DS-M-OL  
Larson Electronics LLC.....D-DS-M  
PowerFlare.....DS  
Spectronics Corp.....M  
Streamlight Inc.....M  
TerraLUX Inc.....DS-M  
Unity Manufacturing Co.....M

**E190 Marine/diving equipment**  
Brunswick Commercial & Govt Products.....M

**E200 Mirrors, surveillance**  
Criminalistics Inc.....M

**E202 Night vision systems**  
Adams Industries Inc.....M  
ATN Corp.....M  
Autoliv Inc.....M  
✓ **Beechcraft**.....M  
Morovision Night Vision.....D-DS-M  
ReconRobotics Inc.....M  
Sofradir EC.....D-DS-M  
Wilcox Industries Corp.....M

**E240 Polygraph equipment**  
Intl Truth Verification Technologies.....DS-M

**E250 Recorders, audio**  
CovertTrack Group.....D-DS-M-OL  
CVDS Inc/ComLog.....M  
Eventide Inc.....M  
FTR Ltd.....DS  
NCIC Inmate Phone Services.....M  
✓ **RTT Mobile Interpretation**.....DS-M  
VPI (Voice Print Intl).....M  
✓ **WatchGuard Video**.....DS-M

**E260 Recorders, video**  
Cardinal Peak.....M  
Coban Technologies Inc.....M  
Crime Point.....M  
Digital Ally.....D-DS-EI-M  
Documentation Services Group (DSG).....D-DS-M  
FTR Ltd.....DS  
Pro-Vision Video Systems.....M  
✓ **WatchGuard Video**.....DS-M

**E280 Surveillance equipment**  
Aerovision Inc.....M  
ARC-Astra Radio Communications.....M  
Bell Helicopter Textron.....DS-M  
Clarity Aerial Sensing.....D-SR  
CovertTrack Group.....D-DS-M-OL  
Crime Point.....M  
EarthCam Inc.....DS-M-SC-OL  
ELSAG North America.....M  
Enstrom Helicopter Corp.....M  
Fluidmesh Networks.....M  
✓ **GraffitiTech Inc**.....D-DS-M  
L-3 Communications Klein Associates Inc  
Leupold & Stevens Inc  
Morovision Night Vision.....D-DS-M  
OTTO.....M  
Prioria Robotics.....M  
ReconRobotics Inc.....M  
Safety Vision.....M  
Satara.....M  
Sofradir EC.....D-DS-M  
Stealth Monitoring.....SC  
TransTech Systems.....DS  
Twitco Distributing.....DS-MO

**E285 Thermal imaging systems**  
Adams Industries Inc.....M  
ATN Corp.....M  
Autoliv Inc.....M  
Bullard.....M  
Clarity Aerial Sensing.....D-SR  
Morovision Night Vision.....D-DS-M  
Sofradir EC.....D-DS-M

**E290 Tracking devices**  
CovertTrack Group.....D-DS-M-OL  
Electronic Tracking Systems.....M-SC  
✓ **Project Lifesaver Intl**.....D-EI  
Royal Property Agency Ltd.....M  
Satara.....M  
Trackstick.....M

**E305 Voice stress analysis**  
Intl Assn of Voice Stress Analysts.....M  
Intl Truth Verification Technologies.....DS-M

## Personal Equipment

**F010 Badge cases**  
Aker Intl Inc.....M-OL  
Blackinton VH & Co Inc.....D-DS  
ISI Services Corp.....D-DS  
Passaic Leather.....M  
Smith & Warren.....M  
✓ **Some's Uniforms World-Wide**.....DS-EI-M  
Stokes Intl.....M  
✓ **Strong Leather Co**.....M  
V&V Mfg Inc.....M

**F020 Badges/shields**  
Blackinton VH & Co Inc.....DS  
Card Imaging.....M  
Collinson Enterprises.....M  
Harwood Uniforms.....D-SR  
ISI Services Corp.....D-DS  
Liberty Art Works.....M-MO  
PINS Inc.....DS-M-MO  
Smith & Warren.....M  
✓ **Some's Uniforms World-Wide**.....DS-EI-M  
Stokes Intl.....M  
V&V Mfg Inc.....M

**F030 Batons/baton carriers**  
AETCO Inc.....M-MO  
Liberty Art Works.....M-MO  
Lumastrobe Warning Lights.....M  
PoliceEquipmentDealer.com.....DS  
Ripoffs Holsters/ Div of US Armor Corp.....M  
Triple K Mfg Co.....M

**F040 Belt buckles**  
V&V Mfg Inc.....M

**F053 Disinfectant**  
ECO Concepts.....M  
Reliapon Police Products Inc.....D-DS-M-MO-P-OL

**F055 Duty equipment, accessories**  
AETCO Inc.....M  
ARC-Astra Radio Communications.....M  
ArmourLite Tritium Watches.....M-SR  
Bates Footwear.....M  
Colt Defense LLC.....EI-M  
DeSantis Holster & Leather Goods.....M  
Desert Eagle Technologies.....D-DS-OL  
DisposaCone.....DS-M  
DutySmith.....M  
Fire Safety Sales.....DS  
HWI Gear Inc.....M  
✓ **illuminationGear**.....D-DS-M-OL  
North American Rescue.....DS-M  
Oregon Aero Inc.....M  
PoliceEquipmentDealer.com.....DS  
PowerTac Flashlight  
ProForce Law Enforcement.....DS  
Reliapon Police Products Inc.....D-DS-M-MO-P-OL  
Ripoffs Holsters/ Div of US Armor Corp.....M  
✓ **RTT Mobile Interpretation**.....DS-M  
✓ **SIG SAUER Inc**.....M  
TatJacket.....D-M-SR-OL  
TerraLUX Inc.....DS-M  
Torfino Enterprises Inc.....M

**F060 Flashlights**  
5.11 Tactical.....M  
Brite-Strike.....M  
First-Light USA.....M  
FlashlightDistributor.com.....DS  
FoxFury Lighting Solutions.....M  
GLOCK Inc.....M  
✓ **illuminationGear**.....D-DS-M-OL  
LEDLights.....M  
Mako (The Mako Group).....DS  
PelicanDealer.com.....DS  
PoliceEquipmentDealer.com.....DS  
PowerTac Flashlight  
Reliapon Police Products Inc.....D-DS-M-MO-P-OL  
✓ **SIG SAUER Inc**.....M  
Streamlight Inc.....M  
TerraLUX Inc.....DS-M  
Torfino Enterprises Inc.....M

**F065 Gear bags**  
✓ **Strong Leather Co**.....M

**F070 Infectious disease protection equipment**  
DQE Inc.....DS-M-OL  
Emergent Bio Solutions Inc.....DS-M  
Global Pathogen Solutions Inc.....M  
MedProtect Inc.....DS-M  
Rescue Essentials.....DS-M-OL

**F080 Lock-opening devices**  
Next Generation Tool Co.....M  
Steck Mfg Co.....M  
Videx Inc.....M

**F085 Notebooks**  
GammaTech Computer Corp.....M

**F087 Personal protective equipment**  
Aerko Intl.....M  
Andax Industries LLC.....DS-M  
CeoTronics Inc.....M  
DQE Inc.....DS-M-OL  
Edge Tactical Eyewear.....DS-M  
Emergent Bio Solutions Inc.....DS-M  
ESS Eye Pro.....M

✓ **Fire Safety Sales**.....DS  
First Line Technology LLC.....D-DS-M  
GH Armor Systems.....M  
Global Pathogen Solutions Inc.....M  
Haix North America Inc.....M  
HWI Gear Inc.....M  
KDH Defense Systems Inc.....M  
Life Safety Systems Inc.....D-DS-EI  
MedProtect Inc.....DS-M  
Morphix Technologies Inc.....M  
Nextteq LLC.....DS-M  
North American Rescue.....DS-M  
OHD Inc.....M  
Oregon Aero Inc.....M  
PDT Technologies.....DS-M  
Progressive Medical Intl.....D-DS  
ProWearGear.com Inc.....M-MO-OL  
QuikClot.....M  
Reebok Tactical Boots.....DS  
Schubert.....DS-M  
Smiths Detection.....DS-M  
Team Wendy.....M  
Tex-Shield Inc.....M-SR  
Timberland PRO Valor.....M  
Walkers Game Ear.....M  
VVL Gore & Associates Inc.....M

**F090 Restraint/defense devices**  
AEDEC Intl Inc.....M  
AETCO Inc.....M  
Humane Restraint Co Inc.....D-M  
Peerless Handcuff Co.....M  
PowerTac Flashlight  
Tranzport Products.....DS  
Triple K Mfg Co.....M

**F100 Weapons, personal impact**  
AETCO Inc.....M  
Alternative Ballistics LP.....D-DS-EI-M  
GLOCK Inc.....M

## Security

**G010 Access control devices/systems**  
✓ **3M Cogent Inc**.....M  
Alvarado Manufacturing  
American Traffic Solutions Inc  
Animetrics Inc.....M-SC  
Datacard Group.....M  
Datamaxx Group.....D-DS-SC-SR-OL  
DoorKing Inc.....M  
E-Seek Inc.....M  
HTS-Hi-Tech Solutions  
Ingersoll Rand Security Technologies.....M  
Knox Co.....M  
LEID Products LLC.....M  
Millennium Communications Group.....SC  
Moyer Associates Inc.....SC  
Seco-Larm USA Inc.....M  
Tapeswitch Corp  
Team NISCA.....EI  
Videx Inc.....M

**G020 Alarm systems/intrusion detection systems**  
Brite-Strike.....M  
✓ **GraffitiTech Inc**.....D-DS-M  
Seco-Larm USA Inc.....M  
Tapeswitch Corp

**G030 Cameras, CCTV/security**  
Fluidmesh Networks.....M  
Hie Electronics Inc.....M  
LENSEC-VIDEO Management Solutions.....M  
OnSSI  
Pelco by Schneider Electric  
Safety Vision  
Seco-Larm USA Inc.....M  
Sofradir EC.....D-DS-M  
Stealth Monitoring.....SC  
Total Recall Corp.....DS-M-SC  
✓ **WatchGuard Video**.....DS-M

**G040 Communications security systems**  
Cellcrypt Inc.....M  
CVDS Inc/ComLog.....M  
Fluidmesh Networks.....M  
K9 Storm Inc.....M  
LRAD Corp.....M  
Millennium Communications Group.....SC  
Mutualink Inc.....M  
NCIC Inmate Phone Services.....M  
Radio IP Software Inc.....M

**G050 Deterrent systems**  
3SI Security Systems.....M  
✓ **GraffitiTech Inc**.....D-DS-M  
LRAD Corp.....M  
Pacific Scientific Energetic Materials Co.....M

**G060 Enclosures/guard houses**  
Delta Scientific.....M  
E-Z UP Intl Inc.....M  
✓ **Stamm Mfg**.....M

**G070 Glass, bullet-resistant**  
Armor Intl.....DS-EI-M

**G075 Guard Patrol**  
Signal 88 Security.....SC-SR  
✓ **Some's Uniforms World-Wide**.....DS-EI-M

**G080 ID systems/badges**  
Card Imaging.....DS  
Datacard Group.....M  
Elite K-9 Inc.....D-DS-M-MO  
Ingersoll Rand Security Technologies.....M  
Lumidigm.....M  
Precision Dynamics Corp.....M  
Team NISCA.....EI  
TransTech Systems.....DS

**G090 Metal/weapons detectors**  
American Science & Engineering Inc.....M  
Garrett Metal Detectors.....M  
Torfino Enterprises Inc.....M

**G100 Mirrors**  
Criminalistics Inc.....M

**G110 Monitors, radio/TV/telephone**  
NCIC Inmate Phone Services.....M

**G120 Security devices/systems**  
3SI Security Systems.....M  
Advanced Materials Laboratories Inc.....M  
Alternative Ballistics LP.....D-DS-EI-M  
Cellcrypt Inc.....M  
EarthCam Inc.....DS-M-SC-OL  
Electronic Tracking Systems.....M-SC  
ELSA North America.....M  
✓ **GraffitiTech Inc**.....D-DS-M  
L-3 Communications Klein Associates Inc  
LENSEC-VIDEO Management Solutions.....M  
MediaSolv Solutions Corp.....M  
MetalCraft Marine Inc.....D-DS-M  
Moyer Associates Inc.....SC  
Pacific Scientific Energetic Materials Co.....M  
Panasonic System Communications Co of NA.....G-M  
RedXDefense.....M  
Seco-Larm USA Inc.....M  
Stamm Mfg.....M  
Tapeswitch Corp.....M  
TransTech Systems.....DS  
Videx Inc.....M  
✓ **WatchGuard Video**.....DS-M

K9 Storm Inc.....M  
Tactical Electronics.....M

**H080 Bomb disposal**  
GeoTronics Inc.....M  
Criminalistics Inc.....M  
Life Safety Systems Inc.....D-DS-EI  
Mistral Security Inc.....DS-M

**H085 Cases, protective**  
PelicanDealer.com.....DS  
Ripoffs Holsters/ Div of US Armor Corp.....M  
TKL Tactical.....M

**H090 Chemical munitions**  
Advanced Materials Laboratories Inc.....M  
Aerko Intl.....M  
Combined Systems Inc.....M

**H100 Entry devices**  
Energetic Materials & Products Inc.....M  
✓ **Fire Safety Sales**.....DS

**H105 Eyewear**  
Edge Tactical Eyewear.....DS-M  
Elmridge Protection Products LLC.....DS-M  
ESS Eye Pro.....M

**H110 Gas masks/accessories**  
Elmridge Protection Products LLC.....DS-M  
Tex-Shield Inc.....M-SR

**H120 Goggles, safety**  
Andax Industries LLC.....DS-M  
Body Specs Safety Eyewear & Goggles.....DS-M  
MedProtect Inc.....DS-M  
San Diego Leather Inc.....D-M-MO-OL  
Spectronics Corp.....M

**H130 Grenade launchers**  
Advanced Materials Laboratories Inc.....M  
Colt Defense LLC.....EI-M  
Combined Systems Inc.....M  
✓ **SIG SAUER Inc**.....M

**H135 Gun retention device**  
Bestdefense.com.....D

**H140 Helmets**  
GH Armor Systems.....M  
INTAPOL Industries Inc.....DS-M-MO-OL  
KDH Defense Systems Inc.....M  
Kevlar DuPont Co.....DS  
Oregon Aero Inc.....M  
PoliceBikeStore.com.....D-M-MO-OL  
Schuberth.....DS-M  
Super Seer Corp.....M  
Team Wendy.....M  
Teijin Aramid USA Inc.....M

**H190 Robots, tactical**  
ECA-SSI Simulator Systems Intl.....M  
Mistral Security Inc.....DS-M  
Panoscan/ General Robotics.....M  
Prioria Robotics.....M  
ReconRobotics Inc.....M

**H200 Scopes/sights**  
Aimpoint Inc.....M  
ATN Corp.....M  
Heinie Specialty Products Inc.....M  
Leupold & Stevens Inc  
Mako (The Mako Group).....DS  
Vortex Optics.....M  
Wilcox Industries Corp.....M  
XS Sight Systems Inc.....M

**J010 Alcohol/drug detection devices**  
BesTest Inc.....DS-M  
Draeger Safety Diagnostics Inc.....M  
Drunk Busters of America LLC.....D-DS-M-MO-OL  
Lifeloc Technologies Inc.....M  
Mistral Security Inc.....DS-M  
RedXDefense.....M

**J015 E-Citation**  
Advanced Public Safety Inc.....DS-SC  
Alsea Geospatial Inc.....D-SC  
Complus Data Innovations Inc (CDI).....DS-SC-OL  
Computer Information Systems Inc.....SC-SR  
Cummins Allison.....M  
E-Seek Inc.....M  
gtechna.....SC  
Intermec Technologies Corp.....M  
Panasonic System Communications Co of NA.....G-M  
Saltus Technologies.....M

Digital Ally.....D-DS-EI-M  
GATSO USA.....M  
✓ **JAMAR Technologies Inc**.....M  
Kustom Signals Inc.....M  
Laser Technology Inc.....DS-M-SR  
Optotrafic LLC.....SC  
✓ **RedFlex Traffic Systems Inc**.....D-DS  
RU2 Systems Inc.....M  
SENSYS Traffic AB.....M  
✓ **Solar Traffic Controls LLC**.....M  
Vitronic Machine Vision.....M

**J075 Standardized field sobriety test**  
✓ **Northwestern Univ Ctr for Public Safety**.....S

**J080 Templates, crash reconstruction**  
Crash Data Group.....D-DS-SR  
✓ **Northwestern Univ Ctr for Public Safety**.....S

**J085 Tint meters**  
✓ **Laser Labs Inc**.....DS-M

**J087 Tire deflation devices**  
Pacific Scientific Energetic Materials Co.....M

**J090 Traffic batons**  
GloGlov-Glo Concepts LLC.....DS  
Lumastrobe Warning Lights.....M  
Torfino Enterprises Inc.....M  
TurboFlare Intl.....DS-M

**J095 Traffic calming device**  
All Traffic Solutions.....DS-M  
✓ **JAMAR Technologies Inc**.....M  
Kustom Signals Inc.....M  
MDI Traffic Control Products.....M  
RU2 Systems Inc.....M  
✓ **Solar Traffic Controls LLC**.....M  
Wanco Inc.....M

## Tactical & Protective Equipment

**H150 Helmets, communication systems**  
GeoTronics Inc.....M  
Procomm Americas Ltd.....DS  
Setcom.....M  
Super Seer Corp.....M

**H160 Helmets, face shields**  
AETCO Inc  
All State Police Equipment Co  
PDT Technologies.....DS-M  
Schuberth.....DS-M  
Super Seer Corp.....M

**H170 Hoods, fire retardant**  
Damascus Protective Gear.....M  
Elmridge Protection Products LLC.....DS-M  
HWI Gear Inc.....M  
Kevlar DuPont Co.....DS

**H180 Lights, special purpose**  
ArmourLite Tritium Watches.....M-SR  
Autoliv Inc  
Cyalume Technologies Inc  
First-Light USA.....M  
FlashlightDistributor.com.....DS  
FoxFury Lighting Solutions.....M  
Julven Enterprise Co Ltd.....M  
Larson Electronics LLC.....DS-M  
Morovision Night Vision.....D-DS-M  
PoliceEquipmentDealer.com.....DS  
PowerFlare.....DS  
PowerTac Flashlight  
✓ **Solar Traffic Controls LLC**.....M  
Streamlight Inc.....M  
TerraLUX Inc.....DS-M  
Unity Manufacturing Co.....M

**H185 Post disaster recovery**  
E-Z UP Intl Inc.....M  
QuikClot.....M

**J020 Immobilizers**  
IMLCCORP LLC.....D-DS-EI-M-SR  
MITI Mfg Co Inc.....M  
Pacific Scientific Energetic Materials Co.....M

**J030 Measuring devices**  
✓ **JAMAR Technologies Inc**.....M  
Laser Technology Inc.....DS-M-SR  
RU2 Systems Inc.....M  
Tapeswitch Corp.....M

**J040 Parking enforcement equipment**  
Complus Data Innovations Inc (CDI).....DS-SC-OL  
Delta Scientific.....M  
DisposaCone.....DS-M  
DoorKing Inc.....M  
ELSA North America  
gtechna.....SC  
HTS-Hi-Tech Solutions  
MITI Mfg Co Inc.....M  
Segway Inc.....DS-M-SR

**J053 Pedestrian safety equipment**  
DisposaCone.....DS-M  
GEICO Direct.....O  
GloGlov-Glo Concepts LLC.....DS  
RU2 Systems Inc.....M  
✓ **Solar Traffic Controls LLC**.....M

**J054 Red Light enforcement**  
GATSO USA.....M  
Optotrafic LLC.....SC  
✓ **RedFlex Traffic Systems Inc**.....D-DS  
SENSYS Traffic AB.....M  
Vitronic Machine Vision.....M

**J055 Red light cameras**  
GATSO USA.....M  
Optotrafic LLC.....SC  
✓ **RedFlex Traffic Systems Inc**.....D-DS  
SENSYS Traffic AB.....M  
Vitronic Machine Vision.....M

**J060 Signs**  
All Traffic Solutions.....DS-M  
Delta Scientific.....M  
Graphic Designs Intl Inc.....M  
MagnaPlan Corp.....D-DS-M-MO  
MDI Traffic Control Products.....M  
RU2 Systems Inc.....M  
✓ **Solar Traffic Controls LLC**.....M  
Wanco Inc.....M

**J067 Speed Cameras**  
Optotrafic LLC.....SC  
SENSYS Traffic AB.....M  
Vitronic Machine Vision.....M

**J070 Speed detection equipment**  
All Traffic Solutions.....DS-M

**J100 Traffic control systems**  
All Traffic Solutions.....DS-M  
Cummins Allison.....M  
DisposaCone.....DS-M  
DoorKing Inc.....M  
HTS-Hi-Tech Solutions  
Laser Technology Inc.....DS-M-SR  
LEDLights.....M  
MDI Traffic Control Products.....M  
Optotrafic LLC.....SC  
Pacific Scientific Energetic Materials Co.....M  
PowerFlare.....DS  
Saltus Technologies.....M  
✓ **Solar Traffic Controls LLC**.....M  
Whelen Engineering Co Inc.....M

**J110 Traffic markers/cones/flashers**  
Cyalume Technologies Inc  
DisposaCone.....DS-M  
Larson Electronics LLC.....DS-M  
LEDLights.....M  
Lumastrobe Warning Lights.....M  
MDI Traffic Control Products.....M  
PowerFlare.....DS  
✓ **Solar Traffic Controls LLC**.....M  
TurboFlare Intl.....DS-M  
Whelen Engineering Co Inc.....M

**J120 Traffic ticket forms**  
Cummins Allison.....M  
Saltus Technologies.....M

**J130 Whistles**  
Personal Safety Corp.....DS-M  
PoliceStickers.com.....DS

## Training

**K010 Books/manuals/periodicals**  
✓ **Architects Design Group Inc**.....SC  
ASIS International.....F-P  
Awareity  
CALEA.....SC  
✓ **California Univ of Pennsylvania**.....S  
Charles C Thomas Publisher Ltd.....P  
✓ **Concerns of Police Survivors Inc (C.O.P.S.)**.....F  
DBA Reaching for the Gold.....DS-OL  
Institute of Police Tech & Mgmt.....G-S  
Intl Assn for Property & Evidence Inc.....S  
Intl Police Mountain Bike Assn  
John E Reid & Associates  
Law Enforcement Evaluations Online.....P  
Looseleaf Law Publications Inc.....P  
✓ **Northwestern Univ Ctr for Public Safety**.....S  
Police & Security News.....P  
Police Foundation.....D-P-SC  
✓ **Purdue Pharma LP**.....M  
Reliapon Police Products Inc.....D-DS-M-MO-P-OL  
SecureSearch Inc.....M

# 2013 IACP/THOMSON REUTERS AWARD FOR EXCELLENCE IN CRIMINAL INVESTIGATION

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**K020 Courses/schools/seminars**

- ✓ Active Continuous Training/ CAAS LLC.....SC-OL
Adler School of Professional Psychology.....S
American Military Univ.....S
ANSI-Asq Natl Accreditation Board/Fqs.....SC
Architects Design Group Inc.....SC
Arma Training/Verbal Defense & Influence.....SC
ASIS International.....F-P
Bell Helicopter Textron.....DS-M
Bellevue Univ.....S
Beretta USA Corp.....M-SC-OL
Bode Technology.....DS-M-SC-OL
Brattleboro Retreat.....SC
Brinkley Sargent Architects.....SC
California Southern Univ.....S
California Univ of Pennsylvania.....S
Capella Univ.....S-OL
Castellum Development Inc.....SC-SR
Center for Public Safety Innovation.....G-S
Chameleon Associates.....SC
ClarkPowell AV Technologies.....D
College of St Elizabeth.....S
Columbia Southern Univ.....S
Concordia Univ St Paul Online.....M
Combined Systems Inc.....M
Concerns of Police Survivors Inc (C.O.P.S.).....F
Concordia Univ St Paul Online.....S
Eastern Kentucky Univ.....S
GE Healthcare.....
Life Sciences.....D-DS-EI-M-MO-SC-SR-OL
GEICO Direct.....O
HALO Enterprises LLC.....SC
Herzing Univ.....S-OL
Homeland Security Mgt Inst of LIU-Riverhead.....S
Inst for Law Enforcement Admin.....S
Institute of Police Tech & Mgmt.....G-S
Intl Assn for Property & Evidence Inc.....S
Intl Assn of Law Enforcement Intelligence Analysts (IALEIA).....O
Intl Assn of Voice Stress Analysts.....S
Intl Police Mountain Bike Assn.....S
John E Reid & Associates.....S
Josephson Institute/ Center for Policy Ethics.....S
King College Online.....S
L-3 DP Associates.....M-SC
Lifeloc Technologies Inc.....M
Marymount University.....S
McClaren, Wilson & Lawrie Architects.....SC
MDI Traffic Control Products.....M
Natl Assn for Shoplifting Prevention (NASP).....S
Natl Sheriffs' Assn.....F-G
Northcentral Univ.....S
Northeastern Univ College of Prof Studies.....S
Northwestern Univ Ctr for Public Safety.....S
Notre Dame College Online.....S
PoliceOne.com.....OL
Priority Dispatch Corp.....DS-M-SC
Purdue Pharma LP.....M
Roger Williams Univ.....S-OL
Seton Hall Univ - Police Studies.....S
Southern Police Inst.....S
Thomas Edison State College.....S
Univ of Maryland Univ College.....S
Univ of Oklahoma-College of Liberal Studies.....S
Univ of Phoenix, Coll of Criminal Justice & Security...S
Univ of Wisconsin-Platteville Online.....S-OL
Wicklander-Zulawski & Associates Inc.....S-SC
Wilmington Univ.....S-OL
Wilson Estes Police Architects.....SC

**K025 Crime Prevention**

- Central Penn College.....S
Chameleon Associates.....SC
FYIAlert.....OL
McGruff Safe Kids.....P
Natl Assn for Shoplifting Prevention (NASP).....S
Natl Sheriffs' Assn.....F-G
Northwestern Univ Ctr for Public Safety.....S
Robotronics Inc.....
Univ of Cincinnati.....S
Univ of Maryland Univ College.....S
Verisk Crime Analytics.....SC-OL

**K030 Defensive tactics training**

- Arma Training/Verbal Defense & Influence.....SC
Castellum Development Inc.....SC-SR
FAAC Inc.....M
IES Interactive Training.....M
SIG SAUER Inc.....M
Ti Training Corp.....

**K035 Devices/aids, training**

- ✓ Active Continuous Training/ CAAS LLC.....SC-OL
Cyalume Technologies Inc.....M
FAAC Inc.....M
GE Healthcare.....
Life Sciences.....D-DS-EI-M-MO-SC-SR-OL
Global Pathogen Solutions Inc.....M
Hufcor Inc.....M
IES Interactive Training.....M
iSniper Inc.....M
L-3 DP Associates.....M-SC

- Mancom Mfg Inc.....M
Reveal Media Ltd.....M
SecureSearch Inc.....M
Tactical Electronics.....M
Tactical Training Systems.....M
Team Wendy.....M

**K036 Distance Learning**

- ✓ Active Continuous Training/ CAAS LLC.....SC-OL
Adler School of Professional Psychology.....S
American Military Univ.....S
Arma Training/Verbal Defense & Influence.....SC
ASIS International.....F-P
California Southern Univ.....S-OL
Capella Univ.....G-S
Center for Public Safety Innovation.....G-S
Central Penn College.....SC
Chameleon Associates.....SC
ClarkPowell AV Technologies.....D
College of St Elizabeth.....S
Columbia Southern Univ.....S
Concordia Univ St Paul Online.....S
Eastern Kentucky Univ.....S
Herzing Univ.....S-OL
Homeland Security Mgt Inst of LIU-Riverhead.....S
Intl Assn for Property & Evidence Inc.....S
King College Online.....S
Marymount University.....S
Natl Forensic Science Technology Ctr Inc.....S
Northcentral Univ.....S
Northwestern Univ Ctr for Public Safety.....S
Notre Dame College Online.....S
Roger Williams Univ.....S-OL
Seton Hall Univ - Police Studies.....S
Southern Police Inst.....S
Thomas Edison State College.....S
Univ of Cincinnati.....S
Univ of Louisville Online Degrees.....S
Univ of Oklahoma-College of Liberal Studies.....S
Univ of Phoenix, Coll of Criminal Justice & Security...S
Univ of Wisconsin-Platteville Online.....S-OL
VPI (Voice Print Intl).....M
Wicklander-Zulawski & Associates Inc.....S-SC
Wilmington Univ.....S-OL

**K037 DNA**

- ✓ Bode Technology.....DS-M-SC-OL
GE Healthcare.....
Life Sciences.....D-DS-EI-M-MO-SC-SR-OL
Intl Assn for Property & Evidence Inc.....S
Natl Forensic Science Technology Ctr Inc.....S
Northwestern Univ Ctr for Public Safety.....S
Sorenson Forensics.....SC

**K040 Driver training**

- Drunk Busters of America LLC.....D-DS-M-MO-OL
ECA-SSI Simulator Systems Intl.....M
FAAC Inc.....M
Harley-Davidson Motor Co.....M
IES Interactive Training.....M
L-3 DP Associates.....M-SC
MPRI/ an L-3 Division.....M
Northwestern Univ Ctr for Public Safety.....S
Skidcar System Inc.....DS
Victory Police Motorcycles.....

**K050 Emergency medical devices training**

- ✓ Priority Dispatch Corp.....DS-M-SC
QuikClot.....M
Rescue 7 Inc.....DS-SC-OL
Robotronics Inc.....
Western Shelter Systems.....M

**K060 Equipment, training**

- Ballistic Rubber Products.....DS
Castellum Development Inc.....SC-SR
GE Healthcare.....
Life Sciences.....D-DS-EI-M-MO-SC-SR-OL
Hufcor Inc.....M
IES Interactive Training.....M
Mancom Mfg Inc.....M
Meggitt Training Systems.....M
Ring's Mfg Inc.....M
Skidcar System Inc.....DS
TerraLUX Inc.....DS-M
Univ of Cincinnati.....S
Univ of Louisville Online Degrees.....S

**K070 Films/slides/videos**

- ✓ Active Continuous Training/ CAAS LLC.....SC-OL
Center for Public Safety Innovation.....G-S
Drunk Busters of America LLC.....D-DS-M-MO-OL
John E Reid & Associates.....S
PoliceOne.com.....OL
Purdue Pharma LP.....M
Ti Training Corp.....

**K080 Firearms training**

- Ammo-Up.....M
Ballistic Rubber Products.....DS

- Castellum Development Inc.....SC-SR
Coit Defense LLC.....EI-M
Heckler & Koch.....M
IES Interactive Training.....M
iSniper Inc.....M
Mako (The Mako Group).....DS
Mancom Mfg Inc.....M
Meggitt Training Systems.....M
MT2 LLC.....SC
Natl Forensic Science Technology Ctr Inc.....S
Qualification Targets Inc.....DS-M
Ring's Mfg Inc.....M
SIG SAUER Inc.....M
Ti Training Corp.....

**K085 Forensics**

- Adler School of Professional Psychology.....S
American Military Univ.....S
ANSI-Asq Natl Accreditation Board/Fqs.....SC
Bode Technology.....DS-M-SC-OL
College of St Elizabeth.....S
Forensic Telecommunications Svcs Ltd...M-MO-SC-OL
Institute of Police Tech & Mgmt.....G-S
JLG Forensics LLC.....D
Micro Systemation (MSAB).....DS-M
Mistral Security Inc.....DS-M
Natl Forensic Science Technology Ctr Inc.....S
Northwestern Univ Ctr for Public Safety.....S
Ocean Systems.....M
Roger Williams Univ.....S-OL
Sirchie.....M
Stenography Analysis & Research Center/Backbone Security.....S
Univ of Louisville Online Degrees.....S
Univ of Maryland Univ College.....S

**K087 Graduate and Undergraduate Degree**

- Adler School of Professional Psychology.....S
American Military Univ.....S
Bellevue Univ.....S
California Southern Univ.....S
Capella Univ.....S-OL
Central Penn College.....S
College of St Elizabeth.....S
Columbia Southern Univ.....S
Eastern Kentucky Univ.....S
Herzing Univ.....S-OL
Homeland Security Mgt Inst of LIU-Riverhead.....S
Northcentral Univ.....S
Northwestern Univ Ctr for Public Safety.....S
Roger Williams Univ.....S-OL
Southern Police Inst.....S
Thomas Edison State College.....S
Univ of Cincinnati.....S
Univ of Louisville Online Degrees.....S
Univ of Maryland Univ College.....S
Univ of Oklahoma-College of Liberal Studies.....S
Univ of Phoenix, Coll of Criminal Justice & Security...S
Univ of Wisconsin-Platteville Online.....S-OL
Wilmington Univ.....S-OL

**K088 Homeland Security**

- 3M Traffic Safety & Security Division.....M
American Military Univ.....S
Berkeley Nucleonics Corp.....M
Brunswick Commercial & Govt Products.....M
California Univ of Pennsylvania.....S
Center for Public Safety Innovation.....G-S
Central Penn College.....S
Chameleon Associates.....SC
Eastern Kentucky Univ.....S
FAAC Inc.....M
HALO Enterprises LLC.....SC
Homeland Security Mgt Inst of LIU-Riverhead.....S
McGruff Safe Kids.....P
Prepared Response Inc.....SC
Some's Uniforms World-Wide.....DS-EI-M
Thomas Edison State College.....S
Ti Training Corp.....S
Univ of Louisville Online Degrees.....S
Univ of Maryland Univ College.....S
Univ of Phoenix, Coll of Criminal Justice & Security...S
Wilmington Univ.....S-OL

**K090 Interrogation/investigation training**

- Intl Truth Verification Technologies.....DS-M
John E Reid & Associates.....S
Northwestern Univ Ctr for Public Safety.....S
Southern Police Inst.....S
Wicklander-Zulawski & Associates Inc.....S-SC

**K095 Law Enforcement Schools**

- Bellevue Univ.....S
Capella Univ.....S-OL
College of St Elizabeth.....S
Coit Defense LLC.....EI-M
Eastern Kentucky Univ.....S
HALO Enterprises LLC.....SC

- Inst for Law Enforcement Admin.....S
Intl Assn of Voice Stress Analysts.....S
Northcentral Univ.....S
Northwestern Univ Ctr for Public Safety.....S
Southern Police Inst.....S
Univ of Cincinnati.....S
Univ of Louisville Online Degrees.....S

**K100 Legal training**

- California Univ of Pennsylvania.....S
Liebert Cassidy Whitmore.....SC
Roger Williams Univ.....S-OL

**K110 Management training**

- Arma Training/Verbal Defense & Influence.....SC
CALEA.....SC
Chameleon Associates.....SC
DBA Reaching for the Gold.....DS-OL
Herzing Univ.....S-OL
Inst for Law Enforcement Admin.....G-S
Institute of Police Tech & Mgmt.....M
Natl Sheriffs' Assn.....F-G
Northcentral Univ.....S
Northwestern Univ Ctr for Public Safety.....S
Police Foundation.....D-P-SC
Sorenson Forensics.....SC
Southern Police Inst.....S
Thomas Edison State College.....S
Univ of Louisville Online Degrees.....S
Univ of Phoenix, Coll of Criminal Justice & Security...S
Univ of Wisconsin-Platteville Online.....S-OL
Wicklander-Zulawski & Associates Inc.....S-SC

**K115 Polygraph training**

- Intl Truth Verification Technologies.....DS-M

**K120 Rescue training**

- Brunswick Commercial & Govt Products.....M
Fire Safety Sales.....DS
HALO Enterprises LLC.....SC
Rescue 7 Inc.....DS-SC-OL

**K130 Tactical training**

- Active Continuous Training/ CAAS LLC.....SC-OL
Aerovironment Inc.....M
Arma Training/Verbal Defense & Influence.....SC
Ballistic Rubber Products.....DS
Castellum Development Inc.....SC-SR
Center for Public Safety Innovation.....G-S
Dewberry Architects Inc.....SC
FAAC Inc.....M
HALO Enterprises LLC.....SC
Hufcor Inc.....M
Institute of Police Tech & Mgmt.....G-S
Mancom Mfg Inc.....M
Meggitt Training Systems.....M
Qualification Targets Inc.....DS-M
SIG SAUER Inc.....M
SinterFire Inc.....M
Tactical Training Systems.....M
Ti Training Corp.....S
Wicklander-Zulawski & Associates Inc.....S-SC

**Transportation**

**L010 Aircraft/accessories/parts**

- ✓ Beechcraft.....M
Bell Helicopter Textron.....DS-M
Clarity Aerial Sensing.....D-SR
David Clark Co Inc.....M
Enstrom Helicopter Corp.....M
Pilatus Business Aircraft.....M

**L020 Batteries/auto parts**

- BatteryJack Inc.....EI
Pulsetech Products Corp.....M

**L030 Bicycles**

- PoliceBikeStore.com.....D-M-MO-OL
RideOut Bicycle Seats.....DS-M-MO-SR-OL

**L050 Boats/accessories**

- Brunswick Commercial & Govt Products.....M
Creative Fleet Markings.....M-MO-SC
David Clark Co Inc.....M
FSI North America.....DS-M
MetalCraft Marine Inc.....D-DS-M
Pulsetech Products Corp.....M
Ribcraft.....M
Setcom.....M

**L060 Command centers, mobile**

- Catalyst Communications Technologies Inc.....D-DS-M
Dodgen Industries Inc.....M
E-Z UP Intl Inc.....M
GE Healthcare.....
Life Sciences.....D-DS-EI-M-MO-SC-SR-OL
LDV Inc.....D-DS-M
Matthews Specialty Vehicles Inc.....M



# IACP Section Membership Application

*IACP Membership is a prerequisite for Section Membership.*

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

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

Agency: \_\_\_\_\_

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

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

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

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

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

IACP Membership #: \_\_\_\_\_

Signature: \_\_\_\_\_

- Capitol Police Section ..... \$30
- Defense Chiefs of Police Section ..... \$15
- Drug Recognition Expert Section ..... \$25
- Indian Country Law Enforcement Section ..... No charge
- International Managers of Police Academy and College Training Section ..... \$25
- Law Enforcement Information Management Section ..... \$25
- Legal Officers Section ..... \$35
- Mid-Size Agencies Section ..... \$50
- Police Foundations Section ..... \$20
- Police Physicians Section ..... \$35
- Police Psychological Services Section ..... (initial processing fee) \$50  
(Must be a psychologist. Upon admission to the section, \$50 processing fee applies to annual dues)
- Public Information Officers Section ..... \$15
- Public Transit Police Section ..... No charge
- Railroad Police Section ..... No charge
- Retired Chiefs of Police Section ..... No charge
- Smaller Department Section ..... \$20
- State and Provincial Police Alumni Section ..... No charge
- State and Provincial Police Academy Directors Section ..... No charge
- State and Provincial Police Planning Officers Section ..... No charge
- University / College Police Section – Initial Member ..... \$50
- University / College Police Section – Each additional member from same institution ..... \$15

**Payment** (Choose only one of the following methods of payment.) Amount to be charged \_\_\_\_\_

1. Pay by Credit Card:  Visa  MasterCard  American Express  Discover

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_

Cardholder's Name: \_\_\_\_\_

Cardholder's Billing Address: \_\_\_\_\_

Signature: \_\_\_\_\_

Fax completed form with credit card authorization to 703/836-4543. Do not mail and fax form as charges will be duplicated.

2. Pay by Check: Make checks payable to IACP (U.S. dollars only) and mail full payment (no cash) with completed form to: IACP: Membership, P.O. Box 62564, Baltimore, MD 21264-2564

3. Pay by Purchase Order: Mail purchase order along with form to: IACP: Membership, 515 N. Washington St., Alexandria, VA 22314-2357

**Capitol Police Section**  
Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/province State House.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Odyssey Specialty Vehicles.....M  
OnStar.....M-SC  
Western Shelter Systems.....M

**L070 Consoles**

Adamson Industries Corp.....DS  
Crown North America/ Div of  
Leggett & Platt CVP Group.....DS-M  
Kaldor Emergency Lights LLC.....DS  
Lund Industries Inc.....DS-M  
Tuffy Security Products.....M

**L080 Decals**

Creative Fleet Markings.....M-MO-SC  
Graphic Designs Intl Inc.....M  
ISI Services Corp.....D-DS  
Old West Graphics Inc.....DS-SC-SR  
PoliceStickers.com.....DS

**L090 Helicopters**

Bell Helicopter Textron.....DS-M  
Enstrom Helicopter Corp.....M

**L100 Lights, mounted**

Adamson Industries Corp.....DS  
Autoliv Inc.....M  
Crown North America/ Div of  
Leggett & Platt CVP Group.....DS-M  
Larson Electronics LLC.....DS-M  
PoliceBikeStore.com.....D-M-MO-OL  
Rontan Signals.....M  
Unity Manufacturing Co.....M  
Whelen Engineering Co Inc.....M

**L110 Motorcycles/accessories**

American Honda Motor Co Inc.....M  
Barb's Harley Davidson.....D-SC-SR  
Creative Fleet Markings.....M-MO-SC  
✓ Harley-Davidson Motor Co.....M  
Pro-Vision Video Systems.....M  
Pulsetech Products Corp.....M  
Schubert.....DS-M  
Setcom.....M  
Vectrix.....M  
Victory Police Motorcycles.....M

**L120 Motor scooters**

American Honda Motor Co Inc.....M  
Segway Inc.....DS-M-SR  
Vectrix.....M

**L130 Mounting hardware**

AOI Electrical.....M  
Duratech USA Inc.....D  
RAM Mounting Systems.....M

**L140 Partitions/screens/shields**

Adamson Industries Corp.....DS  
Kaldor Emergency Lights LLC.....DS  
Pro-Gard Products LLC.....M  
Setina Mfg Co Inc.....M

**L142 Push bumpers**

Kaldor Emergency Lights LLC.....DS  
Lund Industries Inc.....DS-M  
Pro-Gard Products LLC.....M  
Setina Mfg Co Inc.....M

**L150 Recording systems, audio/  
video, in-car**

Apollo Video Technology.....M  
Coban Technologies Inc.....M  
Copsync Inc.....D-M  
Digital Ally.....D-DS-EI-M  
Kustom Signals Inc.....M  
L-3 Mobile-Vision Inc.....M  
LENSEC-VIDEO Management Solutions.....M  
Pro-Vision Video Systems.....M  
✓ RTT Mobile Interpretation.....DS-M  
Safety Vision.....M  
✓ WatchGuard Video.....DS-M

**L160 Seat organizers**

✓ Strong Leather Co.....M

**L161 Seats, specialty**

AEDEC Intl Inc.....M  
Oregon Aero Inc.....M  
Pro-Gard Products LLC.....M  
RideOut Bicycle Seats.....DS-M-MO-SR-OL

**L170 Sirens**

Carson Mfg Co Inc.....M  
Juluen Enterprise Co Ltd.....M  
Kaldor Emergency Lights LLC.....DS  
Lund Industries Inc.....DS-M  
PoliceBikeStore.com.....D-M-MO-OL  
Rontan Signals.....M  
Tomar Electronics Inc.....M

**L180 Theft prevention devices**

3SI Security Systems.....M  
MITI Mfg Co Inc.....M  
OnStar.....M-SC  
Pro-Gard Products LLC.....M  
Tuffy Security Products.....M  
Verisk Crime Analytics.....SC-OL  
Videx Inc.....M

**L200 Trunk organizers**

Pro-Gard Products LLC.....M  
Tuffy Security Products.....M

**L210 Vehicle accessories**

Adamson Industries Corp.....DS  
AEDEC Intl Inc.....M  
Barb's Harley Davidson.....D-SC-SR  
Creative Fleet Markings.....M-MO-SC  
Crown North America/ Div of  
Leggett & Platt CVP Group.....DS-M  
E-Seek Inc.....M  
Force 913.....DS  
Lund Industries Inc.....DS-M  
MediaSolv Solutions Corp.....M  
Panorama Antennas Inc.....M  
Pro-Vision Video Systems.....M  
Pulsetech Products Corp.....M  
Setina Mfg Co Inc.....M  
Steck Mfg Co.....M  
Unity Manufacturing Co.....M

**L220 Vehicle modification/custom  
design**

3A Medical USA.....M-SC  
Adamson Industries Corp.....DS  
Barb's Harley Davidson.....D-SC-SR  
Crown North America/ Div of  
Leggett & Platt CVP Group.....DS-M  
Dodgen Industries Inc.....M  
First Line Technology LLC.....D-DS-M  
LDV Inc.....D-DS-M  
Matthews Specialty Vehicles Inc.....M  
Odyssey Specialty Vehicles.....M

**L225 Vehicle tracking systems**

Advanced Public Safety Inc.....DS-SC  
Electronic Tracking Systems.....M-SC  
General Motors Fleet & Commercial Operations.....M  
OnStar.....M-SC  
Satara.....M  
Trackstick.....M

**L230 Vehicles, armored**

Armor Intl.....DS-EI-M  
Armored Solutions Inc.....M  
International Armored Group.....M  
Lenco Armored Vehicles.....M

**L232 Vehicles, Bomb**

Emergency Vehicles Inc.....M  
LDV Inc.....D-DS-M  
Lenco Armored Vehicles.....M  
Life Safety Systems Inc.....D-DS-EI  
Northeast Kustom Kreations LLC.....M  
Odyssey Specialty Vehicles.....M  
Sirchie Vehicle Div.....M

**L233 Vehicles, Crime Scene**

Emergency Vehicles Inc.....M  
Northeast Kustom Kreations LLC.....M  
Sirchie Vehicle Div.....M

**L234 Vehicles, DUI**

Acme Auto Leasing LLC.....DS  
Emergency Vehicles Inc.....M  
LDV Inc.....D-DS-M  
Northeast Kustom Kreations LLC.....M  
Sirchie Vehicle Div.....M

**L235 Vehicles, electric**

Acme Auto Leasing LLC.....DS  
Force 916.....DS  
Ford Motor Co.....M  
Segway Inc.....DS-M-SR  
Vectrix.....M

**L240 Vehicles, patrol**

Acme Auto Leasing LLC.....DS  
Carson Mfg Co Inc.....M  
✓ Chrysler Group LLC  
Crown North America/ Div of  
Leggett & Platt CVP Group.....DS-M  
Enstrom Helicopter Corp.....M  
Force 915.....DS  
Ford Motor Co.....M  
General Motors Fleet & Commercial Operations.....M  
International Armored Group.....M  
Segway Inc.....DS-M-SR  
Signal 88 Security.....SC-SR  
Vectrix.....M

**L250 Vehicles, prisoner transport**

AEDEC Intl Inc.....M  
Force 914.....DS  
Ford Motor Co.....M  
General Motors Fleet & Commercial Operations.....M  
International Armored Group.....M  
Lenco Armored Vehicles.....M  
Northeast Kustom Kreations LLC.....M  
Sirchie Vehicle Div.....M

**L260 Vehicles, special purpose**

Acme Auto Leasing LLC.....DS  
American Honda Motor Co Inc.....M  
Armor Intl.....DS-EI-M  
✓ Chrysler Group LLC  
Clarity Aerial Sensing.....D-SR  
Dodgen Industries Inc.....M  
Elite K-9 Inc.....D-DS-M-MO  
Emergency Vehicles Inc.....M  
Force 912.....DS  
Ford Motor Co.....M  
General Motors Fleet & Commercial Operations.....M  
International Armored Group.....M  
LDV Inc.....D-DS-M  
Lenco Armored Vehicles.....M  
Life Safety Systems Inc.....D-DS-EI  
Matthews Specialty Vehicles Inc.....M  
Northeast Kustom Kreations LLC.....M  
Odyssey Specialty Vehicles.....M  
Patriot3 Inc.....M  
Segway Inc.....DS-M-SR  
Sirchie Vehicle Div.....M  
Vectrix.....M

**L270 Video/Audio Surveillance**

Aerovision Inc.....M  
Crime Point.....M  
Datalux Mobile Computers.....M  
Digital Ally.....D-DS-EI-M  
Documentation Services Group (DSG).....D-DS-M  
EarthCam Inc.....DS-M-SC-OL  
Kustom Signals Inc.....M  
OnSSI.....M  
ReconRobotics Inc.....M  
Safety Vision.....M  
✓ WatchGuard Video.....DS-M

**L280 Vehicles, SWAT**

Acme Auto Leasing LLC.....DS  
Armored Solutions Inc.....M  
Emergency Vehicles Inc.....M  
International Armored Group.....M  
Lenco Armored Vehicles.....M  
Odyssey Specialty Vehicles.....M

**Uniforms**

**M010 Apparel, fire retardant**

First Line Technology LLC.....D-DS-M  
Haix North America Inc.....M  
Horace Small.....M  
World Emblem Intl.....M

**M020 Apparel, fluorescent/reflective**

American Safety Vest.....D-MO-OL  
Andax Industries LLC.....DS-M  
Blauer Mfg Co Inc.....M  
Eiseman-Ludmar Co Inc.....M  
Emblem Authority, The.....M  
Fechheimer/Flying Cross.....DS-M-SR  
Gerber Outerwear.....M  
GioGloV-Glo Concepts LLC.....DS  
Horace Small.....M  
WL Gore & Associates Inc.....M  
World Emblem Intl.....M

**M030 Apparel, rainwear**

Arktis North America LLC.....M  
Barb's Harley Davidson.....D-SC-SR  
Blauer Mfg Co Inc.....M  
DuPont Teflon Fabric Protector.....M  
Fechheimer/Flying Cross.....DS-M-SR  
Gerber Outerwear.....M  
Magnum USA.....M  
✓ Some's Uniforms World-Wide.....DS-EI-M  
Tru-Spec.....M  
WL Gore & Associates Inc.....M

**M035 Apparel, undergarments**

Arktis North America LLC.....M  
Treadway Graphics.....DS  
Tru-Spec.....M

**M036 Boots, Motorcycle and  
Equestrian Officers**

INTAPOL Industries Inc.....DS-M-MO-OL

**M037 Duty equipment, accessories**

Aker Intl Inc.....M-OL

ArmourLite Tritium Watches.....M-SR  
Belleville Boot Company.....M  
DeSantis Holster & Leather Goods.....M  
Desert Eagle Technologies.....D-DS-OL  
DutySmith.....M  
Eiseman-Ludmar Co Inc.....M  
ESS Eye Pro.....M  
First-Light USA.....M  
Gerber Outerwear.....M  
Hanwood Uniforms.....D-SR  
HWI Gear Inc.....M  
Peerless Handcuff Co.....M  
PoliceEquipmentDealer.com.....DS  
Ripoffs Holsters/ Div of US Armor Corp.....M  
✓ Some's Uniforms World-Wide.....DS-EI-M  
✓ Strong Leather Co.....M  
TatJacket.....D-M-SR-OL  
Timberland PRO Valor.....M  
Triple K Mfg Co.....M  
Tru-Spec.....M

**M038 Breaches, Motorcycle and  
Equestrian Officers**

INTAPOL Industries Inc.....DS-M-MO-OL

**M040 Emblems/insignia/nameplates**

Blackinton VH & Co Inc.....M  
Collinson Enterprises.....M  
Eiseman-Ludmar Co Inc.....M  
Emblem Authority, The.....M  
Hanwood Uniforms.....D-SR  
ISI Services Corp.....D-DS  
Liberty Art Works.....M-MO  
PINS Inc.....DS-M-MO  
Smith & Warren.....M  
✓ Some's Uniforms World-Wide.....DS-EI-M  
Stokes Intl.....M  
Treadway Graphics.....DS  
World Emblem Intl.....M

**M050 Footwear**

5.11 Tactical.....M  
Barb's Harley Davidson.....D-SC-SR  
Bates Footwear.....M  
Belleville Boot Company.....M  
Haix North America Inc.....M  
INTAPOL Industries Inc.....DS-M-MO-OL  
Magnum USA.....M  
Reebok Tactical Boots.....DS  
ROCKY.....M  
✓ Some's Uniforms World-Wide.....DS-EI-M  
Thorogood Shoes/Weinbrenner.....DS-M  
Timberland PRO Valor.....M  
WL Gore & Associates Inc.....M

**M060 Gloves**

American Safety Vest.....D-MO-OL  
Damascus Protective Gear.....M  
GioGloV-Glo Concepts LLC.....DS  
HWI Gear Inc.....M  
Passaic Leather.....M  
San Diego Leather Inc.....D-M-MO-OL  
✓ Some's Uniforms World-Wide.....DS-EI-M

**M070 Handbags/purses**

Galco Gunleather.....M  
Passaic Leather.....M  
Smith & Warren.....M

**M071 Name Badges**

Awards & More.....M  
Card Imaging.....DS  
INTAPOL Industries Inc.....DS-M-MO-OL  
ISI Services Corp.....D-DS  
NAUMD (N American Assn of Uniform  
Mfrs & Dist).....P-SC-OL  
✓ Reeves Co Inc.....D-DS-M  
✓ Some's Uniforms World-Wide.....DS-EI-M  
Treadway Graphics.....DS  
World Emblem Intl.....M

**M072 Helmets, Motorcycle and  
Equestrian Officers**

Passaic Leather.....M

**M080 Uniform accessories**

Aker Intl Inc.....M-OL  
DeSantis Holster & Leather Goods.....M  
Eiseman-Ludmar Co Inc.....M  
Emblem Authority, The.....M  
Gerber Outerwear.....M  
NAUMD (N American Assn  
of Uniform Mfrs & Dist).....P-SC-OL  
PINS Inc.....DS-M-MO  
Red the Uniform Tailor.....D-DS-M  
Smith & Warren.....M  
✓ Some's Uniforms World-Wide.....DS-EI-M  
Stokes Intl.....M  
TatJacket.....D-M-SR-OL  
World Emblem Intl.....M

**M090 Uniform belts**  
 Aker Intl Inc.....M-OL  
 DeSantis Holster & Leather Goods.....M  
 Fusion  
 Mako (The Mako Group).....DS  
 San Diego Leather Inc.....D-M-MO-OL  
 ✓ **Some's Uniforms World-Wide**.....DS-EI-M  
 ✓ **Strong Leather Co**.....M  
 Triple K Mfg Co.....M

**M100 Uniform blazers**  
 Lighthouse Uniform Co.....D-M-MO-OL  
 NAUMD (N American Assn  
 of Uniform Mfrs & Dist).....P-SC-OL  
 ✓ **Some's Uniforms World-Wide**.....DS-EI-M

**M110 Uniform caps/hats**  
 Emblem Authority, The.....M  
 Lighthouse Uniform Co.....D-M-MO-OL  
 Red the Uniform Tailor.....D-DS-M  
 ✓ **Some's Uniforms World-Wide**.....DS-EI-M  
 Stokes Intl.....M

**M120 Uniform coats/jackets**  
 5.11 Tactical.....M  
 Arktis North America LLC.....M  
 Blauer Mfg Co Inc.....M  
 DuPont Teflon Fabric Protector.....M  
 Fechheimer/Flying Cross.....DS-M-SR  
 Gerber Outerwear.....M  
 Horace Small  
 Lighthouse Uniform Co.....D-M-MO-OL  
 NAUMD (N American Assn  
 of Uniform Mfrs & Dist).....P-SC-OL  
 Passaic Leather  
 ProWearGear.com Inc.....M-MO-OL  
 Red the Uniform Tailor.....D-DS-M  
 San Diego Leather Inc.....D-M-MO-OL  
 ✓ **Some's Uniforms World-Wide**.....DS-EI-M  
 Tru-Spec.....M

**M123 Uniform fabrics**  
 DuPont Teflon Fabric Protector.....M

**M130 Uniform pants/shirts/skirts**  
 5.11 Tactical.....M  
 Blauer Mfg Co Inc.....M  
 DuPont Teflon Fabric Protector.....M  
 Fechheimer/Flying Cross.....DS-M-SR  
 Harwood Uniforms.....D-SR  
 Horace Small  
 Lighthouse Uniform Co.....D-M-MO-OL  
 NAUMD (N American Assn  
 of Uniform Mfrs & Dist).....P-SC-OL  
 PoliceBikeStore.com.....D-M-MO-OL  
 Red the Uniform Tailor.....D-DS-M  
 ✓ **Some's Uniforms World-Wide**.....DS-EI-M  
 Tru-Spec.....M

**M140 Uniforms, custom design**  
 Arktis North America LLC.....M  
 Emblem Authority, The.....M  
 Harwood Uniforms.....D-SR  
 Lighthouse Uniform Co.....D-M-MO-OL  
 Red the Uniform Tailor.....D-DS-M  
 San Diego Leather Inc.....D-M-MO-OL  
 ✓ **Some's Uniforms World-Wide**.....DS-EI-M

**M160 Uniforms, riot/SWAT**  
 Arktis North America LLC.....M  
 Belleville Boot Company.....M  
 Blauer Mfg Co Inc.....M  
 Fechheimer/Flying Cross.....DS-M-SR  
 Horace Small  
 ProWearGear.com Inc.....M-MO-OL  
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 Lancer Systems.....DS-G-M  
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 MT2 LLC.....SC  
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 Wilcox Industries Corp.....M  
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## Automated License Plate Recognition (ALPR) in Policing

By David J. Roberts, Senior Program Manager, IACP Technology Center

Law enforcement agencies throughout the nation are increasingly adopting automated license plate recognition (ALPR) technologies to enhance their enforcement and investigative capabilities, expand their collection of relevant data, and expedite the tedious process of manually comparing vehicle license plates with lists of stolen, wanted, and other vehicles of interest. ALPR systems function to automatically capture an image of the vehicle's license plate, transform that image into alphanumeric characters, compare the plate number acquired to one or more databases of vehicles of interest, and alert the officer when a vehicle of interest has been observed, all within a matter of seconds.

The IACP has undertaken several research initiatives associated with ALPR technology in recent years. The International Association of Chiefs of Police passed a resolution about ALPR technology during the 2007 IACP Annual Conference in New Orleans, Louisiana:

"This resolution strongly encourages the U.S. Congress to fully fund license plate reader and related digital photographing systems, including interrelated information sharing networks, for the northern and southern borders of the United States and encourages all countries to use like technology, to the extent possible, to share appropriate law enforcement information."<sup>1</sup>

### Privacy Impact Assessment

In response to the growing implementation of License Plate Readers in law enforcement agencies throughout the United States and around the world, the IACP, through the LEIM Section,<sup>2</sup> developed a *Privacy Impact Assessment (PIA) Report for the Utilization of License Plate Readers* for law enforcement in 2009.<sup>3</sup> Published September 2009, the PIA assesses privacy issues that may emerge as ALPR systems are implemented and license plate information is captured. The report is designed to evaluate the impact ALPR systems can have on the public's privacy interests and to make recommendations for the development of information management policies intended to govern an agency's

operation of an ALPR system. IACP published a Model Policy on ALPR in August 2010.<sup>4</sup>

### ALPR Research

In addition, the IACP conducted research sponsored by the National Institute of Justice regarding ALPR implementation among law enforcement agencies and released the final report from the study in 2012. The report, *Automated License Plate Recognition (ALPR) Systems: Policy and Operational Guidance for Law Enforcement*, was electronically published October 2012.<sup>5</sup> In order to identify emerging implementation practices and provide operational and policy guidance to the field, the IACP surveyed a random sample of 444 local,







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state, and tribal law enforcement agencies in 2009. A total of 305 agencies responded to the initial survey (68.7 percent) and three-quarters of respondents (235 agencies, 77 percent) indicated that they were not using ALPR, while 70 agencies (23 percent) responded that they were using ALPR. A longer, more detailed survey was sent to the 70 agencies who confirmed they were using ALPR, and 40 agencies (57.1 percent) responded.

Survey respondents had typically implemented mobile ALPR systems (95 percent), and were primarily using ALPR for auto theft (69 percent), vehicle and traffic enforcement (28 percent), and investigations (25 percent). Agencies reported increases in stolen vehicle recoveries (68 percent), arrests (55 percent), and productivity (50 percent). Fewer than half (48 percent) had developed ALPR policies. Over half (53 percent) updated their ALPR hot lists wirelessly, and nearly half (43 percent) updated their hot lists once each day. Agencies varied substantially in the data retention practices. A total of 40 percent of respondents retain ALPR data for six months or less (n=16). Five respondents (13 percent) indicated they retain ALPR data indefinitely, while two indicated that retention is based on the storage capacity of the equipment installed.

A major impediment to effective deployment of ALPR technology is the lack of standards for plate design and inconsistent business rules among jurisdictions issuing license plates across the United States and Canada. In 2011–12, the IACP participated in the American Association of Motor Vehicle Administrators (AAMVA) ALPR Working Group, "...to identify best practices in license plate design, manufacture and issuance to aid jurisdictions in creating and issuing license plates best suited to vehicle identification." The resulting report, *Best Practices Guide for Improving Automated License Plate Reader Effectiveness through Uniform License Plate Design and Manufacture*, was published in 2012 and is available at <http://www.aamva.org/law-enforcement>.

### ALPR Performance Standards

Following the NIJ standards development process, IACP project staff assembled a Special Technical Committee (STC) of law enforcement practitioners, laboratory representatives, and other subject matter experts tasked with developing the three ALPR standards documents: (1) performance requirements, (2) testing and certification protocol, and (3) a selection and application guide (SAG). IACP has convened six roundtable committee meetings of the STC to date and is planning to hold a seventh later this month. STC members have completed draft versions of the three standards documents and plan to use the April 2013 session to evaluate the draft test methodology as written.

It is anticipated that by late fall 2013 the draft standards documents will be released by NIJ for a 45-day public comment and review on the *Federal Register*. Thereafter, the STC will reconvene to review what has been submitted and move towards finalizing its work.

### Conclusion

ALPR technology is a significant tool in the arsenal of law enforcement and public safety agencies. Realizing the core business values that ALPR promises, however, can be achieved only through proper planning, implementation, training, deployment, use, and management of the technology and the information it provides. Like all tools and technologies available to law enforcement, ALPR must also be carefully managed. Policies must be developed and strictly enforced to ensure the quality of the data, the security of the system, compliance with applicable laws and regulations, and the privacy of information gathered. IACP will continue to research and study the application of ALPR technology in policing, and will be updating and expanding the model policy developed in 2010 to address ALPR data retention and use. ♦

### Notes:

<sup>1</sup>Narcotics and Dangerous Drugs Committee, "Support for License Plate Readers Systems," IACP Resolution 114th Annual Conference of the International Association of Chiefs of Police (New Orleans, Louisiana, 2007), <http://www.iacp.org/>



[resolution/index.cfm?fa=dis\\_public\\_view&resolution\\_id=324&CFID=9952799&CFTOKEN=30183528](http://www.theiacp.org/Resolution/ResolutionIndex.cfm?fa=dis_public_view&resolution_id=324&CFID=9952799&CFTOKEN=30183528) (accessed 3/20/13).

<sup>2</sup>The IACP Law Enforcement Information Management (LEIM) Section provides law enforcement executives, IT managers, and technology specialists with a forum in which to share information; best practices; and lessons learned regarding state-of-the-art law enforcement information management, communications, and interoperability; technology standards; and information sharing, analysis, and fusion. The LEIM Section comprises approximately 1,000 chiefs and information technology professionals from agencies of all sizes, jurisdictions, and geographies. Every state in the United States is represented, as are five Canadian provinces and 18 other nations, ranging from Australia to the United Kingdom. More information regarding the IACP LEIM Section can be found at <http://www.theiacp.org/Technology/LEIMSection/tabid/437/Default.aspx> (accessed 3/20/13).

<sup>3</sup>The *Privacy Impact Assessment (PIA) Report for the Utilization of License Plate Readers* is available online at <http://www.theiacp.org/LinkClick.aspx?fileticket=Npercent2bE2wvYpercent2f1QUpercent3d&tabid=87> (accessed 3/20/13).

<sup>4</sup>Model Policies are available from the National Law Enforcement Policy Center of IACP, <http://www.theiacp.org/PoliceServices/ManagementResources/ModelPolicyList/tabid/135/Default.aspx> (accessed 3/20/13).

<sup>5</sup>David J. Roberts and Meghann Casanova, *Automated License Plate Recognition Systems: Policy and Operational Guidance for Law Enforcement* (Washington, D.C.: Department of Justice, National Institute for Justice, 2012), [http://www.theiacp.org/Portals/0/pdfs/IACP\\_ALPR\\_Policy\\_Operational\\_Guidance.pdf](http://www.theiacp.org/Portals/0/pdfs/IACP_ALPR_Policy_Operational_Guidance.pdf) (accessed 3/20/13).



Sprint



#### Award criteria focus on:

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Demonstration that research efforts are an organizational priority, endorsed and promoted by the agency leadership

##### **Partnerships**

Explanation of the nature of the agency relationship with internal and external partners (especially universities, governmental and non-governmental research agencies, community organizations, volunteers, and other justice system components)

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Demonstration that the agency has addressed a research problem of pressing importance involving a unique approach that yields actionable recommendations

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4. Prizes are non-transferable.
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# IACP President's Membership Drive Application

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

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

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

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## National TIM Responder Training Courses

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

Since mass production of motor vehicles commenced in the United States in the early 20th century, drivers have complained about traffic congestion as the number of vehicles steadily exceeded the ability of highways to accommodate them. Lack of roadway capacity prevents drivers from traveling at the speed limit, which in turn wastes precious fuel and lengthens trips, thereby depriving drivers of quality time and of money.

Traffic incidents cause about one-quarter of the congestion on U.S. roadways, and, for every minute that a freeway lane is blocked by an incident, four minutes of travel delay time results.<sup>1</sup> An incident is defined in the *Traffic Management Data Dictionary*, published by the Institute of Transportation Engineers and the American Association of State Highway and Transportation Officials, as “an unplanned randomly occurring traffic event that adversely effects normal traffic operations.”<sup>2</sup> Work zones, which give rise to the same negative characteristics, are not incidents because they are *planned* events that still frustrate and delay drivers.

A secondary crash is an unplanned event—beginning at the time the primary incident is detected—where a collision that results from the original incident occurs either within the incident scene or within the queue, including in the opposite direction. The likelihood of a secondary crash increases by 2.8 percent for every minute that the primary incident remains a hazard, and secondary crashes alone are responsible for an estimated 18 percent of all freeway fatalities and 20 percent of all collisions.<sup>3</sup>

Traffic incidents, including secondary crashes, create danger to those responding to resolve them. For example, during a 25-year period (1987–2011), 283 law enforcement officers were struck and killed by vehicles; this averages out to almost one officer killed each month.<sup>4</sup> Of those officers, 60 percent were “directing traffic, assisting motorists, etc.,” while the remaining 40 percent were involved in a “traffic stop, roadblock, etc.”<sup>5</sup> Similarly, an average of one on-duty tow truck operator is killed every six days, amounting to more than 60 each year.<sup>6</sup>

Congress recognized the foregoing issues and has authorized the second Strategic Highway Research Program, which focuses on four areas: safety, renewal, reliability, and capacity.<sup>7</sup> The reliability area is most pertinent to these issues and concentrates on “reducing congestion through incident reduction, management, response, and mitigation,” the achievement of which “will significantly improve travel time reliability for both people and freight.”<sup>8</sup> To this end, the Transportation Research Board developed—and the Federal Highway Administration (FHWA) currently is implementing—two ambitious training courses to address traffic incident management (TIM), which is defined as “a planned and coordinated multidisciplinary process to detect, respond to, and clear traffic incidents so that traffic flow may be restored as safely and quickly as possible.”<sup>9</sup> TIM is the key to reducing the incidence and severity of crashes and the congestion and frustration they create. The three fundamental principles upon which TIM is based—responder safety; safe, quick incident clearance; and prompt, reliable, interoperable communications—are embodied in the National Unified Goal (NUG),<sup>10</sup> which the IACP has supported since 2007.<sup>11</sup>

The National TIM Responder Training Courses are an integral part of the FHWA’s Every Day Counts (EDC) initiative, one of the goals of which is to enhance roadway safety.<sup>12</sup> The one-and-a-half day train-the-trainer course brings together TIM first responders from different disciplines, and these multidisciplinary instructors subsequently train—in four-hour classes—law enforcement officers, firefighters, emergency medical technicians, towing and recovery operators, transportation and public works employees, and other TIM workers. Members of the IACP’s State and Provincial Police Directorate and of its Highway Safety Committee (HSC) assisted the FHWA in the design of these courses.

The interaction occurring between representatives of these various disciplines has promoted camaraderie among the attendees and has improved the overall understanding of the activities that other disciplines initiate. Once the reason that a specific activity is undertaken is understood by members of other disciplines, the mystique disappears and the execution of the task is appreciated and supported. Understanding often generates additional discussion, which results in more effective and efficient ways of resolving traffic incidents. Improved responses by TIM disciplines that cooperate and coordinate with each other expedite the handling of traffic



incidents, reduce the time that responders actually spend on roadways, decrease incidences of secondary crashes, facilitate the restoration of the traffic flow, and eliminate congestion and motorists' frustration. Since June 2012, the FHWA has trained 1,027 instructors who, in turn, have trained 1,083 first responders across the United States.<sup>13</sup>

*Manage to Survive: Traffic Incident Management for First Responders*, the 18-minute roll-call video produced last year by the IACP HSC's TIM Subcommittee, succinctly summarizes the tenets upon which these courses were built and piques interest in TIM in general and in these courses in particular. It has been viewed more than 10,000 times since it was first released on October 1, 2012.<sup>14</sup>

These two FHWA courses are not cure-alls for all traffic incidents and the congestion, death and serious injury, and motorists' frustration that these incidents produce. However, these courses constitute the first national TIM training that attempts to foster teamwork between first-responder disciplines in order to resolve more effectively, efficiently, and productively traffic incidents based upon the NUG.

For more information about these courses, email any of the following contacts in the FHWA's Office of Transportation Operations:

- Director Mark R. Kehrlri at mark.kehrlri@dot.gov
- Public Safety Program Manager Thomas V. "Tim" Lane at thomas.lane@dot.gov
- TIM Program Manager Paul Jodoin at paul.jodoin@dot.gov ❖

#### Notes:

<sup>1</sup>Federal Highway Administration, Office of Operations, *Traffic Incident Management Handbook*, by Nicholas Owens et al. for SAIC, FHWA HOP 10 013 (January 2010), 2, [http://ops.fhwa.dot.gov/eto\\_tim\\_pse/publications/timhandbook/tim\\_handbook.pdf](http://ops.fhwa.dot.gov/eto_tim_pse/publications/timhandbook/tim_handbook.pdf) (accessed February 21, 2013).

<sup>2</sup>"Section 2. Review of Literature," Office of Operations, Federal Highway Administration (FHWA), U.S. Department of Transportation (USDOT), Emergency Transportation Operations, March 31, 2009, quoting *Traffic Management Data Dictionary*, [http://ops.fhwa.dot.gov/eto\\_tim\\_pse/docs/incident\\_mgmt\\_perf/section2.htm](http://ops.fhwa.dot.gov/eto_tim_pse/docs/incident_mgmt_perf/section2.htm) (accessed February 21, 2013).

<sup>3</sup>Owens et al., *Traffic Incident Management Handbook*, 2, 27, 58.

<sup>4</sup>U.S. Department of Justice, Federal Bureau of Investigation, Criminal Justice Information Services (CJIS), Uniform Crime Reports, *Law Enforcement Officers Killed and Assaulted [LEOKA] 2011*, table 61, <http://www.fbi.gov/about-us/cjis/ucr/leoka/2011/tables/table-61> (accessed February 21, 2013); *LEOKA 2001*, table 28, <http://www.fbi.gov/about-us/cjis/ucr/leoka/2001> (accessed February 21, 2013); *LEOKA 1996*, table 23, <http://www.fbi.gov/about-us/cjis/ucr/leoka/1996> (accessed February 21, 2013).

<sup>5</sup>Ibid.

<sup>6</sup>"Tow Truck Driver Killed on the Job," WSVN-TV *7News*, May 11, 2010, <http://www.wsvn.com/news/articles/local/MI86847> (accessed February 21, 2013).

<sup>7</sup>Transportation Research Board, "Strategic Highway Research Program 2 (SHRP 2): Reliability," [http://www.trb.org/StrategicHighwayResearchProgram2SHRP2/Pages/Reliability\\_159.aspx](http://www.trb.org/StrategicHighwayResearchProgram2SHRP2/Pages/Reliability_159.aspx) (accessed February 21, 2013).

<sup>8</sup>Ibid.

<sup>9</sup>"Traffic Incident Management," Office of Operations, FHWA, USDOT, [http://ops.fhwa.dot.gov/eto\\_tim\\_pse/about/tim.htm](http://ops.fhwa.dot.gov/eto_tim_pse/about/tim.htm) (accessed February 21, 2013).

<sup>10</sup>National Traffic Incident Management Coalition, "National Unified Goal for Traffic Incident Management," November 2007, <http://ntim.transportation.org/Documents/NUGUnifiedGoal-Nov07.pdf> (accessed February 21, 2013).

<sup>11</sup>Highway Safety Committee, "Contingent Support of the National Unified Goal for Traffic Incident Management," IACP Resolution adopted at the 114th Annual Conference of the International Association

of Chiefs of Police (New Orleans, Louisiana, 2007), [http://www.iacp.org/resolution/index.cfm?fa=dis\\_public\\_view&resolution\\_id=304&CFID=44353264&CFTOKEN=55324049](http://www.iacp.org/resolution/index.cfm?fa=dis_public_view&resolution_id=304&CFID=44353264&CFTOKEN=55324049) (accessed February 21, 2013).

<sup>12</sup>"About Every Day Counts," Message from the Administrator, <http://www.fhwa.dot.gov/everydaycounts/about> (accessed February 21, 2013).

<sup>13</sup>FHWA Public Safety Program Manager Thomas V. Lane, email message to the author, February 11, 2013.

<sup>14</sup>This video is available on the IACP's YouTube channel at [http://www.youtube.com/watch?v=FrnnYHq0LYs&list=UUQ9UHQ1sRz3ee1pMsEpQ\\_JQ&index=24](http://www.youtube.com/watch?v=FrnnYHq0LYs&list=UUQ9UHQ1sRz3ee1pMsEpQ_JQ&index=24) (accessed February 21, 2013).



## 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.

Lieutenant Michael John "Chip" Chiapperini  
Webster, New York, Police Department  
Date of Death: December 24, 2012  
Length of Service: 20 years

Officer Chris Yung  
Prince William County, Virginia,  
Police Department  
Date of Death: December 31, 2012  
Length of Service: 7 years

Sergeant Patrick Divers  
New York City Police Department  
Date of Death: February 1, 2013  
Length of Service: 25 years

Police Officer William Michael McGary  
Conway, Arkansas, Police Department  
Date of Death: February 1, 2013  
Length of Service: 2 years

Police Officer Patricia A. "Patty" Parete  
Buffalo Police Department  
Date of Death: February 2, 2013  
Length of Service: 5 years

Deputy Sheriff Billy Ray Grimsley  
Portsmouth, Virginia, Sheriff's Office  
Date of Death: February 3, 2013  
Length of Service: 14 years

Public Safety Police Officer Keith Lawrence  
University of Southern California Department  
of Public Safety  
Date of Death: February 3, 2013  
Length of Service: 6 months

Police Officer Michael Crain  
Riverside, California, Police Department  
Date of Death: February 7, 2013  
Length of Service: 11 years

Detective Jeremiah MacKay  
San Bernardino County, California,  
Sheriff's Department  
Date of Death: February 12, 2013  
Length of Service: 15 years

Detective Christopher Simpson  
Chesterfield, Missouri, Police Department  
Date of Death: February 12, 2013  
Length of Service: 35 years

Police Officer Josh Lynaugh  
St. Paul, Minnesota, Police Department  
Date of Death: February 16, 2013  
Length of Service: 5 years

Fish and Wildlife Officer Howard Lavers  
Newfoundland and Labrador Fish and  
Wildlife Enforcement Division  
Date of Death: February 21, 2013  
Length of Service: 30 years

Correctional Officer Eric Williams  
United States Department of Justice, Federal  
Bureau of Prisons, U.S. Government  
Date of Death: February 25, 2013  
Length of Service: 1 year, 6 months

Sergeant Loran "Butch" Baker  
Santa Cruz, California, Police Department  
Date of Death: February 26, 2013  
Length of Service: 28 years

Detective Elizabeth Butler  
Santa Cruz, California, Police Department  
Date of Death: February 26, 2013  
Length of Service: 10 years

Sergeant Gary Morales  
St. Lucie County, Florida, Sheriff's Office  
Date of Death: February 28, 2013  
Length of Service: 13 years

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