

# The PoliceChief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

APRIL 2017

## Use of Force

2017 BUYERS' GUIDE

Situational Awareness

Verbal De-escalation

Lethal Force

Self Awareness

Escape and Avoidance

Advanced Physical Force

Physical Force

Inside:  
National Consensus Policy on Use of Force

De-escalation

Use-of-Force Data Collecton



# LAW ENFORCEMENT EXECUTIVE DEVELOPMENT



**Leadership.**  
**Courage.**  
**Knowledge.**

The FBI Law Enforcement Executive Development Association (FBI-LEEDA) offers management training for law enforcement professionals. Our goal is to help improve law enforcement management practices through training, education and networking among police professionals.

- **Trilogy – Our Core Educational Training**

- Supervisor Leadership Institute – *Enhancing leadership competencies*
  - Command Leadership Institute – *Preparing for command level positions*
  - Executive Leadership Institute – *Focusing on senior level challenges*

- **Reflective Leadership Institute**

- Create a fair, unbiased, and inclusive police culture for the agency and community.*

- **Ethics and Procedural Justice** (available as in-class and online)

- Personal and organizational ethical learning using both classic and contemporary decision-making procedures to identify issues and take corrective action.*

- **Procedures for Conducting and Managing Internal Affairs Investigations**

- **Basic and Advanced Supervisory Liability** (online)

- **Media and Public Relations**

*See what others say about our training courses - visit our website "Testimonials"*

For upcoming dates and locations contact us:

[www.fbileeda.org](http://www.fbileeda.org) | 877-772-7712 | email: [info@fbileeda.org](mailto:info@fbileeda.org)

## FBI Law Enforcement Executive Development Association

DOWNLOAD THE FBI-LEEDA APP:  
GO TO GOOGLE PLAY OR THE APP STORE  
News | Industry Info | Class Registration

Like us on Facebook: Law Enforcement Executive Development Association  
Connect with us on LinkedIn: FBI-Law Enforcement Executive Development Association  
Follow us on Twitter: @FBILEEDA



**26th Annual Executive Training Conference**  
Hyatt Regency Jacksonville Riverfront Hotel  
May 8-10, 2017

**Registration is now open:**  
<http://fbileeda2017.org/>





**1000 LUMENS**  
5.43 INCHES  
5.7 OZ

# POWERFUL

**THE NEW PROTAC® HANDHELDS ARE  
BRIGHTER & RECHARGE READY.**



**500 LUMENS**  
5.14 INCHES  
3.9 OZ

When you work in challenging conditions, you need your gear to punch above its weight. Introducing the 1,000 lumen Streamlight ProTac® HL-X and the 500 lumen Streamlight ProTac® 2L-X. They're built battle-ready, with tactical tailcap switches for momentary or constant operation and three different user-selectable programs, including a

powerful strobe. But where they really shine is dual-fuel capability, which allows them to accept either Streamlight rechargeable lithium or disposable CR123A lithium batteries. Dual fuel provides the versatility you need in the field, and with extended runtime you know your light won't ever punch out before you do.







Gene Voegtlin/*Editor*

Danielle Gudakunst/*Managing Editor*

John Firman, Emily Kuhn, Kirk McLean,  
Rachel Nessim, Joycelyn Newell,  
and Darryl De Sousa/*Guest Editors*

Margaret M. White/*Proofreader*

Joycelyn Newell/*Circulation Assistant*

The Townsend Group/*Advertising*

Christian D. Faulkner and

Mara Johnston/*Member Services*

TGD Communications, Alexandria, Virginia/  
*Graphic Design and Production*

James Baker, Amanda Burstein, John Collins,  
Michael Fergus, John Firman, Sarah Guy,  
Domingo Herraiz, Sarah R. Horn, Kathleen Kelley,  
Karen Maline, Cecilia Rosser, Paul Santiago,  
Betsy Self, David Spotts, /*Editorial Advisors*

Howe & Hutton, Ltd./*Legal Counsel*

<http://www.policechiefmagazine.org>

© Copyright 2017, by the International Association of  
Chiefs of Police, Inc. Reproduction of any part of this magazine  
without express written permission is strictly prohibited.

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

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

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

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

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

Printed in the USA.

BPA business publication membership granted September 1991



With the rise in tensions between the public and the officers in their communities, law enforcement agencies have recently been reexamining their policies surrounding use of force as part of their efforts to rebuild this fractured trust and improve public safety services. This issue looks at new research about use of force, data collection efforts, policies, and the different ways the law enforcement community is working not only to define use of force, but to determine how and when it should be used.

# The Police Chief

April 2017

VOLUME LXXXIV, NUMBER 4

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

## ARTICLES

- 18 **Police Week 2017**
- 22 **National Consensus Policy on Use of Force: How 11 Leading Law Enforcement Leadership and Labor Organizations Arrived at One Policy**  
By Sara Dziemja and Darryl De Sousa
- 28 **Evidence-Based Use-of-Force Policy: How Research Could Improve Development and Training**  
By Robin S. Engel and Ronal Serpas
- 38 **Justification of Law Enforcement's Use of Force: Lessons Learned from the European Court of Human Rights**  
By Salvador Ruiz Ortiz, Eduardo Osuna Carrillo de Albornoz, Jose Martinez Marin, Antonio Pedroche Gonzalo, and Diego Huescar Sanchez
- 46 **The National Use-of-Force Data Collection**  
By Jeffery Fisher
- 50 **Community Relationships and Law Enforcement's Use of Force: Learning from Stakeholders to Refine Policy and Training**  
By Ngozi Ndulue and Sheree Briscoe
- 56 **When Less (Force) Is More: De-escalation Strategies to Achieve Officer Objectives and Simultaneously Reduce the Use of Force**  
By David Kurz and Bryan V. Gibb

## 2017 BUYERS' GUIDE

- 65 Buyers' Guide Information
- 66 Buyers' Guide Category Listings
- 68 Using the Buyers' Guide
- 69 Buyers' Guide Directory
- 75 Buyers' Guide Products and Services

## COLUMNS

- 6 **President's Message: The Many Facets of Law Enforcement Use of Force**  
By Donald W. De Lucca
- 10 **Legislative Alert: Ask Your Senator to Support the National Criminal Justice Commission Act**  
By Sarah Guy
- 12 **Officer Safety Corner: Paws for a Pause: Therapy Dogs, Mindfulness Meditation, and Healthy Mind Check-ins for Officer Safety and Wellness**  
By Jennifer Elliott
- 14 **Research in Brief: Place-Based Investigations to Disrupt Crime Place Networks**  
By Tamara D. Madensen, Maris Herold, Matthew G. Hammer, and Blake R. Cristenson
- 16 **Chief's Counsel: Subpoenaed Officers on FMLA: Stay or Go?**  
By Rae Mims
- 62 **Product Feature: Data Management: Making it Easier to Patrol the Digital World**  
By Scott Harris
- 90 **Technology Talk: Vehicle Impounding and Notification Enters the Digital Age**  
By Jack Bernstein
- 92 **Traffic Safety Initiatives: Evolving the Statewide Traffic Safety Culture in Illinois**  
By Lou Jogmen and Steven Casstevens
- 94 **IACP Working for You: Technology Conference for Law Enforcement**  
By Meghann Casanova

## DEPARTMENTS

- 8 The Dispatch
- 82 New Members
- 88 Product Update
- 95 Line of Duty Deaths
- 96 Index to Advertisers





## ASSOCIATION OFFICERS — 2016–2017

**President** Donald W. De Lucca, Chief of Police, Doral Police Department, 6100 NW 99 Avenue, Doral, FL 33178

**First Vice President** Louis M. Dekmar, Chief of Police, LaGrange Police Department, 100 W Haralson St, LaGrange, GA 30241

**Second Vice President** Paul Cell, Chief of Police, Montclair State University Police, College Avenue, Montclair, NJ 07043

**Third Vice President** Steven Casstevens, Chief of Police, Buffalo Grove Police Department, 46 Raupp Blvd, Buffalo Grove, IL 60089

**Fourth Vice President** Cynthia Renaud, Chief of Police, Folsom Police Department, 46 Natoma St, Folsom, CA 95630

**Vice President at Large** Richard E. Smith, Chief of Police, Wakefield Police Department, 1 Union Street, Wakefield, MA 01880

**Vice President at Large** Wade Carpenter, Chief of Police, Park City Police Department, 2060 Park Avenue, Park City, Utah 84060

**International Vice President** Patrick Stevens, Chief Superintendent, Belgian Federal Police, Embassy of Belgium, 3330 Garfield St NW, Washington, DC 20008

**Vice President-Treasurer** Dwight Henninger, Chief of Police, Vail Police Department, 75 S Frontage Road, Vail, CO 81657

**Division of State Associations of Chiefs of Police General Chair** Timothy Lowery, Chief of Police, Florissant Police Department, 1700 N Hwy 67, Florissant, MO 63033

**Division of State and Provincial Police General Chair** Tracy Trott, Colonel, Tennessee Highway Patrol, 1150 Foster Avenue, Nashville, TN 37243

**Division of Midsize Agencies General Chair** Paul Williams, Chief of Police, Springfield Police Department, 321 E. Chestnut Expressway, Springfield, MO 65802

**Parliamentarian** Ronal Serpas, Professor of Practice, Loyola University New Orleans, 6363 St. Charles Avenue, New Orleans, LA 70118

**Executive Director and Chief Executive Officer** Vincent Talucci, International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

**Deputy Executive Director** Terrence M. Cunningham, International Association of Chiefs of Police, 44 Canal Center Plaza, Suite 200, Alexandria, VA 22314

### IACP Fellows

Darryl De Sousa, Baltimore, Maryland, Police Department

Jacqueline Ehrlich, U.S. Customs and Border Protection

Chris Izquierdo, United States Army

Bryant D. McCray, U.S. Customs and Border Protection

Tarrick McGuire, Arlington, Texas, Police Department

Michael Prado, U.S. Homeland Security Investigations

Michael Snyder, Prince George's County, Maryland, Police Department

### Annual IACP Conferences

2017 (124th) • Oct. 21–24 • Philadelphia, PA

2018 (125th) • Oct. 6–9 • Orlando, FL

2019 (126th) • Oct. 26–29 • Chicago, IL



# Ensuring Integrity.

# Worldwide.

Over 500 public safety agencies in the United States, Australia, Canada and New Zealand stake their reputations on IAPro.

They know that detecting performance and misconduct issues upstream before they become serious is a best practice they can't afford to be without.

To learn more about IAPro and proactive integrity, contact us at 800-620-8504 or [www.iapro.com](http://www.iapro.com).

# IAPRO

THE LEADING PROFESSIONAL STANDARDS SOFTWARE. WORLDWIDE.

[www.iapro.com](http://www.iapro.com)

**ScheduleAnywhere®**


EASY. AFFORDABLE. PROVEN.

## OFFICER SCHEDULING

- Manage daily rosters and schedules
- Easily track and manage employee certifications and training
- Online time-off requests
- Build rotations
- Monitor staffing levels
- Send email and text messages

**FREE 30-DAY TRIAL**

CALL US: 800.874.8801  
[ScheduleAnywhere.com/POLICE](http://ScheduleAnywhere.com/POLICE)



## The Many Facets of Law Enforcement Use of Force

Recently, the issue of law enforcement's use of force has been the subject of intense discourse for the media, politicians, law makers, and community members, as well as sparking important conversations among law enforcement professionals.

In an effort to better educate the public and political figures and to provide guidance for law enforcement as agencies strive to develop policies surrounding the use of force, the IACP, in conjunction with the Fraternal Order of Police, assembled leading law enforcement leadership and labor organizations to examine the issue of use of force by law enforcement.

The extensive work of the participating law enforcement organizations began in April 2016 and resulted in a *National Consensus Policy on Use of Force* that was released in January 2017.<sup>1</sup> This consensus policy considers and reflects the broad views and experience of law enforcement professionals, from line officers to executives. The developed and adopted consensus policy reflects the best thinking of the 11 diverse participating organizations and is solely intended to serve as a template for law enforcement agencies as they work to enhance their existing policies.

While the work of the 11 consensus organizations continues, the participating groups felt the urgency to release this policy as soon as possible to help guide the many law enforcement agencies that are currently reviewing or developing their own use-of-force policies. The 11 groups will continue to provide further guidance to the field by releasing a consensus policy discussion paper in May 2017. The consensus policy discussion paper will provide additional information regarding the elements found in the consensus policy—as well as the rationale for the policy directives related to de-escalation and the use of less-lethal and deadly force.

The importance and timeliness of this issue led the IACP to dedicate this month's *Police Chief* to use of force, recognizing that the topic is broader and more complex than only the actions that constitute use of force, which seem to be the focal point for the media reports. There are several other important and interconnected elements—use of force against police, which can influence how officers respond; data collection; policies; and research and evidence-based methodologies. I recommend that each of you

---

*As president of the IACP, my priority is to make sure that our members—and the law enforcement community more broadly—have the tools and resources they need to tackle tough issues like use of force.*

---

read the many important articles in this issue that discuss this multifaceted issue from a global perspective.

As you read through this edition, one of the first articles is the "National Consensus Policy on Use of Force: How 11 Leading Law Enforcement Leadership and Labor Organizations Arrived at One Policy." I highly encourage you to read this article in its entirety to better understand how and why the consensus policy came to be.

While use of force by law enforcement is certainly an important element, so is use of force against police. In 2016, law enforcement fatalities in the United States rose to their highest level in five years, with 135 officers killed in the line of duty. Of those fatalities, 21 were the

result of ambush-style attacks—the highest total in more than two decades.<sup>2</sup> In response to those devastating numbers and the increase in attacks against the police, I announced the formation of a Task Force on Violence Against the Police in December 2016. The task force has convened a series of meetings to look more deeply at policy and operational approaches the IACP should be promoting to prevent further tragedies and to help safeguard those who have made it their mission to protect others. The task force members are a diverse group of law enforcement professionals, and they have sought input from line officers, mid-level officers, and police executives. They are in the process of developing recommendations, and we will be sharing those recommendations and the task force's report with the membership once complete.

I have openly and publicly expressed that it is embarrassing that media outlets, such as the *Washington Post*, have more comprehensive data regarding use of force than law enforcement. This lack of reliable data on use of force is a real concern to the profession and to the public. To address this vital gap, the Federal Bureau of Investigation (FBI) has worked with law enforcement agencies and organizations, including the IACP, to develop a means to collect U.S. data on use of force. The result is the National Use-of-Force Data Collection reporting portal. The portal will rely on the voluntary submission of data from agencies, and we strongly encourage agencies to submit information once the portal is complete. The FBI explains their portal and the data set they plan to collect in more detail in "The National Use-of-Force Data Collection," which can be found in this issue of *Police Chief*.

Additionally, the IACP Policy Center has recently updated its *Model Policy and Concepts & Issues Paper on Reporting Use of Force*.<sup>3</sup> The model policy takes a much broader approach



**Donald W. De Lucca, Chief of Police,  
Doral, Florida, Police Department**



in defining when use-of-force data should be collected and includes internal agency reporting requirements for all uses of force, to include physical, chemical, impact, electronic, firearms, and vehicular force, whether or not they result in serious injury or death.

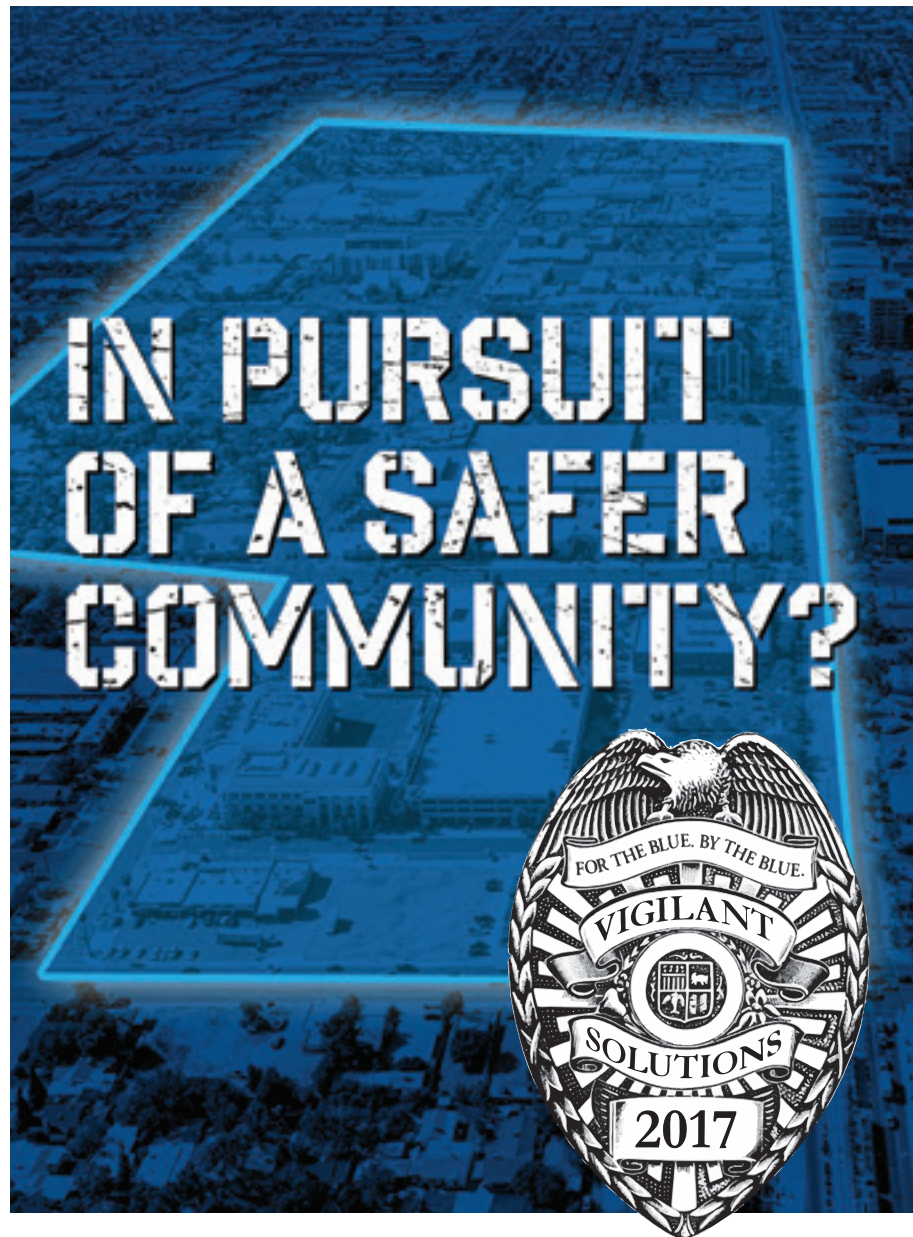
As president of the IACP, my priority is to make sure that our members—and the law enforcement community more broadly—have the tools and resources they need to tackle tough issues like use of force. I look forward to the IACP continuing to be at the forefront of addressing the issue of use of force, among many other vital topics, and to rolling out several other important resources to the field in the coming months, including the use-of-force consensus policy discussion paper and the recommendations from the Task Force on Violence Against the Police. ❖

**Notes:**

<sup>1</sup>ASCLA, CALEA, FOP, FLEOA, IACP, HAPCOA, IADLEST, NAPO, NAWLEE, NOBLE, and NOTA, *National Consensus Policy of Use of Force*, January 2017, [http://www.theiacp.org/Portals/0/documents/pdfs/National\\_Consensus\\_Policy\\_On\\_Use\\_Of\\_Force.pdf](http://www.theiacp.org/Portals/0/documents/pdfs/National_Consensus_Policy_On_Use_Of_Force.pdf).

<sup>2</sup>National Law Enforcement Officers Memorial Fund, *Preliminary 2016 Law Enforcement Officer Fatalities Report*, December 2016, <http://www.nleomf.org/assets/pdfs/reports/Preliminary-2016-EOY-Officer-Fatalities-Report.pdf>.

<sup>3</sup>IACP, *Model Policy on Reporting Use of Force*, March 2017.



IACP's Law Enforcement Policy Center has a number of model policies on important law enforcement issues and is continually adding new or updated ones. (Model policies are only available to IACP members.)

Recently, the policy center released a new "Need to Know" paper on Nalaxone, and IACP has created a critical issues messaging resource on Nalaxone for law enforcement leaders. Access these resources at [www.theIACP.org/Naloxone](http://www.theIACP.org/Naloxone).

Wrap a virtual fence around your community to proactively prevent crime and improve safety. Add investigative power and enhance safety with fixed license plate recognition cameras without increasing manpower. Strategically positioned cameras at entries and exits create the virtual fence.

- Receive alerts when vehicles of interest enter your community
- Identify rolling stolens
- Get more information for criminal investigations

[VIGILANTSOLUTIONS.COM](http://VIGILANTSOLUTIONS.COM)



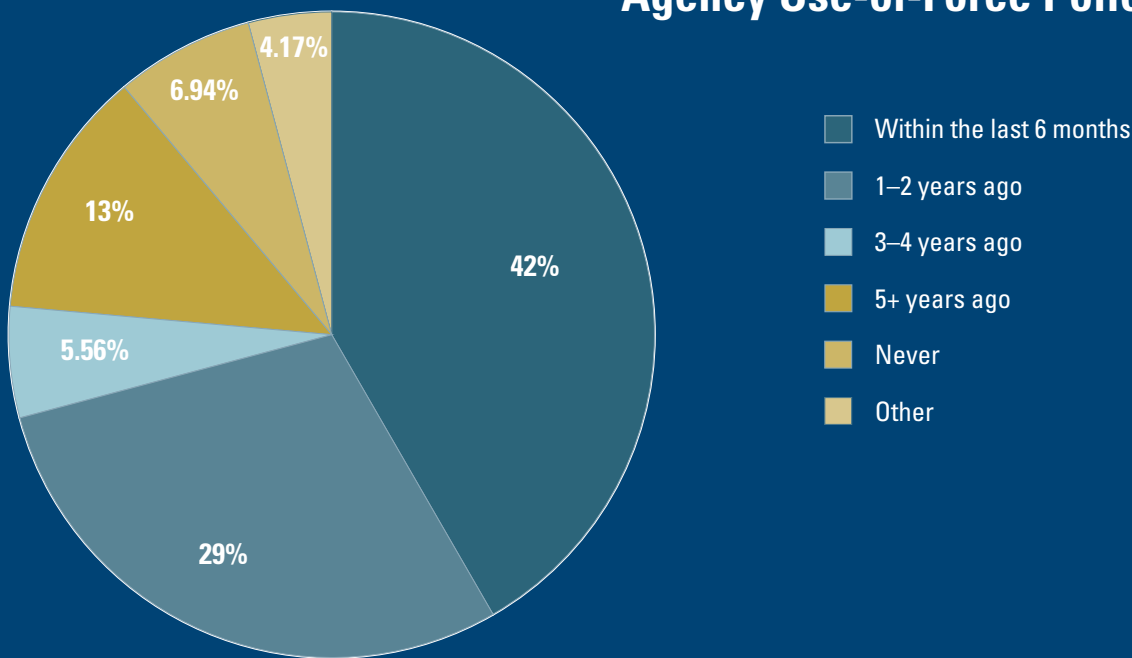
**LICENSE PLATE RECOGNITION. ANALYTICS. FACIAL RECOGNITION.**

Police Chief knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.

## MEMBERS SPEAK OUT

In February, *Police Chief* asked our readers when their agencies last updated their use-of-force policies. Here's what you told us:

### Agency Use-of-Force Policies Updated



“We are currently getting ready to update our Use-of-Force Policy. Some city officials believe the policy has to be presented and approved by the city council in a public meeting. Other officials believe the police department can make policy without discussion and approval in a public meeting. How do other departments handle this?”

—Allan Glandon, Chief of Police  
Sigourney Police Department, Iowa

“Last official update was through the NJ Attorney General Guideline in June 2000. Other updates have been published relative to less-lethal and CEDs, but my agency does not utilize either LL or CEDs.”

—John Decker, Lieutenant  
Jackson Township Police Department, New Jersey

“I took over the agency just a few months ago, and we are moving to overhaul the entire department's policy manual.”

—Delrish L. Moss, Chief of Police  
Ferguson Police Department, Missouri





## FROM OUR READERS

Did an article stir your interest or remind you of your own experiences? Do you have a comment you want to share with other *Police Chief* readers? Send a note to [letters@theiacp.org](mailto:letters@theiacp.org) and you may see your letter in the magazine!

Dear Editor,

I am a member of IACP and recently read the variety of articles on the topic of police culture [February 2017]. I found the articles informative and generally on point.

The topic and method of changing the culture of a particular police agency is a complex, but very achievable challenge. The issues go beyond simply pointing out attitudes (settled ways of thinking are typically displayed in behavior—good and bad) and the usually vague term “culture.”

My own experience and training in this arena has spanned the entire spectrum of law enforcers and regions of the country... The feedback I get is consistently the same—law enforcers are thirsting for genuine leadership from the top down and desire to be true, authentic protectors and servants from the bottom up.

*Patrick “Pat” J. Welsh, Major (Ret.), Dayton Police Department  
Instructor, Southern Police Institute*

## YOUR TURN



In what area of law enforcement have you seen the most innovation?

Visit [www.policechiefmagazine.org](http://www.policechiefmagazine.org) to tell us what you think. Look for the results in the June 2017 issue of *Police Chief*!

Connect with IACP and *The Police Chief* on social media!



[www.facebook.com/TheIACP](http://www.facebook.com/TheIACP)



@IACP #PoliceChiefMag



<http://theiacpblog.org>

OAK BROOK, CHICAGO & O’FALLON, IL & ST. LOUIS, MO / [FGMARCHITECTS.COM](http://FGMARCHITECTS.COM)



**YOUR POLICE PARTNER** / ENHANCING COMMUNITIES  
BY CREATING QUALITY ENVIRONMENTS

**FGM** ARCHITECTS

## Ask Your Senator to Support the National Criminal Justice Commission Act

By Sarah Guy, Manager, Legislative and Media Affairs, IACP

On March 8, 2017, U.S. Senators John Cornyn (R-TX), Lindsey Graham (R-SC), and Gary Peters (D-MI) introduced the bipartisan National Criminal Justice Commission Act (S. 573). Joining Senators Cornyn, Graham, and Peters are the following cosponsors: Senators Debbie Stabenow (D-MI), Bill Nelson (D-FL), Roy Blunt (R-MO), Claire McCaskill (D-MO), Bob Casey (D-PA), Orrin Hatch (R-UT), Tammy Baldwin (D-WI), Jeff Merkley (D-OR), Thad Cochran (R-MS), Tim Kaine (D-VA), Heidi Heitkamp (D-ND), Susan Collins (R-ME), Kirsten Gillibrand (D-NY), Mark Warner (D-VA), Marco Rubio (R-FL), Shelley Moore Capito (R-WV), Kamala Harris (D-CA), and Bill Cassidy (R-LA). The IACP worked closely with the bill's sponsors, and we have voiced our strong support for the bill.

For more than 20 years, the IACP has advocated for the creation of a commission that would follow in the footsteps of the 1965 Presidential

Commission on Law Enforcement and the Administration of Justice. The 1965 commission produced 200 specific recommendations for federal, state, and local governments; civic organizations; religious institutions; business groups; and individual citizens with the intent to create a safer and more just society.

The IACP believes that the work and recommendations of that commission marked the beginning of a fundamental change in law enforcement's methods for dealing with crime and the public and built the framework for many of the highly effective law enforcement and public safety initiatives that have been in place since that time.

The commission that will be established by the National Criminal Justice Commission Act of 2017 embraces the same mission as the 1965 commission. As clearly set forth in the legislation, the commission is tasked with conducting a comprehensive examination of all aspects of the criminal justice system in the United States.

The commission would comprise 14 bipartisan presidential and congressional appointees with experience in law enforcement; criminal justice; national security; prison and jail administration; prisoner reentry; public health; victims' rights; civil rights; civil liberties; court administration; social services; and state, local, and tribal government.

At the end of an 18-month comprehensive review of the criminal justice system; the commission would be tasked with issuing recommendations for federal criminal justice reform to the U.S. president and Congress and disseminating its findings and supplemental guidance to the federal government, as well as to state, local, and tribal governments. It's important to note that this legislation would not infringe on the legitimate rights of states to determine their own criminal laws or the enforcement of such laws.

We hope that you will join the IACP in actively supporting this important legislation. In order for this legislation to pass, your senators need to hear from you—their constituents and leaders in the law enforcement profession. It is imperative that they hear directly from the law enforcement community about the need for a comprehensive review and report on the state of the criminal justice system in the United States.

Please reach out to your U.S. senators and let them know that you support S. 573 and would like them to sign on in support of the National Criminal Justice Commission Act of 2017.

You can reach your senator by calling the Capitol switchboard at 202-225-3121. You can also send a letter to your senator through the IACP by visiting <http://capwiz.com/theiacp/issues>.

### Confirmation Hearing Date Set for Supreme Court Nominee

U.S. Senator Chuck Grassley (R-IA), chairman of the U.S. Senate Judiciary Committee, announced that the committee will hold the confirmation hearing for President Donald Trump's U.S. Supreme Court nominee, Judge Neil Gorsuch, on March 20, 2017. The Senate Judiciary Committee hearing is expected to last several days, and it is anticipated that the confirmation vote by the full Senate will occur sometime in April 2017. ❖





POLICE LINE DO NOT CROSS POLICE LINE DO NOT CROSS POLICE LINE DO NOT CROSS POLICE LINE DO NOT CROSS POLICE LINE DO NOT CROSS POLICE LINE DO NOT CROSS

# CRIME SEEN

## The **NEW** and **IMPROVED** Arbitrator Body Worn Camera

The next generation **Arbitrator Body Worn Camera** from Panasonic ups the ante on reliable, no-excuses evidence capture. Featuring rock-solid IP67/MIL810G build quality, the Arbitrator BWC helps you build an airtight case, even in challenging environments. An improved battery is among the industry's longest lasting. Flexible recording options include 1080p/720p/480p resolution, and with crystal-clear clarity for which Panasonic video is world renowned. The Arbitrator BWC seamlessly integrates with Panasonic's SafeServ™ Evidence Management Software for a comprehensive, unified evidence management solution.

Make the right call for backup—the Arbitrator BWC from Panasonic.

**Learn more at [us.panasonic.com/bwc](http://us.panasonic.com/bwc)**



## Paws for a Pause: Therapy Dogs, Mindfulness Meditation, and Healthy Mind Check-ins for Officer Safety and Wellness

By Jennifer Elliott, Master Police Officer, Senior Detective, City of Falls Church, Virginia, Police Department

The City of Falls Church, Virginia, Police Department was featured in the July 2014 edition of *Police Chief* in an Officer Safety Corner that focused on the department's new approach to officer safety and wellness. The initial mindfulness-based yoga program that was highlighted in the 2014 column received positive feedback from participants and was the catalyst for the department to develop more "out-of-the-box" programs. Those programs include a new therapy dog program and an annual healthy mind check-in program. The police department's multi-tiered wellness program highlights the link between trauma and officer wellness and demonstrates the importance of implementing such programs for law enforcement personnel.



In May 2015, the report by the President's Task Force on 21st Century Policing analyzed the state of law enforcement in the United States.<sup>1</sup> It included a quote from Will Bowen, a world-renowned facilitator of personal transformation, that highlights the climate in many U.S. law enforcement agencies today: "hurt people hurt people."<sup>2</sup> Police officers experience more violence and trauma during their careers than the average civilian might encounter in an entire lifetime. The nature of the work changes officers forever as they are continually exposed to trauma and human suffering.

Dr. John Violanti, a research professor at the University of Buffalo, New York, said, "Based on research, we believe that the adverse health and psychological consequences of this occupation [law enforcement] far outweigh the dangers of the street."<sup>3</sup> If law enforcement officers continually suffer an erosion of self-awareness, develop trauma-related injuries and illnesses, and experience compassion fatigue, communities will suffer. Departmental wellness programs that focus on a law enforcement officer's overall physical and mental well-being are the building blocks for cultivating more mindful, resilient, and compassionate personnel.

### Therapy Dogs: Paws for a Pause

Research studies document the benefits of human interactions with dogs. A 2016 *Washington Post* article reported that scientists believe that the major source of people's positive reactions to pets comes from oxytocin, a hormone whose many functions include stimulating social bonding, relaxation, trust, and easing stress.<sup>7</sup> After reading about the use of therapy dogs in the aftermath of the tragic events at Sandy Hook Elementary in Connecticut, Falls Church Police Detective Jennifer Elliott developed a program to make dogs available to City of Falls Church police officers after a serious or critical incident. Officers would be given an area where they could go to decompress after a critical incident and interact with a dog—a silent companion who would ask no probing questions. The use of therapy dogs presents a subtle opportunity for mindfulness practice, as the mere acts of touching the dogs' soft fur, making eye contact with the dogs, feeling an affectionate "doggie kiss," or just witnessing the handlers taking their partners through a series of tricks can start to ground the officer and bring him or her back to a healthy baseline.

The department developed a partnership with Manassas Therapy Dogs, a community organization in Northern Virginia. Monthly therapy dog visits to police headquarters were arranged on a trial basis, and, two years later, the program continues to grow and expand.

One area of expansion for the therapy dog program was the criminal justice system. Law enforcement officers often find themselves on the front line advocating for victims and trying to empower them and make them feel whole. Such was the case when a very difficult, five-year-long sexual abuse case finally arrived in court. Detective Elliott arranged for one of the therapy dogs to be available in the witness room for the young victims. The therapy dog, Chloe, provided a special type of support that day that no human could provide. Chloe settled not only the victims, but also the officers and prosecutors in the case.

Although the City of Falls Church police have yet to deploy the dogs at a critical incident, these canine community partners are ready to serve. They continue to make monthly visits to the department, uplifting the police department employees who interact with them. The program now includes up to four dog teams and there is interest to expand it.

### Mindfulness Meditation and Policing

Dr. Jon Kabat-Zinn, a mindfulness pioneer, defined mindfulness as "a simple concept... Mindfulness means paying attention in a particular way: on purpose, in the present moment, and nonjudgmentally."<sup>4</sup> The qualities of mindfulness—observing, describing, staying aware, making neutral observations, and responding versus reacting—correlate to the qualities of those



who succeed in a law enforcement profession. Police officers are trained to be highly skilled observers who are constantly aware of their surroundings and are called upon to make split-second, emotionally regulated decisions every day. Research shows that mindfulness practice improves both alertness and sustained attention and that mindfulness meditation activates parts of the brain that are essential for keeping one's emotions in perspective.<sup>5</sup> This is wholly applicable to law enforcement. Even more important, per research conducted in 2013 by the University of Pittsburgh and Carnegie Mellon University, Pennsylvania, mindfulness practice can shrink the brain's jumpy fight or flight center, the amygdala.<sup>6</sup> Although it's important that the fight or flight response turns on when applicable for officer safety, it's not safe or healthy for it to be the 24/7 state of mind for officers. Providing law enforcement officers with basic mindfulness skills might make for more self-aware, emotionally regulated, compassionate, and resilient officers.

### Healthy Mind Check-ins

When the 21st Century Policing task force published its report, the City of Falls Church Police Department had already instituted one action item recommended by the task force—annual mental health check-ins.<sup>8</sup> In 2006, the Badge of Life developed the concept of an annual mental health check.<sup>9</sup> The City of Falls Church modeled its program on the Badge of Life's concept; however, with their permission it was renamed the "Healthy Mind Check-In," with the hope that removing the word "mental" would make the program more appealing to officers. The program provides free annual, voluntary 45-minute sessions with a contracted police psychologist, and is offered to police officers, dispatchers, and the fire marshal. The program provides complete anonymity, as no names are ever associated with the sessions. Police personnel may use their time to discuss anything, personal or work-related, in regard to their health and well-being. They are also encouraged to use the sessions to build wellness skills and to get to know the police psychologists who will support them in critical incidents.

When law enforcement officers are healthy, compassionate, and resilient, their communities reap the benefits. Organizations leading the way include the Badge of Life, the Code 9 Project, Mindful Badge, and community organizations like Manassas Therapy Dogs. Continuing to explore new ways to enhance officer resilience through nonconventional tools might be just what is needed to effect change. ❖

### Notes:

<sup>1</sup>President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015).

<sup>2</sup>Will Bowen, *Complaint Free Relationships: How to Positively Transform Your Personal, Work, and Love Relationships* (New York: Potter/TenSpeed/Harmony, 2009).

<sup>3</sup>John M. Violanti, *Dying For the Job, Police Work Exposure and Health* (Springfield, IL: Charles C. Thomas, 2014), xiii.

<sup>4</sup>Jon Kabat-Zinn, *Wherever You Go, There You Are: Mindfulness Meditation In Everyday Life* (Hachette Books, 2010).

<sup>5</sup>Ronald D. Siegel, *The Science of Mindfulness: A Research-Based Path to Well-Being*, The Great Courses (Chantilly, VA: The Teaching Company, 2014).

<sup>6</sup>Mindfulness: The New Science of Health and Happiness, special issue, *TIME* (September 2, 2016).

<sup>7</sup>Marlene Cimons, "Your Dog Can Make You Feel Better, and Here's Why," *The Washington Post*, September 19, 2016.

<sup>8</sup>President's Task Force on 21st Century Policing, *Final Report*.

<sup>9</sup>Badge of Life, "Prescription for Police Mental Health: The Annual Mental Health Check," 2006, <http://www.badgeoflife.com/prescription-police-mental-health>.

# CZ P-10 C

With a superb factory trigger, engineered ergonomics and a bevy of features both familiar and new, the P-10 improves on perfection.

- 9mm or .40 S&W
- 15+1 in 9mm, 12+1 in .40
- Ambidextrous mag release and slide stop
- Natural grip angle with three interchangeable backstraps
- Metal 3-dot sights (tritium night sights available)
- FDE and Suppressor-Ready variants available
- Starting at just \$499





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.

## Place-Based Investigations to Disrupt Crime Place Networks

By Tamara D. Madensen, Associate Professor, University of Nevada, Las Vegas; Maris Herold, Assistant Police Chief, University of Cincinnati, Ohio, Police Department; Matthew G. Hammer, Lieutenant, Cincinnati, Ohio, Police Department; and Blake R. Christenson, Senior Crime Analyst, Cincinnati, Ohio, Police Department

Crime is not random. Research consistently shows that crime concentrates across places, victims, and offenders.<sup>1</sup> Police administrators who first acknowledged these patterns were also among the first to adopt focused policing strategies: hotspots policing in high-crime places, initiatives to protect high-risk victims, and repeat offender deterrence strategies.

Many focused deterrence strategies disrupt offender networks. Law enforcement uses social network analysis to identify and target specific offenders for enhanced deterrence efforts or incapacitation. Research finds this to be an effective and promising crime reduction approach.<sup>2</sup>

Like offenders, crime places are also networked. Recent advances in research and theory suggest that crime place networks provide the “infrastructure” necessary for offenders to operate illicit markets and engage in violent behavior.

### Crime Place Networks

Crime analysis maps depict places, usually specific addresses, where crime occurs. However, crime place networks extend beyond these locations to include places used by offenders that often remain hidden without further investigation. Crime place networks can include four types of places (CS4):

1. Crime Sites—specific places where crime occurs
2. Convergent Settings—public places where offenders routinely meet
3. Comfort Spaces—private meeting, staging, and supplying locations
4. Corrupting Spots—places that encourage criminal activity in other locations<sup>3</sup>

Figure 1 shows a crime place network uncovered by two of the authors (Herold and Hammer) in 2013. One of Cincinnati, Ohio’s, most violent crime sites was an apartment building with a gang-run, open-air drug market operating just south of the building. Gang members would regularly meet in two public convergent settings: a corner market and an area surrounding a community landmark. Nearby private residences were used as private comfort spaces and provided supply and staging locations. An adjacent strip mall contained businesses suspected of serving as corrupting spots by accepting stolen goods and laundering money.<sup>4</sup>

The drug market offender network was identified and disrupted, and key gang members were arrested. Extensive resources were dedicated

to helping the apartment building (crime site) owners make environmental and management changes. Still, the larger crime place network remained intact, allowing the drug market to remain active. Little was known about the importance of place networks at the time. Since then, a place-based investigation strategy has been developed to allow simultaneous disruption of offender and crime place networks.

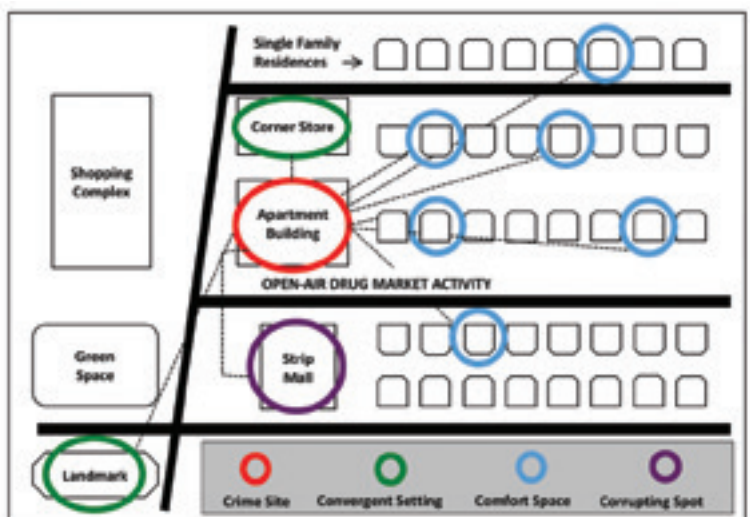
### Investigating and Disrupting Crime Place Networks

The Cincinnati Police Department (CPD) is currently identifying and disrupting Cincinnati’s most violent crime place networks. An initial analysis revealed that 23 geographically small areas, each spanning approximately two square blocks, make up only 1.4 percent of the city’s land mass, but account for 14.4 percent of all Part I crime, 25.7 percent of violent Part I crime, and 42.6 percent of all shooting victims.

A CPD investigative team is uncovering the violence-facilitating place networks in these locations. In one initial place-based investigation project, this team identified and dismantled the infrastructure facilitating an enduring open-air drug market. Table 1 describes the types of investigative processes that can be used to uncover crime place networks. Investigative findings and collaborations with numerous city departments led to state public nuisance actions and demolition of blighted property, permanent on-street parking restrictions, increased street lighting, and other city department interventions to gain owner compliance at properties providing convergent settings and comfort spaces.

Place interventions started in June 2016 and continued throughout the year. Gunshot victims in this location decreased from 18 in 2015, to 5 in 2016, with no shooting victims reported in the last three months of the

Figure 1: Crime Place Network in 2013



**Table 1: Investigative Techniques to Uncover Crime Place Networks**

<b>Intelligence</b>
<ul style="list-style-type: none"> <li>• Conduct intelligence briefings with beat officers; detectives; specialized units (e.g., violent crime, gang, vice, homicide); crime analysts; all city departments; and community members, including community service personnel (e.g., postal service), to identify key players and places involved in possible network activities.</li> <li>• Gather intelligence from municipal, state, and federal databases on historical place violations and ownership connections among places.</li> </ul>
<b>Surveillance</b>
<ul style="list-style-type: none"> <li>• Videotape and photograph the initial and changing physical characteristics and social dynamics of key places.</li> <li>• Conduct ongoing surveillance of place and offender activities (e.g., temporary surveillance cameras, undercover officers).</li> </ul>
<b>Information Sources and Confidential Informants</b>
<ul style="list-style-type: none"> <li>• Develop internal and external confidential informants to investigate place activities (e.g., security personnel, management personnel, labor contractors, existing confidential informants).</li> <li>• Train confidential informants to gather place-based intelligence (e.g., manager involvement/knowledge of illicit activities, offender movement among places).</li> </ul>

year. Furthermore, investigators improved police legitimacy by actively soliciting information from residents and delivering on their promise to improve safety without over-reliance on temporary, traditional enforcement tactics (which often increases the likelihood of use of force in historically violent locations). As a result, the community response to these efforts has been overwhelmingly positive.<sup>5</sup>

### Future Strategy

Crime place networks can vary extensively in design and scope. A small theft ring might rely on a single crime site located near one corrupting spot and comfort space, while a human trafficking ring might involve all four types of network places and operate internationally. At the local level, research shows that law enforcement administrators can use crime place network investigations to eliminate criminal infrastructures in persistent hotspots without significant additional resources. Initial findings suggest that this strategy holds great promise for achieving substantial and sustainable crime reductions.

### Action Items

The researchers recommend the following actions for law enforcement agencies:

- Use place-based investigations as the focus of a city-wide initiative to improve community safety, sponsored and funded by the city manager, mayor, and other high-ranking city officials.

- Establish formal partnerships and hold place-based investigations review board meetings with representatives from all city departments to gather place intelligence and leverage intervention resources.
- Partner with city attorneys to address identified nuisance properties and noncompliant owners.
- Create investigative teams, supported directly by the chief executive and designated command staff, with experienced detectives who can gather community intelligence, manage confidential informants, and conduct or coordinate undercover work.
- Educate review board members, investigative teams, and city attorneys on crime place theory and research.
- Train detectives to uncover crime place networks and gather place-based intelligence.
- Develop mechanisms to systematically collect intelligence from community members, patrol officers, and other specialized police units.
- Use or partner with advanced crime analysts to develop methods for identifying and tracking changes in and around micro-location hotspots.
- Integrate place-based investigations with focused-deterrence strategies whenever place and offender networks overlap in time and space. ❖

The authors developed the place network investigations process abbreviated in this article; the following website also offers more information about investigating individual high-crime places: <http://cebcp.org/evidence-based-policing/the-matrix/matrix-demonstration-project/case-of-places>.

*The opinions expressed in this article are those of the author(s) and do not necessarily represent the views of the IACP. The presence of this content in Police Chief does not indicate endorsement by the IACP.*

### Notes:

<sup>1</sup>William Spelman and John E. Eck, "Sitting Ducks, Ravenous Wolves, and Helping Hands: New Approaches to Urban Policing," *Public Affairs Comment* 35, no. 2 (1989): 1–9.

<sup>2</sup>Anthony A. Braga and David L. Weisburd, "The Effects of Focused Deterrence Strategies on Crime," *Journal of Research in Crime and Delinquency* 49, no. 3 (2012): 323–358.

<sup>3</sup>Tamara D. Madensen and John E. Eck, "Crime Places and Place Management," in *The Oxford Handbook of Criminological Theory*, eds. Francis T. Cullen and Pamela Wilcox (New York, NY: Oxford University Press, 2013), 554–578.

<sup>4</sup>It is important to note that most places in this neighborhood experienced little to no crime and were not involved in the drug market place network.

<sup>5</sup>This effort was conducted in conjunction with Cincinnati's CIRV focused deterrence strategy. For more information about the methods used to identify violent micro-locations, the crime place network structure, and the specific interventions used to disrupt the network, see <https://www.cincinnati-oh.gov/police/community-involvement/pivot>.



**Looking to read more about research in law enforcement? Visit Police Chief Online ([www.policchiefmagazine.com](http://www.policchiefmagazine.com)) and choose "Research and Evidence-Based Policing" from the list of topics.**

# Subpoenaed Officers on FMLA: Stay or Go?

By Rae Mims, Deputy Attorney General, Delaware Attorney General's Office

The Family and Medical Leave Act (FMLA) of 1993 provides one of the most important legal protections afforded to employees in the United States. Eligible employees who work for a covered employer can take up to 12 weeks of unpaid, job-protected leave in a 12-month period for the following reasons:

- for the birth of a child or placement of a child for adoption or foster care;
- to bond with a child (within one year of the child's birth or placement);
- to care for the employee's spouse, child, or parent who has a qualifying serious health condition;
- for the employee's own qualifying serious health condition that makes the employee unable to perform the employee's job; and
- for qualifying exigencies related to the foreign deployment of a military member who is the employee's spouse, child, or parent.

In addition, a covered service member's spouse, child, parent, or next of kin may also take FMLA to care for the service member with a serious injury or illness.<sup>1</sup>

An employer may not interfere with an individual's FMLA rights or retaliate against an employee for using FMLA leave, opposing any practice made unlawful by the FMLA, or for being involved in a proceeding under or related to FMLA.<sup>2</sup>

FMLA affords protections to all eligible employees—including sworn personnel of law enforcement agencies. One issue unique to law enforcement agencies occurs when a member of their sworn personnel is out on FMLA, and a court issues a subpoena in a criminal case in which the officer is either the chief investigator or an otherwise necessary witness to the prosecution. Law enforcement agencies must tread carefully in such situations. As employers, they need to balance the desire to see successful criminal prosecutions against the rights of officers under FMLA.

When an officer is taking FMLA to care for a family member or bond with a child, the prosecutor's office will often expect the officer to nonetheless report to court in response to a subpoena to avoid dismissal of a criminal prosecution. However, as an officer's employer, a law enforcement agency may not commit acts prohibited under FMLA—including requiring an employee on FMLA to report for work. This dichotomy is further complicated by the fact that usually it is a third party, the court, that issued the subpoena. The court is typically not the officer's employer. The question then becomes: may a law enforcement agency require an officer on FMLA to report to court in response to a subpoena in a criminal prosecution? The FMLA does not address this situation specifically, and there is very little case law on the matter. Nevertheless, one case out of the Northern District of Illinois might provide some guidance.

In *Daniel Rasic v. City of Northlake, et al.*, a former sworn member of the City of Northlake Police Department filed suit alleging that the department and Chief Dennis Koletsos violated the FMLA by interfering with his rights and retaliating against him for exercising those rights.<sup>3</sup> Rasic had requested and been granted FMLA on May 14, 2007, in anticipation of the birth of his child. The year before, Rasic had arrested an individual for driving under the influence (DUI), and Rasic had been subpoenaed for the case three or four times before his FMLA leave started. Trial was continued multiple times, and the case remained pending at the time Rasic went

---

*FMLA affords protections to all eligible employees—including sworn personnel of law enforcement agencies.*

---

out on FMLA. Four days after the birth of his child, on July 10, 2007, Rasic was summoned by yet another subpoena for the case that day and did not attend. On July 13, 2007, Rasic requested an extension of FMLA. Chief Koletsos granted Rasic's request for an extension of an undetermined duration.

Despite the fact that Rasic was on approved FMLA leave until August 11, 2007, under his original request, Chief Koletsos advised Rasic that he must honor the subpoena for his pending DUI case and report to court to testify on August 7, 2007. Rasic contacted the criminal prosecutor directly, and informed the prosecutor that he was still on FMLA and would not be attending court.<sup>4</sup> The criminal prosecutor obtained another extension of the DUI matter until September 4, 2007. On August 31, 2007, Deputy Chief Nissen granted an extension of Rasic's FMLA until October 22, 2007. Rasic did not appear in court on September 4, 2007.

On August 27, 2007, Chief Koletsos instituted termination proceedings against Rasic. The Northlake Commission conducted hearings on Rasic's charges of insubordination in September and October 2007. On December 17, 2007, the commission found Rasic guilty of all charges and terminated him from employment with the City of Northlake Police Department. Rasic subsequently sued, alleging interference with his FMLA rights and unlawful retaliation.

On the interference claim, the Northern District of Illinois held that Rasic failed to show an actual interference, as he never honored the subpoena while on FMLA. The court stated that an employee must show (1) he or she was eligible for the FMLA protections; (2) his or her employer was covered by the FMLA; (3) he or she was entitled to leave under the FMLA; (4) he or she provided sufficient notice of his intent to take leave; and (5) his or her employer denied him or her FMLA benefits to which he or she was entitled.<sup>5</sup> The court went on to state that interference required the employee be prejudiced by the violation as the remedy is tailored to the harm suffered. The court specifically held that the chief's order to honor the subpoena did not prejudice Rasic as Rasic did not comply with that order and did not shorten his FMLA leave.

As to the retaliation claim, however, the court denied the city's motion for summary judgment. The court reasoned that an employer is prohibited from discrimination or retaliating against an employee for exercising his or her FMLA rights.<sup>6</sup> Employers cannot use the taking of FMLA leave as a negative factor in employment actions, such as hiring, promotions, or disciplinary actions.<sup>7</sup>

On the issue of whether the FMLA relieved Rasic of the duty to comply with the subpoena, the court opined:

*The Supreme Court long ago declared that "[it] is . . . beyond controversy that one of the duties which the citizen owes to his government is to support the administration of justice by attending its courts and giving his testimony whenever he is properly summoned." A jury reasonably may conclude that this duty is even greater when a subpoena*



is directed to a law enforcement officer, who initiated the proceedings that brought a defendant into the criminal justice system. [Rasic] cites no authority for the proposition that his FMLA leave relieved him of the obligation to comply with lawful subpoenas issued by a court and not by his employer; nor are we aware of any such authority. To be sure, the FMLA does not relieve one of the duty to comply with legal requirements not imposed by the employer.<sup>5</sup>

Law enforcement agencies must take great care in handling sworn personnel on FMLA who are subpoenaed by courts. Sworn personnel should work with their local prosecutors as to the requirements of the subpoena and any continuances. Employing law enforcement agencies are well advised to (1) ensure their sworn personnel notify prosecutors as soon as they know they will be taking FMLA; (2) avoid directing their sworn personnel to honor subpoenas while on FMLA or in any way coercing employees to work while on FMLA leave; and (3) avoid disciplining sworn personnel for refusing to honor subpoenas while they are on FMLA. However, the Rasic decision indicates that FMLA does not absolve a sworn officer's duty to the court to comply with a lawfully issued subpoena. ❖

**Notes:**

<sup>1</sup>Family and Medical Leave: Leave Requirement, 29 U.S.C. § 2612.

<sup>2</sup>Family and Medical Leave: Prohibited Acts, 29 U.S.C. § 2615.

<sup>3</sup>Rasic v. City of Northlake, WL 3150428 (2009), N.D. Ill. (2009).

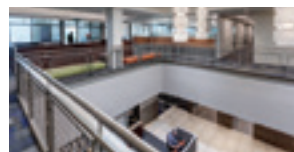
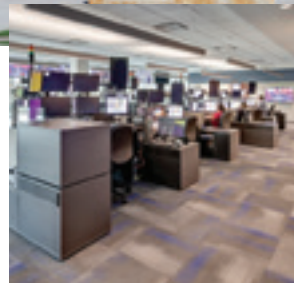
<sup>4</sup>Rasic also received a subpoena in a pending juvenile matter scheduled for August 1, 2007. Rasic did not attend that hearing either.

<sup>5</sup>Rasic, WL 3150428 (2009).

<sup>6</sup>Id.

<sup>7</sup>Id.

<sup>8</sup>Id., citing *Blackmer v. United States*, 284 U.S. 421 (1932).



**OUR SERVICES**

A full service design firm specializing in public safety facilities

**OUR EXPERTISE**

Planning, programming, design, budget management, QA/QC, client satisfaction, solutions based

IMAGINATIVE | COLLABORATIVE | INNOVATIVE

www.bsw-architects.com | 972.960.9970

DALLAS

HOUSTON

WACO

AUSTIN

**XAMN**  
Spotlight

The Future of Data Analysis has arrived

**Get your answers. Faster. Easier.  
With greater precision.**

www.msab.com, sales@msab.com

**MSAB**

# POLICE WEEK 2017

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 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.

## NATIONAL SERVICES

Friday, May 12	Police Unity Tour
Saturday, May 13	29th Annual Candlelight Vigil
Sunday, May 14	National Police Survivors Conference and C.O.P.S. Kids/Teens
Monday, May 15	36th Annual National Peace Officers' Memorial Service
More Information	<a href="http://www.policeweek.org/schedule.html">www.policeweek.org/schedule.html</a>

To access the Police Week Model Proclamation, visit [www.policemagazine.org/police-week-2017](http://www.policemagazine.org/police-week-2017).





SERGEANT BILL BONAGUIDI  
HIGHLAND PARK (IL) POLICE DEPARTMENT

# For leadership development the course is clear.

## School of Police Staff and Command.

Graduates of the Northwestern School of Police Staff and Command are changing the future of law enforcement: Advancing effective policies. Developing sound strategies. Fostering positive community relations. Sharing ideas and insights within SPSC leadership community.

### Who Should Attend

Mid- and upper-level supervisors with at least two years of supervisory experience. Students from a variety of educational backgrounds.

### Find the right course for your department.

[nucps.northwestern.edu/chief](https://nucps.northwestern.edu/chief)  
or 800-323-4011.

**School of Police  
Staff and Command  
Prepare to Lead.**

Northwestern | CENTER FOR PUBLIC SAFETY

[nucps.northwestern.edu](https://nucps.northwestern.edu)

MANAGEMENT | HIGHWAY SAFETY | FORENSICS | POLICE MOTORCYCLE





# ENROLLMENT IS OPEN NOW!

IACP presents:

## Women's Leadership Institute

Virginia Beach, Virginia  
April 2 – 7, 2017

Little Rock, Arkansas  
May 7 – 12, 2017

Appleton, Wisconsin  
June 11 – 16, 2017

Concord, New Hampshire  
August 20 – 25, 2017

Bellevue-Redmond, Washington  
September 24 – 29, 2017

The IACP proudly offers a leadership certification program, the Women's Leadership Institute (WLI). The WLI program is a five-day, 40-hour course, focused on the unique challenges facing women leaders in law enforcement. To develop current and future leaders, the curriculum focuses on enhancing the business, leadership, and personal effectiveness skills of female leaders. This interactive program uses senior women instructors and mentors from U. S. and Canadian law enforcement agencies and operates in an intensive experiential learning environment. It is open to female and male sworn and non-sworn personnel serving in supervisory positions and senior patrol officers aspiring to become supervisors.

### Institute Curriculum Focus Includes:

- ▶ Individual Differences
- ▶ Motivating Success
- ▶ Leading Teams, Organizations, and Change
- ▶ Crucial Conversations and Counseling
- ▶ Strategic Planning for Your Career
- ▶ Fair, Impartial, and Ethical Policing
- ▶ Understanding Stakeholders
- ▶ Leadership and Wellness
- ▶ Financial Management
- ▶ Networking and Mentorship

Graduates of the WLI will also receive a free one-year membership to the IACP.

Classes begin on Sunday evening and conclude early afternoon on Friday. Tuition includes tuition fees and *SELECT* mandatory meals incorporated into the Institute. Some high-cost regions may experience an increase in tuition rates.

The training site and lodging for each location are negotiated by IACP. Lodging is negotiated based on per diem rates and will vary by city.

Registration for this Institute can be accomplished at [www.theiacp.org/WLI](http://www.theiacp.org/WLI). For more information or questions, please contact (800) THE-IACP, ext. 316 or [WLIteam@theiacp.org](mailto:WLIteam@theiacp.org).

For information, visit [www.theiacp.org/training](http://www.theiacp.org/training).

2017

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



**IACP Training  
Programs**

# Leadership in Police Organizations<sup>SM</sup>

## Open Enrollment Courses

### **Saskatchewan**

Saskatchewan Police College, Regina  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
September 25 – 29, 2017  
October 23 – 27, 2017  
November 27 – December 1, 2017

### **Texas**

Plano  
Institute for Law Enforcement Administration  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
October 9 – 13, 2017  
November 6 – 10, 2017  
December 11 – 15, 2017  
Registration available online

City of Dallas  
*Planning, Designing, and Constructing  
Police Facilities*  
May 10 – 12, 2017

### **West Virginia**

West Virginia State Police Academy  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
June 5 – 9, 2017  
July 10 – 14, 2017  
August 21 – 25, 2017

### **Wyoming**

Wyoming Association of Sheriff's &  
Chiefs of Police  
*Leadership in Police Organizations<sup>SM</sup> (LPO)*  
June 5 – 9, 2017  
June 26 – 30, 2017  
July 31 – August 4, 2017



# *National Consensus Policy on Use of Force:*

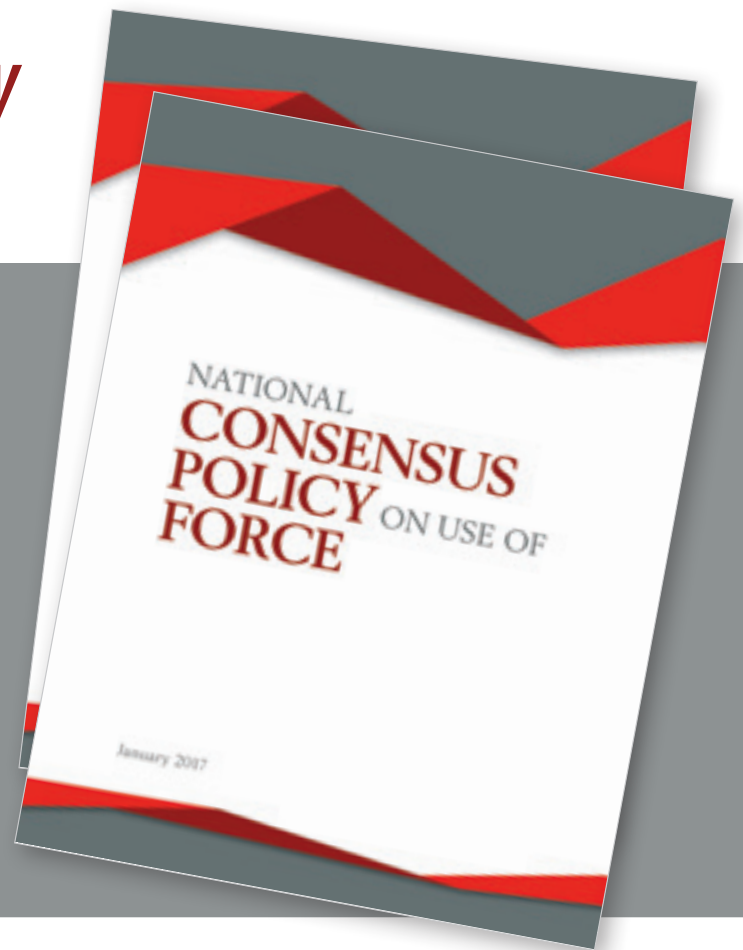
## How 11 Leading Law Enforcement Leadership and Labor Organizations Arrived at One Policy

By Sara Dziejma, Project Manager, Law Enforcement Policy Center, IACP, and Darryl De Sousa, Deputy Commissioner, Baltimore, Maryland, Police Department, Fellow, IACP

Law enforcement is currently under intense scrutiny, and no discussion of policing practices is complete without addressing use of force. The recent narrative surrounding law enforcement use of force is fueled by several factors, including negative portrayals by the media and the challenges posed by social media platforms. In today's digital age, citizens have the ability to record officers in the performance of their duties and post videos to a number of social media websites where the videos can go "viral" within a matter of minutes. This instant access to recordings of real-world interactions between law enforcement and the community members they serve has enabled a larger segment of the population to engage in the discussions surrounding use of force.

However, this information can be taken out of context or misunderstood, as many members of the public are not familiar with the laws and policies that guide law enforcement use of force. Most of them also do not fully comprehend the human dynamics that are in play during any use-of-force incident. These factors have the potential to result in erroneous conclusions on whether the use of force was legal and justified. This lack of understanding, combined with several recent high-profile incidents where citizens' video captured officers employing unwarranted and excessive force, has made the context within which the public views new incidents of force toxic.

In response to this new reality, it is the responsibility of law enforcement to proactively address community concerns regarding the



use of force, which can be accomplished in part through the following approaches:

- *Rebuild public trust through open dialogue between law enforcement and the public.* During open conversations, each side is given an opportunity to voice concerns and frustrations, with the ultimate goal of fostering increased understanding of both law enforcement actions and community members' concerns.
- *Increase transparency of the policies that govern the agency and its officers.* As previously mentioned, many citizens are unaware of the policies that govern law enforcement use of force. Outreach efforts designed to educate the public empower citizens to become active participants in the discussion surrounding various aspects of the agency's operations.
- *Provide constituents with comprehensive, aggregate data regarding use of force.* Much like supplying the public with information regarding use-of-force policy, providing accurate data about when and how often force is used will help to ensure that the conversation regarding use of force is based on fact, as opposed to conjecture.
- *Repair the image of law enforcement, both in the eyes of the public and the media.* Progress toward this goal can be accomplished through the previous suggestions; however, agencies also have the ability to rework their own images through the use of programs like social media campaigns that highlight positive stories in their communities. By showing citizens that law enforcement officers are members of the same community whose goal is to protect and serve, agencies can, to some degree, counterbalance the negative press surrounding law enforcement.
- *Establish clear policies.* Most urgently, agencies need to establish and implement viable, well-researched, state-of-the-art policies on how and when officers should use force.





# **FULLY INTEGRATED AUTOMATIC EVERYTHING BODY CAMERA AND IN CAR SYSTEM**

WatchGuard's 4RE® HD Panoramic in-car video system and VISTA®WiFi body-worn cameras work together seamlessly as a single system to automatically capture synchronized video of a single incident from multiple vantage points.



**SCHEDULE A LIVE DEMO TODAY**

<http://watchguardvideo.com/contact>

## The National Consensus Policy on Use of Force

In recognition of the urgent need to address use of force, in April 2016, the IACP and the Fraternal Order of Police joined together to convene a symposium to discuss the current state of policing, in general, and use of force, in particular. Several leading law enforcement leadership and labor organizations were invited to attend. During this discussion, it was recognized that there is not a standard policy or set of procedures on use of force to guide the more than 18,000 law enforcement agencies in the United States. Instead, each agency is tasked with creating and implementing its own policy and training on the topic. This practice creates a landscape where each agency potentially operates under a differing set of guidelines when it comes to the most critical of policy topics; as a result, even neighboring jurisdictions may have very different approaches. The symposium members decided to address this need by creating a policy document on use of force that can be used by all law enforcement agencies across the United States. The goal of this undertaking was to synthesize the views of the participating organizations into one consensus document that agencies could then use as a template to guide updates of their existing policies.

The first step in the process was to use the existing *Model Policy on Use of Force*, developed by IACP's Law Enforcement Policy Center, as a basis for initiating discussion. Symposium members reviewed and provided thoughtful feedback on the existing model policy. Various items in the policy were individually scrutinized by the symposium members, with suggested additions, deletions, and edits being incorporated into a series of drafts. These drafts were reviewed by the symposium members throughout the process, including at an in-person meeting during the IACP Annual Conference and Exposition in San Diego, California, in October 2016. The final product, a collaboration between 11 leading law enforcement leadership and

labor organizations, was published on January 17, 2017. This *National Consensus Policy on Use of Force* (Consensus Policy) is designed to be used by agencies' policy makers when developing their own policies. It is not intended to be a national standard, instead, each agency is encouraged to consider the elements found in the Consensus Policy and determine whether they fit the needs of the individual agency and the community it serves. A brief overview of the highlights of the Consensus Policy is provided below.

### Policy Guidelines

First and foremost, the Consensus Policy stresses that it is the goal of all law enforcement agencies and their officers to value and preserve human life. This is followed by an outline of when force is justified, based largely in part on the U.S. Supreme Court decision in *Graham v. Connor*.<sup>1</sup> Specifically, the policy states, "officers shall use only the force that is objectively reasonable to effectively bring an incident under control while protecting the safety of the officer and others." Additionally, officers "shall use only the level of force which a reasonably prudent officer would use under the same or similar circumstances." The intention of these statements is to ensure that officers are using force in a judicious manner, balancing the need for force with the potential impact on the subject.

The definitions section of the Consensus Policy provides precise explanations of various important terms; many of which are based on legal precedent. Two key terms are "deadly force," which is defined as "any use of force that creates a substantial risk of causing death or serious bodily injury" and "less-lethal force," defined as "any use of force other than that which is considered deadly force that involves physical effort to control, restrain, or overcome the resistance of another." Less-lethal force is intended to include, but not be limited to, the use of electronic control devices, impact projectiles, batons, and OC spray. Less-lethal force, as defined in the policy, does not include the use of verbal commands.

One of the major differences between the Consensus Policy and the original IACP model policy is the shift toward de-escalation as an option to be considered during incidents where use of force might be necessary.

In the Consensus Policy, de-escalation is defined as *taking action or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary.*<sup>2</sup>

De-escalation includes such techniques as command presence, warnings, and verbal persuasion. Overall, officers are directed to use de-escalation techniques whenever possible before resorting to using force—to attempt to "slow things down" to achieve the desired outcome. Of particular note is the use of tactical repositioning. The symposium members felt the need to encourage officers to consider whether simply moving to a different location could potentially reduce or even eliminate the amount of force necessary. De-escalation techniques can be particularly useful in situations involving individuals affected by mental illness; through the use of these techniques, officers might be able to gain more time during which mental health support personnel can arrive and more effectively respond to the individuals.<sup>3</sup> However, it must be stressed that de-escalation might not always be the appropriate response. In some instances, the use of de-escalation techniques could place the officer or others in danger. In these situations, the use of less-lethal or deadly force may be immediately necessary.

Once an officer has determined that de-escalation either is not appropriate or is no longer effective, the next consideration should be the use of less-lethal force. Per the Consensus Policy, officers are authorized to

*use agency-approved, less-lethal force techniques and issued equipment*

*1. to protect the officer or others from immediate physical harm,*

## Use of Force Symposium Participants

- Association of State Criminal Investigative Agencies (ASCIA)
- Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Fraternal Order of Police (FOP)
- Federal Law Enforcement Officers Association (FLEOA)
- International Association of Chiefs of Police (IACP)
- Hispanic American Police Command Officers Association (HAPCOA)
- International Association of Directors of Law Enforcement Standards and Training (IADLEST)
- National Association of Police Organizations (NAPO)
- National Association of Women Law Enforcement Executives (NAWLEE)
- National Organization of Black Law Enforcement Executives (NOBLE)
- National Tactical Officers Association (NTOA)



# CRITICAL DECISION-MAKING FOR USE OF FORCE **ENCOUNTERS** IS MORE IMPORTANT THAN EVER BEFORE.

*That's why law enforcement agencies around the world choose VirTra to help make the difference between **safely** resolving incidents or creating costly, tragic headlines.*



The VirTra training simulation systems provide safe, cost-effective use of force training to improve public and officer safety. Law enforcement officers benefit from immersive training that increases situational awareness, presents highly realistic scenarios, and can induce *real physical stress* making it more authentic than other training systems.

**PREPARE YOUR OFFICERS.  
PROTECT THE PUBLIC.  
LIMIT YOUR RISKS.**

To learn more visit: [virtra.com/IACP2017](http://virtra.com/IACP2017)

## VirTra

INNOVATIVE. IMMERSIVE. INTENSE.

Sales  
7970 S. Kyrene Road  
Tempe, AZ 85284 USA

phone: 480.968.1488  
toll free: 800.455.8746  
e-mail: [IACP2017@virtra.com](mailto:IACP2017@virtra.com)

Visit VirTra at **BOOTH #1817**  
at this year's IACP 2017

Scan the QR code for  
additional info



# Use of Force

## Data Collection

The lack of reliable data on law enforcement use of force is a real concern across the profession, among the symposium members, and by the public. To address this vital aspect of use of force, the Federal Bureau of Investigation (FBI) created a task force with the goal of developing a means to collect US-wide data on use of force. The result is the National Use-of-Force Data Collection portal. The portal will focus solely on the voluntary submission of data related to uses of force that result in death or serious bodily injury and discharges of a firearm at or in the direction of an individual.

In conjunction with the FBI's reporting portal, the IACP Policy Center has recently updated its *Model Policy on Reporting Use of Force* and its accompanying concepts and issues paper. The policy takes a much broader approach on defining when use of force data should be collected and includes internal agency reporting requirements for all uses of force, to include physical, chemical, impact, electronic, firearms, and vehicular force, whether or not they result in serious injury or death. The reasoning behind these additional reporting requirements is two-fold. The

first consideration is that a comprehensive approach to use-of-force data collection allows agencies to monitor all uses of force by their officers and, where necessary, institute corrective action, to include reviewing and updating policies and training on the topic. The second consideration is to protect officers; agencies are in a much better position to defend themselves against charges of excessive force if they can document the types of situations in which their officers have used force.

2. to restrain or subdue an individual who is actively resisting or evading arrest, or
3. to bring an unlawful situation safely and effectively under control.<sup>4</sup>

As with any use of force, officers should use only the amount of less-lethal force necessary to effectively control the situation and should discontinue use when the previously listed requirements for the use of such force no longer apply.

The final section in the Consensus Policy related to when force should be used focuses on deadly force. Per the policy, deadly force is justified only when it is used

- a. to protect the officer or others from what is reasonably believed to be an immediate threat of serious bodily injury
- b. to prevent the escape of a fleeing subject when the officer has probable cause to believe that the person has committed, or intends to commit a felony involving serious bodily injury or death, and the officer reasonably believes that there is an imminent risk of serious bodily injury or death to the officer or another if the subject is not immediately apprehended.<sup>5</sup>

While de-escalation and less-lethal force are always the preferred responses, the symposium members recognize—and the Consensus Policy is designed—to address those instances where the use of deadly force is appropriate as the primary reaction when officers are confronted with an imminent threat as previously outlined.

While these three topics—de-escalation, less-lethal force, and deadly force—form the backbone of the document, the Consensus Policy also addresses the following:

- Use of physical force against individuals in restraints
- Administration of appropriate medical care
- Duty to intervene to prevent or stop excessive use of force

- Discharging firearms at or from moving vehicles
- Restrictions on the use of warning shots and choke holds

The Consensus Policy is designed to focus solely on providing overarching guidelines for the use of force. It is not intended to be the sole source of policy guidance on various related topics, such as (1) the documentation of use of force and (2) the investigation of all uses of force. Agencies are strongly encouraged to develop separate policies that address both of these concerns. In addition, the guidelines for the use of individual types of force are not addressed in the Consensus Policy. In recognition of the need for guidance on these topics, the IACP Policy Center has developed model policies and accompanying concepts & issues papers for use by law enforcement executives on a variety of topics, including

- reporting use of force,
- investigating officer-involved shootings,
- in-custody deaths and serious uses of force,
- electronic control devices, and
- patrol canines.<sup>6</sup>

### Why Should Agencies Consult the Consensus Policy When Developing Their Own Policies?

The *National Consensus Policy on Use of Force* is the culmination of several months of work by 11 leading law enforcement leadership and labor organizations. The guidelines included in the policy were carefully considered and debated throughout the process by representatives of all levels of law enforcement, from chief executives to line officers. The final document is intended to provide guidance on use of force with the goal of reducing force encounters through the promotion of de-escalation,

while recognizing that some encounters will immediately warrant less-lethal or even deadly force. By publicly releasing the document, the symposium members hope to foster discussions and provide communities with a better understanding of the laws and policies that govern law enforcement use of force. ❖

To obtain a copy of the new *National Consensus Policy on Use of Force*, visit [www.theIACP.org/Portals/0/documents/pdfs/National\\_Consensus\\_Policy\\_On\\_Use\\_Of\\_Force.pdf](http://www.theIACP.org/Portals/0/documents/pdfs/National_Consensus_Policy_On_Use_Of_Force.pdf).

For more information on the IACP's Law Enforcement Policy Center, go to [www.theIACP.org/Model-Policy](http://www.theIACP.org/Model-Policy).

#### Notes:

<sup>1</sup>*Graham v. Connor*, 490 U.S. 386 (1989).

<sup>2</sup>ASCA, CALEA, FOP, FLEOA, IACP, HAPCOA, IADLEST, NAPO, NAWLEE, NOBLE, and NTOA, *National Consensus Policy on Use of Force*, January 2017, 2, [http://www.theiacp.org/Portals/0/documents/pdfs/National\\_Consensus\\_Policy\\_On\\_Use\\_Of\\_Force.pdf](http://www.theiacp.org/Portals/0/documents/pdfs/National_Consensus_Policy_On_Use_Of_Force.pdf).

<sup>3</sup>See the IACP's One Mind Campaign website: <http://www.theiacp.org/onemindcampaign>.

<sup>4</sup>ASCA, CALEA, FOP, FLEOA, IACP, HAPCOA, IADLEST, NAPO, NAWLEE, NOBLE, and NTOA, *National Consensus Policy on Use of Force*, 3.

<sup>5</sup>*Ibid.*

<sup>6</sup>These documents (policies and concepts & issues papers) are available online to IACP members by visiting <http://iacppolice.ebiz.uapps.net/personifyebusiness/ModelPolicyList.aspx>. Please note that members must be logged into their IACP account to access this webpage.



get the **right** information.



ProQA® Paramount structured calltaking means all the right information is gathered.



Faster calltaking time means shorter time to dispatch.

at the **right** time.

to the **right** people—**every** call.



That means faster, safer responders and safer communities.



[www.prioritydispatch.net](http://www.prioritydispatch.net) | 800.363.9127

follow us on:   

# EVIDENCE-BASED USE-OF-FORCE POLICY:



## How Research Could Improve DEVELOPMENT AND TRAINING

By Robin S. Engel, PhD,  
Director, IACP/UC Center for  
Police Research and Policy,  
Vice President for Safety  
and Reform, University of  
Cincinnati, Ohio, and Ronal  
Serpas, PhD, Superintendent  
of Police (Ret.), New Orleans  
Police Department, Loyola  
University New Orleans,  
Louisiana

**T**he use of force by U.S. law enforcement officers during encounters with citizens is one of the most important moments in constitutional policing. Many clear examples of when response to resistance (or the use of force) is appropriate and would be widely accepted as an outcome of professional and constitutional policing can be envisioned. However, there are other, less frequent situations that have been deemed more problematic. Unfortunately, the general public has never fully understood how, when, why, and how often law enforcement officers engage in response to resistance. In fact, very little understanding exists of these actions in most cities and towns, let alone in the United States as a whole. However, with

the advent of mobile video on every cell-phone, citizens are now getting a front-row seat to U.S. policing that is unvarnished, raw, and often viewed without a full understanding of the context surrounding these situations. Therefore, a need exists to ask some basic questions and create new knowledge based on evidence to provide guidance and accountability for law enforcement officers.

Some have argued that today's use of social media to broadly share use-of-force events does not show the entire event or context. Prior to addressing this issue, however, it is necessary to confront the simple question regarding the frequency of these events. Is law enforcement's use of force increasing, or does it simply appear to be



Government Contracts: PA COSTARS: 033-016 NYS HIRE: PC66813 NYS OGS: PT64408 NCPA: 12-06

## Cutting-Edge Technology, *'On-The-Job' Experience*

SecureWatch24 (SW24) employees have spent decades in Law Enforcement; our field experiences shape the design of our technology solutions and the products we offer. We know what a dead radio means if you're on a shift - the batteries we sell last 24 hours. We know what standing next to a car in the middle of the night feels like - that's why we sell body beacons. Call Pat Fox to learn about our complete range of products and solutions.



### Officer Protection

- ▶ Body Beacon
- ▶ Impact Power Technology Batteries
- ▶ Point Blank Body Cam
- ▶ In-Car Video

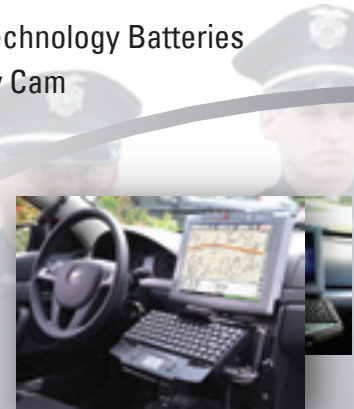


### Traffic Control Devices

- ▶ NC350 Traffic Analyzer
- ▶ Mobile Speed/LPR Trailers
- ▶ Dynamic Message Boards



**SECUREWATCH24**



### Mobile Computing

- ▶ Mobile Data Terminals (MDTs)
- ▶ Rugged Tablets



### AutoVu LPR

- ▶ Multi-lane Capture (XGA)
- ▶ Multi-Region Reporting
- ▶ Closest Address and GPS Coordinates
- ▶ PRISM Integration
- ▶ Fixed & Covert Applications

increasing because more events are publicized (and criticized) due to the increased availability of video? Unfortunately, this most basic question regarding police use of force cannot be reliably answered. There must be sound research and science provided in response to this and other pressing questions regarding law enforcement's use of force, and sooner rather than later. The basic tenant of U.S. law enforcement is that the police cannot be successful if they do not enjoy the support and confidence of the people they serve. Crimes are not cleared, victims do not see justice, the dangerous are left to prowl neighborhoods—and the cycle continues.

This article considers the evidence available on police use of force and how this research has (or has not) sufficiently guided use-of-force policy development and training. Critical to this discussion is a consideration of the impact that research has or could have on (1) use-of-force definitions, measures, and data collection efforts, (2) proposed changes to the reasonableness standard in use-of-force policies, (3) increased use of de-escalation training, and (4) the use of body-worn cameras. This simple review is intended to help law enforcement executives sort through what is known and not known about response to resistance and understand how research in their own agencies can help the field of policing advance.

### **Use-of-Force Definitions, Measures, and Data Collection**

A recently released study by Pew Research Center, which draws on a nationally representative sample of nearly 8,000 police officers from departments with at least 100 officers, provides new and timely information about the perceptions and attitudes of law enforcement officers around many of the use-of-force issues discussed here.<sup>1</sup> This is a historic time in U.S. law enforcement, with the field undergoing significant change, and the issues raised in this survey specifically underscore the need for quality evidence-based research to improve use-of-force policy development and training. The most central question to address regarding response to resistance is the number of use-of-force events that happen in the first place. Many law enforcement executives and others have relied on commonly reported research findings from the 1970s through the 1990s that estimate approximately 1–3 percent of all police-suspect encounters result in some type of use of force reported by officers.<sup>2</sup> However, the recently released Pew report found that the frequency of use of force by U.S. police officers could be viewed much differently. For example, over one-third of officers reported that they had “physically struggled or fought with a suspect who was resisting arrest” within the last month. Further, 84 percent reported believing that they should

---

## **The basic tenant of U.S. law enforcement is that the police cannot be successful if they do not enjoy the support and confidence of the people they serve.**

---

be “required to intervene when they believe another officer is about to use unnecessary force.” Finally, about half of officers surveyed believe that fatal encounters between black citizens and law enforcement in recent years have prompted their agency to modify use-of-force policies, but this change has not impacted large and small agencies similarly. Officers in larger departments were over three times more likely than those in smaller departments to report use-of-force policy changes (68 percent versus 19 percent).<sup>3</sup> This uneven application of changes in use-of-force policies can be a cause for concern.

If the findings from this survey are accepted as a starting point, there are at least three issues that need greater consideration: (1) there might be many more use-of-force events than previous studies estimated; (2) officers expect intervention by other officers when use of force is unnecessary; and (3) at this time in history, police departments are moving quickly, but not equally, to modify policies or procedures about use of force.

Law enforcement executives and other commentators on the subject have lamented that the current, best source for information on use of deadly force in the United States is a database created by *The Washington Post*.<sup>4</sup> It is also concerning that U.S.-wide counts of other (less-lethal) types of force do not reliably exist.<sup>5</sup> This information cannot be collected reliably until law enforcement agencies have an agreed-upon standard of how to define force; no standard definition currently exists.

The inability to track law enforcement's use of force at the national level or even state level is based on a number of additional problems, including inconsistencies in measures across law enforcement agencies, varying sources of data, and a lack of national reporting standards.<sup>6</sup> Even within agencies, great variation occurs in the type and quality of use-of-force data that are collected. While some national-level data collection of law enforcement's use of force in other countries does exist, similar validity and reliability problems are often associated with these data.

As a first step to remedy the lack of consistent data and research on law enforcement use of force, the *Final Report of the President's Task Force on 21st Century Policing* recommended that U.S. agencies be required to collect, maintain, and report data on all officer-involved shootings, as well as

any in-custody deaths to the federal government.<sup>7</sup> In response, the Federal Bureau of Investigation has created a National Use-of-Force Data Collection Task Force and has drafted the data elements to be collected for a voluntary National Use-of-Force Data Collection, which could include data from all 18,000+ U.S. law enforcement agencies.<sup>8</sup> While this data collection initiative will not address all of the problems associated with use-of-force data collection and analysis, it is a good first step to examine trends at the national level and will likely demonstrate the need for additional research at the local level to law enforcement executives. To be successful, it is important however, to learn from previous attempts to define, measure, and analyze use-of-force data.

Historically, law enforcement use-of-force measurement and research began in the United States in the 1950s, with a focus on physical acts that were considered “violent” or “excessive.”<sup>9</sup> As this line of research continued into the 1970s, the measures often failed to consider more common types of coercion that were not deemed excessive and relied on simple dichotomy measures (i.e., force or no force) rather than a force continuum.<sup>10</sup> This early research advanced in the 1990s when researchers began actually defining use of force in their studies, expanded their inquiries to include nonviolent behavior, and also considered the resistance demonstrated by citizens when analyzing the use of force.<sup>11</sup> However, researchers were unable to reach consensus on how to define, operationalize, and measure use of force—as were law enforcement executives. As a result, the body of research on use of force generated inconsistent and incomparable findings across studies.<sup>12</sup> In addition, only a handful of jurisdictions have been studied, with no clear indication if these research findings are generalizable across agencies. This has greatly limited the potential impact that this research could have on the development of relevant policies and training.

Most important of the findings from this limited body of research, however, was a relatively consistent reporting of racial disparities in the suspects who were subjected to the use of force.<sup>13</sup> Specifically, the majority of research studies in the United States reported that black suspects were significantly more likely to have force used against them relative to white suspects.

Given the inability of researchers to isolate the reasons for these reported racial



disparities in law enforcement use of force, interpretations of these findings varied dramatically. Some argued that the disparities were due to racial difference in criminal involvement and resistance shown by suspects, while others argued that law enforcement officers were racially biased. And, because these studies could not determine the reasons for racial disparities in use of force, the resulting changes in policies and training designed to reduce racial disparities had little impact.<sup>14</sup>

### Changes to Use-of-Force Policies and Training

While variation exists across U.S. law enforcement agencies in the definitions of use of force, officers are provided guidance from their specific agencies through policies and training. However, this local approach ensures that significant differences in policies, practices, and training across jurisdictions will remain. In some agencies, force was defined as existing along a continuum consisting of various levels of force available to officers depending on the level of subject resistance. However, use-of-force continuums have been inconsistent across agencies, and a debate concerning their utility ensued.<sup>15</sup> As a result, some law enforcement agencies moved away from force continuum models, adopting force option models based upon the “objective reasonableness” standard of *Graham v. Connor*.<sup>16</sup> In this case, the U.S. Supreme Court established the objective reasonableness standard for law enforcement use of force, stating the “reasonableness” of a particular use of force must be judged from the perspective of a reasonable officer on the scene, and its measure must allow for the fact that officers are often forced to make split-second decisions about the amount of force necessary in a particular situation. Force option models are designed to enhance officer discretion to select the most reasonable force option for a given situation.<sup>17</sup>

Contemporary discussions regarding the use of force are now focusing more specifically on the *Graham v. Connor* reasonableness standard. In 2016, the Police Executive Research Forum (PERF) released 30 guiding principles for use of force, advocating for law enforcement officers to be held to a higher standard in their use of force than established by the U.S. Supreme Court.<sup>18</sup> This single principle was embedded in a larger plan for law enforcement agencies to implement “significant, fundamental changes in a police department’s operations and culture.”<sup>19</sup> Based on discussions with national and international law enforcement leaders, PERF recommended that “departments should adopt policies that hold themselves to a higher standard than the legal requirements of *Graham v. Connor*.” They reasoned that this legal standard should be viewed as the minimum requirement—“necessary but not sufficient”—when judging the use of force “because it does not provide police with sufficient guidance on use of force.” To support this position, PERF noted that many agencies already have policies that surpass these legal requirements, for example, with more restrictive pursuit policies and policies restricting shooting at or from moving vehicles.<sup>20</sup>

Shortly after its release, the feedback from the field regarding the use-of-force principles proposed by PERF was swift and, in some cases, considerably negative, particularly regarding the principle that departments should adopt policies that require a higher standard than legally required. Several law enforcement organizations and individual law enforcement executives responded that use-of-force policies should not extend beyond the legal requirements established under *Graham v. Connor*, arguing that restricting officers’ ability to handle situations beyond what the law requires could unnecessarily increase the dangerousness of these incidents, thus putting both officers and citizens at risk.<sup>21</sup>

## Leaders in Law Enforcement Design

- Spatial Needs Analysis
- Grant Writing
- Site Selection & Master Planning
- Facility Design
- Funding Strategies
- Construction Administration



Georgetown, TX  
Public Safety Complex



Architects Design Group  
www.adgusa.org • 407.647.1706

AAC001197

HOLMANS | USA  
PRECISION PERFORMANCE SINCE 1955



### Because every detail matters

The **Aibotix A6** give you the best view for crime scene investigation and evidence collection.

**Call for your demo!**

1-800-545-0932 www.HOLMANS.com

---

## Simply put, more information is needed about whether more restrictive use-of-force policies can simultaneously reduce uses of force while also protecting officers.

---

In January 2017, a consensus group of 11 law enforcement leadership and labor organizations released the *National Consensus Policy on Use of Force*. This consensus policy is described as reflecting the broad views and experience of the field and has been adopted by participating organizations to serve as a template for enforcement agencies to use to compare and enhance their existing policies. Of note is the policy's continued reliance on the *Graham v. Connor* reasonableness standard.<sup>22</sup>

This debate demonstrates the large divide among law enforcement executives regarding use-of-force policy and training. As executives around the globe consider what the appropriate changes should be to their agencies' use-of-force policies, it would be helpful to have research to guide their decision-making. Unfortunately, there is no current, empirical research that examines whether more restrictive use-of-force policies reduce officer and citizen injuries, as proponents believe, or potentially contribute to more dangerous situations for officers, as critics contend. Simply put, more information is needed about whether more restrictive use-of-force policies can simultaneously reduce uses of force while also protecting officers. In the interim, law enforcement executives will be forced to make individual decisions regarding the appropriate balance of these core issues. Given the lack of consensus and limited information available, this will be a critical area for future research as agencies reexamine their use-of-force policies and training.

### De-escalation Training

Given the occurrence of several high-profile officer-involved shootings in the last several years, interest has been renewed in de-escalation training. For example, the President's Task Force on 21st Century Policing recommended that "law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate."<sup>23</sup> Likewise, de-escalation training has become a common recommendation in DOJ reports investigating law enforcement agencies for civil rights violations and allegations of excessive force.<sup>24</sup> Law enforcement leaders have also joined the choir of those calling for increased use and training on de-escalation techniques. Of the 30 guiding principles released by PERF for law enforcement use-of-force policy and training, 11 explicitly mention de-escalation.<sup>25</sup> In addition, the new *National Consensus Policy on Use of Force* also includes provisions for de-escalation. Specifically, the consensus model policy states that

*an officer shall use de-escalation techniques and other alternatives to higher levels of force consistent with his or her training whenever possible and appropriate before resorting to force and to reduce the need for force.*<sup>26</sup>

Despite the current discussion of de-escalation and its inclusion in updated use-of-force policies, many law enforcement officials aptly note that de-escalation training is not new and that, for decades, previous policies and practices have routinely included aspects of de-escalation.<sup>27</sup> Others have also indicated that, similar to use of force, de-escalation is often not well-defined. A cursory review of law enforcement de-escalation policies and training demonstrates little consensus regarding the definition of de-escalation or even agreement regarding the key components of de-escalation training.<sup>28</sup> With

some notable exceptions, available descriptions of de-escalation are typically vague or non-existent. In the recently released *National Consensus Policy on Use of Force*, de-escalation is defined as

*Taking action or communicating verbally or non-verbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force or with a reduction in the force necessary. De-escalation may include the use of such techniques as command presence, advisements, warnings, verbal persuasion, and tactical repositioning.*<sup>29</sup>

In general, de-escalation training is believed to equip officers to effectively manage crisis situations, reducing the likelihood of officer and citizen injury, as well as law enforcement liability in crisis situations.<sup>30</sup> Evidence regarding the effectiveness of such training, however, is lacking.

Unfortunately, very little is known about the short- and long-term effects of law enforcement training of any type, and de-escalation training is no exception.<sup>31</sup> Even more concerning is that the potential for unintended consequences (e.g., potential increases in officer injuries) is also unknown. Likewise, there is considerable variation in the type of de-escalation training being implemented across agencies, again with only anecdotal evidence regarding the efficacy and effectiveness of these trainings.<sup>32</sup> While most de-escalation training appears valid on its face and could significantly reduce officer and suspect injuries by minimizing the use of force, how these tactics are best applied, best trained, and so forth has yet to be critically examined. In addition to this lack of evidence, some skepticism has been reported among officers concerning de-escalation techniques, viewing the reliance on communication skills and other techniques as "soft" policing and potentially dangerous.<sup>33</sup> This concern for officer safety is similar to those concerns raised regarding adherence to the reasonableness standard in use-of-force policies.

Research in the mental health arena has been more supportive of de-escalation training, as it is a core component of crisis intervention team (CIT) training.<sup>34</sup> Law enforcement encounters with persons with mental illness are situations of particular concern, as officers often perceive these situations as having a greater propensity for violent behavior.<sup>35</sup> But research examining the likelihood of injury for persons with mental illness in their encounters with law enforcement suggests that injuries are rare and are of low severity when they do occur.<sup>36</sup> Research evaluating the effectiveness of CIT training demonstrates growing evidence that it reduces officer and citizen injuries, minimizes officers' use of force, and increases referrals to treatment facilities and services.<sup>37</sup> Again, however, more research is needed to help improve CIT training modules.

In short, while de-escalation training is not entirely new to law enforcement, a renewed focus on these tactics—based in part on the external scrutiny facing agencies and these techniques' inclusion in updated use-of-force policies—requires that law enforcement executives take note. The effectiveness and efficacy of de-escalation training, the impact of policy changes that incorporate requirements for de-escalation, and the impact of these techniques on suspect and officer injuries are of vital importance but currently unknown. This is the type of research that is desperately needed and could significantly impact the field.

### Body-Worn Camera Research

Across the world, law enforcement agencies are adopting the use of body-worn cameras (BWCs) in an effort to increase police legitimacy. Research studies are beginning to demonstrate the impact of BWCs on a host of outcomes, including use of force and citizen resistance. In a recent comprehensive review of both completed and ongoing studies of BWCs, researchers found "12 existing empirical studies of BWCs and 30 ongoing research projects."<sup>38</sup> Many of these studies employ randomized controlled trial (RCT) research designs.<sup>39</sup>

Most studies are reporting decreases in use of force and citizen complaints for officers wearing body cameras. For example, in a



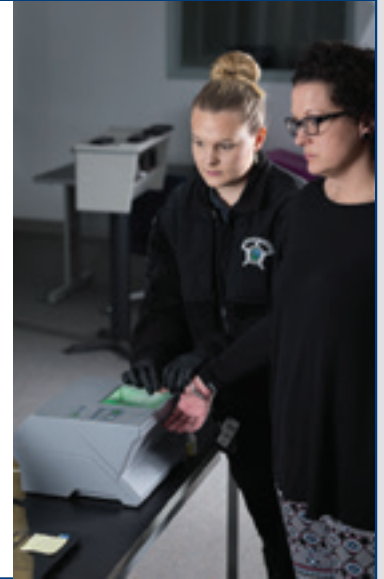
**See the Unseen Danger with  
Thermal Imaging Cameras**

**Buy & Try**  
60-Day Money Back Guarantee!



**Save Time and Money with our  
New Live Scan Packages**

Turnkey easy-to-use  
solutions for  
criminal and  
applicant processing



**Customized Vehicles for Your Needs  
So You Can Focus on You Mission**



**Conduct Your Security or Covert  
Surveillance Mission from Anywhere**



**Get the Latest Updates**

#policepartners  
#SirchieSupports  
#commandeveryscene

**Contact Us Today to Learn More**

Phone: 919.554.2244, 800.356.7311  
Email: [sales@sirchie.com](mailto:sales@sirchie.com)  
[www.sirchie.com](http://www.sirchie.com)

## Footage of police encounters with citizens is a valuable information source that is currently underutilized in law enforcement.

recent study, law enforcement use of force was reported to be twice as likely to occur without BWCs, with an overall 60 percent reduction in officer use of force.<sup>40</sup> Another study reported that officers with BWCs had a 53 percent reduction in prevalence of response-to-resistance (i.e., use of force) compared to those without cameras.<sup>41</sup> Studies also demonstrate consistent findings in reductions of citizen complaints against officers who were wearing body-worn cameras.<sup>42</sup>

Yet, as with any initiative that is not well-researched prior to mass implementation, some studies are beginning to identify unintended consequences associated with BWC use. For example, some research has demonstrated that officers wearing BWCs were significantly less likely to perform pedestrian stops.<sup>43</sup> Other studies show officers with BWCs were more likely to make arrests, an effect that might run counter to larger criminal justice system reform efforts designed to reduce the number of arrests.<sup>44</sup> However, most concerning are recent findings regarding citizen resistance and assaults of officers wearing BWCs. Although the initial findings across studies are mixed, there is growing evidence that officers wearing BWCs are *more* likely to be assaulted by citizens compared to officers without cameras.<sup>45</sup> The reasons for this counterintuitive finding are unknown, but some have speculated that

BWCs might make officers more reluctant to handle citizen resistance in their initial response, and, as a result, situations escalate, thereby increasing the likelihood of officers being assaulted.

As more research studies are completed, a larger body of evidence will be available against which to determine the impact of BWCs on both officer and citizen behavior. For example, if additional studies continue to demonstrate that officers who are wearing BWCs are more likely to be assaulted, this could be addressed through appropriate training and managerial outreach to officers as agencies implement the use of BWCs. Future research could also impact how and when BWC footage is released to the public. Currently, state lawmakers and the judiciary are considering the impact of public information disclosure, balancing public record laws with possible interference with criminal investigations and prosecution.

What is most important to note is that research findings on BWCs could have an important impact on the field, including identifying issues that are relevant for improvements to use-of-force policies and training. Furthermore, many agencies now have the capacity to conduct this research—the videos themselves are a new data source that could be examined to enhance use-of-force policy and training. Footage of police encounters with citizens is a valuable information source that is currently underutilized in law enforcement. Systematically reviewing video and coding citizen-police encounters could uncover a host of opportunities to improve law enforcement, from enhancing the services that citizens receive, to improving officer wellness and reducing injuries—the research possibilities with this new data source are boundless.

### How Research Can Impact Policy and Training

Despite the lack of empirical evidence on the prevalence of use of force, the impact of body-worn cameras, and de-escalation techniques, extensive research has been conducted on other specific

DeKalb Police Headquarters | DeKalb, Illinois

**Superior public safety design expertise backed by the deep resources of a national firm**

www.dewberry.com

**Dewberry**

**HONOR YOUR FINEST...**

**...WITH SOLID BRONZE QUALITY MADE IN THE USA**

**LIBERTY ART WORKS, INC.**

888-411-7744 libertyartworks.com



topics related to the use of force. For example, dozens of studies have examined the impact and effectiveness of conductive energy devices (CEDs).<sup>46</sup> The impact of this research and subsequent changes to policy and training has been the enhancement of a less-lethal device associated with significant reductions in officer and suspect injuries and deaths.<sup>47</sup>

Yet, law enforcement clearly cannot wait for research to become available to move forward. Further, research is often conducted in response to changes and trends in policing years later—it is reactive, rather than proactive. Law enforcement executives need to make timely decisions regarding use-of-force policies and training, and, while these decisions might occur in absence of rigorous independent research, they can still be based on best-known practices. But most importantly, law enforcement agencies can work with researchers to build the collective body of knowledge regarding what works and to disseminate that knowledge.<sup>48</sup> As new policies are implemented or changes to training are advanced, law enforcement executives should consider how they can incorporate an evaluation component that would directly benefit their own agencies while also providing guidance for the field.

To assist law enforcement agencies in their research efforts, the International Association of Chiefs of Police (IACP) and the University of Cincinnati (UC), with funding from the Laura and John Arnold Foundation, have established the IACP/UC Center for Police Research and Policy.<sup>49</sup> The center works to translate science into everyday practice and to conduct research driven by law enforcement, for law enforcement. Currently, many agencies adopt policies and practices without evaluating their effectiveness or understanding the long-term effects. The center is designed to expand access to and understanding of effective policing practices developed and identified through action-focused research. The dissemination of study findings will be designed to promote timely adoption of research-based policy and practice and improve day-to-day police work. The goal of the IACP/UC Center for Police Research and Policy is to provide a path for law enforcement and researchers to work together on evidence-based research studies that will drive future practice.

When properly conducted, research can have a practical and important real-world impact on law enforcement and officer-citizen interactions. However, the lack of research regarding many critical issues in law enforcement, including the use of force, has become the status quo. Law enforcement executives who want to make a lasting impact in their agencies and the field as a whole need to reject the lack of research status quo. As changes are implemented within police agencies, they should collect information, analyze, test for impact, and be willing to share their findings. It is well recognized that law enforcement is at a critical point in history. Whatever the precipitating factors are—greater awareness due to social media; high-profile use-of-force incidents across the United States; or the natural evolution of U.S. law enforcement to advance its mission of community service—now is precisely the time for additional research because it has the potential to reduce citizen and officer injuries and ultimately save lives. ♦

## IACP/UC CENTER FOR POLICE RESEARCH AND POLICY

To learn more about the new center or how to get your agency involved, visit IACP online at [www.theIACP.org/research](http://www.theIACP.org/research).

### Notes:

<sup>1</sup>Rich Morin et al., *Behind the Badge: Amid Protests and Calls for Reform, How Police View Their Jobs, Key Issues and Recent Fatal Encounters between Blacks and Police*, Pew Research Center, January 11, 2017, 9–17.

<sup>2</sup>Robin Shepard Engel, James J. Sobol, and Robert E. Worden, "Further Exploration of the Demeanor Hypothesis: The Interaction Effects of Suspects' Characteristics and Demeanor on Police Behavior," *Justice Quarterly* 17, no. 2 (2000): 235–258; Robert Worden, "The 'Causes' of Police Brutality: Theory and Evidence on Police Use of Force," in *And Justice for All: Understanding and Controlling Police Abuse of Force*, Eds. William A. Geller and Hans Toch (Police Executive Research Forum, 1995), 31–60.

<sup>3</sup>Morin et al., *Behind the Badge*.

<sup>4</sup>Tom Jackman, "De-Escalation Training to Reduce Police Shootings Facing Mixed Review at Launch," *The Washington Post*, October 15, 2016.

<sup>5</sup>Matthew J. Hickman, Alex R. Piquero, and Joel H. Garner, "Toward a National Estimate of Police Use of Nonlethal Force," *Criminology & Public Policy* 7, no. 4 (2008): 563–604.

<sup>6</sup>Joel H. Garner et al., "Measuring the Continuum of Force Used By and Against the Police," *Criminal Justice Review* 20, no. 2 (1995): 146–168; Robert J. Kaminski et al., "A Quantum of Force: The Consequences of Counting Routine Conducted Energy Weapon Punctures as Injuries," *Justice Quarterly* 32, no. 4 (2015): 598–625.

<sup>7</sup>President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015).

<sup>8</sup>U.S. Department of Justice, "Justice Department Outlines Plan to Enable Nationwide Collection of Use of Force Data," news release, October 13, 2016.

<sup>9</sup>William A. Westley, "Violence and the Police," *American Journal of Sociology* (1953): 34–41.

<sup>10</sup>Engel, Sobol, and Worden, "Further Exploration of the Demeanor Hypothesis"; Garner et al., "Measuring the Continuum of Force Used By and Against the Police"; Kaminski et al., "A Quantum of Force."

<sup>11</sup>Ibid.

<sup>12</sup>Matthew J. Hickman et al., "Reliability of the Force Factor Method in Police Use-of-Force Research," *Police Quarterly* 18, no. 4 (2015): 368–396.

<sup>13</sup>Hickman, Piquero, and Garner, "Toward a National Estimate of Police Use of Nonlethal Force"; James J. Fyfe, "Police Use of Deadly Force: Research and Reform," *Justice Quarterly* 5, no. 2 (1988): 165–205; Geoffrey P. Alpert and Roger G. Dunham, *Understanding Police Use of Force: Officers, Suspects, and Reciprocity* (New York, NY: Cambridge University Press, 2004).

<sup>14</sup>Robin Shepard Engel, Jennifer M. Calnon, and Thomas J. Bernard, "Theory and Racial Profiling: Shortcomings and Future Directions in Research," *Justice Quarterly* 19, no. 2 (2002): 249–273.

<sup>15</sup>National Institute of Justice, "The Use-of-Force Continuum," <http://www.nij.gov/topics/law-enforcement/officer-safety/use-of-force/Pages/continuum.aspx>.

<sup>16</sup>*Graham v. Connor*, 490 U.S. 386 (1989).

<sup>17</sup>Office of the Inspector General, Los Angeles Police Commission, *Comparative Review of Selected Agency Policies, Investigations, and Training on the Use of Force: OIG Final Report*, October 6, 2016.

<sup>18</sup>Police Executive Research Forum, *Use of Force: Taking Policing to a Higher Standard*, Critical Issues in Policing Series, January 29, 2016.

<sup>19</sup>Ibid., 2.

<sup>20</sup>Ibid.

<sup>21</sup>Tom Jackman, "Protocol for Reducing Police Shootings Draws Backlash from Unions, Chiefs Group," *The Washington Post*, March, 31, 2016.

<sup>22</sup>ASCA, CALEA, FOP, FLEOA, IACP, HAPCOA, IADLEST, NAPO, NAWLEE, NOBLE, and NTOA, *National Consensus Policy on Use of Force*, January 2017.

<sup>23</sup>President's Task Force on 21st Century Policing, *Final Report*.

<sup>24</sup>U.S. Department of Justice (DOJ), Civil Rights Division and U.S. Attorney's Office Northern District of Illinois, *Investigation of the Chicago Police Department* (Washington, DC: DOJ, 2017); DOJ Civil Rights Division, *Investigation of the Ferguson Police Department* (Washington, DC: DOJ, 2015).

<sup>25</sup>Police Executive Research Forum, *Use of Force*.

<sup>26</sup>ASCA, CALEA, FOP, FLEOA, IACP, HAPCOA, IADLEST, NAPO, NAWLEE, NOBLE, and NTOA, *National Consensus Policy on Use of Force*.

<sup>27</sup>Ed Flosi, "What the Public Needs to Know about Police De-escalation Tactics," Taking Training to the Next Level, PoliceOne.com, June 1, 2016.

<sup>28</sup>Baltimore Police Department, *Policy 1115: Use of Force*, July 2016, <https://assets.documentcloud.org/documents/2930959/New-and-Old-Baltimore-Police-Use-of-Force-Policies.pdf>; Minneapolis Police Department, *5-300 Use of Force*, July 2016, [http://www.ci.minneapolis.mn.us/police/policy/mpdpolicy\\_5-300\\_5-300](http://www.ci.minneapolis.mn.us/police/policy/mpdpolicy_5-300_5-300); David Griffith, "De-Escalation Training: Learning to Back Off," *Police*, March 2, 2016.

<sup>29</sup>ASCIA, CALEA, FOP, FLEOA, IACP, HAPCOA, IADLEST, NAPO, NAWLEE, NOBLE, and NTOA, *National Consensus Policy on Use of Force*.

<sup>30</sup>Griffith, "De-Escalation Training"; Janet R. Oliva, Rhiannon Morgan, and Michael T. Compton, "A Practical Overview of De-Escalation Skills in Law Enforcement: Helping Individuals in Crisis While Reducing Police Liability and Injury," *Journal of Police Crisis Negotiations* 10, no. 1–2 (2010): 15–29.

<sup>31</sup>Wesley G. Skogan, Maarten Van Craen, and Cari Hennessy, "Training Police for Procedural Justice," *Journal of Experimental Criminology* 11, no. 3 (2015): 319–334.

<sup>32</sup>Oliva, Morgan, and Compton, "A Practical Overview of De-Escalation Skills in Law Enforcement."

<sup>33</sup>John Wilkens, "Police Embrace 'De-Escalation' to Reduce Shootings, but Some Officers Remain Skeptical," *Los Angeles Times*, October 1, 2016.

<sup>34</sup>Michael T. Compton et al., "A Comprehensive Review of Extant Research on Crisis Intervention Team (CIT) Programs," *Journal of the American Academy of Psychiatry and the Law Online* 36, no. 1 (2008): 47–55.

<sup>35</sup>Ann J. Fry, D. P. O'Riordan, and Rene Geanellos, "Social Control Agents or Front-Line Carers for People with Mental Health Problems: Police and Mental Health Services in Sydney, Australia," *Health & Social Care in the Community* 10, no. 4 (2002): 277–286; Vanessa Pinfold et al., "Reducing Psychiatric Stigma and Discrimination: Evaluating an Educational Intervention with the Police Force in England," *Social Psychiatry & Psychiatric Epidemiology* 38, no. 6 (June 2003): 337–344; Jim Ruiz and Chad Miller, "An Exploratory Study of Pennsylvania Police Officers' Perceptions of Dangerousness and Their Ability to Manage Persons with Mental Illness," *Police Quarterly* 7, no. 3 (2004): 359–371.

<sup>36</sup>Ruiz and Miller, "An Exploratory Study of Pennsylvania Police Officers' Perceptions"; Robert J. Kaminski, Cleto Digiovanni, and Raymond Downs, "The Use of Force Between the Police and Persons with Impaired Judgment," *Police Quarterly* 7, no. 3 (2004): 311–338; Amy N. Kerr, Melissa Morabito, and Amy C. Watson, "Police Encounters, Mental Illness, and Injury: An Exploratory Investigation," *Journal of Police Crisis Negotiations* 10, no. 1–2 (2010): 116–132.

<sup>37</sup>Terry G. Coleman and Dorothy Cotton, *Police Interactions with Persons with a Mental Illness: Police Learning in the Environment of Contemporary Policing* (Ottawa, ON: Mental Health Commission of Canada, 2010).

<sup>38</sup>Cynthia Lum et al., *Existing and Ongoing Body Worn Camera Research: Knowledge Gaps and Opportunities* (Washington, DC: Center for Evidence-Based Crime Policy, George Mason University, 2015), 6.

<sup>39</sup>Randomized controlled trials (RCTs) are widely recognized as the gold standard for scientific research. During an RCT, study subjects are randomly assigned to either the treatment or control group. The "treatment group" receives the intervention being studied and the "control group" does not. The control group is often described as just "doing business as usual." This approach allows the researcher to control the delivery of the intervention and assume the only difference between the subjects in each group is whether or not they experienced the intervention. The treatment and control group can then be compared statistically on key outcomes to determine if the treatment caused any changes in the treatment group. David Weisburd, Cynthia M. Lum, and Anthony Petrosino, "Does Research Design Affect Study Outcomes in Criminal Justice?" *The Annals of the American Academy of Political and Social Science* 578, no. 1 (2001): 50–70.

<sup>40</sup>Barak Ariel, William A. Farrar, and Alex Sutherland, "The Effect of Police Body-Worn Cameras on Use of Force and Citizens' Complaints Against the Police: A Randomized Controlled Trial," *Journal of Quantitative Criminology* 31, no. 3 (2015): 509–535.

<sup>41</sup>Wesley G. Jennings, Mathew D. Lynch, and Lorie A. Fridell, "Evaluating the Impact of Police Officer Body-Worn Cameras (BWCs) on Response-to-Resistance and Serious External Complaints: Evidence from the Orlando Police Department (OPD) Experience Utilizing a Randomized Controlled Experiment," *Journal of Criminal Justice* 43, no. 6 (2015): 480–486.

<sup>42</sup>Jennings, Lynch, and Fridell, "Evaluating the Impact of Police Officer Body-Worn Cameras (BWCs) on Response-to-Resistance and Serious External Complaints"; Barak Ariel et al., "'Contagious Accountability': A Global Multisite Randomized Controlled Trial on the Effect of Police Body-Worn Cameras on Citizens' Complaints Against the Police," *Criminal Justice and Behavior* 44, no. 2 (February 2017): 293–316.; Lynne Grossmith et al., *Police, Camera, Evidence: London's Cluster Randomised Controlled Trial of Body Worn Video* (London, UK: College of Policing and Mayor's Office for Policing and Crime, 2015); Eric C. Hedberg, Charles M. Katz, and David E. Choate, "Body-Worn Cameras and Citizen Interactions with Police Officers: Estimating Plausible Effects Given Varying Compliance Levels," *Justice Quarterly*.

<sup>43</sup>Justin T. Ready and Jacob T.N. Young, "The Impact of On-Officer Video Cameras

on Police-Citizen Contacts: Findings from a Controlled Experiment in Mesa, AZ," *Journal of Experimental Criminology* 11, no. 3 (2015): 445–458.

<sup>44</sup>Charles M. Katz et al., *Evaluating the Impact of Officer Worn Body Cameras in the Phoenix Police Department* (Phoenix, AZ: Center for Violence Prevention and Community Safety, Arizona State University, 2014).

<sup>45</sup>Barak Ariel et al., "Wearing Body Cameras Increases Assaults Against Officers and Does Not Reduce Police Use of Force: Results from a Global Multi-site Experiment," *European Journal of Criminology* 13, no. 6 (2016): 744–755.

<sup>46</sup>Kaminski et al., "A Quantum of Force"; Yu-Sheng Lin and Tonisha R. Jones, "Electronic Control Devices and Use of Force Outcomes Incidence and Severity of Use of Force, and Frequency of Injuries to Arrestees and Police Officers," *Policing* 33, no. 1 (2010): 152–178; John M. MacDonald, Robert J. Kaminski, and Michael R. Smith, "The Effect of Less-Lethal Weapons on Injuries in Police Use-of-Force Events," *American Journal of Public Health* 99, no. 12 (2009): 2268–2274; Bruce Taylor and Daniel J. Woods, "Injuries to Officers and Suspects in Police Use-of-Force Cases: A Quasi-Experimental Evaluation," *Police Quarterly* 13, no. 3 (2010): 260–289.

<sup>47</sup>MacDonald, Kaminski, and Smith, "The Effect of Less-Lethal Weapons on Injuries in Police Use-of-Force Events"; Michael R. Smith et al., "The Impact of Conducted Energy Devices and Other Types of Force and Resistance on Officer and Suspect Injuries," *Policing* 30, no. 3 (2007): 423–446.

<sup>48</sup>Robin S. Engel and James L. Whalen, "Police–Academic Partnerships: Ending the Dialogue of the Deaf, The Cincinnati Experience," *Police Practice and Research* 11, no. 2 (2010): 105–116; Robin S. Engel and Samantha Henderson, "Beyond Rhetoric: Establishing Police-Academic Partnerships That Work," in *The Future of Policing*, ed. Jennifer M. Brown (London, UK: Routledge, 2013): 217–236.

<sup>49</sup>International Association of Chiefs of Police, "Center for Police Research and Policy," <http://www.iacp.org/research>.



The *National Consensus Policy on Use of Force*—a collaborative effort among 11 law enforcement leadership and labor organizations in the United States—reflects the discerning rational of the 11 consensus organizations and is meant to be only a template for law enforcement agencies to use to assess and enhance their own existing policies.



# Southern Police Institute

*invites you to attend the:*



# 66th SPIAA Annual Training Conference

*This year's training topic:*

**Policing in the Post-Ferguson World**

*North Myrtle Beach, SC  
July 10-14, 2017*



Co-hosted by the  
**North Myrtle Beach  
Department of Public Safety**  
at the  
**Beach Cove Resort**

Visit Southern Police Institute Alumni Association's Website for Additional Information  
Including: Registration Form, Hotel Rates, and the Conference Training Agenda

**[spiaa.org](http://spiaa.org)**

To learn more about the Southern Police Institute visit: [louisville.edu/spi](http://louisville.edu/spi)  
"Like" us on Facebook: [facebook.com/SPI.Louisville](https://www.facebook.com/SPI.Louisville)





# Justification of Law Enforcement's Use of Force: Lessons Learned from the European Court of Human Rights

By Salvador Ruiz Ortiz, PhD, Murcia Local Police; Eduardo Osuna Carrillo de Albornoz, Professor, Legal and Forensic Medicine, University of Murcia; Jose Martinez Marin, Murcia Local Police; Antonio Pedroche Gonzalo, Murcia Local Police; and Diego Huescar Sanchez, Murcia Local Police, Spain

Use of force by law enforcement is a controversial issue in countries across the globe. There is no universal standard that defines its justification absolutely; as a consequence, each case is analyzed individually based on known variables, which creates legal uncertainty for both the officers who have to use force and the citizens against whom force is used.

The concern about this issue is not new—since the mid-20th century, several rules and regulations related to the use of force, derived fundamentally from the Universal Declaration of Human Rights, have been developed, an evolution that can be seen as the turning point for defining the modern police profession. The fruit of these rules is the promulgation of international legal instruments that define the impassable lines on the use of force by law enforcement—reiterating in all of them the prohibition of torture and cruel, degrading, and inhuman treatment—as well as stating the guiding principles: proportionality, congruence, and necessity. With these overarching principles and international instruments as baselines, each agency establishes regulations, according to the agency's needs and experiences, at the national, regional, and local levels. Recently, 11 law enforcement groups and associations, including the IACP, published *The National Consensus Policy on Use of Force* in an effort to provide law enforcement officers with uniform guidelines for the use of less-lethal and deadly force.<sup>1</sup>

The greatest practical development has occurred within the framework of scientific law enforcement research, creating different theoretical models with the aim of achieving a continuous adaptation to the socio-criminal reality while maintaining the highest respect for human rights.

The aim of the present investigation is to propose a practical model to evaluate the justification of the use of force based on the perspective of the European Court of Human Rights (ECHR). This model isolates and classifies justifying variables in six dimensions, orbiting the central core (main purpose of the police intervention), which is called sustainable interaction. It has an adaptive design that allows its use in any situation—and in any country—because of its built-in adaptability to different legislative and socio-political circumstances. The present model is called the UFO Method, derived from the Spanish acronym for use of operative force (*uso de la fuerza operativa*).

The ECHR has reiterated that the justification for the legal use of force can be determined only subjectively from the perspective of the officer in the moment.<sup>2</sup> Similarly, the U.S. Supreme Court (USSC) has pronounced that the justification for the use of force has to be based on an *objective reasonableness* criterion.<sup>3</sup> However, using scientific, objective method to assess the justification of the use of force can be of value, instead of relying solely on subjective standards open to interpretation.

## Research: Methodology

The selection of the research sample was made from the official ECHR website by searching for “use of force” and choosing the last 100 judgements between 2011 and 2016 that also contained “necessity” and “proportionality.” A transversal forecast has been carried out, extracting the variables that this court has used to justify or repudiate the use of force by law enforcement.

The variables obtained have been organized into six categories, which form the justification framework for the UFO Method; each of them has been turned into visible

facts in order to make them easier to use and measure. The variables are introduced in tables that correspond to each of the categories or dimensions. More variables that are of interest can be included.

In these tables, the first column categorizes each variable as an objective variable (OV) or an informative element (IE). Objective variables are those that are considered objectively true and do not require further information (for example, if the police intervention has been initiated by legal cause). Those variables whose certainty offers doubt or are of a subjective nature are categorized as an informative element, in which case they do need argumentation about their reasonableness (for example, reasons need to be provided for the variable “it is not possible to delay intervention”). The second column contains operationalized variables, consisting of a list of observable facts. The last three columns contain three possible values: Yes, No, or Not Assessable.

Once the form is completed, all those variables qualified as objective variables with an affirmative result are extracted first, and then the negative ones are added. This gives an initial profile on the justification of the intervention. Next, those cataloged as informative elements are considered. With all of this information, it is possible to create a complete profile on police action and the justification of the use of force in a particular situation.

For example, on the ECHR's case *Ramsahai & Others v. The Netherlands* the following scenario is presented:

*A subject stole a scooter by threatening the owner with a pistol and rode away on it. The owner informed two officers who were patrolling on foot who failed to catch the suspect and reported the suspect's description. Two uniformed police officers who were in a patrol car noticed a scooter being driven by an individual fitting the reported description. The subject dropped the scooter and ran away, being chased by one officer who ran towards the suspect and tried arrest him. After a brief struggle, the subject broke free. The officer saw him take a pistol out from under his belt, upon which he drew his own service pistol and ordered*

the subject to put down his weapon, which was loaded and ready to fire. The youth refused to comply. In the meantime, the second officer had left the patrol car and approached the scene, drawing his own service pistol and commanding the subject four times to put down his weapon. The subject, Ramsahai, then apparently raised his weapon and pointed it in the direction of the second officer, who fired. The subject was struck in the neck and died upon the arrival of the ambulance.<sup>4</sup>

From this action, in relation to the legal dimension, the variables would be obtained as shown in Table 1.

With this information inserted in the table, the police action profile would include the following as OVs:

- The action (use of force) was legally initiated: reasonable indications of the commission of a serious crime by the suspect existed.
- The action was mandatory: in the face of a serious crime, the officers are obliged to intervene.
- The subject knew the reasons for the intervention: he knew what he had done and the reason for his pursuit.
- The result was not the end aimed: the firing officer did not want to end the subject's life; the officer fired a single shot; the suspect did not return fire; and the officer immediately called an ambulance.
- The result is believed to be probable: every agent who fires a firearm is aware that it is a potentially lethal weapon.

Just considering this dimension, it is possible to make a reasonably objective approximation on the justification of the use of force in the concrete case. The ECHR considered that the action was "absolutely necessary" for the purpose of arresting the subject and protecting the officers' lives.

These OVs are straightforward facts; however, indicators that are denominated as IEs require more discussion when determining justification. This model was initially conceived to perform analyses of individual police actions, although it can be applied to operations in which a plurality of agents intervened, in which case a personalized assessment will be necessary for each officer.

### The UFO Method

Considering the difficulty of an objective and impartial assessment of a phenomenon as complex as the use of force, the authors propose an integral model in which the main dimensions involved in the complex system of its justification are combined.<sup>5</sup> In order to do this, the objective of achieving a sustainable interaction (i.e., the most suitable purpose for the concrete case, such as the collaboration of the suspect; control of the suspect; or, as a last resort, the neutralization of the suspect) should be placed at the model's epicenter.<sup>6</sup> The purpose is to define this

**Table 1: Ramsahai case in relation to the basic legal dimension**

Basic Legal Dimension		Yes	No	NA
OV	Intervention was started due to a legally established cause.	X		
OV	Intervention was legally mandatory.	X		
IE	It was not possible to delay the intervention.	X		
OV	Citizen knew the motivations for the intervention.	X		
OV	The result was the aimed for end.		X	
OV	The result was assumed as probable.	X		
IE	The result was unpredictable.			X

core and flank it by other dimensions of legal, anthropological, and operational interest, following the design of a neural map, in which all dimensions are interconnected with each other. Unlike other models, the UFO Method includes aspects related to the interaction of different phenomenon that influence, directly or indirectly, the integral management of the use of force and its external justification, which affects the recourse that may be justified following a use of force.<sup>7</sup>

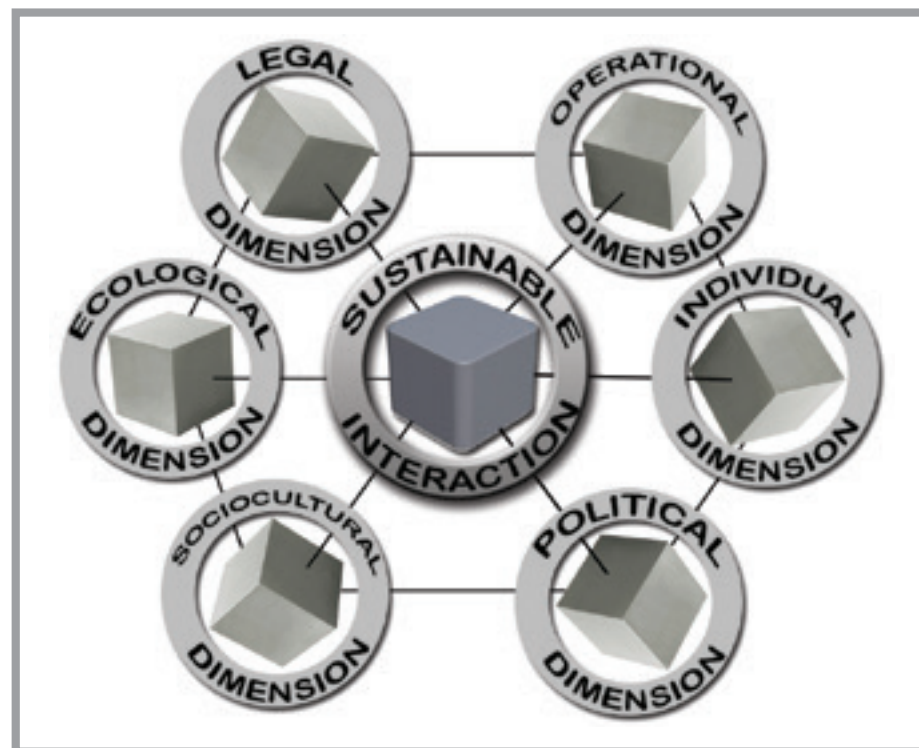
As shown in Figure 1, six dimensions of variables—legal, operative, ecological, individual, sociocultural, and political—have been isolated that necessarily interact with

the purpose of achieving a justifiably reasonable use of force.

**Legal dimension:** This variable is framed in the legal sphere, that is, the positive regulation of the law. There is a tendency, more or less universal, to reach a consensus on police interventions within international law, so that a global formal model could be set up.<sup>8</sup> However, the domestic laws currently make the difference—or rather, the judicial interpretations of them do—in determining justification for the use of force.

**Operational dimension:** Operational dimension variables are those based on tactical, technical, and training frameworks. This

**Figure 1: Proposed Integral Adaptive Model**



**Table 2: Basic legal dimension**

	Yes	No	NA
Intervention was started due to a legally established cause.			
Intervention was legally mandatory.			
It was not possible to delay the intervention.			
Citizen knew the motivations for the intervention.			
The result was the aimed for end.			
The result was assumed as probable.			
The result was unpredictable.			

**Table 3: Operational dimension**

	Yes	No	NA
There is a real and imminent risk for agents or third parties at the moment of the use of force.			
This risk can affect the officer's life or integrity in a serious way.			
The least damaging resources have been exhausted ( <i>Necessity</i> ).			
Objectively and rationally, sufficient motivation for the use of force exists ( <i>Congruence</i> ).			
The level of force employed is adequate to the end aimed ( <i>Congruence</i> ).			
The used resource is effective in overcoming the level or resistance, real risk, or threat ( <i>Proportionality of Resources</i> ).			
The resource has been used in a suitable way for the purpose pursued ( <i>Proportionality of Resources</i> ).			
The resources have been used at the right moment ( <i>Temporal Proportionality</i> ).			
The intensity of its use is adequate to the end pursued ( <i>Intensive Proportionality</i> ).			
Resource and its intensity have been adapted during the evolution of the intervention in a continuous way ( <i>Continuous Proportionality</i> ).			

dimension combines the greater or lesser diversity of available resources and their potential harmful influences, as well as the level of specific training and resources available to officers.<sup>9</sup>

**Ecological dimension:** The ecological dimension variables refer to the relation between the being (the officer) and the characteristics of the environment in which it develops (each country's law enforcement). This link significantly projects within the framework of the legitimacy of a particular use of force, because, independently of the previous situations, each use of force has its own distinctive entity (takes place in its own unique environment or circumstances).<sup>10</sup> It is directly related to the concrete context in which interventions take place, with special attention to the behavior of the citizen, especially to his or her degree of resistance or obstruction to the police intervention, as well as other variables of an environmental nature (climate, characteristics of the environment); operative factors (uncertainty about fundamental aspects of the police intervention, possibility of having support units available); and conjunctural factors (operative resources, level of social hostility).<sup>11</sup> These aspects create a scenario with variables that might be lost in previous models, thus allowing for a full vision of the environmental conditions and circumstances (and the situation-specific parameters of necessity, proportionality, congruence, and opportunity) that resulted in a specific use of force.<sup>12</sup>

**Individual dimension:** The individual dimension includes variables of a personal nature. It includes those characteristics exclusive to the law enforcement officer who used force.<sup>13</sup> Thus, some peculiarities of the officer's personality (impulsivity, narcissism, aggressiveness) are outlined as negative indicators, while others (capacity for emotional self-control, reasoning, empathy) are represented as positive elements.<sup>14</sup>

**Sociocultural dimension:** Variables in this dimension refers to the integral interrelation between the individuals of a specific community that includes their ethical values and mores, idiosyncrasies, customs, and other defining societal and cultural characteristics. In the context of recourse to law enforcement's use of force, this dimension is reflected in the evaluation of the action's social legitimacy, beyond what is dictated by norms of law.<sup>15</sup> This idea of interpretative disproportionality might seem contrary to the spirit of human rights protection, but, as has been happening in Europe in recent years as a result of the increase of terrorism, the crime rate in a community or society—especially when it refers to violent, organized, or uncontrolled delinquency—can increase social tolerance toward greater levels of restriction of certain rights.

**Political dimension:** The political variables are related as much to the crime rate



**Table 4: Ecological dimension**

	Yes	No	NA
<b>Levels of resistance</b>			
The citizen offers passive resistance. (Light resistive maneuvers are allowed, without intentional attack, to avoid their transposition of place or escape.) <i>(Passive Resistance)</i>			
The citizen offers passive, not serious, resistance in order to avoid the intervention. Actions are aimed at preventing or stopping legitimate action <i>(Active Resistance Not Grave)</i> .			
Direct action without police intervention <i>(Attack)</i>			
Direct action with police intervention <i>(Serious Resistance)</i>			
The number of police officers is objectively appropriate to the number of subjects <i>(Proportionality of Forces)</i> .			
At the site of the intervention, hostile support is present <i>(Community Proportionality)</i> .			
<b>Ecological factors</b>			
Personal damage for third parties can be derived objectively from the use of the specific resources of the intervention.			
The force resource used affects only the subject of intervention.			
There is hostile support.			
<b>Contextual factors</b>			
The characteristics of the environment are not likely to create or increase a risk for third parties.			
Possibility of real risk for other citizens, directly derived from the resources used during the intervention			
Visibility reduced by darkness or elements			
Climatic conditions influencing			
<b>Special factors</b>			
Special seriousness of the crime			
Situation of terrorist alert or of intensity of action of crime or organized bands			
Real imminence of serious injury or death of third parties			
Intervention in protest or violent demonstration			
Intervention in a riot			
<b>Factors relating to the objective danger of the suspect</b>			
Known records of severe resistance, attack, homicide, or intentional injuries			
Carriage, use, or objective information on presence of firearms			
Carriage, use, or objective information on presence of bladed weapons or dangerous instruments			
Obviously aggressive attitude			

**Table 5: Individual dimension**

	Yes	No	NA
Police officers have precise information about the intervention.			
Patent lies have been detected in the statement of officers.			
Inadequate attitude of the officer/officers toward the citizen			
Objective unreasonableness of the intervention			
Presence of psychopathological symptomatology			
Influence of alcohol or drug consumption			
Event exempt of extreme stress			
Insufficient information on the circumstances of the suspect			
Influence of racial or xenophobic motivations			

**Table 6: Sociocultural dimension**

	Yes	No	NA
The intervention is not considered to be socioculturally inadequate.			
Employed resources are appropriate to the criminal reality.			
There is no explicit rejection or social disapproval.			

**Table 7: Political dimension**

	Yes	No	NA
There is no context of a “special” nature (alert for attacks, natural disasters, or artificially created).			
The political situation is stable, and there is sufficient control over collective security (at least relatively).			
No alert has been declared by exceptional state (alarm, emergency, or siege).			
The state is not at serious risk of socio-political conflict.			

as they are to the balance of the government system of a certain state. Government stability acts as a catalyst for social peace, while its imbalance is likely to provoke insecurity in all its variants, including the public. In extreme cases, this social acquiescence is derived from the real need for population control or when the sociopolitical situation is seriously deteriorated, as in the case of war, pre-war, terrorism, or a disproportionate presence of organized crime.

**Contributions**

The UFO Method of assessing the justification of the use of force can be projected in several areas.

- For the **police officers**, it is a guideline about the aspects that have to be taken into account when acting—and, after acting, explaining their intervention in their reports or statements.
- For **control instances**, it contributes to the creation of a homogeneous standard of police interventions.
- For the **police institutions**, it is a suitable instrument for the explanation of interventions in which force has been used in a way that can be understood by the mass media or society in general.
- For **prosecutors or defense counsel**, it provides a guide to the issues that must be independently addressed. In this sense, beyond an approach aimed at highlighting only those aspects that benefit the part that they represent, they will have to consider all of the issues included in the model, whether their side benefits or not.
- For the **judge**, it ensures that he or she will get precise information about the dynamics of intervention and homogeneity in the pronouncements of prosecution and defense.

**Limitations of the UFO Method**

Collection of the necessary data to make sufficiently acceptable inferences, particularly in regard to IE variables, is not always possible. In addition, perceptions of discrimination can exist between OV and IE. The UFO Method of determining justification is not presented as a model with absolute scientific validity, but as a tool of systematic evaluation that can provide more objectivity to the process.

**Conclusion**

The UFO Method can serve as a common basic standard for assessing the justification of the use of force by law enforcement for specific and general cases. Its adaptive character allows its implementation in any time and place. It constitutes a standard that respects the principles enunciated in the Universal Declaration of Human Rights, while remaining adaptable to the peculiarities of



# HELP US BECOME 30,000 STRONG!

*Our goal is to reach*  
**30,000 members by June 30th!**

**WE NEED YOUR HELP TO MAKE  
THIS HAPPEN—SPONSOR A COLLEAGUE TO  
JOIN THE IACP TODAY!**

By helping us reach our goal,  
you are supporting the men and women of law  
enforcement around the globe who work hard to  
keep our communities safe.

Go to [www.theIACP.org/Becomeamember](http://www.theIACP.org/Becomeamember) for access  
to the online membership application or to download the  
printable form—you can also sponsor new members  
through the President's Drive and qualify for prizes  
([www.theIACP.org/Presidents-Drive](http://www.theIACP.org/Presidents-Drive)).



CONNECT



PARTICIPATE



LEARN



ADVOCATE



SUCCEED



*See the President's Drive ad on pages 80–81.*





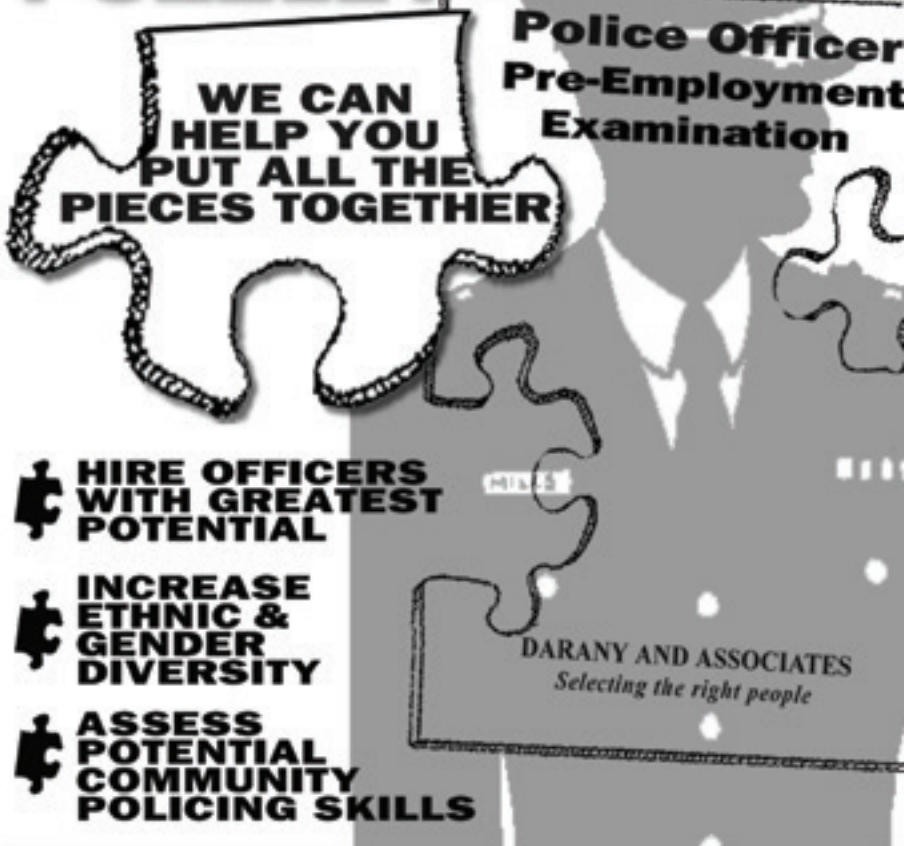
# STICKERS FOR KIDS

with your department's name and state's official seal

Junior Officer Badge Stickers  
Safety Message Stickers  
Star Shaped Badge Stickers

Visit Our Website at:  
**www.PoliceStickers.com**  
Phone: 508-892-1555 Email: sales@policestickers.com

## HIRING THE RIGHT OFFICERS A PUZZLE?



**WE CAN HELP YOU PUT ALL THE PIECES TOGETHER**

**Police Officer Pre-Employment Examination**

**HIRE OFFICERS WITH GREATEST POTENTIAL**

**INCREASE ETHNIC & GENDER DIVERSITY**

**ASSESS POTENTIAL COMMUNITY POLICING SKILLS**

**DARANY AND ASSOCIATES**  
*Selecting the right people*

**THE SOLUTION IS OUR WRITTEN TEST THAT TAPS READING, OBSERVATION, INTERPERSONAL, AND REPORT WRITING SKILLS.**

**DARANY AND ASSOCIATES**  
*Selecting the right people*

1250 SAN PABLO AVENUE, REDLANDS, CA 92373-4968  
PHONE (909) 798-4475 FAX (909) 798-0306

each country or locality and possible exceptional circumstances.

The method serves as an appropriate instrument for scientific investigation of the justification of the use of force by law enforcement: Valuable information can be extracted from its application, and it employs scientific analysis to guide the action and its subsequent justification. ♦

Salvador Ruiz Ortiz is an officer of Murcia Local Police (Spain). He has a doctorate in criminology and a master's degree in penology and prison law. Dr. Ortiz specializes in use of force by police, excited delirium, victimology, and road safety.

Eduardo Osuna Carrillo de Albornoz is a professor of legal and forensic medicine at the University of Murcia, Spain.

Jose Martinez Marin is a graduate student in criminology and an officer of Murcia Local Police. In addition, Officer Marin is a teacher at the Regional Academy of the Local Police of Murcia.

Antonio Pedroche Gonzalo is a graduate student in criminology and an officer of Murcia Local Police, as well as an instructor on use of force.

Diego Huescar Sanchez is a graduate student in criminology, an officer of Murcia Local Police, and an international instructor on use of force. In addition, Officer Sanchez is a teacher at the Regional Academy of the Local Police of Murcia.

**Notes:**

<sup>1</sup>ASCIA, CALEA, FOP, FLEOA, IACP, HAPCOA, IADLEST, NAPO, NAWLEE, NOBLE, and NTOA, *National Consensus Policy on Use of Force*, January 2017, [http://www.theiacp.org/Portals/0/documents/pdfs/National\\_Consensus\\_Policy\\_On\\_Use\\_Of\\_Force.pdf](http://www.theiacp.org/Portals/0/documents/pdfs/National_Consensus_Policy_On_Use_Of_Force.pdf).

<sup>2</sup>*Giuliani and Gaggio v. Italy* [GC], no. 23458/02, §§ 179 & 188, ECHR 2011; *Armani Da Silva v. the United Kingdom*, no. 5878/08, § 245, ECHR 2016.

<sup>3</sup>*Kingsley v. Hendrickson*, 576 U.S. \_\_\_\_ (2015).

<sup>4</sup>*Ramsahai & Others v. the Netherlands* [GC], no. 52391/99, §§ 288–289, ECHR 2007-II.

<sup>5</sup>Kenneth Adams, "Measuring the Prevalence of Police Abuse of Force," in *Police Violence: Understanding and Controlling Police Abuse of Force*, eds. William A. Geller and Hans Toch (New Haven, CT: Yale University Press, 1996), 52–93; Charles F. Klahm and Rob Tillyer, "Understanding Police Use of Force: A Review of the Evidence," *Southwest Journal of Criminal Justice* 7, no. 2 (2010): 214–239.

<sup>6</sup>Salvador Ruiz Ortiz, "Detención Policial y Uso de la Fuerza: Implicaciones Jurídico-Criminológicas," (PhD thesis, University of

Murcia, Spain, 2015), 313–317, <https://digitum.um.es/xmlui/handle/10201/46608>.

<sup>7</sup>Brian A. Lawton, "Levels of Nonlethal Force: An Examination of Individual, Situational, and Contextual Factors," *Journal of Research in Crime and Delinquency* 44, no. 2 (May 2007): 163–184.

<sup>8</sup>Christine Gray, *International Law and the Use of Force, Foundations of Public International Law* (Oxfordshire, UK: Oxford University Press, 2008).

<sup>9</sup>Stephen D. Mastrofski, Michael Reisig, and John McCluskey, "Police Disrespect Toward the Public: An Encounter-based Analysis," *Criminology* 40, no. 3 (2002): 519–552.

<sup>10</sup>Donald J. Black, *The Behavior of Law* (New York, NY: Academic Press, 1976).

<sup>11</sup>John D. McCluskey and William Terrill, "Departmental and Citizen Complaints as Predictors of Police Coercion," *Policing: An International Journal of Police Strategies & Management* 28, no. 3 (2005): 513–529.

<sup>12</sup>Martha Finnemore, *The Purpose of Intervention: Changing Beliefs about the Use of Force* (Ithaca, NY: Cornell University Press, 2004).

<sup>13</sup>William Terrill and Stephen D. Mastrofski, "Situational and Officer-Based Determinants of Police Coercion," *Justice Quarterly* 19, no. 2 (2002): 215–248; James P. McElvain and Augustine J. Kposowa, "Police Officer Characteristics and Internal Affairs Investigations for Use of Force Allegations," *Journal of Criminal Justice* 32, no. 3 (2004): 265–279.

<sup>14</sup>Solange Rodriguez Espinola and Jose E. Moreno, "Attitudes Towards Offenders: Comparative Study Between Security Force Officials and University Students," *Universitas Psychologica* 10, no. 2 (2011): 371–380.

<sup>15</sup>Philip Stenning et al., "Researching the Use of Force: The Background to the International Project," *Crime, Law and Social Change* 52, no. 2 (2009): 95–110; Diego Palacios Cerezales, "Repressive Legacies and the Democratisation of Iberian Police Systems," *South European Society and Politics* 15, no. 3 (2010): 429–448.

## Fair & Impartial Policing, LLC®

Implicit Bias Awareness Training  
for  
Police Professionals



For more information, contact us at:  
414-334-1299  
[www.fairandimpartialpolicing.com](http://www.fairandimpartialpolicing.com)

Follow us on Facebook and Twitter

LS/CMI

## Level of Service / Case Management Inventory: An Offender Assessment System

From the publishers of the LSI-R



**The most widely used & best validated  
risk/needs assessments in the world.**

- Assessment items that address culturally and gender-informed responsivity factors—such as mothering concerns and adult victimization
- Guidelines that instruct users to consider gender-specific factors, as well as, the importance of minor risk/need factors and non-criminogenic needs
- Evaluates positive offender attributes so that offender strengths may be highlighted and built upon in service delivery

[MHS.com/LSCMI](http://MHS.com/LSCMI)

Superior Science  
for  
Critical Decisions





# The National Use-of-Force Data Collection

By Jeffrey Fisher, Crime Data Modernization Team,  
Federal Bureau of Investigation

Events of recent years have brought attention to the issue of law enforcement use of force in the United States, especially in cases that result in a fatality. Law enforcement, commentators, politicians, public officials, civil rights leaders, and the citizenry offer different ideas about the causes, meanings, and effects of this issue. Even the basic facts of what actually happens in these cases are often disputed. With use of force in the public consciousness, the United States is in need of a systematic way to measure and track incidents.

## Why the United States Needs a National Use-of-Force Data Collection

As stated, in recent years, some instances of law enforcement use of force have triggered public debate and created controversy between law enforcement and some communities, particularly in the United States.

The most contentious aspect of public discussion about law enforcement relations with communities in the last several years has been the question about whether force has been used appropriately and necessarily. When the general public does not have complete facts about law enforcement use of force, public discussion about the issue can be affected by speculation, assumption, and misperception.

In response to the law enforcement community's needs for more data, the Federal Bureau of Investigation (FBI) has worked with law enforcement agencies and organizations across the United States to develop a solution: the National Use-of-Force Data Collection. Because the FBI is aware of the benefits that result from collaboration with the law enforcement community, the FBI will continue to engage law enforcement agencies and organizations throughout the development of the National Use-of-Force Data Collection.

## How the National Use-of-Force Data Collection Can Address the Problem

To provide a better understanding of the circumstances surrounding incidents of use of force by law enforcement, the FBI's Uniform Crime Reporting (UCR) Program is developing the new National Use-of-Force Data Collection. The program includes information about incidents in which a use of force by a law enforcement officer results in the death or serious bodily injury of a person or when a law enforcement officer discharges a firearm at or in the direction of a person.

A system for tracking data about law enforcement use of force will help identify trends across the United States. Nationwide tracking of data about use of force establishes the scope of the issue and identifies areas of concern. This data tracking about use of force provides the news media, the public, and government officials with statistics to facilitate more productive and informed discussions. Better informed discussions help society reach better agreements and decisions about police use of force. In addition, systematic, nationwide collection of data about law enforcement use of force can help address society's concerns about law enforcement use of force.

FBI Director James B. Comey established several high-priority initiatives to modernize the way the FBI compiles and reports crime data. The creation of a National Use-of-Force Data Collection is one of these high-priority initiatives, along with the transition of U.S. crime statistics from the traditional Summary Reporting System to the modern National Incident-Based Reporting System, FBI reporting of crime data under the Uniform Federal Crime Reporting Act (UFCRA) of 1988, FBI facilitation to have other federal law enforcement agencies report crime data under the UFCRA, and the creation of a Crime Data Explorer to make online access to crime statistics publicly available. The National Use-of-Force Data Collection is a vital piece of the FBI's overall strategy to modernize crime data across the United States.

Able to differentiate between isolated events and ongoing trends, the National Use-of-Force Data Collection is a valuable tool for understanding an issue that affects U.S. communities and law enforcement. This is important, because public perception of issues relating to crime can be significantly different from reality.<sup>1</sup>

By providing consistent, objective data about law enforcement use of force, the National Use-of-Force Data Collection can promote greater transparency to build trust between law enforcement and communities. Consistency in the collected data makes them useful for analysis, and this information gives government officials and the citizenry a foundation upon which to build understanding and trust and to find solutions.

## History of the National Use-of-Force Data Collection Initiative

On February 12, 2015, FBI Director Comey delivered an address at Georgetown University in Washington, D.C., and discussed law enforcement use of force in regard to community relations. Director



Comey said that the United States needs to collect and share better information about violent encounters between law enforcement and community members so that society can make sound policy and decisions.<sup>2</sup>

In June 2015, the FBI's Criminal Justice Information Services (CJIS) Advisory Policy Board (APB) voted on and approved a recommendation to work with law enforcement agencies and major law enforcement organizations to develop a new data collection process focused on fatal and nonfatal shootings by law enforcement in the line of duty. In September 2015, the FBI met with representatives from the following organizations:

- Association of State Criminal Investigative Agencies (ASCIA)
- Department of Justice (DOJ)
- International Association of Chiefs of Police (IACP)
- Major Cities Chiefs Association (MCCA)
- Major County Sheriffs' Association (MCSA)
- National Sheriffs' Association (NSA)
- Police Executive Research Forum (PERF)

The establishment of a data collection system for law enforcement use of force was unanimously endorsed by officials from these agencies.

In December 2015, the CJIS APB recommended that the FBI establish a Use-of-Force Task Force to provide recommendations on the use and content of the data collection about use of force. During January and February 2016, the FBI formed a Use-of-Force Task Force that included representatives from the following organizations:

- ASCIA
- Association of State UCR Programs
- IACP
- Local, tribal, and federal law enforcement agencies
- MCCA
- MCSA
- National Organization of Black Law Enforcement Executives
- NSA
- PERF

Representatives of the APB, the Bureau of Justice Statistics, the DOJ Office of Community Oriented Policing Services, and the Office of the Deputy Attorney General also collaborated with the task force's efforts.

The APB recommended the collection of data on incidents of use of force by law enforcement officers, and Director Comey approved the recommendation on February 9, 2016. From March to May 2016, the Use-of-Force Task Force further developed the data elements to capture information about instances of law enforcement use of

force for the National Use-of-Force Data Collection. In August 2016, the Use-of-Force Task Force finalized the deadline policies for law enforcement agencies to report instances of use of force, and from late 2016 to early 2017, the FBI conducted testing of the National Use-of-Force Data Collection.

The FBI introduced the National Use-of-Force Data Collection reporting system in the Law Enforcement Enterprise Portal (LEEP) in early 2017. At the conclusion of the six-month pilot program, the FBI will report its findings.<sup>3</sup>

### How the National Use-of-Force Data Collection Works

Based on Title 18, U.S.C. §2246, the National Use-of-Force Data Collection defines "serious bodily injury" as

*bodily injury that involves a substantial risk of death, unconsciousness, extreme physical pain, protracted and obvious disfigurement, or protracted loss or impairment of the function of a bodily member, organ, or mental faculty.*<sup>4</sup>

The Law Enforcement Officers Killed and Assaulted program describes the definition of "law enforcement officer" as one who, at the time of the incident, met all of the following criteria:

- Ordinarily carried a firearm;
- Ordinarily wore or carried a badge;



**REGISTER NOW**

**IACP 23<sup>rd</sup> Annual Conference on Drugs, Alcohol, and Impaired Driving**

**AUGUST 12-14, 2017**  
Gaylord National Resort & Conference Center  
National Harbor, Maryland

[www.theIACP.org/DREconference](http://www.theIACP.org/DREconference)



**IACP DRUGS ALCOHOL & IMPAIRED DRIVING**

**2017** AUGUST 12-14  
NATIONAL HARBOR  
MARYLAND  
[theIACP.org](http://theIACP.org)

The IACP Annual Conference on Drugs, Alcohol and Impaired Driving is the largest international training conference for drug recognition experts, law enforcement, toxicologists, prosecutors, and traffic safety practitioners to learn, connect, and develop stronger strategies to reduce drug and alcohol impaired driving.





# National Use-of-Force Data Collection

Welcome Jeffrey Fisher

## Create

Create and submit incident and zero reports.

[Create/Submit an Incident](#)

[Submit a Zero Report](#)

## Maintain

Take action on incidents including submitting, modifying, or deleting an incident.

[Incident/Zero Report List](#)

## Review

View incidents and zero reports that require your action to progress through the review process.

[Action Queue](#)

## Reports and Export

Reports and data export tools will be added to the system throughout 2017.

## Search

Find one or more incidents or zero reports.

[Basic Search](#)

[Advanced Search](#)

## Access Management

Tools to maintain roles, state defined review processes and accounts will be added to the system in 2017.

For questions or assistance send an email to [useofforce@ic.fbi.gov](mailto:useofforce@ic.fbi.gov)

- Was a member of a public governmental law enforcement agency and was paid from government funds set aside specifically for payment to sworn law enforcement;
- Was acting in an official capacity, whether on or off duty; and
- Was duly sworn and had full arrest powers.<sup>5</sup>

The definition of law enforcement officer includes individuals who are acting in a law enforcement role at the request of a law enforcement agency at the time of the incident. Military and civilian police officers employed by the Department of Defense can also be included in some circumstances.<sup>6</sup>

The National Use-of-Force Data Collection includes data elements about the incident, subject, and officer. These data elements do not identify individuals or discuss investigations, and the reporting will not include details about case adjudications or dispositions. The data elements to include in the collection are as follows:

- Information about the incident
  - » Date of the incident
  - » Time of the incident
  - » Location of the incident
  - » Type of location
  - » Reason for the initial contact
  - » Whether the officer approached the subject
  - » Whether the incident was an ambush
  - » Whether a senior officer was consulted
  - » Number of agencies involved in the use of force
  - » Case numbers of multiple involved agencies
- Information about the subject
  - » Sex, race, ethnicity, and age of the subject
  - » Height and weight of the subject
  - » Impairment or conditions of the subject
  - » Whether the subject directed a threat at the officer or another party
  - » Whether the subject was armed
  - » Whether the subject resisted
  - » Types of resistance or weapons the subject used
  - » Types of force used on the subject
  - » Death or injury type
- Information about the officer
  - » Total number of officers who applied force
  - » Total number of officers from the submitting agency who applied force
  - » Sex, race, ethnicity, and age of the officer
  - » Height and weight of the officer
  - » Number of years of service of the officer

- » Whether the officer was employed full-time
- » Whether the officer was readily identifiable at the time of the incident
- » Whether the officer was on duty at the time of the incident
- » Whether the officer discharged a firearm
- » Whether the officer was injured
- » Injury type of the officer<sup>7</sup>

By reporting data to the National Use-of-Force Data Collection through the LEEP, law enforcement agencies can report their use-of-force data at minimal cost. The National Use-of-Force Data Collection operates according to Section 508 of the Rehabilitation Act of 1973, which requires electronic and information technologies to be accessible to persons with disabilities.<sup>8</sup> Participating agencies will submit monthly reports of incidents of use of force using an interface that allows for convenience, flexibility, and revision. Agencies that do not have any data to report will submit a "Zero Report" for the month. The reporting system contains the following capabilities:

- Report incidents
- Export or update reports
- Search reports or incidents
- Review and process incidents and reports
- Manage access

The National Use-of-Force Data Collection enables law enforcement agency officials to collect, collate, enter, and analyze their own information on a local level. It also helps facilitate the analysis of similar events on a regional, state, or national basis. The National Use-of-Force Data Collection is available to all U.S. law enforcement agencies through a secure Internet connection via the FBI's LEEP. Technical specifications for bulk enrollment have been developed for agencies that do not submit reports through the portal in the LEEP. All users of the National Use-of-Force Data Collection must maintain active access to the LEEP in order to use the National Use-of-Force Data Collection's web-based tool. Each agency should select an individual to represent the agency to the National Use-of-Force Data Collection.

For more information about how to participate in the National Use-of-Force Data Collection, agencies can visit [www.fbi.gov/use-of-force](http://www.fbi.gov/use-of-force).

## Next Steps

The FBI is working with the U.S. law enforcement community, encouraging participation as a best practice, and gathering valuable input from agencies about reporting and dissemination requirements.

The FBI is developing marketing and educational material to inform law enforcement agencies about the importance of the



National Use-of-Force Data Collection and how to participate in the program. On the FBI website, the FBI has posted an informative video about the National Use-of-Force Data Collection. Also, the FBI is creating training materials and continuing to engage the law enforcement community to ensure that the National Use-of-Force Data Collection is useful and relevant.<sup>9</sup>

This initiative, which helps the profession and the public understand the circumstances in which law enforcement uses force, is an especially challenging one. Numerous considerations arise when creating and marketing a new program in law enforcement, and there are no simple solutions. Ultimately, the goal is to give law enforcement, researchers, and communities a means to achieve a better understanding of law enforcement use of force.

Guided by the FBI CJIS APB, the UCR Program is working to lay the groundwork for a data collection that will address both U.S. law enforcement and public concerns. Collaboratively, the FBI and law enforcement partners are working to develop the methodology to collect and publish data on law enforcement use of force to bring context and understanding to discussions about these types of situations. After the initial rollout of the National Use-of-Force Data Collection portal, the FBI plans to continue development of the system to enhance its functionalities.

The FBI believes law enforcement agencies across the United States should support the system for collecting data about use of force. To be part of the long-term solution to society's concerns about law enforcement use of force, agencies should participate in the program to the fullest extent possible. These agencies will exhibit greater transparency, and that transparency can promote greater public confidence and trust in those agencies.

Participation can promote important, positive discussions between law enforcement and the public. The National Use-of-Force Data Collection can help show that the U.S. law enforcement community is taking a leadership role in effecting positive change on the issue. Furthermore, it can help create a better environment for informed public discussion about law enforcement use of force. A well-informed public discussion about law enforcement use of force allows society to move beyond the uncertainty of assumptions and toward the clearer realm of truth. ♦

**Notes:**

<sup>1</sup>Lauren-Brooke Eisen and Oliver Roeder, "America's Faulty Perception of Crime Rates," (blog), Brennan Center for Justice, New York University School of Law, March 16, 2015, <https://www.brennancenter.org/blog/americas-faulty-perception-crime-rates>.

<sup>2</sup>James B. Comey, "Hard Truths: Law Enforcement and Race" (speech, Georgetown

University, Washington, DC, February 12, 2015), <https://www.fbi.gov/news/speeches/hard-truths-law-enforcement-and-race>.

<sup>3</sup>Federal Bureau of Investigation (FBI), Uniform Crime Reporting (UCR), "Use-of-Force," <https://ucr.fbi.gov/use-of-force>.

<sup>4</sup>18 U.S.C. §2246 (4).

<sup>5</sup>FBI, UCR, "2015 Law Enforcement Officers Killed & Assaulted: Officer Criteria," 2016, [https://ucr.fbi.gov/leoka/2015/resource-pages/officer\\_criteria\\_2015](https://ucr.fbi.gov/leoka/2015/resource-pages/officer_criteria_2015).

<sup>6</sup>Ibid.

<sup>7</sup>FBI, UCR, "Use-of-Force Data Collection," <https://ucr.fbi.gov/use-of-force-data>.

<sup>8</sup>29 U.S.C. §794d.

<sup>9</sup>FBI, UCR, "Use-of-Force."

**Jeffrey Fisher** is a writer-editor with the FBI's Crime Data Modernization Team. He has a master of science degree from West Virginia University, and he has worked for the FBI for 20 years as a forensic expert and writer.

**Reeves**® namebadges and service attachments

Adjusto-Lok® secures on shirts, jackets, winter-wear.

REEVES

SERVING 1947 SINCE

Visit [www.reevesnamebadges.com](http://www.reevesnamebadges.com)

Most shipping is next or following day!

View fine illustrations and descriptions of each of our nine namebadge models and our unique slide-on attachments for rank, service, title and more!

Call 1-800-452-1161 for the friendly support of our Laurie, Sam or Sandra with your questions or with your order entry be it on phone or online.

**KASEWARE**

Respond • Investigate • **Resolve**

The next generation of RMS, CAD, and analytics is here.

Kaseware's web-based, user-friendly, solution works for any size agency, on premises or in the cloud.

[www.kaseware.com](http://www.kaseware.com)

tel: 844.527.3927  
sales@kaseware.com

Use code **POLICECHIEF17** for 10% off your first year

# Community Relationships and Law Enforcement's Use of Force: Learning from Stakeholders to Refine Policy and Training

By Ngozi Ndulue, Senior Director, Criminal Justice Programs, NAACP, and Sheree Briscoe, Major, Baltimore, Maryland, Police Department

**A**n unarmed civilian is fatally shot. A family grieves or anxiously awaits their loved one's recovery. Long-simmering tensions boil over. Video of the shooting is released or withheld. Debates rage about whether the shooting was justified. Community members fear for their safety and demand justice.

This is an all too familiar story. While much of the discussion about use-of-force focuses on how to decrease the number of times force is used, there is also a pressing

need to focus on how and why to engage with communities around use-of-force issues.

Any discussion of community perspectives on the use of force must remain historically grounded. For many communities, examples of law enforcement using force to abuse, intimidate, and deny rights are prominent in memory and continue to be reinforced today. Law enforcement played integral roles in traumatic historic events such as the Trail of Tears, lynchings, and the internment of Japanese-Americans during World War II. Images of abuses of force remain ingrained in the U.S. collective memory. Photos and video of the attacks on protesters during the Civil Rights Movement have shaped perceptions of the interactions between police and protestors for the last half century, and it was the videotaped beating of Rodney King that led to a movement to reform use of force.<sup>1</sup> This complex history is often an unacknowledged barrier that law enforcement officers must bridge to forge positive relationships with the community.

Concerns about the fairness and necessity of the use of force continue to be informed by instances of discriminatory policing and policies that target vulnerable communities.<sup>2</sup> Public perspectives on law enforcement's use of force are also affected by the ubiquity of smartphones that allow users to quickly upload video to social media. Video of police interactions with civilians is more common because of the increasing use of body-worn cameras. The increase in video and the viral effects of social media mean that an abusive or excessive use of force in one place can affect the perceptions of a law enforcement agency (and the community it serves) thousands of miles away.

In this environment, proactive community engagement and community input on use-of-force practices is crucial to building local community-police relationships. Trust is necessary for effective law enforcement, and community members must have confidence that force is being used only when absolutely necessary and is not being deployed unfairly.<sup>3</sup> The question of how to build community

trust remains challenging, especially where there has been a long history of fractured relationships with law enforcement.

The NAACP is working to bridge the divide between U.S. law enforcement agencies and the communities that they serve. A large part of this work is focused on changing how and when law enforcement officers employ force. In order to truly reform use-of-force policies and procedures, communities must lead the way. Law enforcement agencies need to create spaces for active dialogue that ensure broad participation and actively engage communities in creating training and policies. Another essential component of building trust is ensuring transparency about the use of force and accountability for officers who improperly use it.

As law enforcement agencies across the United States strive to strengthen relationships with their communities, concrete illustrations of ongoing efforts to engage can be helpful. One such example is the community engagement efforts in the Western District of the Baltimore, Maryland, Police Department.

### Community Engagement in Baltimore, Maryland

The City of Baltimore is at a crossroads when it comes to policing. Extensive changes to the Baltimore Police Department were implemented after the 2015 death of Freddie Gray in police custody and the days of unrest that sometimes turned violent. The city has just signed a consent decree with the United States Department of Justice (DOJ) after the DOJ's finding of a pattern and practice of discriminatory policing.<sup>4</sup> In this moment of transformation, the city has renewed its focus on community engagement, as described by Major Sheree Briscoe of the Baltimore City Police Department:

*For many decades, officers have done the work of policing without the community's full understanding of how their work is conducted and what can be expected from it. As community member Marvin McKenstry explains, "police can ill afford to leave community out of*

*the equation. In order to prevent events like the riot of 2015, we must have a seat at the table and work together to address our concerns."*<sup>5</sup>

To be effective, policing has to be viewed as lawful, legitimate, and unbiased, and the recipient of an agency's service has to see the value in the services it provides. Unfortunately, many community leaders believe that the erosion of popular programs such as "Officer Friendly," beat cops, and police athletic league (PAL) has contributed to an environment of fear and distrust in the neighborhoods served by the Western District of the Baltimore Police Department. These programs provided a place where trust was forged; seeing officers caring for children allowed the adults to see officers as "good guys" who could be called upon for help and, more importantly, could be trusted. The reduction of these programs left people with no formal means to know who would be patrolling in the community, and, as Mr. McKenstry said, "Officers stopped being members of the community and started being agents in the community."<sup>6</sup> Instead of building relationships through common interest and activities that led to positive exchanges with youth, officers became distant and inaccessible. In large part because the community does not have a feeling of connection and trust, there exists a divide that has brought about less participation in the criminal justice process by community members and more reluctance to get involved for fear of being seen as a "snitch" or falling victim to acts of retaliation.

More work has to be done to bridge the divide between communities and law enforcement officers. There has to be a concerted effort to work toward the root cause of the divide and find common ground for dialogue; the need for law enforcement to be more relatable and transparent is paramount. Recognizing these concerns, the Baltimore Police Department has placed more emphasis on finding ways and moments to engage more frequently and better with the community as a whole. There have been many initiatives to capture these efforts, aside from the long-standing community meetings

# LAW ENFORCEMENT WEBINAR SERIES 2017

CERTIFIED IN-SERVICE TRAINING WITHOUT COST

Continuing in 2017, American Military University (AMU) will be hosting 1-hour webinars without cost to help law enforcement officers\* stay current on topics covering:

- DarkNet Awareness
- DarkNet Investigations/Operations
- Digital Currency Awareness
- Social Media/Apps Part 5
- UAV/Drone Operations for Law Enforcement
- UAV/Drone Counter Measures
- Social Media Monitoring during civil disturbance
- Islamic Radicalization
- Domestic and International Kidnapping Investigations
- Drug Smuggling Tactics and Money Laundering (Digital currency)

Webinar attendees may receive a 5% tuition grant for degree and certificate courses at AMU.

TO REGISTER FOR THE WEBINAR SERIES VISIT [INPUBLICSAFETY.COM/WEBINAR](http://INPUBLICSAFETY.COM/WEBINAR)  
OR CONTACT INSTRUCTOR JIM DEATER AT [JDEATER@APUS.EDU](mailto:JDEATER@APUS.EDU).



AMU is part of the accredited American Public University System and certified to operate by SCHEV.

\*The webinars include law enforcement-sensitive information; therefore all registrants will undergo a verification process to ensure they are current law enforcement officers, analysts, or law enforcement support personnel.



## 2017 *Police Chief* Calendar

Are you looking forward to reading about a certain issue in law enforcement or thinking about submitting an article to *Police Chief*? Look below to see some of the topics we are covering this year!

<b>January</b>	Leadership
<b>February</b>	Culture of Policing
<b>March</b>	Community-Police Relations
<b>April</b>	Use of Force
<b>May</b>	Officer Safety and Wellness
<b>June</b>	Innovations in Policing
<b>July</b>	Crime Control Strategies
<b>August</b>	Risk Management
<b>September</b>	Global Security
<b>October</b>	Policing 2037
<b>November</b>	Education and Training
<b>December</b>	Healthy Communities

Do you have innovative solutions or experiences that you want to share with the policing community? Take a look at our manuscript guidelines on [www.policechiefmagazine.org/article-guidelines](http://www.policechiefmagazine.org/article-guidelines). Articles can be submitted online at [www.policechiefmagazine.org/submit-an-article](http://www.policechiefmagazine.org/submit-an-article).

and walks, the agency has added programs that involve officers and youths on a more frequent basis. These programs allow officers to help students with reading, participate in recreation center activities, and teach high school students about law enforcement careers.

Through community mediation, the Baltimore Police Department has worked collaboratively to engage neighborhood residents to identify immediate and long-term concerns and possible solutions to address those concerns—not just through programs, but also through recommendations of policy that calls for more inclusion. The Baltimore Citizens' Police Academy allows residents to experience firsthand some of the training officers receive in areas such as defensive tactics, investigations, police procedures, traffic enforcement, decision-making and judgment, and shoot-don't shoot decisions, among other topics. The community has viewed officers' responses to situations that have required force as heavy-handed and unnecessary at times. Having dialogue, training opportunities, and community input helps to diminish the gap of understanding and the expectations when force is used.

There are many different ideas on how the Baltimore Police Department can engage with the community to address its views on use of force. Soliciting community input is

one area that is most widely discussed. Several grassroots, community-based organizations have requested input in the use of force and "police oversight" processes, with the expectation of adding real input and participating in decision-making in what they have considered a formally closed process. With the Baltimore Police Department's current use-of-force policy, the department consulted with the American Civil Liberties Union and the Police Community Relations Council of Baltimore to review the document and add input and raise questions or concerns prior to its implementation.

Engaging youth in a more meaningful way to gain more understanding on what they perceive to be the issues that divide youth and law enforcement officers is another means to close the divide between the two. There have been several youth dialogues and summits that brought together youth and law enforcement. By the end of each event, both the youths and the officers were surprised to discover that they had much more in common than they realized. Their misconceptions about each other faded as they realized having a relationship was key. These events also provided an opportunity for collaborative problem-solving. For example, at one summit, communication and attitude were noted as two of the sparks that would lead to a negative

encounter with law enforcement, leading to a discussion of conflict resolution and effective ways to mediate problems.

Policing with transparency and accountability is essential to building healthy relationships between law enforcement officers and the communities they serve. Residents of the Western District have asked to have access to data relative to force, complaints, and policies. They want to know what can be expected when they have negative encounters with officers. In these circumstances, people want recourse and to have their complaints taken seriously. As such, community leaders are seeking to bolster the Civilian Review Board (CRB). Along with the CRB process, there is a strong desire to view policies online, along with an annual report that includes discipline results. Community members have very candidly stated at several focus group meetings held in the Western District that they want more input and access to information concerning officers who patrol the communities they live in.

Community concern about use of force also focused on those in the community who suffer from mental health diagnoses and self-medicating habits and Baltimore Police Department's ability to provide adequate services and the need to receive training with this specific demographic in mind. As a response to many of these requests, the

# Get Out of the Tow Business

Police officers shouldn't waste their time waiting for a tow truck to arrive. AutoReturn, the nation's leading towing logistics company, cuts average tow truck arrival times to as low as eight minutes, reducing traffic congestion and secondary crashes, and allowing officers to spend more time on higher priority law enforcement activities. AutoReturn isn't a tow company, but works with your existing operators to make the

process more efficient from start to finish. Completely digitized, AutoReturn reduces administration costs, with no capital outlay. The easy-to-use online retrieval process eliminates owner complaints by making car returns hassle-free. Law enforcement agencies and cities around the country have signed up for AutoReturn.

**You should, too.**



For more information, visit our website at [autoreturn.com](http://autoreturn.com) or contact Alan Brasher at 770-335-6164 or [abrasher@autoreturn.com](mailto:abrasher@autoreturn.com).

Baltimore Police Department is increasing the number of in-service training hours from the Maryland Police Training Commission from 40 to 80, with a great deal of training geared toward de-escalation in a hope to directly impact the amount of force used to resolve situations and adding additional resources and training that optimizes the options officers have available to address the needs of community members.

Mr. McKenstry was very open about voicing his disappointment with law enforcement and policing in the Western District, citing encounters that went back to his childhood and how the police were viewed as the occupiers and not those considered for help. As he journeyed through life with one negative law enforcement encounter after another, from being stopped on the street, sat on the curb, searched, and even arrested, Mr. McKenstry had little to no positive statements to share about police. In April 2015, he found himself in the midst of a very emotional moment, with police officers on one side of the line and community members on the other and the explosive feeling of rage and confusion as he tried to protect his community from any more upheaval. In that moment, Marvin knew “something had to change and it had to start here in the Western District” and he had to be a part of it.<sup>7</sup> Though his experiences with force are similar to the experiences of so many others, what distinguishes him is his desire to put his experiences and efforts to build better relationships and understanding—to close the gap of the community-police divide in order to make the Western District a safer place where law enforcement and community members can openly work together. With the help of community members like Marvin McKenstry and the dedication of the officers of the Baltimore Police Department, this goal is within reach. The Baltimore Police Department has learned the value of inclusion and of working more collaboratively with the community at large. Law enforcement leaders should look to best practices and lessons learned, including sensitive and urgent topics

such as force—how it’s applied and how it’s viewed. Law enforcement agencies must become more transparent with their policies and training—and provide more opportunities for feedback and input. ❖

**Notes:**

<sup>1</sup>Charles J. Ogletree Jr. et al., *Beyond the Rodney King Story: An Investigation of Police Misconduct in Minority Communities* (Boston, MA: Northeastern University Press, 1994).

<sup>2</sup>Jennifer Fratello, Andrés F. Rengifo, and Jennifer Trone, *Coming of Age with Stop and Frisk: Experiences, Self-Perceptions, and Public Safety Implications* (New York: Vera Institute of Justice, 2013), 2, <http://www.vera.org/sites/default/files/resources/downloads/stop-and-frisk-summary-report-v2.pdf>; Phillip Atiba Goff et al., *The Science of Justice: Race, Arrests, and Police Use of Force* (Los Angeles, CA: Center for Policing Equity, 2016), [http://policingequity.org/wp-content/uploads/2016/07/CPE\\_SoJ\\_Race-Arrests-UoF\\_2016-07-08-1130.pdf](http://policingequity.org/wp-content/uploads/2016/07/CPE_SoJ_Race-Arrests-UoF_2016-07-08-1130.pdf).

<sup>3</sup>International Association of Chief of Police, *Building Trust Between the Police and the Citizens They Serve: An Internal Affairs Promising Practices Guide for Local Law Enforcement* (Alexandria, VA: 2009), <http://www.theiacp.org/portals/0/pdfs/buildingtrust.pdf>.

<sup>4</sup>*United States of America v. Police Department of Baltimore City, et al.*, Consent Decree (D. Md. CV-00099-JKB, January 12, 2017), <https://www.justice.gov/crt/page/file/925046/download>.

<sup>5</sup>Sheree Briscoe (major, Baltimore Police Department, Core Community Forum, Baltimore, MD) conversation, August 2015, and Marvin McKenstry (community leader, Baltimore, Police Leadership Forum, Chicago, IL) conversation, October 2016.

<sup>6</sup>Marvin McKenstry (community leader, Baltimore, community CompStat meeting) conversation, July 2016.

<sup>7</sup>Ibid.



**Impaired driver?  
Could it be dementia?**

**Know the signs and symptoms.**  
Find out more at [www.theiacp.org/alztrainingvideo](http://www.theiacp.org/alztrainingvideo)

In Partnership with:  



This project was supported by a grant awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice.





# *Doctor of Criminal Justice*



Advance your career in law enforcement with a Doctor of Criminal Justice degree from California University of Pennsylvania. The program can be completed in just two years, almost entirely from where you live and work.

Applications are being accepted now for the inaugural class of this professional doctorate, designed for mid- and senior-level criminal justice practitioners across the country.

Courses in the D.C.J. program are taught by full-time Cal U faculty with extensive real-world experience in law enforcement, homeland security, criminal investigative analysis, forensic science and related areas.

## *Leadership skills for top professionals*

This program for top law enforcement professionals focuses on in-depth analysis, leadership, and policy implementation and evaluation — precisely the skills needed to advance your career and benefit the agency you serve.

Cal U's program is the first regionally accredited Doctor of Criminal Justice degree in the United States. The program is scheduled to begin in July 2017, pending approval by the Middle States Commission on Higher Education.

To join the inaugural class or learn more about the program, visit [www.calu.edu/DCJ](http://www.calu.edu/DCJ).

# When Less (Force) Is More: De-escalation Strategies to Achieve Officer Objectives and Simultaneously Reduce the Use of Force

By David Kurz, Chief, Durham, New Hampshire, Police Department, and Bryan V. Gibb, Director of Public Education, National Council for Behavioral Health

make it seem even more difficult. However, experience and research has shown that an apology is not a sign of weakness in such circumstances; in fact, it is a demonstration of great strength and professionalism—a de-escalation tool and creative leadership.<sup>2</sup> Rather than debate the philosophical underpinnings of who is right in such a situation, officers can benefit from considering what is helpful and expedient.

Another example of de-escalation tactics has to do with law enforcement's response to persons with mental illnesses or disabilities. Public safety officers, regardless of rank or role, often interact with people experiencing mental health crises, and these encounters can often have a more positive resolution when de-escalation techniques are employed. For example, when officers in Providence, Rhode Island, were faced with a distressed young man brandishing a knife, the leader, "Lieutenant Gannon quickly sought to calm the boy down and end the standoff safely."<sup>3</sup>

The youth was on a porch cutting a window screen, but was not otherwise acting in an aggressive manner. When he ignored officers' commands to drop the knife and, instead, began advancing on them, Lt. Gannon and his fellow officers did not draw their guns and Tasers. Instead, Lt. Gannon picked up a lawn chair and held it between him and the young man. This technique was less threatening to the youth than a gun or a Taser would have been, but it offered a block for Lt. Gannon if the youth charged him with the knife. Meanwhile, Lt. Gannon used a calm voice and reassuring language like, "It's too hot for this. Let's go get a lemonade."<sup>4</sup>

After a tense 15-minute interaction with Lt. Gannon, the young man dropped the knife and was persuaded to be evaluated at a local hospital. He was not charged with a crime. "There are a lot of people like him who are getting arrested who shouldn't be," Lt. Gannon said. "It serves no purpose."<sup>5</sup>

When interviewed by the media on-scene, Lt. Gannon credited the Mental Health First Aid Public Safety training he had recently completed as a primary factor in his success at defusing the potentially violent incident, saying:

*When I see something that seems off, I take an extra minute to think. We had all the time in the world, so long as nobody was hurt. A lot of it is common sense and not jumping into action too quickly. If you can take the time, take it.<sup>6</sup>*



**T**here is much talk among law enforcement officers about de-escalation and use of force—methods, appropriate use, and risk analysis. Although each officer needs to follow his or her training, individual judgment, and department policy on what response to take in a particular situation, many departments are beginning to see that often "less is more" when it comes to use of force with regard to community relations and responses to individuals with mental illnesses or substance use disorders.

Clear communication is one of the key elements in de-escalation, but poor communication can have the reverse effect, escalating a situation, instead. An example of poor communication occurred when a police officer on a traffic detail at a construction site noticed a stopped vehicle. Four young African American men were in the vehicle, and the driver rolled the window down to

ask the officer directions. As the officer pondered the request, it became apparent to him that the directions were going to be difficult to follow, and he said to the driver, "Boy... that's not an easy drive from here." One of the men in the car took offense at the word "boy" and responded in an angry and derogatory manner to the officer's statement.<sup>1</sup>

The situation escalated from there with the four young men ultimately being arrested, and the community was in turmoil over the incident. This event could have gone in a more positive direction if the officer simply said, "Hey, sorry that I said that so poorly. It was an unfortunate choice of a phrase that I did not mean to be insulting." It is difficult for anyone to apologize or acknowledge a mistake, and the image of authority, decisiveness, and law enforcement projected by a law enforcement uniform can

# From Theory to Practice: Seattle Police Department's Approach to De-escalation

By Daniel Nelson, Sergeant, Seattle, Washington, Police Department, and Eric Piscofski, Sergeant, Seattle, Washington, Police Department



The Seattle, Washington, Police Department (SPD) began formally incorporating de-escalation principles as a fundamental part of training in 2014. The idea of actively teaching and implementing de-escalation was originally born out of the SPD crisis intervention team (CIT) training. After the first CIT training cycle was completed and had been evaluated, SPD determined that crisis intervention should be viewed as just one pillar of an overall de-escalation strategy. The need to deliver specific de-escalation training was identified and implemented for all sworn members of the SPD in 2015. The training was delivered as a four-hour scenario-based block, focused on defining what de-escalation is (and is not) and how to apply it in a variety of calls for service.

The SPD formalized its expectations regarding de-escalation in 2015, as part of the agency's overarching use-of-force policy. The policy states,

*De-escalation tactics and techniques are actions used by officers, when safe and without compromising law enforcement priorities, that seek to minimize the likelihood of the need to use force during an incident and increase the likelihood of voluntary compliance.*

*When safe and feasible under the totality of the circumstances, officers shall attempt to slow down or stabilize the situation so that more time, options and resources are available for incident resolution.\**

When de-escalation concepts were originally introduced during training, officers' feedback centered around officer safety and the need to immediately respond to dynamic and rapidly evolving situations—in other words, consistent with policy, it was essential that officers did not misconstrue de-escalation as compromising officer safety. Time was spent focusing on the relevant definitions and outlining exactly what the expectations were, in conjunction with reality-based training scenarios, which allowed SPD officers to gain awareness and practical application of de-escalation techniques for a better understanding. Also included in the training were scenarios where de-escalation

was feasible and when de-escalation was not feasible.

SPD's de-escalation and CIT training has continued to evolve into higher-intensity scenarios that focus on both strategies and their intersection with force options. During the 2016 training cycle, emphasis was placed on how to interact with a person in a behavioral crisis who is also armed with an edged weapon. A total of four scenarios were developed involving an armed individual in which supervisors were required to call for appropriate resources to take the person into custody. While officers were involved acting as contact, cover, less-lethal, shield, hands-on, and other roles, the supervisor was ultimately responsible for developing the team's strategy, communicating the plan, and putting it into motion. While these scenarios had a high likelihood of a positive resolution, it was still an exercise in the team's understanding of the strategies and of operating in a manner that complied with the intent and spirit of the policy. De-escalation concepts have also been integrated with other core concepts such as defensive tactics, team tactics, and firearm training. As part of SPD's overall force review process, all Type II and Type III uses of force assess the following aspects of each incident involving force:

- whether the investigation is thorough and complete
- whether the force was consistent or inconsistent with SPD policy, training, and core principals
- whether, with the goal of continual improvement, there are considerations that need to be addressed regarding, among other concerns:
  - » De-escalation
  - » Supervision
  - » Equipment
  - » Tactics
  - » Training
  - » Policy
  - » Department best practices

Since formalizing the de-escalation policy, SPD has seen a reduction of incidents in which reportable force is being used. In May 2015, SPD instituted a data collection tool to more fully capture officer interaction with individuals in behavioral crises. The goal of the data tool was to track previously unreported aspects of crisis-related incidents and their outcomes. During a review of 9,271 behavioral crisis incidents from May 15, 2015 to May 15, 2016, SPD found that reportable force was used only 149 times (1.61 percent). Of those instances, SPD found that 113 (75.84 percent) involved only Type I force, "which causes transitory pain, the complaint of transitory pain, disorientation, or intentionally pointing a firearm or bean bag shotgun at a person."<sup>†</sup> Within the reporting period, Type II force (causing injury, complaint of injury, or use of less-lethal weapons) occurred 34 times, while only 2 of the incidents involved Type III force (substantial/great bodily harm, loss of consciousness, deadly force). Additionally, for the same reporting period, SPD had a total of 1,061 incidents involving reportable force. This led SPD to determine that reportable force used on individuals in behavioral crisis represents only 14.04 percent of the total reportable force incidents for the entire department.

By focusing efforts on identifying individuals exhibiting signs and symptoms of persons in behavioral crises, as well as training officers on how to safely and effectively interact with people displaying those behaviors, SPD has been able to demonstrate operational effectiveness in employing de-escalation techniques.

#### Notes:

\*Seattle Police Department Manual, §8.100 De-Escalation, <https://www.seattle.gov/police-manual/title-8---use-of-force/8100---de-escalation>.

†Seattle Police Department Manual §8.050 Use of Force Definitions, <https://www.seattle.gov/police-manual/title-8---use-of-force/8050---use-of-force-definitions>.



## Mental Health First Aid

Mental Health First Aid for Public Safety, founded in Australia in 2000 and brought to the United States in 2008, is one of the best known and fastest growing mental health training programs for officers. In just 16 years, the program has spread to more than 22 countries, and more than 800,000 people in the United States have taken part in the training. To date, more than 75,000 of those trained have been public safety personnel, and, in October 2016, the IACP included the program as a key component of its One Mind pledge.

The eight-hour Mental Health First Aid for Public Safety course is intended to be an introduction to the signs and symptoms of mental illness and substance use disorders and how to respond safely and effectively to situations involving persons with those issues. Although it is primarily outward focused, the course also emphasizes the importance of officer wellness and how officers can support each other, their families, and themselves.

Mental Health First Aid for Public Safety does not teach trainees how to diagnose or treat mental illness, but, through awareness, diversion, de-escalation, and referral, thousands like Lt. Gannon are able to achieve better outcomes by employing some of the key strategies outlined, modeled, and practiced in the training.

The foundation of the training is an action plan called ALGEE.

- **A:** Assess for risk of suicide or harm
- **L:** Listen non-judgmentally
- **G:** Give reassurance and information
- **E:** Encourage appropriate professional help
- **E:** Encourage self-help and other support strategies

The de-escalation tactics explored in the training through response to film clips and scenarios involving individuals with mental illness can also be applied to all day-to-day policing and citizen-police interactions.

- Survey the situation for danger.
- Consider possible physical crises, and call for rescue, if appropriate.
- Ask for permission to help—introduce yourself.
- Remain calm, confident, and firm.
- Avoid joking and negative reactions.
- If the person is experiencing delusions or hallucinations and is insulting or disrespectful, try not to take their words personally—remember, the person's illness might be causing him or her to behave this way.
- Simplify language and use repetition as the person might have trouble understanding you.
- Avoid touching the individual unless necessary, lest he or she become more agitated.
- Be aware of what might be upsetting the person, such as hallucinations, fear of the uniform or vehicle, or a past experience with authority.
- Listen non-judgmentally and practice acceptance, genuineness, and empathy.
- Use family or friends to help, or remove them if they are a complicating factor.<sup>7</sup>

In the situation discussed previously, Lt. Gannon did not know exactly what the young man's diagnosis was, but by employing some of these best practices, he was able to de-escalate the situation. The young man could have been experiencing psychosis or a negative drug reaction, or he might have been disabled in some way. In the end, it turned out the young man was on the autism spectrum, but regardless of an actual diagnosis, the response often is the same—recognize that the individual is in crisis, de-escalate using appropriate tactics, and hand off or divert to appropriate professional help.

### Common Contributors to Escalation

There are a number of factors that can increase the chance of a confrontation or escalate an interaction between an officer and a community member, including (though not limited to) the following issues.

---

## Despite careful selection and training, law enforcement officers are still humans who are interacting with other humans, and situations can easily escalate.

---

**Anxiety or Panic Attack:** The most common mental illness type in the United States are anxiety disorders—18.1 percent of the adult U.S. population will experience symptoms of severity or duration that qualify for a diagnosis of an anxiety disorder in any given year.<sup>8</sup> Types of anxiety disorders include various phobias, post-traumatic stress disorder (PTSD), and obsessive compulsive disorder (OCD). Although many individuals with anxiety experience their symptoms quietly, a common crisis associated with this disorder is panic attack, and approximately 2.7 percent of the population will experience a panic disorder where they experience disabling fear, difficulty breathing, elevated heart rate, chest pain, dizziness, sweating, and trembling.<sup>9</sup>

**Psychosis:** Disorders that present as psychosis—for example, disorders that can cause hallucinations and disordered thinking—are less common in the population (1–2 percent of U.S. adults) than anxiety disorders, but psychosis is more common among individuals who have contact with the criminal justice system.<sup>10</sup> Symptoms of psychosis include hallucinations; delusions; disordered thinking; fear; and, less frequently, aggression.<sup>11</sup>

**Substance Use Disorders:** As most officers know, alcohol and drug abuse is a common problem in society. According to the National Center on Addiction and Substance Abuse at Columbia University, in 2010, drugs and alcohol were implicated in 78 percent of violent crimes; 83 percent of property crimes; and 77 percent of weapon, public order, and other crimes.<sup>12</sup> The use or abuse of drugs and alcohol can result in bad judgment and escalation—even violent or assaultive behavior.

It is common for law enforcement officers to come in contact with individuals in these types of crises, and in the Mental Health First Aid for Public Safety course, scenarios that feature these issues are outlined, modeled, and practiced.

Mental illness is not the only reason for escalation. As illustrated in the anecdote at the beginning of this article, general conflict between law enforcement and the public—such as a simple misunderstanding or distrust—can cause escalation. Despite careful selection and training, law enforcement officers are still humans who are interacting with other humans, and situations can easily escalate. However, officers can be trained to avoid a problem all together, as well as be trained in proven and effective de-escalation strategies and tactics for when problems arise.

Although it is useful for officers to know exactly what they are facing, in reality, having complete information about a situation is rare. Occasionally, departments have data on individuals at certain addresses or a particular diagnosis or history as part of their record, but, regardless of how or why a situation escalates, the best de-escalation practices are often the same.

### General De-escalation Strategies

In addition to applying the guidance of ALGEE, some general strategies apply in most situations.

**Patience:** Law enforcement officers are often placed in stressful situations where active listening and cooperation are not common traits. While most officers are trained to defuse situations by adding a calming presence, almost all conflicts involve some kind of miscommunication or misunderstanding. Unintended, poor, or misinterpreted communication can easily escalate the underlying issue,

and often the gift of time can help an officer better understand others' behavior and determine how to react. For instance, Lt. Gannon recognized that a 15-minute delay was all he needed for the young man to calm down.

Conflict decreases the ability of people to listen and understand. People in conflict do not communicate with each other as normally, openly, and accurately as they do when interactions are not strained, and appropriate training can help officers recognize and compensate for this factor.

**Respect:** Often, if an individual is in crisis or just slightly agitated, showing respect or concern can not only establish a positive foundation for the interaction, but de-escalate the situation all together. Although it may sound trite, in the Mental Health First Aid for Public Safety course, instructors frequently point out that just voicing concern about someone, showing a desire to help, and validating a person's fear or unhappiness can be valuable tactics for officers.

**Conitriion:** Building on this foundation of respect is the concept of contrition. The power of apology is applicable in any situation. Even if someone is hallucinating because of drugs or mental illness, he or she can still understand some of what others are saying. An apology or acknowledgement of a mistake can change the tenor of any interaction.

**Concern:** The concern that Lt. Gannon showed for the young man took extra time and cost a glass of lemonade, but consider the alternative if more potentially lethal tactics were employed.

### Policy, Training, Diversion, and Referral – The One Mind Campaign

An IACP Advisory Group met in March 2016 to discuss improving law enforcement response to persons affected by mental illness. Their report outlines best practices and was the foundation for the One Mind Campaign launch in October of that same year.<sup>13</sup>

The One Mind Campaign seeks to ensure successful interactions between law enforcement officers and people affected by mental illness. To join the campaign, law enforcement agencies must commit to implementing four practices over a 12- to 36-month timeframe.

- Establish a clearly defined and sustainable **partnership** with one or more community mental health organization(s).
- Develop and implement a **model policy** addressing police response to persons affected by mental illness.
- Train and certify 100 percent of the agency's sworn officers (and selected non-sworn staff, such as dispatchers) in **Mental Health First Aid for Public Safety**.
- Provide **Crisis Intervention Team (CIT)** training to a minimum of 20 percent of the agency's sworn officers (and selected non-sworn staff, such as dispatchers).<sup>14</sup>

The goals embodied by the pledge support the promotion and use of effective de-escalation tactics. After de-escalating a situation, it is useful to be able to refer the person to appropriate clinical partners; therefore, a department should have a codified policy to guide officers in how to respond to an individual in crisis and refer individuals to partners. Finally, the skills learned in Mental Health First Aid for Public Safety and the training component of a robust CIT are critical in diffusing a situation—or keeping it from escalating in the first place.

### Value and Benefits to Agencies

The value of using solid de-escalation tactics by law enforcement officers in a community are numerous. Developing community trust by avoiding the types of conflicts outlined in the traffic stop story at the beginning of this article and being comfortable with contrition in the face of a mistake can pay dividends every day. If the outcome of an interaction with someone in crisis is positive, it can result in

## Updated Smaller Agency Resources Now Available



Featuring the insight of current and former chiefs, the *Police Chiefs Desk Reference* and *Best Practices Guides* are a must for smaller agency leaders of all ranks.

Download the newly updated versions at [www.iacpsmallerdepts.org](http://www.iacpsmallerdepts.org)



# BUILD TRUST WITH STRENGTH

WITH BETTER OUTCOMES

**Increase the trust of your force, community, and administration.**  
IACP Net™ makes it easy to be more productive, build trust, and achieve better outcomes.



## STRATEGIES

Develop your policing strategies with case studies and best practices.



## RESOURCES

Leverage vetted, command-level information and resources.



## POLICIES

Update policies and forms with ready-to-use samples including model policies.



## SHARING

Build your team with IACP Net, exchange information, and build relationships with your peers.

Learn more and make IACP Net part of your team. Visit [CommandAnswers.com](http://CommandAnswers.com) or call **800.227.9640** today!

Helping law enforcement build trust for 25 years.



@IACPNet

Command Answers® and Strength through Cooperation® are registered service marks and IACP Net™ is a service mark of LogIn, Inc. All rights reserved.





saved time, greater energy, and increased officer and public safety. The fundamental goals of training programs are diversion and referral—much more positive outcomes than arrests and incarceration.

Finally, the gratitude shown to the officer and the department when a family or individual has a positive experience is beyond measure, and every officer remembers an experience that reminded him or her of the reason for embarking on a career in law enforcement in the first place. Officers serve because they care about people and want to help make their communities safe and just. De-escalation tactics offer a way to practice that mission on every patrol. ❖

**Notes:**

<sup>1</sup>Frank Amoroso (former chief of police, Portland, ME), personal conversation with author.

<sup>2</sup>Doug Guthrie, "Creative Leadership: Humility and Being Wrong," *Forbes*, June 1, 2012, <http://www.forbes.com/sites/doug-guthrie/2012/06/01/creative-leadership-humility-and-being-wrong/#27240925084b>.

<sup>3</sup>*Congressional Briefing: Mental Health First Aid for Public Safety* (testimony of Joseph Coffey, captain, Warwick, RI, Police Department, July 16, 2014), <https://www.thenationalcouncil.org/wp-content/uploads/2014/07/Captain-Joseph-Coffey-testimony.pdf>.

<sup>4</sup>Liz Boardman, "First Aid for Mentally Ill or Emotionally Disturbed Persons," *Tactical Response* (May–June 2010).

<sup>5</sup>Ibid.

<sup>6</sup>Ibid.

<sup>7</sup>Robyn L. Langlands et al., "First Aid Recommendations for Psychosis: Using the Delphi Method to Gain Consensus Between Mental Health Consumers, Carers, and Clinicians," *Schizophrenia Bulletin* 34, no. 3 (May 2008): 435–443.

<sup>8</sup>Ronald C. Kessler et al., *National Comorbidity Survey Replication (NCS-R)*, 2007.

<sup>9</sup>American Psychiatric Association, *Diagnostic and Statistical Manual of Mental Disorders (DSM-5)* (Arlington, VA: American Psychiatric Association Publishing, 2013), 189–233.

<sup>10</sup>Kessler, NCS-R.

<sup>11</sup>Jane Edwards and Patrick D. McGorry, *Implementing Early Intervention in Psychosis* (London, UK: Martin Dunitz Ltd., 2002).

<sup>12</sup>National Center on Addiction and Substance Abuse, "New CASA Report Finds: 65% of All U.S. Inmates Meet Medical Criteria for Substance Abuse Addiction, Only 11%W Receive Any Treatment," press release, February 26, 2010, <http://www.centeronaddiction.org/newsroom/press-releases/2010-behind-bars-II>.

<sup>13</sup>International Association of Chiefs of Police (IACP), *Improving Police Response to Persons With Mental Illness*, 2016, <http://www.iacp.org/Portals/0/documents/pdfs/MissingImprovingPoliceResponsetoPersonswithMentalIllnessSymposiumReport.pdf>.

<sup>14</sup>IACP, "One Mind Campaign," <http://www.iacp.org/onemindcampaign>.

**DE-ESCALATION** is the effective use of communication skills to calm a subject and reduce the risk of injury to the subject, the officer, and the public.

See the following articles for more information on de-escalation techniques.

Brian Lande and Gary Klein, "Moving the Needle: The Science of Good Police-Citizen Encounters" <http://www.policechiefmagazine.org/moving-the-needle-the-science-of-good-police-citizen-encounters>

John Rosiak, "Forging a School-Police Relationship to Decrease Student Arrests," <http://www.policechiefmagazine.org/forging-a-school-police-relationship-to-decrease-student-arrests>



**Redstone Architects**



**Public Safety Specialists**  
*with over 75 Years of Experience*

- ✓ Spatial Needs Analysis + Planning
- ✓ Multi-Agency Shared Facilities
- ✓ Architectural Consultation
- ✓ Traditional Architectural Services

248.418.0990  
[www.redstonearchitects.com](http://www.redstonearchitects.com)



**COMPREHENSIVE AVIATION SOLUTIONS**

- NVG Training: Pilot & Crew, Aircraft Recurrent & Emergency Procedures, Instrument, Aeromedical Human Factors, Environmental
- NVG Inspection & Repairs • NVG Equipment Procurement • Crew Resource Management • Program Audits • Operations Management



**LASER PROTECTIVE EYEWEAR.**



**AFFORDABLE HELICOPTER LEASING OPTIONS.**



**NIGHTFLIGHT CONCEPTS**   @nightflightconcepts  
[www.nightflightconcepts.com](http://www.nightflightconcepts.com) | 888-632-8764

## PRODUCT FEATURE:

# DATA MANAGEMENT: MAKING IT EASIER TO PATROL THE DIGITAL WORLD

By Scott Harris, Freelance Writer

The day began like any other. Daani Svonkin was at her desk, working as an analyst for the San Bernardino Police Department in California. It was December 2, 2015.

"That morning I was doing my normal thing," Svonkin recalled. "I was kind of a one-person crime center for the vice and narcotics unit. I would monitor handheld radios and run license plates and phone numbers."<sup>1</sup>

Then, she heard something that made her take notice.

"I heard a triple tone go out, which means shots fired," she said. "Unfortunately that's nothing unusual for us. You just kind of take note of it. But soon it escalated."

In the ensuing moments, it became apparent that the department was facing something far outside the normal realm.

As most are probably now aware, that day, San Bernardino police were facing active shooters. By the time it was said and done, 14 civilians were dead and 22 others were injured, not including Rizwan Farook and Tashfeen Malik, the married couple who committed the shootings and were killed later that day during an armed conflict with law enforcement. At the time, the events that day in San Bernardino marked the deadliest mass shooting in the United States since the 2012 Sandy Hook school massacre in Connecticut.<sup>2</sup>

San Bernardino police rightly received credit for quickly finding the shooters. But in the early moments, as law enforcement officers converged on the scene and began speaking to witnesses, they had extra help from Svonkin, who, in turn, had her own helper: data.

"Soon it became clear there were a large number of fatalities," Svonkin said. "Around then I had a suspicious vehicle call. I ran the license plate, and it came back as a rental car vehicle. I had a contact at the rental car company, and he was able to fax me the rental contract. I saw that the name matched the name from the witness information we had [of the shooters]. My hands started to shake. I started to get really nervous."<sup>3</sup>

For the next step, Svonkin turned to CLEAR, an investigation software application, which she used to determine the address of the individual, in the nearby city of Redlands. Officers raced to the address and within minutes surrounded and neutralized the suspects.

It happened that way because of data. Or, more accurately, harnessing the world's fire hose of data and directing it in real time toward a real problem provided immediate benefits. Increasingly, technology companies are helping law enforcement agencies turn raw information into a final product that can help solve crimes more quickly and make day-to-day law enforcement tasks more efficient and vital.

"Complex analytics is one of those tools whose time has come," said Bill Searcy, vice president of global justice, law enforcement, and border security at Unisys, a global information technology company based in Blue Bell, Pennsylvania. "It's how we're going to have to police in the future."<sup>4</sup>

## A Digital Officer Gateway

One of the products Unisys offers is Digital Investigator, a browser-based application that enables law enforcement professionals to enter all case-related data into one place. From that central point, data can be shared and viewed among a customizable group of stakeholders, including across agencies.

"It gives you the ability to mine data and format it properly," Searcy said. "POLE is people, objects, locations, and events. That's the term we use for how this works. You collect data on a traffic accident, let's say, and you've got people involved, vehicle, location, at the corner of X and X, and an event. Digital Investigator handles all of that."

The product is new in the United States, but a sister version enjoys substantial market saturation in the United Kingdom. There, an equivalent Unisys application called Home Office Large Major Enquiry System or HOLMES is in use by departments across the nation, including Scotland Yard. According to Searcy, London now experiences a 95 percent homicide clearance rate, with Scotland Yard leaders telling Searcy that "they wouldn't have been able to solve crimes as much without [HOLMES]."

According to Searcy, Digital Investigator provides a comprehensive, easy-to-use gateway for capturing and managing data.

"It's indexable and can be used in different ways, especially for analytics purposes," Searcy said. "Complex cases have 100, maybe 1,000 pieces of information. Figuring out how each piece fits is important work."

Other potential functions of the software include records management and social media content capturing.

"Digital Investigator is sort of a framework application," Searcy said. "We took inspiration from a lot of very common apps and cobbled them all together. We can configure it in such a way where you get exactly what you need without having to pay for customization. If you just need records management, I say 'great' and give you the exact screens you want. Another place might have five or six detective bureaus that want to share. We want to make sure everyone can have a good, solid base."

## Different Tools for Different Data

Although there are no silver linings after a tragedy on the order of a mass shooting, Svonkin and the rest of the San Bernardino Police Department learned about the benefits of effective data management, in that case facilitated by CLEAR, which is a product of Thomson Reuters, a New York City-based information technology company.

"We think of it as a web of connectivity, so you can find the connections. It's 10 degrees of separation," said Leah Way, a senior marketer with Thomson Reuters. "You can go and do that deep digging."<sup>5</sup>

At its core, CLEAR for law enforcement is a records search solution that brings proprietary and public records together in one tool.

Uniting public and private records in a single program, officials said, can save officers substantial time.

Svonkin still recalls the details of that day as if they just happened, and now works as a senior consultant of client education for CLEAR. She said the software drills down to a more granular level of detail than competitors, ultimately translating to more meaningful, actionable information.

"I accessed CLEAR and ran [the shooting suspect's] name and got a new address and a second phone number," recalled Svonkin. "CLEAR provides something no one else provides. It provides source documentation and transparency. You isolate your target and you can see the source. So there's a little bit more confidence. That currency of data really went a long way."<sup>6</sup>

This event illustrates a dramatic application of data in law enforcement, but it's far from the only one. Time and effort can be saved on a day-to-day basis with tools that better automate the process of compiling and presenting data in a range of common law enforcement functions.

For example, Accident Support Services International, a company based in Ontario, Canada, that facilitates automobile collision reporting for public safety and other sectors, has developed the Collision Reporting and Occurrence Management System (CROMS).<sup>7</sup> Unlike typical collision reporting mechanisms, CROMS not only makes data entry easier but also streamlines the ability for officers to seek and find underlying patterns that might be contributing to collisions in a given area.

Another area of expansion is called the Internet of things. Connectivity is reaching beyond desktop computers and mobile devices and into things like medical equipment, televisions, and wearable technology like FitBit bracelets, among other examples.

In response to this, MSAB, a forensic technology company with U.S. headquarters in Arlington, Virginia, introduced MSAB Ecosystem, a suite of services designed to allow law enforcement to extract and manage data from devices beyond the cellphone.

"We offer powerful tools regardless of whether the device is a phone, USB memory, or some type of wearable fitness technology, and regardless of the type of encryption protecting the data," wrote Joel Bollo, CEO at MSAB, in an emailed statement. "In this way, our law enforcement agencies can become more effective in their efforts to make society a safer place for us all."<sup>8</sup>

No matter the specific need of a department when it comes to data, it is clear that the need to effectively navigate this area is only going to grow.

"The world is becoming more and more technology-driven and increasingly complex," Bollo wrote. "With the continuing rapid pace at which new phones and apps are being developed, the challenges our customers face remain great. Law enforcement needs to be more effective in its efforts to solve crime." ♦

#### Notes:

<sup>1</sup>Daani Svonkin (senior consultant, CLEAR, Thomson Reuters), telephone interview, February 16, 2017.

<sup>2</sup>Jon Schuppe, Elizabeth Chuck, and Helen Kwong, "San Bernardino Shooting Is Deadliest since Newtown," NBC News, December 2, 2015, <http://www.nbcnews.com/storyline/san-bernardino-shooting/san-bernardino-shooting-deadliest-newtown-n473086>.

<sup>3</sup>Svonkin, telephone interview, February 16, 2017.

<sup>4</sup>Bill Searcy (vice president, global justice, law enforcement, and border security, Unisys), telephone interview, February 14, 2017.

<sup>5</sup>Leah Way (senior marketer, Thomson Reuters), telephone interview, February 6, 2017.

<sup>6</sup>Svonkin, telephone interview, February 16, 2017.

<sup>7</sup>"About Us," Accident Support Services International <http://www.accsupport.com/Home/About>.

<sup>8</sup>Joel Bollo (chief executive officer, MSAB), email interview, March 3, 2017.

## PRODUCT FEATURE:

# DATA MANAGEMENT PROVIDERS

For contact information, please visit [www.policechiefmagazine.org](http://www.policechiefmagazine.org).

AccessData	LexisNexis Risk Solutions
Accident Support Services	Lumen (Numerica Corporation)
Amazon Web Services	MSAB Inc.
Ann Michaels and Associates	NC4
BAE Systems	OSLSolutions Ltd.
Corona Solutions	Police Force Analysis System
Crossflo Systems	PredPol
Esri	Social Navigator Inc.
G Force Data	Thomson Reuters
Government Professional	Unisys
HSS Development	V-Academy
IBM	Vigilant Solutions
Intelligent Software Solutions	

## VISIT POLICE CHIEF ONLINE

Readers can sort articles by topic, translate articles using Google Translate, answer the monthly poll, submit manuscripts online, and more!


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





BARON G58 ISR

# AFFORDABLE AIRCRAFT FOR SURVEILLANCE



GRAND CARAVAN EX ISR

Choose the twin-engine Beechcraft® Baron® G58 or the single-engine turboprop Cessna® Grand Caravan® EX. Both proven performers from Textron Aviation offer reliable engines, modern avionics and surveillance equipment that enable mission success. Maintain high mission readiness while you reduce overall operating expenses.

AIR SURVEILLANCE

SPECIAL MISSIONS



Beechcraft



Lawler

TEXTRON AVIATION

[txtav.com](http://txtav.com)

U.S. +1.844.44.TXTAV | INTERNATIONAL +1.316.517.8270

©2017 Textron Aviation. All rights reserved. The sale and export of some configurations of Special Mission aircraft and associated technical data may require an export license under the ITAR (title 22, CFR, parts 120-130) or the EAR (title 15, CFR parts 730 to 774).

# 2017 BUYERS' GUIDE

*Up-to-date listings of the latest products and services available to law enforcement*

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 services 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 14 sections.



**Administration**  
*(see page 75)*

**Communications**  
*(see page 75)*

**Computers**  
*(see pages 75–76)*

**Emergency Response**  
*(see page 76–77)*

**Human Resources**  
*(see page 77)*

**Investigation**  
*(see page 77)*

**Security**  
*(see page 77)*

**Tactical & Protective Equipment**  
*(see pages 77–78)*

**Traffic Enforcement**  
*(see page 78)*

**Training**  
*(see page 78)*

**Transportation**  
*(see pages 78–79)*

**Uniforms & Gear**  
*(see page 79)*

**Weapons**  
*(see page 79)*



## Category Listing

### Administration

Agency standards  
Alcohol/drug education products  
Architects/designers  
Assessment centers  
Association  
Awards/medals/plaques  
Community Programs  
Conferences, educational  
Consultants  
Detention/jail equipment  
Lockers  
Medallion holders  
Notebooks  
Office equipment/supplies  
Parade equipment  
Physical fitness/gym equipment  
Policy/procedure materials  
Public education materials  
Robots/public service  
Safes/vaults/locks  
Translation services

### Communications

Antennas  
Batteries  
Battery charges/analyzers  
Consoles  
Dispatch systems, E911/CAD  
Headsets  
Interoperability  
Mobile communications/MDTs  
Mounting equipment/hardware  
Public address equipment  
Radio accessories  
Recorders, audio  
Repeaters  
Scanners  
Surveillance  
Switching/control equipment  
Telephone

### Computers

911/E911  
AFIS  
Alarm billing and collections  
Arrest/booking  
Automatic vehicle locators  
Case management  
Communications management  
Community policing  
Computer accessories  
Computer-aided dispatch

Crime analysis  
Crime scene analysis  
Custom software  
Data mining  
Data recovery  
Emergency management  
Facial recognition  
False alarm reduction  
Fleet management  
Forensics  
Gang tracking  
Geographic information  
GPS  
Image search and analysis  
Incident-based reporting system  
Information sharing/NCIC  
Intelligence-led policing  
Internet services  
Investigative  
License plate recognition  
Mapping  
Mobile devices  
Narcotics investigation  
Networks  
Online services  
Peripherals  
Personnel management/scheduling  
Photo identification  
Portable/in-car  
Predictive policing  
Property/evidence management  
Records management  
Report writing  
Terrorism  
Touch screen computers, kiosks  
Towing management  
Traffic crash investigation  
Traffic/parking violation management  
Training  
Uniform crime reports  
Video analysis & enhancement  
Warrant records  
Weapon tracking

### Human Resources

Departmental promotions  
Identification, personnel  
Personnel screening/testing  
Personnel/recruitment

### Emergency Response

Alarms/evacuation  
Ambulances/accessories

CPR masks  
Defibrillators  
First aid products  
Flares/guns/cases  
Flashers  
Gas detectors  
Generators  
Hazardous materials equipment  
Hospital equipment  
Lights, emergency  
Rescue/disaster equipment

### Investigation

Biometrics equipment  
Cameras, digital  
Cameras, surveillance  
Cameras, video  
Crime scene processing equipment  
DNA test kits  
Evidence collection  
Evidence, currency processing  
Evidence storage/security  
Explosive detection systems  
Fingerprint kits  
Forensic test equipment/kits  
Gunshot residue test kits  
Laboratory equipment/supplies  
Lights, special purpose  
Surveillance equipment  
Thermal imaging systems  
Tracking devices  
Voice analysis

### Security

Access control devices/systems  
Alarm systems/intrusion detection systems  
Cameras, CCTV/security  
Communications security systems  
Deterrent systems  
ID systems/badges  
Lights, special purpose  
Metal/weapon detectors  
Security devices/systems

### Tactical and Protective Equipment

Armored shields  
Ballistic materials  
Barricades  
Body armor  
Bomb detector  
Bomb disposal  
Cameras, body-worn  
Chemical munitions



# Category Listing

Eyewear  
 Gas masks/accessories  
 Goggles, safety  
 Gun retention devices  
 Infectious disease protection equipment  
 Lights, special purpose  
 Lock-opening devices  
 Personal protective devices  
 Post-disaster recovery  
 Restraint/defense devices  
 Robots, tactical

## Traffic Enforcement

Alcohol/drug detection devices  
 E-Citation  
 Measuring devices  
 Parking enforcement equipment  
 Pedestrian safety equipment  
 Signs  
 Speed cameras  
 Speed detection equipment  
 Tire deflation device  
 Traffic control systems  
 Traffic markers/cones/flashers  
 Traffic ticket forms

## Training

Books/manuals/periodicals  
 Courses/schools/seminars  
 Crime prevention  
 Defensive tactics training  
 Devices/aids, training  
 Distance learning  
 Driver training  
 Emergency medical devices training  
 Equipment, training  
 Films/slides/videos  
 Firearms training  
 Forensics  
 Graduate and undergraduate degrees  
 Homeland security  
 Law enforcement schools  
 Legal training  
 Management training  
 Rescue training  
 Tactical training

## Transportation

Auto parts  
 Boats/accessories  
 Command centers, mobile  
 Lights, mounted  
 Motorcycles/accessories

Partitions/screens/shields  
 Push bumpers  
 Recording systems, in-car  
 Sirens  
 Theft prevention devices  
 Trunk organizers  
 Vehicle accessories  
 Vehicle modification/custom design  
 Vehicles, patrol  
 Vehicles, prisoner transport  
 Vehicles, special purpose  
 Vehicles, SWAT  
 Vehicle tracking systems

## Uniform & Gear

Badges/shields/cases  
 Duty equipment, accessories  
 Emblems/insignia/nameplates  
 Flashlights  
 Footwear  
 Gloves

Handbags/purses  
 Name badges  
 Special apparel  
 Uniform accessories  
 Uniforms, custom design  
 Uniform pants/shirts/skirts  
 Uniforms, riot/SWAT

## Weapons

Batons/baton carriers  
 Holsters  
 Scopes/sights  
 Shooting ranges/equipment  
 Weapon accessories  
 Weapon cleaning equipment  
 Weapons, firearms  
 Weapons, less-lethal  
 Weapons, storage/security

**Testing Digital Evidence Security**

**Digital Boundary Group**  
 Providing ICT Security Assurance services to  
 Police Departments in North America since 2003

**Services Include:**

- Network Security Assessments
- External Penetration Testing
- Web Application Penetration Testing
- Mobile Application Penetration Testing
- Recommendations on Improving Digital Evidence Security

**Contact Jeff Black Today**  
 1.800.747.3557 Ext.220  
 jblack@digitalboundary.net  
 www.digitalboundary.net

 **Digital Boundary Group**

Special Offer for IACP Members



30 Days FREE + 10% Off LifeLock Identity Theft Protection



DETECT



ALERT



RESTORE

Comprehensive identity theft protection from LifeLock helps safeguard your finances, credit and good name.



LifeLock  
Relentlessly Protecting Your Identity™

**YOU SAVE. YOU SUPPORT.**  
[www.theiacp.org/Welcome-to-IACPreferred](http://www.theiacp.org/Welcome-to-IACPreferred)

**YOU SAVE.  
YOU SUPPORT.**

It's time to take advantage of your membership.

Every purchase you make with your **IACPreferred** member benefits supports IACP and its programs.

**YOUR MEMBERSHIP COUNTS**  
[www.theiacp.org/Welcome-to-IACPreferred](http://www.theiacp.org/Welcome-to-IACPreferred)



**USING THE  
BUYERS' GUIDE**

To make the most efficient use of the Buyers' Guide, use the classified listings of products and services, beginning on page 75, to identify those companies that manufacture or supply the products and services in which you are interested.

Advertisers in this issue are identified in blue. Page number references are provided along with the alphabetical listings in the Directory; 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, email, 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>Publisher</b>	<b>P</b>
<b>Government</b>	<b>G</b>	<b>School</b>	<b>S</b>
<b>Manufacturer</b>	<b>M</b>	<b>Service/Consultant</b>	<b>SC</b>
<b>Nonprofit</b>	<b>NP</b>		

Please mention the *Police Chief* Buyers' Guide when you make an inquiry or place an order.

The manufacturers, suppliers, and service organizations listed in the 2017 edition of the *Police Chief* Buyers' Guide have contributed the information contained within. The listings are not intended to be all-inclusive. If your company is not represented in these pages, please contact Danielle Gudakunst at 703-647-7321 or at [dgudakunst@theiacp.org](mailto:dgudakunst@theiacp.org) with a request for information regarding the 2018 edition. Those who request this information, along with those listed in this edition, will be provided with 2018 submission information well in advance of the closing date for that issue.

Every effort has been made to ensure the accuracy of these listings. However, as the Buyers' Guide is produced as a courtesy listing, *Police Chief* cannot be responsible for errors or omissions. IACP endorsement or approval of the companies and products listed is in no way implied.

## KEY

■ ADVERTISER

**4N6XPRT Systems .....M-DS-P-SC**  
8387 University Ave  
La Mesa CA 91942 USA  
Phone: (619) 464-3478  
Email: 4n6@4n6xpirt.com  
Website: www.4n6xpirt.com



**Accident Support Services  
International Ltd. ....D-M-DS-SC**  
111 Toryork Dr  
Toronto ON M9L 1X9 Canada  
Phone: (877) 895-9111  
Email: ssanderson@accsupport.com  
Website: www.accsupport.com

**Accurate Plating & Weaponry.... D-M**  
5229 County Rd 99  
Newville AL 36353 USA  
Phone: (334) 585-9488  
Email: customerservice@apw  
cogan.com  
Website: www.apwcogan.com

**ACRO Lights.....M-DS**  
PO Box 5451  
Whittier CA 90602 USA  
Phone: (562) 320-2276  
Email: sales@acrolights.com  
Website: www.ACROLights.com

**AE Light.....D-M-DS**  
4730 Rogue River Hwy  
Gold Hill OR 97525 USA  
Phone: (541) 471-8988  
Email: hid@aelight.com  
Website: www.aelight.com

**AFM Heatsheets ..... M**  
2N LaSalle St, Ste 1200  
Chicago IL 60602 USA  
Phone: (773) 337-3887  
Email: info@heatsheets.com  
Website: www.heatsheets.com

**Aker Leather Products ..... M**  
2248 Main St, Ste 4  
Chula Vista CA 91911 USA  
Phone: (619) 423-5182  
Email: aker@akerleather.com  
Website: www.akerleather.com

**Aladtec OL Employee Scheduling  
& Workforce Management.....OL-SC**  
387 Arrow Ct  
River Falls WI 54022 USA  
Phone: (888) 749-5550  
Email: mellissa@aladtec.com  
Website: www.aladtec.com

**Alion Science and Technology.....OL**  
1701 N. Beauregard St  
Alexandria VA 20155 USA  
Phone: (703) 998-1675  
Email: kblinkinsop@alionscience.com  
Website: www.countermeasures  
.com/software.htm

**American Locker ..... M**  
700 Freeport Pkwy, Unit 300  
Coppell TX 75019 USA  
Phone: (800) 828-9118  
Email: info@americanlocker.com  
Website: www.americanlocker.com



**Architects Design Group.....SC**  
333 N Knowles Ave  
Winter Park FL 32789 USA  
Phone: (407) 647-1706  
Email: marketing@adgusa.org  
Website: www.adgusa.org  
*See our ad on page 31.*

**Armorer Link .....SC**  
4660 NE Belknap Ct, Ste 101  
Hillsboro OR 97124 USA  
Phone: (800) 571-0753  
Email: tana.ganete@armorlink.com  
Website: www.armorerlink.com

**Assisted Patrol..... M**  
533 E Stroop Rd  
Dayton OH 45429 USA  
Phone: (937) 369-0080  
Email: daveeid.gasper@  
assistedpatrol.com  
Website: www.assistedpatrol.com

**ATS Armor..... M**  
7432 E Tierra Buena Ln, Ste 101  
Scottsdale AZ 85260 USA  
Phone: (602) 344-9337  
Email: info@atsarmor.com  
Website: www.atsarmor.com

**AutoReturn..... M-DS-OL-SC**  
450 7th St  
San Francisco CA 94103 USA  
Phone: (415) 865-8200  
Email: jwicker@autoreturn.com  
Website: www.autoreturn.com  
*See our ad on page 53.*

**Awards & More.....M-DS**  
2425 Seymour Rd  
Eau Claire WI 54703 USA  
Phone: (888) 811-2020  
Email: dan@awardsandmore.com  
Website: www.awardsandmore.com

**Baida Jewelry .....D-M-SC**  
550 S. Hill St, Ste 830  
Los Angeles CA 90013 USA  
Phone: (213) 623-3780  
Email: info@baidajewelry.com  
Website: www.baidajewelry.com

**Banner Guard, Division of  
Reef Industries, Inc..... M**  
9209 Alameda Genoa  
Houston TX 77075 USA  
Phone: (713) 507-4251  
Email: ri@reefindustres.com  
Website: www.bannerguard.com

**Battle Rifle Company .....D-M-SC**  
17313 El Camino Real  
Houston TX 77058 USA  
Phone: (281) 777-0316  
Email: info@battleriflecompany.com  
Website: www.battleriflecompany.  
com

**Berkeley Nucleonics  
Corporation..... M**  
2955 Kerner Blvd  
San Rafael CA 94901 USA  
Phone: (415) 453-9955  
Email: info@berkeleynucleonics.com  
Website: www.berkeleynucleonics  
.com

**Big Sky Racks, Inc ..... M**  
25-A Shawnee Way  
Bozeman MT 59715 USA  
Phone: (800) 805-8716  
Email: info@bigsky racks.com  
Website: www.bigsky racks.com

**BMW Motorrad USA..... M**  
200 Chestnut Ridge Rd  
Woodcliff Lake NJ 07677 USA  
Phone: (201) 264-8365  
Email: frank.r.stevens@bmwna  
ext.com  
Website: www.bmwmc.net

**BPS Tactical..... D-M**  
2165 E Colton Ave, PO Box 868  
Mentone CA 92359 USA  
Phone: (909) 794-2435  
Email: bpstactical@aol.com  
Website: www.bpstacticalgear.com

**BrightGuy ..... DS**  
38205 Stevens Blvd, Unit B  
Willoughby OH 44094 USA  
Phone: (888) 881-1908  
Email: info@brightguy.com  
Website: www.brightguy.com



**Brinkley Sargent Wiginton  
Architects .....SC**  
5000 Quorum, Ste 600  
Dallas TX 75254 USA  
Phone: (972) 960-9970  
Email: girwin@bsw-architects.com  
Website: www.bsw-architects.com  
*See our ad on page 17.*

**Brodin Studios, Inc ..... M**  
70127 330th St  
Kimball MN 55353 USA  
Phone: (320) 398-4304  
Email: brodinsales@arvig.net  
Website: www.brodinstudios.com

**Cadex Electronics Inc..... M**  
22000 Fraserwood Way  
Richmond BC V6W 1J6 Canada  
Phone: (604) 231-7777  
Email: info@cadex.com  
Website: www.cadex.com



**California University of  
Pennsylvania .....S**  
250 University Dr  
California PA 15419 USA  
Phone: (724) 938-5938  
Email: king\_d@calu.edu  
Website: www.calu.edu  
*See our ad on page 55.*

**CAPS Inc..... M**  
C.P. 246  
Kirkland QC H9H 0A4 Canada  
Phone: (866) 559-8591  
Email: info@caps-inc.com  
Website: www.caps-inc.com

**Cardiac Science ..... M**  
N7 W22025 Johnson Dr  
Waukesha WI 53186 USA  
Phone: (800) 426-0337  
Email: care@cardiacscience.com  
Website: www.cardiacscience.com

**Carson Manufacturing  
Company, Inc..... M**  
5451 N Rural St  
Indianapolis IN 46220 USA  
Phone: (888) 577-6877  
Email: toniw@carson-fg.com  
Website: www.carson-mfg.com



**Case Closed Software.....D-M-SC**  
201 South Lakeline Blvd, Ste 201  
Cedar Park TX 78613 USA  
Phone: (512) 256-1400  
Email: info@caseclosed  
software.com  
Website: www.caseclosed  
software.com

**Center for Law Enforcement  
Technology, Training &  
Research, Inc.....SC-NP**  
3452 Lake Lynda Dr, Ste 190  
Orlando FL 32732 USA  
Phone: (407) 545-3730  
Email: admin@lettr.org  
Website: www.lettr.org

**Central Police Supply ..... D**  
1410 Washington Ave  
Houston TX 77002 USA  
Phone: (713) 225-4392  
Email: sales@centralpolice.com  
Website: www.centralpolice.com

**Choice Marketing, Inc..... M**  
369 Turner Industrial Way  
Aston PA 19014 USA  
Phone: (800) 999-2464  
Email: vince@choicesportscards.com  
Website: www.choicesportscards.com

**IAPRO**

**CI Technologies, Inc..... DS**  
PO Box 534  
Townsend MA 01469 USA  
Phone: (800) 620-8504  
Email: sales@ci-technologies.com  
Website: www.iapro.com  
*See our ad on page 5.*

**Coins For Anything, Inc..... M**  
100 Industrial Dr  
Fredericksburg VA 22408 USA  
Phone: (540) 376-7000  
Email: info@coinsforanything.com  
Website: www.coinsforanything.com

**Command Presence Training  
Associates.....SC**  
6012 Bayfield Pkwy, 113  
Concord NC 28027 USA  
Phone: (980) 999-1051  
Email: info@commandpresence.net  
Website: www.commandpresence.net

**Communications-Applied  
Technology C-AT..... M**  
11250-14 Roger Bacon Dr  
Reston VA 20190 USA  
Phone: (800) 229-3925  
Email: info@c-at.com  
Website: www.c-at.com

**Complete Inspection  
Systems Inc.....M-SC**  
334 Fourth Ave  
Indialantic FL 32903 USA  
Phone: (321) 952-2490  
Email: sales@completeinspection  
systems.com  
Website: www.completeinspection  
systems.com

**Corona Solutions.....OL-SC**  
4610 S Ulster St, Ste 150  
Denver CO 80237 USA  
Phone: (720) 685-9550  
Email: sales@coronasolutions.com  
Website: www.coronasolutions.com

**Crime Scene Supply, Inc..... D-M**  
2346 Hidden Valley Rd  
Hiawassee GA 30546 USA  
Phone: (706) 896-9742  
Email: rjk.css@brmemc.net  
Website: www.crimescene-supply.com

**Crime Tech Solutions, LLC.....D-DS**  
PO Box 1116, Ste 170  
3550 Lakeline Blvd  
Leander TX 78641 USA  
Phone: (512) 256-1400  
Email: info@crimetechsolutions.com  
Website: www.crimetechsolutions.com

**CrimeSoft, Inc..... D-M**  
133 N Lightburne St  
Liberty MO 64068 USA  
Phone: (816) 781-9305  
Email: info@crimesoft.com  
Website: www.crimesoft.com

**Crimestar Corporation..... M**  
PO Box 6100  
Santa Barbara CA 93160 USA  
Phone: (877) 767-4267  
Email: info@crimestar.com  
Website: www.crimestar.com

**Crossmatch..... M**  
3950 RCA Blvd, Ste 5001  
Palm Beach Gardens FL 33410 USA  
Phone: (561) 622-1650  
Email: john.bagocius@cross  
match.com  
Website: www.crossmatch.com

**CSI Forensic Supply.....D-M-DS-OL**  
418 N Buchanan Circle, Ste 17  
Pacheco CA 94553 USA  
Phone: (925) 686-6667  
Email: robert@csiforensic.com  
Website: www.csiforensic.com

 **CZ-USA**  
PROTECT - HUNT - COMPETE

**CZ-USA..... M**  
PO Box 171073  
Kansas City KS 66117 USA  
Phone: (800) 955-4486  
Email: lesales@cz-usa.com  
Website: www.cz-usa.com  
*See our ad on page 13.*

**Darany & Associates.....SC**  
1250 San Pablo Ave  
Redlands CA 92373 USA  
Phone: (909) 798-4475  
Email: tsdarany@earthlink.net  
*See our ad on page 44.*

**DB Innovations, LLC..... M**  
22 Washington Ave  
Endicott NY 13760 USA  
Phone: (866) 340-9512  
Email: info@vocar.com  
Website: www.vocar.com

**Dehner Co, Inc.....D-M-DS**  
3614 Martha St  
Omaha NE 68105 USA  
Phone: (402) 342-7788  
Email: info@dehner.com  
Website: www.dehner.com

**Derive Systems.....SC**  
4150 Church St, Ste 1024  
Sanford FL 32771 USA  
Phone: (866) 688-3048  
Email: support@derivesystems.com  
Website: www.derivesystems.com

 **Dewberry**

**Dewberry.....SC**  
8401 Arlington Blvd  
Fairfax VA 22031 USA  
Phone: (703) 849-0100  
Email: publicsafety@dewberry.com  
Website: www.dewberry.com  
*See our ad on page 34.*

**Digital Boundary Group.....SC**  
13760 Noel Rd, Ste 327  
Dallas TX 75240  
Phone: (800) 747-3557  
Email: sales@digitalboundary.net  
Website: www.digitalboundary.net  
*See our ad on page 67.*

**Disguised Antennas..... M**  
848 N Rainbow Blvd, 619  
Las Vegas NV 89107 USA  
Phone: (800) 435-9800  
Email: sales@disguisedantennas.com  
Website: www.disguisedantennas.com

**DrugWipe..... DS**  
10952 Santa Monica Blvd  
Los Angeles CA 90025 USA  
Phone: (888) 937-9646  
Email: sales@alcolockusa.com  
Website: www.drugwipeusa.com

**Eden Consulting Group..... D-M-OL**  
123 Hawkmere View  
Chestermere AB T1X 1T7 Canada  
Phone: (403) 569-6822  
Email: rsenden@policek9.com  
Website: www.katsplatinum.com

**Edge Tactical Eyewear..... M**  
PO Box 845  
Layton UT 84041 USA  
Phone: (866) 953-7315  
Email: customerservice@  
edgeeyewear.com  
Website: www.edgeeyewear.com

**Eiseman-Ludmar Co, Inc.....M-DS**  
56 Bethpage Dr  
Hicsville NY 11801 USA  
Phone: (516) 932-6990  
Email: eiselud@aol.com  
Website: www.shopelc.com

**EK USA, Inc..... M-DS-OL**  
575 W 3200 South  
Logan UT 84321 USA  
Phone: (800) 338-2030  
Email: ek@ekusa.com  
Website: www.ekusa.com

**The Emblem Authority..... M**  
22 A-B Emblem Dr  
Weaverville NC 28787 USA  
Phone: (800) 378-0417  
Email: sales@theemblemauthority.com  
Website: www.theemblemauthority.com

**Emergency Vehicles, Inc..... M**  
705 13th St  
Lake Park FL 33403 USA  
Phone: (800) 848-6652  
Email: evi@evi-fl.com  
Website: www.evi-fl.com/lsite

**End-X Systems.....D-M-DS-OL**  
67 S. Higley Rd, 103-143  
Gilbert AZ 85296 USA  
Phone: (480) 809-4650  
Email: info@endxsystems.com  
Website: www.endxsystems.com

**Envisage Technologies.....OL**  
101 W. Kirkwood Ave, Ste 200  
Bloomington IN 47404 USA  
Phone: (812) 330-7101  
Email: info@envisagenow.com  
Website: www.envisagenow.com

**Esri.....M-DS-OL-SC**  
380 NY St  
Redlands CA 92373 USA  
Phone: (909) 793-2853  
Email: jbeck@esri.com  
Website: www.esri.com/industries/  
law-enforcement

**Evidence Talks.....SC**  
Willen House Tongwell St, Fox Milne  
Milton Keynes Buckinghamshire  
MK15 0YS United Kingdom  
Email: andrew.sheldon@  
evidencetalks.com  
Website: www.evidence.talks.com

**ExtraCarry.com..... M**  
PO Box 2950  
Battle Ground WA 98604 USA  
Phone: (360) 687-5800  
Email: sales@extracarry.com  
Website: www.extracarry.com

**FAAC Incorporated..... M**  
1229 Oak Valley Dr  
Ann Arbor MI 48108 USA  
Phone: (734) 761-5836  
Email: publicsafety@faac.com  
Website: www.faac.com



**Fair and Impartial Policing, LLC.....SC**

17409 Heather Oaks Pl  
Tampa FL 33647 USA  
Phone: (813) 541-6580  
Email: mkhoerig@fairandimpartialpolicing.com  
Website: www.fairandimpartialpolicing.com  
See our ad on page 45.

**FARO.....M**

250 Technology Park  
Lake Mary FL 32746 USA  
Phone: (800) 736-0234  
Email: support@faro.com  
Website: www.publicsafety.faro.com



**FBI-LEEDA.....NP**

5 Great Valley Pkwy, Ste 125  
Malvern PA 19355 USA  
Phone: (877) 772-7712  
Email: info@fbileeda.org  
Website: www.fbileeda.org  
See our ad on page 2.

**FGM ARCHITECTS**

**FGM Architects Inc.....SC**

1211 W 22nd St, Ste 700  
Oak Brook Illinois 60523 USA  
Phone: (640) 574-8300  
Email: andyj@fgmarchitects.com  
Website: www.fgmarchitects.com  
See our ad on page 9.



**FLIR Systems, Inc.....M**

27700 SW Parkway Ave  
Wilsonville OR 97070 USA  
Phone: (503) 498-3547  
Email: sales@flir.com  
Website: www.flir.com

**Foray Technologies.....M**

3911 5th Ave, Ste 300  
San Diego CA 92103 USA  
Phone: (619) 858-1360  
Email: kmiller@foray.com  
Website: www.foray.com

**Fox Tactical.....M-DS**

2040 N 15th Ave  
Melrose Park IL 60160 USA  
Phone: (800) 523-4332  
Email: andre@foxoutdoor.com  
Website: www.foxoutdoor.com

**Frozen Rotors - DCI.....M-DS**

2180 County Rd 42 W  
Burnsville MN 55337 USA  
Phone: (888) 323-8456  
Email: sales@frozenrotors.com  
Website: www.frozenrotors.com

**Galls.....DS-OL-G**

1340 Russell Cave Rd  
Lexington KY 40505 USA  
Phone: (800) 477-7766  
Email: help-desk@galls.com  
Website: www.galls.com

**GammaTech.....M**

48329 Fremont Blvd  
Fremont CA 94538 USA  
Phone: (510) 492-0828  
Email: sales@gammatechusa.com  
Website: www.gammatechusa.com

**GeoSafe.....M-DS-OL-P-SC**

1313 Newbury Dr  
Norman OK 73071 USA  
Phone: (918) 521-2983  
Email: contact@geosafe.com  
Website: www.geosafe.com

**GH Armor Systems.....M**

1 Sentry Dr, PO Box 280  
Dover TN 37058 USA  
Phone: (866) 920-5940  
Email: info@gharmorsystems.com  
Website: www.gharmorsystems.com

**GT Distributors.....DS**

2545 Brockton Dr, Ste 100  
Austin TX 78758 USA  
Phone: (800) 775-5996  
Email: sales@gtdist.com  
Website: www.gtdist.com

**Guardian Protective Devices Inc.....M-DS**

154 Cooper Rd, Bldg 703  
West Berlin NJ 08091 USA  
Phone: (856) 753-5007  
Email: guardpd@verizon.net  
Website: www.guardpd.com

**GunBusters.....SC**

743 Spirit 40 Park Dr  
Chesterfield MO 63005 USA  
Phone: (855) 486-2878  
Email: info@gunbustersUSA.com  
Website: www.gunbustersUSA.com

**Harbor Guard Boats, Inc.....M**

2051 Placentia Blvd  
Costa Mesa CA 92627 USA  
Phone: (951) 493-6785  
Email: info@harboriguardboats.com  
Website: www.harboriguardboats.com

**HD Barcode LLC.....M**

334 Fourth Ave  
Indialantic FL 32903 USA  
Phone: (321) 952-2490  
Email: gparish@autoproofpro.com  
Website: www.hdbarcode.com

**HEMCO Corporation.....M**

711 South Powell Rd  
Independence MO 64056 USA  
Phone: (800) 779-4362  
Email: info@hemcocorp.com  
Website: www.hemcocorp.com

**Henry Repeating Arms.....M**

59 E 1st St  
Bayonne NJ 07002 USA  
Phone: (201) 858-4400  
Email: info@henryrepeating.com  
Website: www.henryrifles.com

**Hi-Tec Socks.....OL**

102 W Third St, Liberty Plaza, Ste 250  
Winston-Salem NC 27101 USA  
Phone: (307) 733-8777  
Email: katiem@terrapublicrelations.com  
Website: www.thecomfortsock.com/brands-guide/hi-tec-socks

**Holmans USA LLC.....D**

6201 Jefferson St NE  
Albuquerque NM 87109 USA  
Phone: (800) 545-0932  
Email: sales@holmans.com  
Website: www.holmans.com  
See our ad on page 31.

**Homeless Innovations, LLC.....SC**

4435 Sawgrass Blvd  
New Port Richey FL 34653 USA  
Phone: (727) 234-1122  
Email: dan@homelessinnovations.com  
Website: www.homelessinnovations.com

**Humane Restraint Co, Inc.....M-DS**

912 Bethel Cir  
Waunakee WI 53597 USA  
Phone: (608) 849-6313  
Email: schultz1@chorus.net  
Website: www.humanerestraint.com

**Husson University.....S**

1 College Cir  
Bangor ME 04401 USA  
Phone: (207) 941-7000  
Email: admit@husson.edu  
Website: www.husson.edu



**IACP Net.....OL**

2101 Wooddale Dr, Ste D  
St. Paul MN 55125 USA  
Phone: (800) 227-9640  
Email: membership@iacpnet.com  
Website: www.commandanswers.com  
See our ad on page 60.

**Innocorp, Ltd.....M**

PO Box 930064  
Verona WI 53593 USA  
Phone: (800) 272-5023  
Email: request@fatalvision.com  
Website: https://fatalvision.com

**Institute of Police Technology & Management.....OL-P-S-G**

University of North Florida, 12000  
Alumni Dr  
Jacksonville FL 32224 USA  
Phone: (904) 620-4786  
Email: info@iptm.org  
Website: www.iptm.org

**Integrated Biometrics.....M**

121 Broadcast Dr, Level 2  
Spartanburg SC 29303 USA  
Phone: (864) 990-3711  
Email: sales@integratedbiometrics.com  
Website: www.integratedbiometrics.com



**International Association of Chiefs of Police (IACP).....SC-NP**

44 Canal Center Plaza, Ste 200  
Alexandria VA 22314 USA  
Phone: (800) 843-4227  
Email: info@theiacp.org  
Website: www.theiacp.org

**International Police Mountain Bike Association.....NP**

583 Frederick Rd, Ste 5B  
Baltimore MD 21228 USA  
Phone: (410) 744-2400  
Email: info@ipmba.org  
Website: www.ipmba.org

**Intrensic.....D-DS-SC**

111 Congress Ave, Ste 400  
Austin TX 78701 USA  
Phone: (844) 466-2568  
Email: contact@intrensic.com  
Website: www.intrensic.com

**IsoTropic Networks.....DS**

W2835 Krueger Rd  
Lake Geneva WI 53147 USA  
Phone: (262) 248-9600  
Email: sales@isosat.net  
Website: www.isosat.net

**Jivasoft Corporation.....M-DS**

PO Box 780632  
San Antonio TX 78278 USA  
Phone: (800) 723-5124  
Email: info@jivasoft.com  
Website: www.jivasoft.com

**JPS Interoperability Solutions.....M**

5800 Departure Dr  
Raleigh NC 27603 USA  
Phone: (919) 790-1011  
Email: sales@jpsinterop.com  
Website: www.jpsinterop.com

**Karl Blinkinsop, Independent Security Consultant.....SC**

8675 Wales Ct  
Gainesville VA 20155 USA  
Phone: (850) 865-1913  
Email: karl.blinkinsop@gmail.com  
Website: www.karlbl.startlogic.com



**Kaseware, Inc..... M**

191 University Blvd, Ste 170  
Denver CO 80206 USA  
Phone: (844) 527-3927  
Email: sales@kaseware.com  
Website: www.kaseware.com  
*See our ad on page 49.*

**KENTECH Consulting, Inc.....SC**

520 W Erie, Ste 340  
Chicago IL 60654 USA  
Phone: (312) 780-0470  
Email: screen@ekentech.com  
Website: www.ekentech.com

**K-Sun Corporation..... M**

370 SMC Dr, PO Box 309  
Somerset WI 54016 USA  
Phone: (800) 622-6312  
Email: bbredahl@ksun.com  
Website: www.ksun.com

**Kustom Signals, Inc..... M**

9652 Loiret Blvd  
Lenexa KS 66219 USA  
Phone: (800) 458-7866  
Email: sales@kustomsignals.com  
Website: www.kustomsignals.com

**Kyocera International, Inc..... D-M**

8611 Balboa Ave  
San Diego CA 92111 USA  
Phone: (858) 576-2600  
Email: cassie@zmmcommunications.com  
Website: https://americas.kyocera.com/index.htm

**L3 Mobile-Vision ..... M**

400 Commons Way  
Rockaway NJ 07866 USA  
Phone: (800) 336-8475  
Email: sales.mvi@l3t.com  
Website: www.mobile-vision.com

**Laser Technology, Inc ..... M**

6912 S Quentin St  
Centennial CO 80112 USA  
Phone: (303) 649-1000  
Email: info@lasertech.com  
Website: www.lasertech.com

**LEDlights ..... M**

474 Barnes Blvd  
Rockledge FL 32955 USA  
Phone: (321) 690-2462  
Email: info@ledlights.com  
Website: www.ledlights.com

**Liebert Cassidy Whitmore .....SC**

6033 W Century Blvd, 5th Fl  
Los Angeles CA 90045 USA  
Phone: (800) 645-2696  
Email: info@lcwlegal.com  
Website: www.lcwlegal.com

**Life Safety Systems, Inc.....D--DS-OL-SC**

343 Soquel Ave, Ste 317  
Santa Cruz CA 95062 USA  
Phone: (831) 426-9090  
Email: info@lifesafetysys.com  
Website: www.lifesafetysys.com

**LogicTree IT Solutions Inc..... M**

6060 Sunrise Vista Dr, Ste 3500  
Citrus Heights CA 95610 USA  
Phone: (916) 676-7335  
Email: don@logictreeit.com  
Website: www.logictreeit.com

**Louroe Electronics..... M**

6955 Valjean Ave  
Van Nuys 91406 CA USA  
Phone: (800) 927-6498  
Email: sales@louroe.com  
Website: www.louroe.com/corrections

**Lund Industries, Inc.....M-DS**

3175 MacArthur Blvd  
Northbrook IL 60062 USA  
Phone: (847) 459-1460  
Email: sales@lund-industries.com  
Website: www.lund-industries.com

**Mac's Lift Gate Inc..... M**

2801 E South St  
Long Beach CA 90805 USA  
Phone: (800) 795-6227  
Email: sales@macsliftgate.com  
Website: www.macsliftgate.com

**Mag Instrument (Maglite) ..... M**

2001 South Hellman St  
Ontario CA 91761 USA  
Phone: (909) 947-1006  
Email: rkarst@magmail.com  
Website: www.maglite.com

**Mark43.....M-SC**

28 E 28th St, 12th Fl  
New York City NY 10016 USA  
Phone: (212) 651-9154  
Email: info@mark43.com  
Website: www.mark43.com

**Markl Supply Company, Inc..... D**

904 Perry Hwy  
Pittsburgh PA 15229 USA  
Phone: (412) 358-9660  
Email: info@marklsupply.com  
Website: www.marklsupply.com

**Matthews Specialty Vehicles, Inc..... D-M**

101 S Swing Rd  
Greensboro NC 27409 USA  
Phone: (877) 905-4678  
Email: information@msvehicles.com  
Website: www.msvehicles.com

**McGruff Safe Kids.....P**

PO Box 931  
Wayzata MN 55391 USA  
Phone: (800) 288-3344  
Email: kurt@mcgruff-safe-kids.com  
Website: www.planprepareshare.com

**MobileTec International, Inc.....D-M-DS**

14502 N Dale Mabry, Ste 226  
Tampa FL 33618 USA  
Phone: (813) 876-8333  
Email: epinzon@mobiletec.net  
Website: www.mobiletec.net

**MorphoTrust USA..... DS**

296 Concord Rd, Ste 300  
Billerica MA 01821 USA  
Phone: (978) 215-2400  
Email: info@morphotrust.com  
Website: www.morphotrust.com

**MPH Industries ..... M**

316 East 9th St  
Owensboro KY 42303 USA  
Phone: (888) 689-9222  
Email: info@mphindustries.com  
Website: www.mphindustries.com



**MSAB Inc..... M-DS-SC**

2001 Jefferson Davis Hwy, Ste 801  
Arlington VA 22202 USA  
Phone: (703) 750-0068  
Email: sales@msab.com  
Website: www.msab.com  
*See our ad on page 17.*

**MT2, LLC.....SC**

14045 W 66th Ave  
Arvada CO 80004 USA  
Phone: (888) 435-6645  
Email: info@mt2.com  
Website: www.mt2.com



**Multi-Health Systems, Inc (MHS).....DS-OL-P**

3770 Victoria Park Ave  
Toronto ON M2H 3M6 Canada  
Phone: (800) 456-3003  
Email: salina.shairulla@mhs.com  
Website: http://mhs.com/safety.aspx  
*See our ad on page 45.*

**MuscleSound.....SC**

4500 Cherry Creek S Dr., Ste 1050  
Denver CO 80246 USA  
Phone: (303) 222-0280  
Email: acrowe@crowepr.com  
Website: www.musclesound.com

**National Forensic Science Technology Center.....OL-SC-NP**

8285 Bryan Dairy Rd, Ste 125  
Largo FL 33702 USA  
Phone: (727) 395-2511  
Email: info@nfstc.org  
Website: www.nfstc.org



**NICE..... M**

221 River St  
Hoboken NJ 07030 USA  
Phone: (866) 999-6423  
Email: PSInfo@nice.com  
Website: www.nice.com/protecting/public-safety/nice-investigate

**Northwestern**

CENTER FOR  
PUBLIC SAFETY

**Northwestern University Center for Public Safety.....S**

1801 Maple Ave  
Evanston IL 60605 USA  
Phone: (800) 323-4011  
Email: nucps@northwestern.edu  
Website: www.nucps.northwestern.edu  
*See our ad on page 19.*

**Off Duty Services .....SC**

1908 Ave, A100  
Katy TX 77493 USA  
Phone: (281) 346-2188  
Email: information@offduty.com  
Website: www.offdutyservices.com

**OK Fine Productions.....M-DS**

PO Box 225  
Casper WY 82602 USA  
Phone: (307) 266-4662  
Email: orders@tribcsp.com  
Website: www.trainingdummies.com

**Oncam ..... M**

900 Middlesex Tpke, Bldg 5, Ste 2E  
Billerica MA 01821 USA  
Phone: (978) 735-4860  
Email: sales@oncamgrandeye.com  
Website: www.oncamgrandeye.com

**Passaic Leather ..... M**

51 Market St  
Passaic NJ 07055 USA  
Phone: (973) 777-4026  
Email: Info@passaicleather.com  
Website: www.passaicleather.com

**PhaZZer Electronics Inc.....D-M-DS**

808 N Hoagland Blvd  
Kissimmee FL 34741 USA  
Phone: (855) 742-9937  
Email: brandon@phazzer.com  
Website: www.phazzer.com

**Police Bike Store..... D-M-OL**

179 Rte 46 W, Ste 9-278  
Rockaway NJ 07866 USA  
Phone: (973) 366-5868  
Email: info@policebikestore.com  
Website: www.policebikestore.com

**PredPol, Inc .....SC-G**

PO Box 2870  
Santa Cruz CA 95060 USA  
Phone: (831) 331-4550  
Email: info@predpol.com  
Website: www.predpol.com

**PrintekMobile ..... M**

1517 Townline Rd  
Benton Harbor MI 49022 USA  
Phone: (800) 368-4636  
Email: info@printek.com  
Website: www.printek.com



**Priority Dispatch.....SC**

110 South Regent St, Ste 500  
Salt Lake City UT 84111 USA  
Phone: (800) 363-9127  
Email: scott.robinson@prioritydispatch.net  
Website: www.prioritydispatch.net  
*See our ad on page 27.*

**Pro Wear Gear Inc c/o Linda Laz.....M**

59 Barbara Cres  
Winnipeg MB R3R2Y4 Canada  
Phone: (888) 881-5959  
Email: protect@proweargear.com  
Website: www.proweargear.com

**PRO-VISION Video Systems.....M**

8625-B Byron Commerce Dr SW  
Byron Center MI 49315 USA  
Phone: (616) 583-1520  
Email: info@provisionusa.com  
Website: www.provisionusa.com

**Pryme Radio.....M**

911 Mariner St  
Brea CA 92821 USA  
Phone: (714) 257-0300  
Email: sales.service@pryme.com  
Website: www.pryme.com

**Public Safety Corporation****(CryWolf).....M-SC**

103 Paul Mellon Ct  
Waldorf MD 20602 USA  
Phone: (240) 607-1400  
Email: info@publicsafetycorp.com  
Website: www.crywolf.us

**Public Safety Software****Group.....M-OL-SC**

31566 RailRd Canyon Rd  
Ste 2, PMB 112  
Canyon Lake CA 92587-9446 USA  
Phone: (951) 279-6893  
Email: info@publicsafetysg.com  
Website: www.publicsafetysg.com

**Pugs Cabinet Systems.....D-M-DS**

80 N Dell Ave  
Kenvil NJ USA  
Phone: (800) 722-0210  
Email: ask@pugscabinets.com  
Website: www.pugscabinets.com

**Pulsiam.....M-SC**

16030 Ventura Blvd, Ste 120  
Los Angeles CA 91436 USA  
Phone: (310) 282-9919  
Email: hblanks@pulsiam.com  
Website: www.pulsiam.com

**Quantum Corporation.....D**

3600 136th PL SE, Ste 200  
Bellevue WA 98006 USA  
Phone: (888) 420-5909  
Email: videosurveillance@quantum.com  
Website: www.quantum.com/video-surveillance

**Radio IP Software.....D-DS-SC**

1111 St Charles St W  
East Tower, Ste 555  
Longueuil QC J4K5G4 Canada  
Phone: (877) 717-2242  
Email: sales@radio-ip.com  
Website: www.radioip.com

**Redstone Architects, Inc.....SC**

2709 S Telegraph Rd  
Bloomfield Hills MI 48302 USA  
Phone: (248) 418-0990  
Email: dredstone@redstonearchitects.com  
Website: www.redstonearchitects.com  
*See our ad on page 61.*

**RedXDefense.....M**

7642 Standish Pl  
Rockville MD 20855 USA  
Phone: (301) 279-7970  
Email: redxsales@redxdefense.com  
Website: www.redxdefense.com

**Reliapon Police****Products.....D-M-DS-OL-P**

4620 Calimesa St, Ste D-1  
Las Vegas NV 89115 USA  
Phone: (800) 423-0668  
Email: sales@reliapon.com  
Website: www.reliapon.com

**Ridge Footwear.....M**

2817 South Grove St, PO Box 389  
Eustis FL 32726 USA  
Phone: (352) 357-2669  
Email: info@ridgefootwear.com  
Website: www.ridgefootwear.com

**RoboteX, Inc.....M**

300 S Washington St  
Jerseyville IL 62052 USA  
Phone: (650) 319-7827  
Email: info@robotex.com  
Website: www.robotex.com

**Rockland Custom Products.....M**

10 Commerce Dr  
Hauppauge NY 11788 USA  
Phone: (631) 391-6007  
Email: taltadonna@rocklandcustomproducts.com  
Website: www.rocklandcustomproducts.com

**RU2 Systems, Inc.....M**

2631 N Ogden Rd  
Mesa AZ 85215 USA  
Phone: (480) 982-2107  
Email: info@ru2systems.com  
Website: www.ru2systems.com

**The Safariland Group.....M**

3120 E Mission Blvd  
Ontario CA 91761 USA  
Phone: (909) 923-7300  
Email: kelsey.reddoch@safariland.com  
Website: www.safariland.com

**Safe Deal Zone.....SC-NP**

5505 Old Granbury Rd  
Granbury TX 76049 USA  
Phone: (817) 736-0486  
Email: secure@safedeal.zone  
Website: www.safedeal.zone

**Safety Vision.....DS-SC**

6100 W Sam Houston Pwky N  
Houston TX 77041 USA  
Phone: (800) 880-8855  
Email: email@safetyvision.com  
Website: www.safetyvision.com

**Safevision LLC.....M**

9715 Olive Blvd  
St. Louis MO 63132 USA  
Phone: (314) 795-8537  
Email: jstewart@safevision.net  
Website: www.spectaclekits.com

**Sas R & D Services Inc.....M-DS**

PO Box 821870, South FL Center  
South Florida FL 33029 USA  
Phone: (954) 432-2345  
Email: info@sasrad.com  
Website: www.sasrad.com

**Schedule Express by Informer****Systems.....M**

1900 S Norfolk St, Ste 350  
San Mateo CA 98370 USA  
Phone: (800) 470-6102  
Email: info@informersystems.com  
Website: www.informersystems.com

**ScheduleAnywhere®****ScheduleAnywhere.....SC**

3330 Fiechtner Dr S  
 Fargo ND 58103 USA  
Phone: (800) 874-8801  
Email: info@scheduleanywhere.com  
Website: www.scheduleanywhere.com/police  
*See our ad on page 5.*

**SecureWatch24.....D-DS-SC**

1 Penn Plaza, 4000  
New York NY 10119 USA  
Phone: (212) 729-5400  
Email: info@SW24.com  
Website: www.SW24.com  
*See our ad on page 29.*

**Seek Thermal.....M**

111 Castilian Dr  
Santa Barbara CA 93117 USA  
Phone: (844) 733-4328  
Email: jaddison@thermal.com  
Website: www.thermal.com

**ShotLock.....M**

215 Township St  
Sedro Woolley WA 98284 USA  
Phone: (800) 852-0400  
Email: sales@shotlock.com  
Website: www.shotlock.com

**Sierra Pacific Software, LLC.....M-DS**

12784 SW Rembrandt Ln  
Tigard OR 97224 USA  
Phone: (503) 840-0855  
Email: sales@trainingofficer2000.com  
Website: www.trainingofficer2000.com

**Sirchie.....D-M-DS-OL-SC-S**

100 Hunter Pl  
Youngsville NC 27596 USA  
Phone: (800) 356-7311  
Email: sales@sirchie.com  
Website: www.sirchie.com  
*See our ad on page 33.*

**Sirchie Vehicles.....D-M-DS-OL-SC-S**

612 Gravelly Hollow Rd  
Medford NJ 08055 USA  
Phone: (800) 356-7311  
Email: sales@sirchie.com  
Website: www.sirchie.com/vehicles

**Skidcar System Inc.....DS**

6440 Sky Pointe Dr, Ste 140, PMB 141  
Las Vegas NV 89131 USA  
Phone: (702) 395-2896  
Email: info@skidcar.com  
Website: www.skidcar.com

**Southern Police Institute.....S**

University of Louisville  
McCandless Hall, 2303 S Third St  
Louisville KY 40208 USA  
Phone: (502) 852-6561  
Email: mailspi@louisville.edu  
Website: www.louisville.edu/spi  
*See our ad on page 37.*

**Specialty Fitness Equipment.....DS**

5188 Richmond Rd  
Cleveland OH 44139 USA  
Phone: (855) 859-7171  
Email: virgil@specialtyfitnessequipment.com  
Website: www.specialtyfitnessequipment.com

**Steck Manufacturing Co. ....M**

1115 S Broadway  
Dayton OH 45417 USA  
Phone: (937) 222-0062  
Email: sales@steckmfg.com  
Website: www.steckmfg.com

**Streamlight Inc.....M**

30 Eagleville Rd  
Eagleville PA 19403 USA  
Phone: (610) 631-0600  
Email: cs@streamlight.com  
Website: www.streamlight.com  
*See our ad on page 3.*

**Strong Leather Co.** ..... M  
 39 Grove St  
 Gloucester MA 01930 USA  
 Phone: (978) 879-1050  
 Email: sales@strongleather.com  
 Website: www.strongbadgcase.com

**Super Seer Corporation** ..... M  
 PO Box 700, 3989 Evergreen Pkwy  
 Evergreen CO 80437 USA  
 Phone: (303) 674-6663  
 Email: sales@superseer.com  
 Website: www.superseer.com

**T3 Motion, Inc.** ..... D-M-DS  
 970 Challenger St  
 Brea CA 92821 USA  
 Phone: (714) 255-0200  
 Email: sales@t3motion.com  
 Website: www.t3motion.com

**T4 Communications** ..... M-DS  
 1290 St. Paul St, Ste 309  
 Kelowna BC V1Y 2C9 Canada  
 Phone: (888) 316-0666  
 Email: sales@t4comm.com  
 Website: www.t4comm.com



**Textron Aviation (Cessna, Beechcraft)** ..... M  
 One Cessna Blvd  
 Wichita KS 67235 USA  
 Phone: (316) 517-8270  
 Email: salesops@txtav.com  
 Website: www.txtav.com  
*See our ad on page 64.*

**TigerLight, Inc.** ..... M  
 431 Neil Armstrong Rd  
 Salt Lake City UT 84116 USA  
 Phone: (435) 671-3331  
 Email: mteig@tigerlight.net  
 Website: www.tigerlight.net

**Torfino Enterprises, Inc.** ..... M  
 12520 Capital Blvd Ste #401-112  
 Wake Forest NC 27587 USA  
 Phone: (561) 790-0111  
 Email: info@torfino.com  
 Website: www.torfino.com



**Track Star International, Inc.** ..... M  
 8801 J.M. Keynes Dr Ste 260  
 Charlotte NC 28262 USA  
 Phone: (800) 661-3515  
 Email: sales@trackstar.com  
 Website: www.trackstar.com

**TruckVault, Inc.** ..... M  
 P.O. Box 734, 315 Township  
 Sedro Woolley WA 98284 USA  
 Phone: (800) 967-8107  
 Email: info@truckvault.com  
 Website: www.truckvault.com

**Tuffy Security Products** ..... D-M-DS-OL  
 25733 Rd H  
 Cortez Co 81321 USA  
 Phone: (800) 348-8339  
 Email: sales@tuffyproducts.com  
 Website: www.pro.tuffyproducts.com/default.aspx

**Twitco Distributing** ..... DS-OL  
 82 Fitzgerald Dr, Unit 2A  
 Jaffrey NH 03542 USA  
 Phone: (603) 532-4500  
 Email: sales@twitco.com  
 Website: www.twitco.com



**Tyler Technologies** ..... M  
 5101 Tennyson Pkwy  
 Plano TX 75024 USA  
 Phone: (284) 269-1000  
 Email: publicafetyinfo@tylertech.com  
 Website: www.tylertech.com/publicsafety  
*See our ad on page 100.*

**Unity Manufacturing Co.** ..... M  
 1260 N Clybourn Ave  
 Chicago IL 60610 USA  
 Phone: (312) 943-5200  
 Email: info@unityusa.com  
 Website: www.unityusa.com

**The University of Oklahoma-College of Liberal Studies** ..... S-G-NP  
 1610 Asp Ave, Ste 108  
 Norman OK 73072 USA  
 Phone: (405) 325-3266  
 Email: clsinfo@ou.edu  
 Website: www.cls.ou.edu

**Vanderbilt** ..... M  
 2 Cranberry Rd  
 Parsippany NJ 07054 USA  
 Phone: (855) 316-3900  
 Email: vanderbilt@compassintegrated.com  
 Website: www.vanderbiltindustries.com

**VeriPic** ..... P  
 1879 Lundy Ave, Ste 286  
 San Jose CA 95131-1884 USA  
 Phone: (408) 496-1200  
 Email: ksanker@veripic.com  
 Website: www.veripic.com

**Versaterm** ..... M  
 7534 E 1st St  
 Scottsdale AZ 85251 USA  
 Phone: (480) 225-0316  
 Email: jim.mortimer@versaterm.com  
 Website: www.versaterm.com

**Vidsys** ..... D-M-DS-OL  
 8219 Leesburg Pike, 250  
 Vienna VA 22182 USA  
 Phone: (703) 883-3730  
 Email: marketing@vidsys.com  
 Website: www.vidsys.com



**Vigilant Solutions** ..... M-DS  
 2021 Las Positas Ct, Ste 101  
 Livermore CA 94551 USA  
 Phone: (925) 398-2079  
 Email: bevigilant@vigilantsolutions.com  
 Website: www.vigilantsolutions.com  
*See our ad on page 7.*

**VirTra** ..... M  
 7970 S Kyrene Rd  
 Tempe AZ 85284 USA  
 Phone: (480) 968-1488  
 Email: sales@virtra.com  
 Website: www.virtra.com  
*See our ad on page 25.*

**VP360/SoleraTec** ..... M  
 2340 Auto Park Way Ste 205  
 Escondido CA 92029 USA  
 Phone: (720) 743-7200  
 Email: contact@vp360solutions.com  
 Website: www.vp360solutions.com

**Wanco Inc.** ..... M  
 5870 Tennyson St  
 Arvada CO 80003 USA  
 Phone: (303) 427-5700  
 Email: info@wanco.com  
 Website: www.wancosecurity.com



**WatchGuard Video** ..... M  
 415 Century Pkwy  
 Allen TX 75013 USA  
 Phone: (800) 605-6734  
 Email: sales@watchguardvideo.com  
 Website: http://watchguardvideo.com  
*See our ad on page 23.*

**WHP Trainingtowers** ..... M  
 9130 Flint  
 Prairie Village KS 66214 USA  
 Phone: (913) 385-3663  
 Email: dave\_dyer@trainingtowers.com  
 Website: www.trainingtowers.com

**The York Company** ..... DS  
 6129 Mount Pisgah Rd  
 Nashville TN 37211 USA  
 Phone: (727) 692-9370  
 Email: support@theyorkco.com  
 Website: www.theYorkco.com

*Police Chief's Buyers' Guide is released every April. To make sure your company is included in the 2018 edition, email dgudakunst@theiacp.org to ensure you're notified when the 2018 Buyers' Guide submission form opens.*

# Products & Services

**KEY**

■ ADVERTISER

## Administration

### Agency standards

- California University of Pennsylvania ..... S
- Corona Solutions ..... OL-SC
- FBI-LEEDA ..... NP
- IACP Net ..... OL
- International Association of Chiefs of Police (IACP) ..... NP-SC
- KENTECH Consulting, Inc ..... SC
- ScheduleAnywhere ..... SC
- Sierra Pacific Software, LLC ..... M-DS
- WatchGuard Video ..... M

### Alcohol/drug education products

- GT Distributors ..... DS
- McGruff Safe Kids ..... P
- Innocorp, Ltd ..... M
- Sirchie ..... D-M-DS-OL-SC-S

### Architects/designers

- Architects Design Group ..... SC
- Brinkley Sargent Wiginton Architects ..... SC
- Dewberry ..... SC
- FGM Architects Inc ..... SC
- Redstone Architects, Inc ..... SC

### Assessment centers

- Alion Science and Technology ..... OL
- International Association of Chiefs of Police (IACP) ..... NP-SC
- Southern Police Institute ..... S

### Association

- GT Distributors ..... DS
- International Association of Chiefs of Police (IACP) ..... NP-SC
- International Police Mountain Bike Association ..... NP
- WatchGuard Video ..... M

### Awards/medals/plaques

- Awards & More ..... M-DS
- Brodin Studios, Inc ..... M
- Coins For Anything, Inc ..... M
- FBI-LEEDA ..... NP
- Henry Repeating Arms ..... M

### Collision reporting services

- Accident Support Services International Ltd ..... D-M-DS-SC
- AutoReturn ..... M-DS-OL-SC
- FARO ..... M
- WatchGuard Video ..... M

### Community programs

- Command Presence Training Associates ..... SC
- FBI-LEEDA ..... NP
- Innocorp, Ltd ..... M
- McGruff Safe Kids ..... P
- Safe Deal Zone ..... SC-NP

### Conferences, educational

- FBI-LEEDA ..... NP
- IACP Annual Conference and Exposition ..... NP-SC
- IACP Technology Conference ..... NP-SC
- IACP Training Conference on Drugs, Alcohol, and Impaired Driving ..... NP-SC
- IACP Legal Officer's Section Spring Training and Mid-Year Meeting ..... NP-SC

### IACP Public Information Officers

- Section Mid-Year Conference ..... NP-SC
- International Police Mountain Bike Association ..... NP
- Liebert Cassidy Whitmore ..... SC
- Multi-Health Systems, Inc MHS ..... DS-OL-P
- Sirchie ..... D-M-DS-OL-SC-S
- Southern Police Institute ..... S

### Consultants

- Brinkley Sargent Wiginton Architects ..... SC
- Corona Solutions ..... OL-SC
- Darany & Associates ..... SC
- Dewberry ..... SC
- Fair and Impartial Policing ..... SC
- Homeless Innovations, LLC ..... SC
- International Association of Chiefs of Police (IACP) ..... NP-SC
- Karl Blinksop, Independent Security Consultant ..... SC
- KENTECH Consulting, Inc ..... SC
- Liebert Cassidy Whitmore ..... SC
- MT2, LLC ..... SC
- Northwestern University Center for Public Safety ..... S
- Redstone Architects, Inc ..... SC
- SecureWatch24 ..... D-DS-SC
- Southern Police Institute ..... S
- WatchGuard Video ..... M

### Detention/jail equipment

- American Locker ..... M
- Guardian Protective Devices Inc ..... M-DS
- WatchGuard Video ..... M

### Filing/storage systems

- American Locker ..... M
- Crime Tech Solutions, LLC ..... D-DS
- Sirchie ..... D-M-DS-OL-SC-S
- WatchGuard Video ..... M

### Lockers

- American Locker ..... M
- Pugs Cabinet Systems ..... D-M-DS
- Sirchie ..... D-M-DS-OL-SC-S

### Medallion holders

- Awards & More ..... M-DS
- Brodin Studios, Inc ..... M
- Coins For Anything, Inc ..... M
- FBI-LEEDA ..... NP

### Notebooks

- Fox Tactical ..... M-DS
- Sirchie ..... D-M-DS-OL-SC-S
- Strong Leather Co ..... M

### Office equipment/supplies

- Choice Marketing, Inc ..... M
- K-Sun Corporation ..... M

### Parade equipment

- Eiseman-Ludmar Co, Inc ..... M-DS

### Physical fitness/gym equipment

- Fox Tactical ..... M-DS
- Specialty Fitness Equipment ..... DS

### Policy/procedure materials

- Fair and Impartial Policing ..... SC
- IACP Net ..... OL
- International Association of Chiefs of Police (IACP) ..... NP-SC
- Liebert Cassidy Whitmore ..... SC

### Public education materials

- Choice Marketing, Inc ..... M
- Fair and Impartial Policing ..... SC
- FBI-LEEDA ..... NP

- Innocorp, Ltd ..... M
- LogicTree IT Solutions Inc ..... M
- McGruff Safe Kids ..... P
- The University of Oklahoma-College of Liberal Studies ..... S-G-NP
- WatchGuard Video ..... M

### Robots, public service

- FARO ..... M

### Safes/vaults/locks

- American Locker ..... M
- Big Sky Racks, Inc ..... M
- ShotLock ..... M
- TruckVault, Inc ..... M
- Tuffy Security Products ..... D-M-DS-OL

### Security franchising

- GT Distributors ..... DS
- WatchGuard Video ..... M

## Communications

### Amplifiers/bridges/filters/multiplex systems

- Communications-Applied Technology C-AT ..... M
- Disguised Antennas ..... M

### Antennas

- Disguised Antennas ..... M
- IsoTropic Networks ..... DS
- T4 Communications ..... M-DS

### Batteries

- Cadex Electronics Inc ..... M
- SecureWatch24 ..... D-DS-SC

### Battery chargers/analyzers

- Cadex Electronics Inc ..... M
- GT Distributors ..... DS
- SecureWatch24 ..... D-DS-SC
- T4 Communications ..... M-DS

### Community evacuation systems

- SecureWatch24 ..... D-DS-SC

### Consoles

- Lund Industries, Inc ..... M-DS
- SecureWatch24 ..... D-DS-SC
- Tuffy Security Products ..... D-M-DS-OL

### Dispatch systems, E911/CAD

- Esi ..... M-DS-OL-SC
- Kaseware, Inc ..... M
- MobileTec International, Inc ..... D-M-DS
- Priority Dispatch ..... SC
- Pulsiam ..... M-SC
- Tyler Technologies ..... M
- Versaterm ..... M

### Headsets

- Pryme Radio ..... M
- The Safariland Group ..... M
- Super Seer Corporation ..... M
- T4 Communications ..... M-DS
- Twitco Distributing ..... DS-OL

### Interoperability

- Communications-Applied Technology C-AT ..... M
- Esi ..... M-DS-OL-SC
- GeoSafe ..... M-DS-OL-P-SC
- JPS Interoperability Solutions ..... M
- Radio IP Software ..... D-DS-SC
- SecureWatch24 ..... D-DS-SC

### Mobile communications/MDTs

- AutoReturn ..... M-DS-OL-SC
- Crimestar Corporation ..... M
- Disguised Antennas ..... M
- IsoTropic Networks ..... DS

- Kaseware, Inc ..... M
- Kyocera International, Inc ..... D-M
- LogicTree IT Solutions Inc ..... M
- SecureWatch24 ..... D-DS-SC

### Mounting equipment/hardware

- IsoTropic Networks ..... DS
- Pugs Cabinet Systems ..... D-M-DS
- SecureWatch24 ..... D-DS-SC

### Paging Systems

- SecureWatch24 ..... D-DS-SC

### Public address equipment

- SecureWatch24 ..... D-DS-SC
- The University of Oklahoma-College of Liberal Studies ..... S-G-NP

### Radios/accessories

- Cadex Electronics Inc ..... M
- Disguised Antennas ..... M
- Galls ..... DS-OL-G
- JPS Interoperability Solutions ..... M
- Pryme Radio ..... M
- SecureWatch24 ..... D-DS-SC
- T4 Communications ..... M-DS
- Twitco Distributing ..... DS-OL

### Recorders, audio

- Louree Electronics ..... M
- NICE ..... M
- Safety Vision ..... DS-SC
- SecureWatch24 ..... D-DS-SC
- WatchGuard Video ..... M

### Scanners

- FARO ..... M
- GT Distributors ..... DS

### Surveillance

- Pryme Radio ..... M
- Sirchie ..... D-M-DS-OL-SC-S
- Twitco Distributing ..... DS-OL
- Wanco Inc ..... M
- WatchGuard Video ..... M

### Switching/control equipment

- JPS Interoperability Solutions ..... M

### Telephone

- IsoTropic Networks ..... DS
- Kyocera International, Inc ..... D-M

## Computers

### 911/ E911

- Cardiac Science ..... M
- GammaTech ..... M
- Priority Dispatch ..... SC

### Alarm billing and collections

- Public Safety Corporation (CryWolf) ..... M-SC

### AFIS

- Foray Technologies ..... M
- Integrated Biometrics ..... M

### Arrest/booking

- CrimeSoft, Inc ..... D-M
- Crimestar Corporation ..... M
- Integrated Biometrics ..... M
- Kaseware, Inc ..... M
- MobileTec International, Inc ..... D-M-DS

### Automatic vehicle locators

- GammaTech ..... M



<b>Case management</b>											<b>Tyler Technologies</b> .....M
Case Closed Software.....	D-M-SC										VeriPic.....P
<b>CI Technologies, Inc</b> .....	<b>DS</b>										
Crimestar Corporation.....	M										
Crime Tech Solutions, LLC.....	D-DS										
Eden Consulting Group.....	D-M-OL										
<b>Kaseware, Inc</b> .....	<b>M-SC</b>										
Mark43.....	M										
<b>MSAB Inc</b> .....	<b>M-DS-SC</b>										
NICE.....	M										
Pulsiam.....	M-SC										
Versaterm.....	M										
<b>WatchGuard Video</b> .....	<b>M</b>										
<b>Communications management</b>											
Aladtec Online Employee Scheduling & Workforce Management.....	OL-SC										
<b>AutoReturn</b> .....	<b>M-DS-OL-SC</b>										
LogicTree IT Solutions Inc.....	M										
<b>ScheduleAnywhere</b> .....	<b>SC</b>										
<b>Community policing</b>											
<b>FBI-LEEDA</b> .....	<b>NP</b>										
Innocorp, Ltd.....	M										
<b>Kaseware, Inc</b> .....	<b>M</b>										
LogicTree IT Solutions Inc.....	M										
PredPol, Inc.....	SC-G										
<b>Redstone Architects, Inc</b> .....	<b>SC</b>										
<b>Computer accessories</b>											
Lund Industries, Inc.....	M-DS										
<b>ScheduleAnywhere</b> .....	<b>SC</b>										
<b>Computer-aided dispatch</b>											
Crimestar Corporation.....	M										
CrimeSoft, Inc.....	D-M										
<b>Kaseware, Inc</b> .....	<b>M</b>										
Mark43.....	M-SC										
MobileTec International, Inc.....	D-M-DS										
<b>Priority Dispatch</b> .....	<b>SC</b>										
Pulsiam.....	M-SC										
<b>Tyler Technologies</b> .....	<b>M</b>										
<b>Crime analysis</b>											
Case Closed Software.....	D-M-SC										
Center for Law Enforcement Technology, Training & Research, Inc.....	SC-NP										
Crime Tech Solutions, LLC.....	D-DS										
Esri.....	M-DS-OL-SC										
FARO.....	M										
<b>FBI-LEEDA</b> .....	<b>NP</b>										
<b>Kaseware, Inc</b> .....	<b>M</b>										
Mark43.....	M-SC										
<b>MSAB Inc</b> .....	<b>M-DS-SC</b>										
NICE.....	M										
PredPol, Inc.....	SC-G										
Pulsiam.....	M-SC										
<b>Custom software</b>											
Aladtec Online Employee Scheduling & Workforce Management.....	OL-SC										
Armor Link.....	SC										
<b>AutoReturn</b> .....	<b>M-DS-OL-SC</b>										
Case Closed Software.....	D-M-SC										
Center for Law Enforcement Technology, Training & Research, Inc.....	SC-NP										
Complete Inspection Systems Inc.....	M-SC										
Crime Tech Solutions, LLC.....	D-DS										
Crossmatch.....	M										
Eden Consulting Group.....	D-M-OL										
GeoSafe.....	M-DS-OL-P-SC										
HD Barcode LLC.....	M										
NICE.....	M										
Off Duty Services.....	SC										
PredPol, Inc.....	SC-G										
Radio IP Software.....	D-DS-SC										
<b>ScheduleAnywhere</b> .....	<b>SC</b>										
Track Star International, Inc.....	M										
Vidsys.....	D-M-DS-OL										
<b>WatchGuard Video</b> .....	<b>M</b>										
<b>Data mining</b>											
Accident Support Services International Ltd.....	D-M-DS-SC										
Corona Solutions.....	OL-SC										
Crime Tech Solutions, LLC.....	D-DS										
Esri.....	M-DS-OL-SC										
<b>Data recovery</b>											
<b>MSAB Inc</b> .....	<b>M-DS-SC</b>										
<b>Sirchie</b> .....	<b>D-M-DS-OL-SC-S</b>										
<b>Emergency management</b>											
HD Barcode LLC.....	M										
LogicTree IT Solutions Inc.....	M										
<b>Facial recognition</b>											
Complete Inspection Systems Inc.....	M-SC										
MorphoTrust USA.....	DS										
<b>SecureWatch24</b> .....	<b>D-DS-SC</b>										
<b>Vigilant Solutions</b> .....	<b>M-DS</b>										
<b>WatchGuard Video</b> .....	<b>M</b>										
<b>False alarm reduction</b>											
Public Safety Corporation (CryWolf).....	M-SC										
<b>SecureWatch24</b> .....	<b>D-DS-SC</b>										
<b>Fleet management</b>											
Aladtec Online Employee Scheduling & Workforce Management.....	OL-SC										
Derive Systems.....	SC										
PRO-VISION Video Systems.....	M										
Sierra Pacific Software, LLC.....	M-DS										
Track Star International, Inc.....	M										
<b>Forensics</b>											
<b>Digital Boundary Group, Inc</b> .....	<b>SC</b>										
Evidence Talks.....	SC										
Foray Technologies.....	M										
<b>MSAB Inc</b> .....	<b>M-DS-SC</b>										
<b>Sirchie</b> .....	<b>D-M-DS-OL-SC-S</b>										
<b>Gang tracking</b>											
Case Closed Software.....	D-M-SC										
Esri.....	M-DS-OL-SC										
<b>Geographic information</b>											
<b>Holmans USA LLC</b> .....	<b>D</b>										
<b>MSAB Inc</b> .....	<b>M-DS-SC</b>										
Track Star International, Inc.....	M										
<b>WatchGuard Video</b> .....	<b>M</b>										
<b>GPS</b>											
Assisted Patrol.....	M										
<b>AutoReturn</b> .....	<b>M-DS-OL-SC</b>										
GeoSafe.....	M-DS-OL-P-SC										
<b>Holmans USA LLC</b> .....	<b>D</b>										
<b>Kaseware, Inc</b> .....	<b>M</b>										
<b>MSAB Inc</b> .....	<b>M-DS-SC</b>										
PRO-VISION Video Systems.....	M										
Safety Vision.....	DS-SC										
Track Star International, Inc.....	M										
<b>WatchGuard Video</b> .....	<b>M</b>										
<b>Image search and analysis</b>											
Foray Technologies.....	M										
<b>MSAB Inc</b> .....	<b>M-DS-SC</b>										
NICE.....	M										
<b>Vigilant Solutions</b> .....	<b>M-DS</b>										
VP360/SoleraTec.....	M										
<b>Incident-based reporting system</b>											
Accident Support Services International Ltd.....	D-M-DS-SC										
Corona Solutions.....	OL-SC										
Eden Consulting Group.....	D-M-OL										
GeoSafe.....	M-DS-OL-P-SC										
<b>Kaseware, Inc</b> .....	<b>M</b>										
<b>Tyler Technologies</b> .....	<b>M</b>										
<b>Information sharing/NCIC</b>											
Center for Law Enforcement Technology, Training & Research, Inc.....	SC-NP										
<b>Digital Boundary Group, Inc</b> .....	<b>SC</b>										
GeoSafe.....	M-DS-OL-P-SC										
<b>Kaseware, Inc</b> .....	<b>M</b>										
<b>Tyler Technologies</b> .....	<b>M</b>										
<b>Intelligence-led policing</b>											
Accident Support Services International Ltd.....	D-M-DS-SC										
Center for Law Enforcement Technology, Training & Research, Inc.....	SC-NP										
Corona Solutions.....	OL-SC										
<b>FBI-LEEDA</b> .....	<b>NP</b>										
<b>Kaseware, Inc</b> .....	<b>M</b>										
PredPol, Inc.....	SC-G										
<b>Tyler Technologies</b> .....	<b>M</b>										
<b>Vigilant Solutions</b> .....	<b>M-DS</b>										
<b>Internet services</b>											
Alion Science and Technology.....	OL										
<b>Investigative</b>											
Assisted Patrol.....	M										
Case Closed Software.....	D-M-SC										
<b>Kaseware, Inc</b> .....	<b>M</b>										
KENTECH Consulting, Inc.....	SC										
<b>MSAB Inc</b> .....	<b>M-DS-SC</b>										

**First aid products**  
 Fox Tactical..... M-DS  
 Sirchie..... D-M-DS-OL-SC-S

**Flares/guns/ cases**  
 Henry Repeating Arms ..... M  
 LEDLIGHTS..... M  
 Lund Industries, Inc ..... M-DS  
 PhaZZer Electronics Inc..... D-M-DS

**Flashers**  
 ACRO Lights ..... M-DS  
 BrightGuy..... DS

**Gas detectors**  
 Sirchie..... D-M-DS-OL-SC-S

**Hazardous materials equipment**  
 Berkeley Nucleonics Corporation ..... M  
 HEMCO Corporation ..... M  
 Safesision LLC ..... M  
 Sirchie..... D-M-DS-OL-SC-S

**Hospital equipment**  
 Berkeley Nucleonics Corporation ..... M  
 Humane Restraint Co., Inc ..... M-DS  
 OK Fine Productions ..... M-DS

**Lights, emergency**  
 ACRO Lights ..... M-DS  
 AE Light ..... D-M-DS  
 BrightGuy..... DS  
 Carson Manufacturing Company, Inc..... M  
 Galls ..... DS-OL-G  
 LEDLIGHTS..... M  
 Police Bike Store ..... D-M-OL  
 Streamlight Inc ..... M  
 TigerLight, Inc ..... M  
 Unity Manufacturing Co ..... M  
 Wanco Inc ..... M

**Rescue/disaster equipment**  
 AFM Heatsheets..... M  
 Communications-Applied Technology C-AT ..... M  
 Mac's Lift Gate Inc ..... M  
 Pugs Cabinet Systems ..... D-M-DS

## Human Resources

**Departmental promotions**  
 Brodin Studios, Inc..... M  
 Darany & Associates ..... SC  
 KENTECH Consulting, Inc ..... SC  
 The University of Oklahoma-College of Liberal Studies ..... S-G-NP

**Executive placement services**  
 International Association of Chiefs of Police (IACP) ..... NP-SC  
 Karl Blinkinsop, Independent Security Consultant ..... SC

**Identification, personnel**  
 Awards & More ..... M-DS  
 Complete Inspection Systems Inc ..... M-SC  
 EK USA, Inc ..... M-DS-OL  
 HD Barcode LLC ..... M  
 Multi-Health Systems, Inc MHS ..... DS-OL-P  
 ScheduleAnywhere ..... SC

**Personnel screening/testing**  
 Darany & Associates ..... SC  
 International Association of Chiefs of Police (IACP) ..... NP-SC  
 KENTECH Consulting, Inc ..... SC  
 Multi-Health Systems, Inc MHS ..... DS-OL-P  
 Northwestern University Center for Public Safety ..... S

**Personnel/recruitment**  
 Brodin Studios, Inc..... M  
 International Association of Chiefs of Police (IACP) ..... NP-SC  
 Karl Blinkinsop, Independent Security Consultant ..... SC  
 Multi-Health Systems, Inc MHS ..... DS-OL-P  
 Northwestern University Center for Public Safety ..... S

## Investigation

**Biometrics equipment**  
 Complete Inspection Systems Inc ..... M-SC  
 Crossmatch ..... M  
 HD Barcode LLC ..... M  
 Integrated Biometrics ..... M  
 MorphoTrust USA ..... DS  
 National Forensic Science Technology Center... OL-SC-NP  
 SecureWatch24 ..... D-DS-SC  
 Sirchie..... D-M-DS-OL-SC-S

**Cameras, digital**  
 Intrinsic ..... D-DS-SC  
 Kustom Signals, Inc ..... M  
 Sirchie..... D-M-DS-OL-SC-S  
 WatchGuard Video ..... M

**Cameras, surveillance**  
 FLIR Systems, Inc ..... M  
 Safety Vision ..... DS-SC  
 SecureWatch24 ..... D-DS-SC  
 Sirchie..... D-M-DS-OL-SC-S  
 Vidsys ..... D-M-DS-OL  
 VP360/SoleraTec ..... M  
 Wanco Inc ..... M  
 WatchGuard Video ..... M

**Cameras, video**  
 Intrinsic ..... D-DS-SC  
 Kustom Signals, Inc ..... M  
 L3 Mobile-Vision ..... M  
 PRO-VISION Video Systems ..... M  
 Sirchie..... D-M-DS-OL-SC-S  
 VP360/SoleraTec ..... M  
 WatchGuard Video ..... M

**Crime scene processing equipment**  
 Crime Scene Supply, Inc ..... D-M  
 Holmans USA LLC ..... D  
 Laser Technology, Inc ..... M  
 Sirchie..... D-M-DS-OL-SC-S

**DNA test kits**  
 CSI Forensic Supply ..... D-M-DS-OL  
 Sirchie..... D-M-DS-OL-SC-S

**Evidence collection**  
 Crime Scene Supply, Inc ..... D-M  
 Evidence Talks ..... SC  
 Foray Technologies ..... M  
 Kaseware, Inc ..... M  
 MSAB Inc ..... M-DS-SC  
 Sirchie..... D-M-DS-OL-SC-S

**Evidence, currency processing**  
 CSI Forensic Supply ..... D-M-DS-OL  
 GunBusters ..... SC

**Evidence storage/security**  
 GunBusters ..... SC  
 HEMCO Corporation ..... M  
 HD Barcode LLC ..... M  
 Intrinsic ..... D-DS-SC  
 L3 Mobile-Vision ..... M  
 Sirchie..... D-M-DS-OL-SC-S  
 VeriPic ..... P  
 VP360/SoleraTec ..... M  
 WatchGuard Video ..... M

**Explosive detection systems**  
 FLIR Systems, Inc ..... M  
 RedXDefense ..... M  
 Sas R & D Services Inc ..... M-DS  
 SecureWatch24 ..... D-DS-SC

**Fingerprint kits**  
 Crime Scene Supply, Inc ..... D-M  
 CSI Forensic Supply ..... D-M-DS-OL  
 Integrated Biometrics ..... M  
 McGruff Safe Kids ..... P  
 Sirchie..... D-M-DS-OL-SC-S

**Forensic DNA testing services**  
 Sirchie..... D-M-DS-OL-SC-S

**Forensic test equipment/kits**  
 Crime Scene Supply, Inc ..... D-M  
 CSI Forensic Supply ..... D-M-DS-OL  
 MSAB Inc ..... M-DS-SC  
 National Forensic Science Technology Center ..... OL-SC-NP

RedXDefense ..... M  
 Sirchie..... D-M-DS-OL-SC-S

**Gunshot residue test kits**  
 Crime Scene Supply, Inc ..... D-M  
 CSI Forensic Supply ..... D-M-DS-OL  
 RedXDefense ..... M  
 Sirchie..... D-M-DS-OL-SC-S

**Laboratory equipment/supplies**  
 HEMCO Corporation ..... M  
 K-Sun Corporation ..... M  
 Sirchie..... D-M-DS-OL-SC-S

**Lights, special purpose**  
 AE Light ..... D-M-DS  
 ACRO Lights ..... M-DS  
 BrightGuy..... DS  
 Sirchie..... D-M-DS-OL-SC-S  
 Unity Manufacturing Co ..... M

**Surveillance equipment**  
 Disguised Antennas ..... M  
 Kustom Signals, Inc ..... M  
 L3 Mobile-Vision ..... M  
 Louroe Electronics ..... M  
 Pryme Radio ..... M  
 SecureWatch24 ..... D-DS-SC  
 Sirchie..... D-M-DS-OL-SC-S  
 Twitco Distributing ..... DS-OL  
 WatchGuard Video ..... M

**Thermal imaging systems**  
 FLIR Systems, Inc ..... M  
 Seek Thermal ..... M  
 SecureWatch24 ..... D-DS-SC  
 Sirchie..... D-M-DS-OL-SC-S

**Tracking devices**  
 Assisted Patrol ..... M

**Voice analysis**  
 Louroe Electronics ..... M

**Security**

**Access control devices/systems**  
 Dewberry ..... SC  
 Digital Boundary Group, Inc ..... SC  
 EK USA, Inc ..... M-DS-OL  
 SecureWatch24 ..... D-DS-SC  
 Vanderbilt ..... M  
 Vidsys ..... D-M-DS-OL

**Alarm systems/intrusion detection systems**  
 Dewberry ..... SC  
 Digital Boundary Group, Inc ..... SC  
 Louroe Electronics ..... M  
 SecureWatch24 ..... D-DS-SC  
 Vanderbilt ..... M

**Cameras, CCTV/security**  
 Louroe Electronics ..... M  
 Oncam ..... M  
 SecureWatch24 ..... D-DS-SC  
 Vanderbilt ..... M

**Communications security systems**  
 Alion Science and Technology ..... OL  
 Dewberry ..... SC  
 Digital Boundary Group, Inc ..... SC  
 Off Duty Services ..... SC  
 Radio IP Software ..... D-DS-SC  
 Vidsys ..... D-M-DS-OL

**Deterring systems**  
 Louroe Electronics ..... M  
 Banner Guard, Division of Reef Industries, Inc ..... M

**ID systems/badges**  
 Coins For Anything, Inc ..... M  
 Complete Inspection Systems Inc ..... M-SC  
 EK USA, Inc ..... M-DS-OL  
 SecureWatch24 ..... D-DS-SC  
 Strong Leather Co ..... M

**Metal/weapons detectors**  
 Sas R & D Services Inc ..... M-DS  
 SecureWatch24 ..... D-DS-SC  
 Torfino Enterprises, Inc ..... M

**Security devices/systems**  
 Digital Boundary Group, Inc ..... SC  
 Oncam ..... M  
 PhaZZer Electronics, Inc ..... D-M-DS  
 Quantum Corporation ..... D  
 Radio IP Software ..... D-DS-SC  
 RedXDefense ..... M  
 SecureWatch24 ..... D-DS-SC  
 Tuffy Security Products ..... D-M-DS-OL  
 Vanderbilt ..... M  
 Vidsys ..... D-M-DS-OL

**Body armor**  
 ATS Armor ..... M  
 Battle Rifle Company ..... D-M-SC  
 Galls ..... DS-OL-G  
 GH Armor Systems ..... M  
 Markl Supply Company Inc ..... D  
 Pro Wear Gear Inc ..... M  
 The Safariland Group ..... M  
 Sirchie..... D-M-DS-OL-SC-S  
 T3 Motion, Inc ..... D-M-DS  
 The York Company ..... DS

## Tactical & Protective Equipment

**Armored shields**  
 ATS Armor ..... M  
 GH Armor Systems ..... M  
 Lund Industries, Inc ..... M-DS  
 The Safariland Group ..... M

**Ballistic materials**  
 ATS Armor ..... M

**Bomb detection**  
 FLIR Systems, Inc ..... M  
 Sas R & D Services Inc ..... M-DS

**Bomb disposal**  
 Life Safety Systems, Inc ..... D-DS-OL-SC  
 RoboteX, Inc ..... M  
 Sas R & D Services Inc ..... M-DS

**Cameras, body-worn**  
 Digital Boundary Group, Inc ..... SC  
 FLIR Systems, Inc ..... M  
 Intrinsic ..... D-DS-SC  
 PRO-VISION Video Systems ..... M  
 The Safariland Group ..... M  
 Safety Vision ..... DS-SC  
 SecureWatch24 ..... D-DS-SC  
 Sirchie..... D-M-DS-OL-SC-S  
 T3 Motion, Inc ..... D-M-DS  
 VeriPic ..... P  
 VP360/SoleraTec ..... M  
 WatchGuard Video ..... M

**Cases, protective**  
 EK USA, Inc ..... M-DS-OL  
 TruckVault, Inc ..... M

**Chemical munitions**  
 Guardian Protective Devices Inc ..... M-DS  
 Markl Supply Company Inc ..... D  
 The Safariland Group ..... M  
 TigerLight, Inc ..... M

**Entry devices**  
 Complete Inspection Systems Inc ..... M-SC  
 Life Safety Systems, Inc ..... D-DS-OL-SC  
 RoboteX, Inc ..... M  
 T3 Motion, Inc ..... D-M-DS

**Eyewear**  
 Edge Tactical Eyewear ..... M  
 EK USA, Inc ..... M-DS-OL  
 Fox Tactical ..... M-DS  
 Safesision LLC ..... M

**Gas masks/accessories**  
 Safesision LLC ..... M

**Goggles, safety**  
 Edge Tactical Eyewear ..... M  
 Safesision LLC ..... M  
 Sirchie..... D-M-DS-OL-SC-S

**Gun retention device**  
 ExtraCarry.com..... M  
 Lund Industries, Inc..... M-DS  
 Tuffy Security Products..... D-M-DS-OL

**Helmets**  
 GH Armor Systems..... M  
 Police Bike Store..... D-M-OL  
 Super Seer Corporation..... M

**Infectious disease protection equipment**  
 Safeshion LLC..... M

**Lights, special purpose**  
 AE Light..... D-M-DS  
 BrightGuy..... DS  
 LEDLIGHTS..... M  
 Mag Instrument (Maglite)..... M  
 Police Bike Store..... D-M-OL  
 SecureWatch24..... D-DS-SC  
 Streamlight, Inc..... M  
 TigerLight, Inc..... M  
 Unity Manufacturing Co..... M

**Lock-opening devices**  
 Steck Manufacturing Co..... M

**Personal protective equipment**  
 Aker Leather Products..... M  
 BPS Tactical..... D-M  
 Communications-Applied Technology C-AT..... M  
 Edge Tactical Eyewear..... M  
 PhaZZer Electronics Inc..... D-M-DS  
 Pro Wear Gear Inc..... M  
 Sirchie..... D-M-DS-OL-SC-S  
 TigerLight, Inc..... M  
 Twitco Distributing..... DS-OL

**Post disaster recovery**  
 AFM Heatsheets..... M

**Restraint/defense devices**  
 Guardian Protective Devices Inc..... M-DS  
 Humane Restraint Co., Inc..... M-DS  
 PhaZZer Electronics Inc..... D-M-DS

**Robots, tactical**  
 FARO..... M  
 RoboteX, Inc..... M

## Traffic Enforcement

**Alcohol/drug detection devices**  
 DrugWipe..... DS  
 Innocorp, Ltd..... M  
 RedXDefense..... M

**E-citation**  
 Digital Boundary Group, Inc..... SC  
 PrintekMobile..... M  
 Tyler Technologies..... M  
 Versaterm..... M

**Measuring devices**  
 DB Innovations, LLC..... M  
 Laser Technology, Inc..... M

**Parking enforcement equipment**  
 AutoReturn..... M-DS-OL-SC  
 PrintekMobile..... M  
 SecureWatch24..... D-DS-SC

**Pedestrian safety equipment**  
 RU2 Systems, Inc..... M

**Signs**  
 Banner Guard, Division of  
 Reef Industries, Inc..... M  
 MPH Industries..... M  
 RU2 Systems, Inc..... M  
 SecureWatch24..... D-DS-SC

**Speed cameras**  
 Kustom Signals, Inc..... M  
 SecureWatch24..... D-DS-SC

**Speed detection equipment**  
 DB Innovations, LLC..... M  
 Laser Technology, Inc..... M  
 MPH Industries..... M

RU2 Systems, Inc..... M  
 SecureWatch24..... D-DS-SC

**Tire deflation device**  
 End-X Systems..... D-M-DS-OL

**Traffic control systems**  
 DB Innovations, LLC..... M  
 Digital Boundaries Group, Inc..... SC  
 MPH Industries..... M  
 RU2 Systems, Inc..... M  
 SecureWatch24..... D-DS-SC  
 Sirchie..... D-M-DS-OL-SC-S

**Traffic markers/cones/flashers**  
 Banner Guard, Division of  
 Reef Industries, Inc..... M

## Training

**Books/manuals/periodicals**  
 Cadex Electronics Inc..... M  
 Fair and Impartial Policing..... SC  
 FBI-LEEDA..... NP  
 Institute of Police Technology &  
 Management..... OL-P-S-G  
 International Association of  
 Chiefs of Police (IACP)..... NP-SC  
 Northwestern University Center for  
 Public Safety..... S  
 Reliapon Police Products..... D-M-DS-OL-P

**Courses/schools/seminars**  
 California University of Pennsylvania..... S  
 Command Presence Training Associates..... SC  
 Eden Consulting Group..... D-M-OL  
 Envisage Technologies..... OL  
 FBI-LEEDA..... NP  
 Husson University..... S  
 IACP Leadership in Police  
 Organizations..... NP-SC  
 IACP Women's Leadership Institute..... NP-SC  
 Institute of Police Technology &  
 Management..... OL-P-S-G  
 International Police Mountain Bike  
 Association..... NP  
 MPH Industries..... M  
 National Forensic Science Technology  
 Center..... OL-SC-NP  
 Northwestern University Center for  
 Public Safety..... S  
 Priority Dispatch..... SC  
 Sirchie..... D-M-DS-OL-SC-S  
 Skidcar System Inc..... DS  
 Southern Police Institute..... S

**Crime prevention**  
 McGruff Safe Kids..... P  
 Southern Police Institute..... S

**Defensive tactics training**  
 FAAC Incorporated..... M  
 Guardian Protective Devices Inc..... M-DS

**Devices/aids, training**  
 CAPS Inc..... M  
 FAAC Incorporated..... M  
 Fair and Impartial Policing..... SC  
 MuscleSound..... SC  
 OK Fine Productions..... M-DS  
 WHP Trainingtowers..... M

**Distance learning**  
 California University of Pennsylvania..... S  
 FBI-LEEDA..... NP  
 Husson University..... S  
 Institute of Police Technology &  
 Management..... OL-P-S-G  
 Northwestern University Center for Public  
 Safety..... S  
 The University of Oklahoma-College  
 of Liberal Studies..... S-G-NP

**DNA**  
 National Forensic Science Technology  
 Center..... OL-SC-NP  
 Sirchie..... D-M-DS-OL-SC-S  
 Southern Police Institute..... S

**Driver training**  
 End-X Systems..... D-M-DS-OL  
 FAAC Incorporated..... M  
 Skidcar System Inc..... DS

**Emergency medical devices training**  
 Cardiac Science..... M

**Equipment, training**  
 CAPS Inc..... M  
 MuscleSound..... SC  
 OK Fine Productions..... M-DS  
 VirTra..... M  
 WHP Trainingtowers..... M

**Films/slides/videos**  
 Envisage Technologies..... OL  
 Fair and Impartial Policing..... SC

**Firearms training**  
 Battle Rifle Company..... D-M-SC  
 CAPS Inc..... M  
 VirTra..... M

**Forensics**  
 Institute of Police Technology &  
 Management..... OL-P-S-G  
 MSAB Inc..... M-DS-SC  
 National Forensic Science Technology  
 Center..... OL-SC-NP  
 Northwestern University Center for  
 Public Safety..... S  
 Sirchie..... D-M-DS-OL-SC-S  
 Southern Police Institute..... S

**Graduate and undergraduate degrees**  
 California University of Pennsylvania..... S  
 Husson University..... S  
 Northwestern University Center for  
 Public Safety..... S

**Homeland security**  
 California University of Pennsylvania..... S  
 FAAC Incorporated..... M  
 Karl Blinksop, Independent Security  
 Consultant..... SC  
 Life Safety Systems, Inc..... D-DS-OL-SC

**Law enforcement schools**  
 IACP Leadership in Police  
 Organizations..... NP-SC  
 IACP Leadership Institute on Violence  
 Against Women..... NP-SC  
 IACP Women's Leadership Institute..... NP-SC  
 Northwestern University Center for  
 Public Safety..... S  
 Southern Police Institute..... S

**Legal training**  
 Liebert Cassidy Whitmore..... SC

**Management training**  
 Command Presence Training Associates..... SC  
 Fair and Impartial Policing..... SC  
 IACP Leadership in Police  
 Organizations..... NP-SC  
 IACP Women's Leadership Institute..... NP-SC  
 FBI-LEEDA..... NP  
 Institute of Police Technology &  
 Management..... OL-P-S-G  
 Liebert Cassidy Whitmore..... SC  
 Multi-Health Systems, Inc MHS..... DS-OL-P  
 Northwestern University Center for  
 Public Safety..... S  
 Southern Police Institute..... S

**Rescue training**  
 Cardiac Science..... M  
 WHP Trainingtowers..... M

**Tactical training**  
 Command Presence Training Associates..... SC  
 FAAC Incorporated..... M  
 Guardian Protective Devices Inc..... M-DS  
 VirTra..... M  
 WHP Trainingtowers..... M

## Transportation

**Aircraft/accessories/parts**  
 Textron Aviation..... M

**Auto parts**  
 Frozen Rotors - DCI..... M-DS  
 Lund Industries, Inc..... M-DS

**Bicycles**  
 Police Bike Store..... D-M-OL

**Boats/accessories**  
 Harbor Guard Boats, Inc..... M

**Command centers, mobile**  
 Digital Boundary Group, Inc..... SC  
 Emergency Vehicles, Inc..... M  
 Matthews Specialty Vehicles, Inc..... D-M  
 Pugs Cabinet Systems..... D-M-DS  
 Rockland Custom Products..... M  
 Sirchie..... D-M-DS-OL-SC-S  
 Vidsys..... D-M-DS-OL

**Lights, mounted**  
 ACRO Lights..... M-DS  
 AE Light..... D-M-DS  
 LEDLIGHTS..... M  
 Lund Industries, Inc..... M-DS  
 Unity Manufacturing Co..... M

**Motorcycles/accessories**  
 BMW Motorrad USA..... M  
 WatchGuard Video..... M

**Partitions/screens/shields**  
 Lund Industries, Inc..... M-DS  
 TruckVault, Inc..... M

**Push bumpers**  
 Lund Industries, Inc..... M-DS

**Recording systems, in-car**  
 Digital Boundary Group, Inc..... SC  
 Intrinsic..... D-DS-SC  
 PRO-VISION Video Systems..... M  
 Safety Vision..... DS-SC  
 WatchGuard Video..... M

**Sirens**  
 Carson Manufacturing Company, Inc..... M  
 Police Bike Store..... D-M-OL

**Theft prevention devices**  
 Digital Boundary Group, Inc..... SC  
 Lund Industries, Inc..... M-DS  
 TruckVault, Inc..... M  
 Tuffy Security Products..... D-M-DS-OL

**Trunk organizers**  
 Lund Industries, Inc..... M-DS  
 Rockland Custom Products..... M  
 Sirchie..... D-M-DS-OL-SC-S  
 Tuffy Security Products..... D-M-DS-OL

**Vehicle accessories**  
 Big Sky Racks, Inc..... M  
 Cadex Electronics Inc..... M  
 Derive Systems..... SC  
 Lund Industries, Inc..... M-DS  
 End-X Systems..... D-M-DS-OL  
 Mac's Lift Gate Inc..... M  
 Sirchie Vehicles..... D-M-DS-OL-SC-S  
 Steck Manufacturing Co..... M  
 WatchGuard Video..... M

**Vehicle modification/custom design**  
 Derive Systems..... SC  
 Emergency Vehicles, Inc..... M  
 Lund Industries, Inc..... M-DS  
 Mac's Lift Gate Inc..... M  
 Matthews Specialty Vehicles, Inc..... D-M  
 Sirchie..... D-M-DS-OL-SC-S  
 Sirchie Vehicles..... D-M-DS-OL-SC-S  
 TruckVault, Inc..... M

**Vehicle tracking systems**  
 Digital Boundary Group, Inc..... SC  
 Track Star International, Inc..... M

**Vehicles, patrol**  
 Derive Systems..... SC  
 End-X Systems..... D-M-DS-OL  
 Frozen Rotors - DCI..... M-DS  
 T3 Motion, Inc..... D-M-DS





# Participate *in the* **PRESIDENT'S MEMBERSHIP DRIVE! 2017**

**President's Drive runs February 1 – June 30, 2017**

**THE PRESIDENT'S DRIVE is a perfect time to sponsor new members and be rewarded for your efforts.**

You know the value of IACP membership. Share the benefits of IACP with others by sponsoring them as new members.

**Membership in the IACP is open to EVERYONE involved in law enforcement – both sworn and civilian.**

Members who sponsors at least one new member will receive an official IACP gift\*.

Sponsor 4 new members and receive a free registration to the 2017 IACP Annual Conference and Exposition, October 21-24, 2017, in Philadelphia, Pennsylvania, USA. (a \$350 value!)

## *2017 President's Membership Drive Rules and Information:*

1. The new members you sponsor must use the 2017 President's Membership Drive application to qualify for prizes. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the close of business **June 30, 2017**.
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. Members will be sent/notified of all prizes and incentives following the conclusion of the drive.
6. \*The first 250 members to sponsor a new member in the drive will receive the official IACP gift. The item sent will be at the discretion of the IACP.



**Donald W. De Lucca**  
*IACP President*

“**Our people are a product of our leadership.** One of our roles as law enforcement leaders is to support and encourage the growth and upward movement of those in our agencies so they will develop into the leaders of tomorrow. Provide that support today by sponsoring them for IACP membership.”



**CONNECT**



**PARTICIPATE**



**LEARN**



**ADVOCATE**



**SUCCEED**



# IACP President's Membership Drive Application

International Association of Chiefs of Police  
P.O. Box 62564  
Baltimore, MD 21264-2564, USA  
Phone: 1-800-THE IACP; 703-836-6767; Fax: 703-836-4543

DO NOT USE

Name: \_\_\_\_\_ (Please Print)  
First Middle Initial Last

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

Agency / Business Name: \_\_\_\_\_

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

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

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

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

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

Send mail to my  Business  Residence Address

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

Website: \_\_\_\_\_

Have you previously been a member of IACP?  Yes  No

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

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

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

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

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

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

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

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

I have an Active Member Sponsor – Their name is: \_\_\_\_\_

Amount to be charged \_\_\_\_\_ (U.S. dollars only – Membership includes subscription to *Police Chief* magazine valued at \$30.)

I have enclosed:  Purchase order  Personal check / money order  Agency check

Charge to:  MasterCard  VISA  American Express  Discover

Cardholder's Name: \_\_\_\_\_

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_

Cardholder's Billing Address: \_\_\_\_\_

Signature: \_\_\_\_\_

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

## Membership Categories

Information on membership categories, benefits, and eligibility can be found on the IACP web site [www.theiacp.org/membership](http://www.theiacp.org/membership)

Active Member \$150  
(sworn command level)

### Associate Member:

General \$150

Academic \$150

Service Provider \$250

Sworn Officer—Leader of Tomorrow \$75  
(sworn non-command level)

Student—Leader of Tomorrow \$30  
University name: \_\_\_\_\_

### Optional Section Memberships:

Capitol Police Section \$30

Defense Chiefs of Police Section \$15

Drug Recognition Expert (DRE) \$25

Indian Country Law Enforcement \$25

Intl Managers Police Academy & College Training \$25

Law Enforcement Information Management (LEIM) \$25

Legal Officers \$35

Mid-Sized Agencies Section \$50

Police Foundations Section \$20

Police Physicians \$35

Police Psychological Services—initial processing fee \$50

Public Information Officers \$15

Public Transit Police No Charge

Railroad Police No Charge

Retired Chiefs of Police No Charge

Smaller Department Section \$20

S & P Police Alumni Section No Charge

S & P Police Academy Directors No Charge

S & P Police Planning Officers No Charge

University / College Police—Initial Member \$50

University / College Police—Additional members \$15



# NEW MEMBERS

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

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

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

\*Associate Members

All other listings are active members.

## ARGENTINA

### Buenos Aires

Santano, Pablo, Comisionado Mayor, Policia De La Ciudad De Buenos Aires

## BELGIUM

### Etterbeek

Baeyens, An, Superintendent/Head of Surveillance Unit, Belgian Federal Police

## BRAZIL

### Brasilia

Urquiza, Valdecy, Commissioner, Brazilian Federal Police

## CAMEROON

### Yaoude

Mbarga, Benjamin P, Major, National Gendarmerie Cameroon

## CANADA

### Alberta

#### Calgary

\*Willocks, Lori, Manager Policy Development Section, Calgary Police Service

### Ontario

#### Aylmer West

\*Gorczynski, Laura, Chief Instructor Senior & Specialized Police Training Courses, Ontario Police College

#### Cobourg

\*Wilson, Gina, Director Corporate Services, Cobourg Police Service

#### Hamilton

Worster, Michael, Superintendent Community Mobilization Division, Hamilton Police Service

#### London

Cain, John, Regional Commander, Ontario Provincial Police

#### North Bay

Labelle, Fern, Regional Commander, Ontario Provincial Police

#### Orillia

\*Collins, Peter, Operational Forensic Psychiatrist, Ontario Provincial Police

DiMarco, Rose, Regional Commander, Ontario Provincial Police

Pritchard, Mark, Regional Commander, Ontario Provincial Police

### Thunder Bay

Hauth, Sylvie, Deputy Chief of Police, Thunder Bay Police Service

## Quebec

### Montreal

\*Arcamone, Michelangelo, Policy Analyst, Surete Du Quebec

## COSTA RICA

### Puntarenas

#### Puntarenas

Castro, David, Agent, Organismo De Investigacion Judicial

## DOMINICAN REPUBLIC

### Santo Domingo

Peguero, Nelson R, First Lieutenant, Dominican Republic National Police

## ENGLAND

### West Yorkshire

Gaffney, Fiona, Detective Inspector, Dorset Police

## GHANA

### Accra

Nutsuakor, Frank, Assistant Staff Officer, Economic & Organized Crime Office

## HUNGARY

### Budapest

Szongoth, Richard, Head of Department, National Bureau of Investigation

## INDIA

### New Delhi

Achaya, A Sunil, Joint Director, Intelligence Bureau Ministry of Home Affairs

## INDONESIA

### Jakarta

Victor, Daya, Colonel, Indonesian National Police

## KOREA, REPUBLIC OF

### Ulsan

Lee, Sangyong, Senior Investigator, Supreme Prosecutor's Office



## KUWAIT

### Kuwait City

Bunashi, Mohammed, Captain, Kuwait State Security

## NIGERIA

### Abuja

Enefu, Justina, Superintendent of Police, Nigeria Police Force

## PANAMA

### Panama City

George, Ricardo Lay, Captain, Panama National Police

## UKRAINE

### Kiev City

Kalabashkin, Ivan, Major, Security Service of Ukraine

## UNITED STATES

### Alabama

#### Birmingham

Smith, Theophilus E, Captain, Birmingham Police Dept

#### Gadsden

Keener, Wayne, Captain, Gadsden Police Dept

#### Mobile

Henderson, Charles, Lieutenant, Mobile Co Sheriff's Office

#### Opelika

Brown, Brenton K, Captain, Opelika Police Dept

Kilgore, Bobby J, Captain, Opelika Police Dept

#### Phenix City

Staudinger, George, Captain, Phenix City Police Dept

#### Tallassee

Higgins, Matthew E, Chief of Police, Tallassee Police Dept

#### Tuscaloosa

Abernathy, Ronald S, Sheriff, Tuscaloosa Co Sheriff's Office

\*Picariello, Owen, Student, Univ of Alabama

### Alaska

#### Sitka

Jamison Ewers, Lance, Lieutenant, Sitka Police Dept

### Arizona

#### Phoenix

Coleman, Deston, Major, Arizona Dept of Public Safety

\*Issitt, Brian J, Lieutenant, Phoenix Police Dept

**Window Rock**

Francisco, Phillip B, Chief of Police, Navajo Police Dept

**Arkansas****Cave Springs**

Crisman, Rick J, Chief of Police, Cave Springs Police Dept

**California****Atwater**

Joseph, Sammy, Chief of Police, Atwater Police Dept

**Beverly Hills**

Miner, Mark, Lieutenant, Beverly Hills Police Dept

**Brentwood**

Dimercurio, Sal, Lieutenant, Brentwood Police Dept

**Campbell**

Adams, Melanie, Special Agent, FBI San Francisco Field Office

**Carlsbad**

Koran, Greg, Lieutenant, Carlsbad Police Dept

**Chula Vista**

\*Grippio, Gino, Sergeant, Chula Vista Police Dept

**Coalinga**

Salvador, Michael, Chief of Police, Coalinga Police Dept

**Fremont**

Snelson, Matthew, Lieutenant, Fremont Police Dept

**French Camp**

George, Philip, Captain, San Joaquin Co Sheriff's Office

**Fullerton**

\*Touchstone, James, Attorney, Jones & Mayer

**Garden Grove**

DaRe, Thomas R, Captain, Garden Grove Police Dept  
\*Jensen, Nick, Corporal, Garden Grove Police Dept  
Leiva, Ed, Captain, Garden Grove Police Dept

**Gilroy**

Smithee, Scot, Chief of Police, Gilroy Police Dept

**Gold River**

\*Ardalan, Shahram, Psychologist, Cordico

**Hesperia**

\*Turner, Kimberly, Communications Manager, San Bernardino Co Sheriff's Dept

**Kensington**

Hull, Rickey, Chief of Police, Kensington Police Dept

**Larkspur**

Khalili, Hamid, Captain, Central Marin Police Authority

**Los Angeles**

\*Arditti, Jonathan, Psychologist, Los Angeles Dept of Mental Health  
Gage, Scott, Captain, Los Angeles Co Sheriff's Dept  
Goddard, Randy, Lieutenant, Los Angeles Police Dept  
Gooden, Joseph M, Chief, Los Angeles Co Sheriff's Dept  
Grimes, David T, Captain III, Los Angeles Police Dept  
Lopez, Daniel V, Lieutenant, Los Angeles Co Sheriff's Dept  
Rios, Robert, Lieutenant, Los Angeles World Airports Police  
\*Soria, Antonio, Surveillance Operations Manager, Univ of Southern California Dept of Public Safety

**Madera**

Chiaramonte, Giachino, Lieutenant, Madera Police Dept  
Esteves, Brian, Lieutenant, Madera Police Dept  
Lawson, Dino, Commander, Madera Police Dept

**Redding**

Fredrick, Scott, Lieutenant, California Hwy Patrol

**San Bernardino**

Kovensky, Steve, Deputy Chief, San Bernardino Co Sheriff's Dept  
\*Parker, Phil, Campus College Chair, Univ of Phoenix

**San Diego**

\*Fiels, Christopher, Owner, Youeverydayk9  
Flick, Ryan, Assistant Operations Officer, Provost Marshal's Office MCRD SD

Rose, Stephanie, Captain, San Diego Police Dept  
Scott, Christopher, Operations Officer, US Marine Corps

**San Jose**

\*Carpenter, Kenneth S, Senior Manager, CISCO Systems  
\*Re, Laura, Marketing Communications, CISCO Systems

**San Marino**

Blonde, Aaron M, Operations Commander, San Marino Police Dept  
Ward, Richard S, Commander, San Marino Police Dept

**Sausalito**

Marin, Chad, Chief Ranger, National Park Service

**Stockton**

Galindo, Antonio, Officer, California Hwy Patrol

**Temecula**

Brown, Loyd, Master Gunnery Sergeant, USMC Criminal Investigation Command

**Colorado****Arvada**

\*Hensley, Portia, Sergeant, Arvada Police Dept

**Aurora**

Hall, David, Sergeant, Univ of Colorado Denver Police Dept

**Boulder**

Goldberger, Nick, Commander, Boulder Co Sheriff's Office

**Castle Rock**

\*Cybert, Joseph, Police Officer, Castle Rock Police Dept

**Centennial**

Rowlison, Jared, Captain, Arapahoe Co Sheriff's Office

**Colorado Springs**

Vasquez, Adrian, Commander, Colorado Springs Police Dept

**Denver**

\*Gunn, Christina, Attorney, Hall & Evans LLC

**Idaho Springs**

Castrodale, John, Lieutenant/Operations Commander, Idaho Springs Police Dept

**Northglenn**

Rosecrans, John, Commander, Northglenn Police Dept

**Rifle**

Klein, Tommy, Chief of Police, Rifle Police Dept

**Connecticut****Brookfield**

Frengs, Peter J, Captain, Brookfield Police Dept

**Meriden**

Hofbauer, Michael, Lieutenant, Connecticut State Police

**Newtown**

Vanghele, Christopher M, Captain, Newtown Police Dept

**Plainville**

Peterson, Eric, Lieutenant, Plainville Police Dept

**Delaware****Newark**

\*D'Elia, Gregory A, Sergeant, Newark Police Dept

**District of Columbia****Washington**

Alway, Donald, Deputy Assistant Director, FBI  
Chiquette, Benoit, Director of the Americas, Canada Border Services Agency  
Fisher, Devin, Senior Inspector, US Marshals Service  
Harhay, Joseph W, Assistant Chief, US Border Patrol/DHS  
Washington\*Hartmann, Kevin, President, DEA Educational Foundation  
Hay, Kevin C, Chief Dept of Public Safety, Georgetown Univ Law Center  
Ibanez, Maria, Assistant Chief, US Border Patrol/DHS  
Sheffer, Michael, Lieutenant, FBI Police

**Florida****Altamonte Springs**

Riggs, James F, Deputy Chief of Police, Altamonte Springs Police Dept

**Aventura**

Castronovo, Cosimo, Captain, Aventura Police Dept

**Boynton Beach**

\*Naulty, Christine, Detective, Boynton Beach Police Dept  
\*Rivera, Jivanet, Officer, Boynton Beach Police Dept

**Clearwater**

\*Hasty, Margaret, Detective/CID, Clearwater Police Dept  
\*Kasperek, Shannon, Detective/CID, Clearwater Police Dept

**Coral Gables**

\*Hoff, Jennie, Sergeant, Coral Gables Police Dept

**Doral**

\*Mercado, Nilsa, Sergeant, Doral Police Dept

**Fort Myers**

Marceno, Carmine, Undersheriff, Lee Co Sheriff's Office

**Gainesville**

\*Holt, Deborah, Executive Assistant Sr, Gainesville Police Dept  
Mulligan, John, Deputy Director, National Counterterrorism Center  
Simmons, Latrell, Major of Operations, Alachua Co Sheriff's Office  
Stout, Daniel, Lieutenant/Paramedic, Gainesville Police Dept

**Jupiter**

\*Bodenheimer, Sherry, Officer, Jupiter Police Dept

**Miami**

Morales, Manuel, Major, Miami Police Dept

**Miami Beach**

\*Ferreiro, Ines, Office Assistant, Miami Beach Police Dept  
Madison, Shannon, Lieutenant, Miami Beach Police Dept  
\*Olivo, Rosa, Sergeant, Miami Beach Police Dept  
Robinson, Ian, Captain, Miami Beach Police Dept  
\*Sayegh, Michelle, Sergeant, Miami Beach Police Dept

**Naples**

Hedberg, Mike, Major, Collier Co Sheriff's Office

**Ocala**

Biondi, Lou, Captain, Ocala Police Dept

**Oviedo**

Coleman, Dale, Deputy Chief of Police, Oviedo Police Dept

**Palm Beach Gardens**

\*West, Thomas, Market Director Criminal Justice/Defense, Crossmatch

**Panama City Beach**

McClanahan, Rich, Captain, Panama City Beach Police Dept

**Pembroke Pines**

\*Judon, Viola, Police Officer, Pembroke Pines Police Dept  
\*Jurgens, Stacy, Sergeant, Pembroke Pines Police Dept

**Pensacola**

Brown, Kristin, Lieutenant, Pensacola Police Dept

**Port St Lucie**

Steele, Michelle, Lieutenant, Port St Lucie Dept

**Riviera Beach**

Aspenleiter, Nancy, Captain, Riviera Beach Police Dept

**Rockledge**

Crawford, Christopher, Sergeant, Rockledge Police Dept

**Sanford**

\*Madison, Jeffery, Deputy Sheriff, Seminole Co Sheriff's Office  
\*Nice, Mandy, Wellness Program Manager, Seminole Co Sheriff's Office

**Sarasota**

\*Gilbert, Michelle, Corrections Sergeant, Sarasota Co Sheriff's Office  
\*Judge, Genevieve A, Partnership Policing Communications Coordinator/PIO, Sarasota Police Department  
\*Kiner, Debra, Sergeant, Sarasota Co Sheriff's Office

**St Augustine**

Cuthbert, Anthony W, Assistant Chief of Police, St Augustine Police Dept

### **Stuart**

Bergen, Brian, Captain, Martin Co Sheriff's Office  
\*Flynn, Margaret, Sergeant, Martin Co Sheriff's Office

### **Tallahassee**

Outlaw, Steve, Patrol Bureau Commander, Tallahassee Police Dept

### **Welaka**

Melton, Walter, Chief of Police, Welaka Police Dept

### **West Palm Beach**

\*Barbalaco, Leslie, Deputy, Palm Beach Co Sheriff's Office  
\*Colombino, Lori, Detective, West Palm Beach Police Dept  
Davis Partridge, Tammy, Deputy Sheriff, Palm Beach Co Sheriff's Office  
\*Doss, Marylou, Evidence Administrator, Palm Beach Co Sheriff's Office  
\*Ferrer, Suinda, Administrative Secretary, Palm Beach Co Sheriff's Office  
Garcia, Tammy, Investigator, Palm Beach Co Sheriff's Office  
\*Gornall, Krystal, Detective, Palm Beach Co Sheriff's Office  
\*Gregorio, Janet, Sergeant, Palm Beach Co Sheriff's Office  
Jones, Dorane, Deputy Sheriff, Palm Beach Co Sheriff's Office  
Naujoks, Ulrich K, Captain, Palm Beach Co Sheriff's Office  
\*Ruiz, Maria, Deputy, Palm Beach Co Sheriff's Office  
\*Rogers, Terria, Agent, Palm Beach Co Sheriff's Office  
Valenzuela, Paola, Deputy Sheriff, Palm Beach Co Sheriff's Office

### **Winter Garden**

Graham, Stephen T, Deputy Chief of Police, Winter Garden Police Dept

## **Georgia**

### **Atlanta**

Lange, Nigel, Chief Information Officer, Georgia Dept of Public Safety

### **Brookhaven**

Gurley, Brandon, Major, Brookhaven Police Dept

### **Decatur**

Gamer, Debbie, Special Agent in Charge, Georgia Bureau of Investigation

### **Dunwoody**

\*Adkins, Kristin, Records Supervisor, Dunwoody Police Dept

### **Forsyth**

Stanford, Bruce, Division Director, Georgia Police Academy

### **Griffin**

Yates, Michael F, Chief of Police, Griffin Police Dept

### **Kennesaw**

Mitchell, Kevin, Lieutenant, Kennesaw Police Dept

### **Savannah**

\*Lane, Sarah, Corporal, Savannah Airport Police Dept

### **Tucker**

Yarbro, Cornelius, Assistant Chief of Police, DeKalb Co Police Dept

## **Hawaii**

### **Kapolei**

Kong, Hina, Special Agent, FBI Honolulu Field Office  
Nguyen, Tuan, Assistant Special Agent in Charge, FBI

### **Wahiawa**

Beckley, Gail, Lieutenant, Honolulu Police Dept

### **Wailuku**

Holokai, Clyde, Captain, Maui Police Dept

## **Idaho**

### **Coeur D'Alene**

Brainard, Lee, Lieutenant, Coeur D'Alene Police Dept

## **Illinois**

### **Carpentersville**

Shaver, Todd, Deputy Chief of Police, Carpentersville Police Dept

### **Charleston**

Martin, Kent D, Chief of Police, East Illinois Univ Police Dept

## **Chicago**

Harris, David, Captain, Chicago Police Dept

### **Decatur**

Brandel, Shane G, Deputy Chief of Police, Decatur Police Dept  
Walker, Samuel J, Deputy Chief of Police, Decatur Police Dept

### **Elgin**

\*Meade, Brian, Associate Principal/Design Director, Dewberry

### **Lake Zurich**

Anderson, David K, Commander, Lake Zurich Police Dept

### **Marengo**

Solarz, Richard A, Chief of Police, Marengo Police Dept

### **Monmouth**

Kinney, Jerry, Lieutenant, Monmouth Police Dept

### **Rockford**

Depauw, Stephen, Lieutenant, Winnebago Co Sheriff's Dept

### **Urbana**

Cook, Shane, Captain, Champaign Co Sheriff's Office

## **Indiana**

### **Boonville**

Saltzman, Daryl, Chief of Police, Boonville Police Dept

### **Fishers**

Emmons, Darrin, Lieutenant, Fishers Police Dept

### **Fortville**

Shelley, Derek, Assistant Chief of Police, Fortville Police Dept

### **Indianapolis**

Roach, Bryan K, Chief of Police, Indianapolis Metropolitan Police Dept

### **Shelbyville**

Weidner, Mark, Chief of Police, Shelbyville Police Dept

## **Iowa**

### **Ankeny**

Huggins, Brian, Lieutenant, Ankeny Police Dept

### **Grimes**

\*Steier, Paul, Law Enforcement Program Manager, American Assn of Motor Vehicle Administrators

### **Jefferson**

Williams, Jack J, Sheriff, Greene Co Sheriff's Office

### **Lake Park**

Urwin, Tony, Chief of Police, Lake Park Police Dept

### **Parkersburg**

Jara, David, Chief of Police, Parkersburg Police Dept

## **Kansas**

### **Junction City**

Fitzgerald, Keith, Captain, Junction City Police Dept

### **Kansas City**

\*Meyer, Casey L, Legal Advisor, Wyandotte Co/Kansas City Legal Dept

### **Lawrence**

Heffley, Adam, Captain, Lawrence Police Dept

### **Lenexa**

\*Schmidt, Craig, Field Applications Engineer, Kustom Signals

### **Shawnee**

Brim, Mitch, Captain, Shawnee Police Dept

### **Topeka**

Kramer, Kris M, Interim Chief of Police, Topeka Police Dept  
Moomau, Kyle L, Major, Kansas Hwy Patrol  
Purney, Steve, Major Operations, Topeka Police Dept  
Scott, James D, Acting Deputy Chief of Police, Topeka Police Dept

### **Wichita**

Powell, Richard, Colonel, Sedgwick Co Sheriff's Office

## **Kentucky**

### **Florence**

Bowles, Eric, Captain, Florence Police Dept

## **Georgetown**

Swanigan, Robert S, Assistant Chief of Police, Georgetown Police Dept

### **Hopkinsville**

Koehler, Greg, Lieutenant, Hopkinsville Police Dept

### **Lexington**

Lyons, David, Commander, Lexington Police Dept

### **Morgantown**

Taylor, Giles D, Colonel/Chief of Police, Morgantown Police Dept

### **St Matthews**

Beyer, David, Major/Assistant Chief of Police, St Matthews Police Dept

## **Louisiana**

### **Hammond**

Stewart, James W, Chief of Police, Hammond Police Dept

### **Lake Charles**

Streth, Brandon, Captain, Calcasieu Parish Sheriff's Office

### **New Orleans**

Kerr Borne, Carol, Supervisory Mission Support Specialist, US Border Patrol/DHS  
Pedregon, Teresa, Assistant Chief Patrol Agent, US Border Patrol/DHS  
Sandifer, Otha, Commander, New Orleans Police Dept

## **Maine**

### **Augusta**

Lully, Kevin, Lieutenant, Augusta Police Dept

### **Portland**

Stewart, Scott, Captain, Cumberland Co Sheriff's Office  
Sweatt, James J, Major, Portland Police Dept

### **Winthrop**

Frost, Ryan, Chief of Police, Winthrop Police Dept

## **Maryland**

### **Baltimore**

Ayd, Kevin S, Lieutenant/Public Information Officer, Maryland Transportation Authority Police  
Foster, Kevin R, Lieutenant/Commander Personnel Command, Maryland Transportation Authority Police  
\*Hayat, Aatif, Medical Director, Mercy Business Employee Health  
\*Richburg, Michael, CEO, Investigative Services of MD LLC  
Rodriguez, Antonio E, Major, Maryland Transportation Authority Police  
Zagraiek, John A, Lieutenant, Maryland Transportation Authority Police

### **Colmar Manor**

Lowry, William L, Chief of Police, Colmar Manor Police Dept

### **Hampstead**

Gaegler, Stacey, Lieutenant, Hampstead Police Dept

### **Landover**

Von Schwertdner, Anna, Assistant Chief, Maryland National Capital Park Police

### **Prince Frederick**

Bolger, Shane, Lieutenant, Maryland State Police

### **Rockville**

Over, Eric, Major, Rockville Police Dept

### **Silver Spring**

Jones, Marcus, Commander, Montgomery Co Police Dept

### **Towson**

Sheridan, Terrence, Chief of Police, Baltimore Co Police Dept

## **Massachusetts**

### **Canton**

\*Ruiz, Rafael, Consultant, Ruizmin LLC

### **Dartmouth**

Levesque, Brian P, Deputy Chief of Police, Dartmouth Police Dept



**Dracut**  
Chaput, Stephen, Lieutenant, Dracut Police Dept

**Leominster**  
Goldman, Michael D, Chief of Police, Leominster Police Dept

**Springfield**  
\*Gosselin, Denise, Professor Criminal Justice, Western New England Univ

**Michigan**

**Canton**  
Meier, Joshua C, Director of Public Safety, Canton Dept of Public Safety

**Chesterfield**  
Franks, Kenneth J, Lieutenant, Chesterfield Twp Police Dept

**Detroit**  
Giaquinto, Nicholas, Commander, Detroit Police Dept  
Russell, Sonia, Lieutenant, Detroit Police Dept  
Williams, Jennifer, Chief of Police, Detroit Metropolitan Airport Police

**Flint**  
\*Phillips, Tamara J, Managing Assistant Prosecuting Attorney, Genesee Co Prosecutor's Office

**Lansing**  
Eichenberg, Eric, Lieutenant, Lansing Police Dept

**Traverse City**  
Hamilton, Wade, Captain, Michigan Dept of Natural Resources

**Warren**  
\*Dallas, Brittany E, Human Resources Technician, City of Warren

**West Olive**  
Weiss, Valerie L, Undersheriff, Ottawa Co Sheriff's Office

**Ypsilanti**  
Gress, Deric, Lieutenant, Ypsilanti Police Dept

**Minnesota**

**Anoka**  
Peterson, Eric R, Chief of Police, Anoka Police Dept

**Fairmont**  
Hunter, Michael, Chief of Police, Fairmont Police Dept

**Inver Grove Heights**  
Folmar, Sean, Interim Chief of Police, Inver Grove Heights Police Dept

**Mahnomen**  
Osowski, Paul, Chief Deputy, Mahnomen Co Sheriff's Office

**Minneapolis**  
\*Hazen, Les, Student, North Central Univ  
\*Sandfort, Aundrea, Student, Metropolitan State Univ

**Ogema**  
LaRoque, Michael J, Director of Public Safety/Chief of Police, White Earth Tribal Police Dept

**St Anthony**  
Mangseth, Jon, Chief of Police, St Anthony Police Dept

**Mississippi**

**Byram**  
Errington, David, Commander, Byram Police Dept

**Fulton**  
Brasel, Ricky W, Chief of Police, Itawamba Community College

**Hernando**  
Worsham, Scott, Chief of Police, Hernando Police Dept

**Jackson**  
White, Allen, Assistant Chief of Police, Jackson Police Dept

**Missouri**

**Florissant**  
\*Kennedy, Martin, Licensed Psychologist, Florissant Psychological Services

**Independence**  
Jarnagin, Ken, Deputy Chief of Police, Independence Police Dept

**Joplin**  
\*Blinkinsop, John P, Student, Missouri Southern State Univ

**Ladue**  
Wooten, Richard, Chief of Police, Ladue Police Dept

**Saint Louis**  
Selvaggio, Frank T, Lieutenant/Patrol Bureau Commander, Washington Univ Police Dept  
Thiemann, Shawn, Captain, Bel Ridge Police Dept

**Velda City**  
\*McCarthy, Michael, Detective Sergeant, Velda City Police Dept

**Montana**

**Bozeman**  
Johnson, Lee, Supervisory Agent, Montana Division of Criminal Investigation

**Nebraska**

**Newburgh**  
Campbell, Donald, Chief of Police, Newburgh Police Dept

**Seward**  
Hammond, Michael, Sergeant, Seward Police Dept

**Nevada**

**Carson City**  
Razor, Andrew, Lieutenant Investigation Division, Nevada Dept of Public Safety

**Reno**  
Bloom, Scott, Lieutenant, Washoe Co Sheriff's Office

**New Hampshire**

**Durham**  
\*Mone, Kathryn, Sergeant, Durham Police Dept

**Middleton**  
Blodgett, William H, Chief of Police, Middleton Police Dept

**Newmarket**  
True, Kyle, Chief of Police, Newmarket Police Dept

**Rochester**  
Toussaint, Paul R, Chief of Police, Rochester Police Dept

**Salem**  
Morin, Rob, Captain, Salem Police Dept

**New Jersey**

**Atlantic City**  
DeGaetano, Robert, Captain, Atlantic City Police Dept

**Berlin**  
Miller, Michael W, Chief of Police, Berlin Borough Police Dept

**Cape May Court House**  
Nolan, Robert A, Undersheriff, Cape May Co Sheriff's Dept

**Cherry Hill**  
Kempf, Robert, Lieutenant, Cherry Hill Police Dept

**Denville**  
Nigro, Paul, Captain, Denville Twp Police Dept  
Partin, Keith W, Detective Lieutenant, Denville Twp Police Dept  
Perna, Frank P, Lieutenant, Denville Twp Police Dept

**East Orange**  
\*Berrouet, Marilyn, Sergeant, East Orange Police Dept  
Cook, Tony, Inspector, East Orange Police Dept  
\*Johnson, Yasmine, Sergeant, East Orange Police Dept  
\*Moss, Maria, Officer, East Orange Police Dept  
Purvis, Michelle, Lieutenant, East Orange Police Dept  
\*Rodgers, Mark, Sergeant, East Orange Police Dept  
\*Shariff, Kwabina, Officer, East Orange Police Dept  
Torres, Felix, Lieutenant, East Orange Police Dept

**East Windsor**  
Geary, James A, Chief of Police, East Windsor Twp Police Dept

**Hamilton**  
Krczykowski, Mike, Lieutenant, New Jersey State Police

**Haworth**  
Gracey, Michael P, Chief of Police, Haworth Police Dept

**Lincoln Park**  
Runfeldt, Michael S, Chief of Police, Lincoln Park Police Dept

**Lumberton**  
Peditto, Nicholas, Lieutenant, Lumberton Twp Police Dept

**Manahawkin**  
Halliday, Allen G, Lieutenant, Stafford Twp Police Dept  
Ross, Jeffrey A, Lieutenant, Stafford Twp Police Dept

**Manalapan**  
Mantle, Thomas, Lieutenant, Manalapan Twp Police Dept

**Manasquan**  
Bauer, Michael C, Chief of Police, Manasquan Police Dept

**Montclair**  
Young, Wilhelm B, Deputy Chief of Police, Montclair Twp Police Dept

**Montville**  
Caggiano, Andrew, Captain, Montville Twp Police Dept

**Moorestown**  
Mann, Howard C, Lieutenant, Moorestown Twp Police Dept

**Newark**  
Hendrix, Jamie, Lieutenant, Rutgers Univ Police Dept  
Rodriguez, Madeline, Supervisory Customs Officer, US Customs & Border Protection/DHS

**North Bergen**  
Fasilis, Peter, Deputy Chief of Police, North Bergen Police Dept

**Oceanport**  
Kelly, Michael P, Chief of Police, Oceanport Police Dept

**Ramsey**  
\*Buckley, James, President, Buckley Petersen Global Inc

**Robbinsville**  
Nitti, Christopher A, Chief of Police, Robbinsville Twp Police Dept

**South Bound Brook**  
Titus, Jeffrey M, Chief of Police, South Bound Brook Police Dept

**Vineland**  
Beu, Rudy, Chief of Police, Vineland Police Dept

**Wayne**  
\*Lowe, Charles, Director, William Paterson Univ Police Dept

**West Trenton**  
Noble, Geoffrey, Major, New Jersey State Police

**Wildwood Crest**  
Lloyd, Robert T, Captain, Wildwood Crest Police Dept

**Willingboro**  
Lomon, Kinamo, Lieutenant, Willingboro Twp Police Dept  
McKendrick, James T, Captain, Willingboro Twp Police Dept

**New Mexico**

**Albuquerque**  
Griego, J J, Commander, Albuquerque Police Dept  
LaPoint, Chris, Branch Chief, US Dept of Energy NNSA

**Rio Rancho**  
Onken, Nicholas, Lieutenant, Rio Rancho Police Dept

**New York**

**Albany**  
Corlett, Keith, Deputy Superintendent, New York State Police  
Crosier, Scott, Deputy Superintendent, New York State Police

**Brooklyn**  
\*Cazi, Richard, Executive President, Federal Chaplains C Police Enforcement Inc

**Harrison**  
Vasta, John T, Lieutenant, Harrison Police Dept

**Homer**  
Pitman, Robert, Chief of Police, Village of Homer Police Dept

**Jamaica**  
Piasecka, Teresa, Supervisory CBP Officer, US Customs & Border Protection/DHS

**Mineola**  
Darienzo, George, Detective/Lieutenant, Nassau Co Police Dept

**Monroe**  
Conklin, David B, Chief of Police, Monroe Police Dept

**New York**  
\*Denning, Sara, Psychologist, Adaptive Behavioral Health  
\*Gibbons, Robert, Assistant Director of Security, New York Presbyterian Hospital  
\*Mayr, Paul, Law Enforcement Liaison, ASPCA  
\*Poster, Brittni, Psychologist, New York City Police Dept  
Rogan, John, Detective/Lieutenant, New York City Police Dept

**Niagara Falls**  
Ewing, Thomas, Lieutenant, Niagara Falls Police Dept

**Stony Point**  
Coyne, Matthew, Captain, US Army Military Police

**Webster**  
Kohlmeier, Dennis, Lieutenant, Webster Police Dept

**Yaphank**  
O'Malley, Matt, Lieutenant, Suffolk Co Police Dept

**North Carolina**

**Aberdeen**  
Kirk, Josh, Captain, Aberdeen Police Dept

**Charlotte**  
\*Englert, David, Operational Psychologist, Charlotte Mecklenburg Police Dept

**Norwood**  
Wilson, James, Chief of Police, Norwood Police Dept

**Raleigh**  
\*Dorsey, James, Sergeant, North Carolina State Hwy Patrol  
\*Lampe, Brian W, Accreditation Sergeant, Raleigh Police Dept

**Research Triangle Park**  
\*Ramsey, A J, Global Marketing Manager, CISCO Systems

**Waynesville**  
Haynes, Jeff, Chief Deputy, Haywood Co Sheriff's Office

**North Dakota**

**Minot**  
Sundheim, Justin, Captain Administration, Minot Police Dept

**Watford City**  
Doble, Shawn N, Captain, Watford City Police Dept

**Ohio**

**Beachwood**  
Haba, Gary R, Chief of Police, Beachwood Police Dept

**Bevercreek**  
James, Larry, Psychologist, The Wright Behavioral Health Group LLC

**Canfield**  
\*Cowles, Brian, Trooper, Ohio State Hwy Patrol

**Chillicothe**  
Bamfield, Larry E, Captain, Chillicothe Police Dept

**Cincinnati**  
Carter, Anthony G, Chief of Police, Univ of Cincinnati Police Dept  
Hartzler, Michael L, Captain/Director, Greater Cincinnati Fusion Center  
Herold, Maris M, Assistant Chief of Police, Univ of Cincinnati  
Whalen, James L, Director of Public Safety, Univ of Cincinnati

**Columbus**  
Behnen, Alex, Commander, Columbus Police Dept  
Swindell, Joshua, Major, Ohio State Hwy Patrol

**Dayton**  
Stiver, Wendy, Commander, Dayton Police Dept

**Hebron**  
Brooks, Larry, Chief of Police, Hebron Police Dept

**Hilliard**  
Grile, Eric D, Deputy Chief of Police, Hilliard Division of Police  
Lightfoot, Jack D, Lieutenant, Hilliard Division of Police

**Lorain**  
\*LaVeck, Joseph T, Assistant Law Director/Police Legal Advisor, City of Lorain Law Dept

**Medina**  
LaFond, Chris, Sergeant, Montville Twp Police Dept

**Nelsonville**  
Tims, Tiffany N, Lieutenant, Hocking College Police Dept

**Niles**  
Holland, Jay A, Chief of Police, Niles Police Dept

**Sandusky**  
Dahlgren, Scott, Lieutenant, Sandusky Police Dept

**Shaker Heights**  
Demuth, Jeffrey, Chief of Police, Shaker Heights Police Dept

**South Euclid**  
Friedl, Rick, Lieutenant/SWAT Team Commander, South Euclid Police Dept

**Strongsville**  
Janowski, John T, Deputy Chief of Police, Strongsville Police Dept

**Westlake**  
Kamholz, James T, Lieutenant, University Hospitals Protective Services

**Youngstown**  
Varso, Shawn V, Interim Chief of Police, Youngstown State Univ Police

**Oklahoma**

**Broken Arrow**  
Irwin, Mark, Major, Broken Arrow Police Dept

**Sapulpa**  
Noe, Jamie, Lieutenant, Sapulpa Police Dept

**Oregon**

**Corvallis**  
Harvey, Jason, Lieutenant, Corvallis Police Dept

**Eugene**  
Harrold, Cliff, Chief Deputy, Lane Co Sheriff's Office  
Kamkar, Sam, Captain, Eugene Police Dept

**John Day**  
Gray, Richard M, Chief of Police, John Day Police Dept

**Keizer**  
Copeland, Andrew, Lieutenant, Keizer Police Dept

**Portland**  
Cannon, Loren G, Special Agent in Charge, FBI  
Hurley, Erica, Lieutenant, City of Portland

**Reedsport**  
Wisehart, Duane A, Chief of Police, Reedsport Police Dept

**Pennsylvania**

**Abington**  
Livingood, John, Chief of Police, Abington Twp Police Dept

**Greensburg**  
Kinnie, Scott S, Chief of Police, Seton Hill Univ Police

**Harrisburg**  
Lokhaiser, Troy S, Major/Executive Director, Pennsylvania State Police  
Park, Troy H, Captain, Pennsylvania State Police

**Lancaster**  
Switzer, Kent L, Chief County Detective, Lancaster Co Office of the District Attorney

**Old Forge**  
Dubernas, Jason, Chief of Police, Old Forge Borough Police Dept

**Philadelphia**  
Gormley, Michael, Captain, Philadelphia Police Dept

**Pittsburgh**  
Schubert, Scott, Chief of Police, Pittsburgh Bureau of Police

**Shavertown**  
\*Maransky, Martin C, Sergeant, Kingston Twp Police Dept

**Valley View**  
Yarmush, Beau J, Chief of Police, Hegins Twp Police Dept

**Warren**  
Dougherty, Jeff, Sergeant, Warren Police Dept

**West Chester**  
Deighan, Martin J, Lieutenant, West Chester Borough Police Dept  
Morehead, James, Lieutenant, West Chester Police Dept

**Rhode Island**

**Coventry**  
\*Kleczkowski, John, Senior Manager, Rhodes Pharmaceuticals LP

**Middletown**  
\*Lombardi, Henry Director, of Campus Safety, St Georges School

**South Carolina**

**Camden**  
Boan, Lee, Captain of Operations, Camden Police Dept

**Florence**  
Floyd, Billy, Lieutenant, South Carolina Hwy Patrol

**Greenville**  
Cromer, William, Principal Criminalist/QA Manager, Greenville Co Dept of Public Safety  
\*Sanders, Shamika L, Master Patrolman, Greenville Police Dept

**Lexington**  
Myrick, Adam R, Captain/Public Information Officer, Lexington Co Sheriff's Dept  
Shockley, Gregg, Chief Deputy, Lexington Co Sheriff's Dept

**North Charleston**  
Gomes, George G, Deputy Chief of Police, North Charleston Police Dept  
Johnson, Delmar, Deputy Chief of Police, North Charleston Police Dept

**Tennessee**

**Clinton**  
Lucas, Mark, Chief Deputy, Anderson Co Sheriff's Dept

**East Ridge**  
Stephenson, Daniel, Lieutenant, East Ridge Police Dept

**Hendersonville**  
Harbsmeier, Paul C, Commander, Hendersonville Police Dept

**Memphis**  
Boyce, Felipe, Lieutenant, Memphis Police Dept

**Shelbyville**  
Kennedy, Jason, Lieutenant, Bedford Co Sheriff's Office

**Texas**

**Arlington**  
\*Freeman, Robin, Operations Analyst, Arlington Police Dept  
Strickland, Leland, Deputy Chief of Police, Arlington Police Dept

**Austin**  
Duncan, Clifford, Captain, Texas Dept of Public Safety  
McElroy, Michael J, Captain, Texas Dept of Public Safety  
Quinn, Samuel D, Lieutenant, Texas Dept of Public Safety  
Stone, Steven M, Lieutenant, Texas Dept of Public Safety

**Bay City**  
Rodriguez, Christella, Captain, Bay City Police Dept

**Beaumont**  
\*Mann, Jim, Associate Professor, Lamar Univ Criminal Justice Program

**Brenham**

Whidden, Mark, Sergeant, Washington Co Sheriff's Office

**Brownwood**

Kidd, James B, Lieutenant, Brownwood Police Dept

**Bryan**

\*Hesalroad, Mary, Private Investigator, Internal Affairs LLC

**Clute**

Fitch, James, Captain, Clute Police Dept

**Conroe**

Abbott, Jerry, Deputy Chief of Police, Conroe Police Dept

**Dallas**

\*McKanna, Sterling, Regional Sales Manager, Kustom Signals  
Miller, Robert, Deputy Chief, Dallas Co Criminal District  
Attorney's Office

\*Scaff, David, Security Manager, Copart Auto Auctions  
Shaw, Christopher, Interim Chief of Police, Univ of North Texas  
Dallas Police Dept

**Duncanville**

\*Stogner, Matthew, Sergeant, Duncanville Police Dept

**Edinburg**

\*Cuevas, Cesar, Student, Univ of Texas Rio Grande Valley

**El Paso**

\*Ortega, Rene, Sergeant, El Paso ISD Police Dept  
Stanzione, Jason, Lieutenant, Federal Reserve Bank Dallas  
Urrutia, Ryan, Lieutenant, El Paso Co Sheriff's Office  
Zarur, Victor, Assistant Chief of Police, El Paso Police Dept

**Farmers Branch**

Siegel, Jay, Deputy Chief of Police, Farmers Branch Police  
Dept

**Forney**

Sherwin, Robert, Chief of Police, Forney Police Dept

**Frisco**

Ellis, Jason W, Lieutenant, Frisco Police Dept  
Skertich, Jon D, Lieutenant, Frisco Police Dept  
Walter, Nelson L, Lieutenant, Frisco Police Dept

**Georgetown**

\*Brandenburg, Paul E, Business Development Manager State  
& Local Govt, Dell EMC

**Grand Prairie**

Morris, Ronnie, Assistant Chief of Police, Grand Prairie Police  
Dept

Scesney, Daniel J, Assistant Chief of Police, Grand Prairie  
Police Dept

**Houston**

Kingsbury, LaTrina, Lieutenant, Harris Co Sheriff's Office

**La Grange**

Gilbreath, David, Chief of Police, La Grange Police Dept

**Mc Allen**

Freeman, John, Captain, McAllen Police Dept

**Odessa**

\*Carruth, Sherrie, Sergeant, Odessa Police Dept  
\*Waychoff, Lindsay, Traffic Corporal, Odessa Police Dept

**Pasadena**

Welch, Michael, Lieutenant, Pasadena Police Dept  
Wright, Jerry, Lieutenant, Pasadena Police Dept

**Plano**

Fortune, Brad G, Assistant Chief of Police, Plano Police Dept

**Reno**

Birch, Matt, Chief of Police, Reno Police Dept

**Shenandoah**

Gresham, Barry L, Assistant Chief of Police, Shenandoah  
Police Dept  
Shaw, Raymond M, Chief of Police, Shenandoah Police Dept

**Sherman**

Jeffcoat, Terry J, Assistant Chief of Police, Sherman Police  
Dept

**The Colony**

Chandler, Chris, Assistant Chief of Police, The Colony Police  
Dept

**Waco**

Wigtil, Brad, Chief of Police, Baylor Univ Police Dept

**Utah****Ogden**

Burns, Kevin, Lieutenant, Weber Co Sheriff's Office  
Watt, Steven R, Chief of Police, Ogden Police Dept

**Salt Lake City**

\*Derby, Matt, Marketing Manager, L3 Driver Training Solu-  
tions

**Vermont****White River Junction**

Keel, Ryan, Chief of Police, US Dept of Veterans Affairs Police

**Virginia****Alexandria**

Watts, Jerry, First Lieutenant, Fairfax Co Police Dept

**Arlington**

Hurley, John A, Special Agent/Senior Advisor, US Dept of  
State/Diplomatic Security Service

\*Vincent, Wayne, Lieutenant, Arlington Co Police Dept

**Bridgewater**

Franklin, Milton S, Chief of Police, Bridgewater College  
Campus Police & Safety Dept

**Fairfax**

De Ford, James E, Captain/Division III Commander, Virginia  
State Police

Edmunds, Chris, Captain, Fairfax Co Police Dept  
Labarca, Loriann, Second Lieutenant, Fairfax Co Police Dept  
Levy, Rachel, Sergeant, Fairfax Co Police Dept  
Neville, Camille, Second Lieutenant, Fairfax Co Police Dept  
Palenscar, Justin, Assistant Commander, Fairfax Co Police  
Dept

\*Sams, Shannon, Police Officer, Fairfax Co Police Dept

**Falls Church**

\*Fulgham, Chad, CEO, Kaseware Inc

**Galax**

Cox, James, Deputy Chief of Police, Galax Police Dept

**Hampton**

Wideman, Jimmie S, Captain, Hampton Police Division

**Haymarket**

\*Senna, Garry M, Marketing Manager, CISCO Systems

**Henrico**

Mule, Sal, Lieutenant, Henrico Co Police Dept

**Quantico**

Wallace, Crystal, Command Sergeant Major, US Army Crimi-  
nal Investigation Command

**Richmond**

Lyon, Timothy D, Major/Deputy Director, Virginia State Police

**Warrenton**

Marshall, Andrew, Lieutenant, Fauquier Co Sheriff's Office

**Washington****Bellingham**

Vander Yacht, Robert, Lieutenant, Bellingham Police Dept

**Everett**

DeRousse, John, Captain, Everett Police Dept

**Oak Harbor**

Dresker, Kevin, Chief of Police, Oak Harbor Police Dept

**Port Angeles**

King, Brian, Chief Criminal Deputy, Clallam Co Sheriff's Office

**Port Townsend**

Evans, Michael, Chief of Police, Port Townsend Police Dept

**Pullman**

\*Miller, Chelsea, Student, Washington State Univ

**Seattle**

Pleasants, Darek, Special Agent in Charge, ATF/Justice

**Silverdale**

Adams, Travis, Lieutenant Commander, US Navy

**Wenatchee**

Crown, Steven L, Chief of Police, Wenatchee Police Dept  
Reinfeld, Edgar A, Operations Bureau Commander/Captain,  
Wenatchee Police Dept

**West Richland**

Majetich, Ben S, Chief of Police, West Richland Police Dept

**West Virginia****Beckley**

Allard, David, Detective Lieutenant, Beckley Police Dept

**Huntington**

Howell, Angela, Director of Public Safety, Mountwest Com-  
munity & Technical College

**Morgantown**

\*Tiesman, Hope M, Research Epidemiologist, NIOSH DSR

**Wardensville**

\*Driskill, Jeffrey A, Chief of Police Ret, Wardensville WV

**Wisconsin****Brookfield**

Adlam, James P, Assistant Chief of Police, Brookfield Police  
Dept

**Eau Claire**

Schalinske, Cory, Lieutenant, Eau Claire Co Sheriff's Office

**Janesville**

Fell, Curtis, Captain, Rock Co Sheriff's Office

**Madison**

Ewers Hayes, Krista, Lieutenant, Dane Co Sheriff's Office  
Roman, Kristen G, Chief of Police, Univ of Wisconsin Police  
Dept

**Oak Creek**

Stecker, Dave, Captain, Oak Creek Police Dept

**Sheboygan Falls**

Ross, Steven, Deputy Chief of Police, Sheboygan Falls Police  
Dept

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

Eugene R. Cromartie, Major General (ret.), United States Army; Chief of Staff (ret.), International Association of Chiefs of Police; Fort Washington, Maryland (life member)

William P. Hughes Sr., Vice President of Public Safety, Center City District, Rydal, Pennsylvania

Doyle S. Lee, Chief of Police, Shaker Heights, Ohio

Gus R. Ramirez, Director of Public Safety (ret.), Johnson County Community College; Overland Park, Kansas (life member)

O. George Weisheit Jr., Assistant Special Agent in Charge (ret.) United States Secret Service; Lady Lake, Florida (life member)

Frank M. Wladich, Lieutenant Colonel (ret.), New Jersey State Police; Manasquan, New Jersey (life member)



# 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.



## Body-worn camera

Safety Vision offers the Prima Facie body-worn camera. It is engineered to provide a first-person point of view. Exhibiting the ability to record video, take high-resolution stills, or record only audio, it offers an appropriate evidence collecting solution for most situations. The integrated color LCD screen and speaker offer users the ability to instantly view and hear video, view still pictures, and hear recorded audio. This body-worn camera was designed to help law enforcement users maintain a safe and secure chain of evidence. Recorded data can be downloaded only to an authorized computer and internal storage prevents evidence tampering. The included docking station can be used to easily download captured files or charge the camera.

For more information, visit [www.safetyvision.com](http://www.safetyvision.com).

## Off-duty detail management software

Kommander Software offers a dedicated, 21st-century solution to the need that many law enforcement agencies across the United States have to manage requests from local businesses to hire their officers for off-duty jobs. Detail Kommander allows law enforcement and public safety agencies to completely manage their off-duty detail (secondary employment) program. Using innovative financial software engineering, this solution developed KommanderPay, a fast, efficient, and secure electronic payment platform that streamlines the payment process for agencies, officers, and businesses hiring off-duty law enforcement personnel. Public safety agencies and security organizations responsible for providing security details for professional and collegiate sporting events, concerts, festivals, and more have a complete electronic solution that streamlines the process for the agency, the officers, and the businesses.

For more information, visit [www.detailkommander.com](http://www.detailkommander.com)

## Tactical watches

Casio G-SHOCK offers the latest models of its Master of G series, which feature a new rose gold color scheme. The new GRAVITYMASTER (GA1100RG-1A), MUDMASTER (GG1000RG-1A), and GULFMAS-TER (GN1000RG-1A) each feature vintage-inspired rose gold accents with G-SHOCK's toughness. Designed to withstand extreme conditions anywhere on earth (air, land, or sea), each model is equipped with twin sensor technology, which includes a compass to determine location, as well as a temperature gauge. In addition, the watches feature shock resistance, 200M water resistance, an auto LED super illuminator light, world time, five daily alarms, a 1/100th-second stopwatch, 12- and 24-hour formats, and a countdown timer.

For more information, visit [www.casiouusa.com](http://www.casiouusa.com).



## Video surveillance system

Total Recall Corporation, a Convergent Technologies Company, has released the CrimeEye-RD-2 rapid deployment portable video surveillance system. The features of this system make it a perfect video surveillance solution for marathons, parades, street fairs, concerts, or any other temporary security deployment. Users can stream quality video surveillance—with all the capabilities and the reliability expected from a fixed system—in just a matter of minutes. It is lightweight and self-contained and provides easy and safe portability, simplified installation, intelligent electronics, and optimal performance. The unit can be deployed by one person on almost any type of pole with the included mounting hardware. Pan-tilt-zoom camera functions and presets also help maximize overall views for optimal scene coverage and monitoring.

For more information, visit [www.totalrecallcorp.com](http://www.totalrecallcorp.com).

### ***Rugged tablet***

Panasonic announces the fully rugged 10.1" FZ-A2 Android Toughpad, the latest addition to its Toughbook family. Equipped with powerful enterprise class features, the FZ-A2 comes with the Android 6.0 Marshmallow operating system and Android for Work's enterprise security built in. At just under two pounds, the tablet is lightweight for easy transport. It is designed to offer protection from drops of up to five feet and has achieved an IP65 rating for protection from dust and water. Equipped with an 800 nit, 10-point capacitive touch-screen display, this tablet provides bright, crisp imagery. Its screen can be used with or without gloves to capture signatures or other annotations. Vehicle mount and desktop cradle accessories are optional.

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



### ***Electronic ID solution for vehicle owners and lien owners***

Eimpound allows law enforcement agencies, tow providers, and other users to electronically identify and notify lien holders, registered owners, and insurers of vehicles. Users enter a VIN or tag and receive contact information on the lien holder, registered owner, and insurer. If eimpound.com has the lien holder's email address in its database, eimpound sends them an email notification. Either way, the user receives an e-receipt showing information on the lien holder and registered owner, if it exists, at no-cost. It takes about 30 seconds. It can be done one at a time or by attaching a batch file with multiple vehicles.

For more information, visit [www.eimpound.com](http://www.eimpound.com).

### ***Apparel***

5.11 Tactical offers the Defender-Flex tactical line of jeans and pants. They feature stretch and recovery technology woven into comfortable denim and twill fabrics. The Defender-Flex jeans are tactically tough in a slim or straight cut and their seven versatile pockets fit everything from mobile devices to full mags. An innovative cotton/polyester (LycraT400 Tough Max) mechanical stretch denim means better stretch and recovery. The Defender-Flex jeans are available in indigo and dark indigo washes. The Defender-Flex pants have five-pocket styling with the back mag pockets and a soft fade finish and are available in stone, volcanic, burnt, and oil green.

For more information, visit [www.511tactical.com](http://www.511tactical.com).



### ***Surveillance balloon***

RT LTA Systems Ltd. introduces a new member of the Skystar family: the Skystar 110. It is based on the platform of the Skystar 100 micro-balloon system, and includes the Epsilon 140 payload: a dual sensor payload with a 3.3x IR continuous zoom lens. The lightweight Epsilon 140 enhances the system's performance by maximizing night-time surveillance capabilities, as well as offering a built-in target tracker and moving target indicator. The system is compact and robust and can be transported, assembled, launched, and operated by only two people after minimal training. Backpack or pickup truck transportable, the system can be assembled and launched in 15 minutes, for a 1,500 feet surveillance range.

For more information, visit [www.RTrt.co.il](http://www.RTrt.co.il).

# Vehicle Impounding and Notification Enters the Digital Age

*Jack Bernstein, President, Eimpound.com*

On a typical summer day in Arizona, the Peoria Police Department impounded a vehicle for a traffic violation. After processing the impounded vehicle, Rick Hyde, the vehicle impound coordinator, sent a letter to the lien holder and registered owner of the car notifying them that the car had been impounded. After four months with no response from the owner or lien holder, the car was auctioned by the impound lot.<sup>1</sup>

Shortly after the sale, Hyde received a call from an outraged lien holder wanting to know why his car had been sold without his knowledge. The lien holder never received Hyde's letter because his office had moved locations without updating the address with the motor vehicle department. In the end, the owner lost the car, and the lien holder didn't get a cent from the sale.

Fortunately, these types of situations don't occur at Peoria Police Department anymore because of new technology that streamlines lien holder notification. Web-based services and apps automatically provide contact information and email vehicle owners of their car's status. By improving the vehicle impounding and sale process, police departments operate more efficiently with less paperwork and vehicle processing time.

## Lien Sale Process Is Overdue for a Technology Upgrade

Identifying lien holders and registered owners from 50 different state department of motor vehicles (DMV) agencies and writing and mailing notification letters have always been a time-consuming process. In many cases, notifying owners of their abandoned or towed vehicles does not result in vehicles being returned.

However, in today's tech-driven world, new digital advances are helping simplify tedious tasks like these by making the process simple, electronic, efficient—and free.

Websites and application technology in smartphones, such as vehicle identification number (VIN) scanning apps, allow law enforcement to minimize the amount of equipment and time needed for everyday tasks. In an industry that has taken strides to advance from pen and paper to electronic solutions, the impound alert and lien sale process is ready for a transformation to automatic notifications.

VIN-scanning apps and web-based solutions streamline vehicle impounding and notification by providing contact information for registered owners and lien holders quickly and electronically. This is especially useful for stolen vehicle recovery and for parking officials who rely on tow providers.

When a lien holder's contact information matches the VIN that was scanned or entered, the app automatically notifies the lien holders of their impounded vehicle.

## Putting "Snail Mail" on the Backburner to Make Way for Electronic Notifications

Law enforcement-initiated towing frequently happens, such as in the case of parking citations, abandoned vehicles, or stolen vehicle recovery. When this happens, law enforcement, tow providers, or the DMV is responsible for disposing of the vehicle by going through the lien sale process.

This typically involves reaching out to the local DMV to obtain contact information for the registered owner and lien holder. If contact information

is found, a letter is written with the vehicle's current location and situation to notify the lien holder and registered owner that the car was towed. This letter is sent out via standard mail ("snail mail") to the addresses on file with the DMV.

In an ideal situation, the lien holder and registered owner will receive the notification letter and ultimately retrieve the car. But in many cases, lien holders receive these notifications weeks or months after the car has been impounded, resulting in hundreds of dollars in fees from the impound lot.

On average, storage lots charge around \$30 per day per vehicle. For one week of storage, owners will pay \$210, in addition to the vehicle release fee, which can cost about \$150, and other administrative and notification fees.<sup>2</sup> These costs can add up quickly to a hefty bill once the owner retrieves the vehicle.

In some cases, lien holders never receive the notification; the car is sold without their knowledge; and they lose thousands of dollars from the loss of the vehicle.

## Digital Solutions Easily Maintain Accurate Information

Experience has shown that many state DMVs have incorrect or outdated lien holder information on a vehicle. This is because contact information for registered owners and lien holders is updated only on a monthly or even a yearly basis.

On the other hand, online resources and VIN-scanning apps use databases that are updated on a daily basis to ensure the most up-to-date contact information is on file. With digital solutions, the entire process is made more efficient. Parking officials, law enforcement, and tow providers receive more accurate contact information, and lien holders receive faster notifications on the vehicles.

With the majority of U.S. buyers choosing to finance their vehicle purchases, law enforcement officials will continue to have frequent interactions with finance companies in an attempt to return towed vehicles.

## VIN-Scanning Technology Improves Efficiency in Law Enforcement

Vehicle-scanning apps and websites are increasingly used by towing operations and impound lots to electronically catalog their inventory and are now being used by law enforcement, as well. These new resources are easy to use and often free to access. Users simply scan or enter the VIN barcode; the app decodes the car's information and stores it for quick reference.

Apps like these have expanded to further benefit officers, impound coordinators, and parking officials. For example, one app provides a complete image database of vehicles for law enforcement officers to reference when they get a description of a vehicle.<sup>3</sup>

Another app lets officers catalog evidence and drop pins on a map at the scene of an accident. Additionally, license plate readers have allowed for real-time alerts of vehicles on hotlists to aid in traffic stops, helping officers find stolen cars, and linking vehicles to people who have outstanding warrants.<sup>4</sup>

These three examples all operate on a smartphone, giving law enforcement one device that can be used in a multitude of ways. Without the need for additional special equipment, police officers can be more efficient with their tasks when on the road.



## Easing Tow Processing with No-Cost Web-Based Tools and Apps

The next generation of this digital evolution applies websites and apps to the laborious task of identifying lien holders and registered owners and contacting them.

People can simply use an app or website to scan VINs at no cost, and, upon verification of legal use, the application provides the lien holder's and registered owner's contact information. With 30 million active liens on file and the ability to update data electronically, users receive accurate information about vehicle owners, saving them time and manpower.<sup>5</sup> This improved efficiency helps eliminate system backlogs.

Additionally, when a lien holder and VIN match occurs in the lien record database, the user can automatically send an email to the lien holder notifying him or her of the vehicle's status. For added assurance, users receive an electronic receipt confirming the email was sent, providing them with a digital record of notification.

In the 21st century, "snail mail" is becoming the communication of the past, making way for a technology revolution to improve the vehicle impounding and sale process. Electronic identification and notification not only saves time and effort for law enforcement, but it also saves lien holders money on impound fees by helping them find the vehicles more quickly. ❖

### Notes:

<sup>1</sup>Eimpound, user testimonial, January 23, 2017, <http://eimpound.com>.

<sup>2</sup>Costhelper, "Recovering a Towed Vehicle Cost," <http://personalfinance.costhelper.com/towed-vehicle.html>.

<sup>3</sup>Ten 8 Industries, "Patrolman's Vehicle Guide 9.0," <http://patrolman-s-vehicle-guide.soft112.com>.

<sup>4</sup>Laser Technology, Inc., "LTI SpeedCapture App with New Functionality and Improved Workflow," press release, October 22, 2014, <http://www.lasertech.com/LTI-SpeedCapture-App-with-New-Functionality-and-Improved-Workflow.aspx>.

<sup>5</sup>Locator Technologies, "About Locator Technologies LLC," <https://www.locator-technologies.com/about.html>.

# SAVE UP TO 80% OFF WITH

## Office DEPOT

### SHOP

Free next-day delivery on online orders over \$50.



### SUPPORT

Save on thousands of products marked below retail price.



### SAVE

Shop online or visit a local Office Depot® store.



**YOU SAVE. YOU SUPPORT.**  
[www.theiacp.org/Welcome-to-IACPreferred](http://www.theiacp.org/Welcome-to-IACPreferred)



# IDENTIFY GUNS IN THE FIELD



## Police Officer's Guide to Recovered Firearms

Available now for **FREE** in the iTunes App Store, or visit the mobile optimized web site from your mobile device



Access the ATF's Police Officer's Guide to Recovered Firearms from your mobile device to:

- Identify recovered firearms
- Learn about tracing firearms
- Access additional resources

To access the mobile guide to recovered firearms, scan this QR code or go to: <http://myappsinfo.com/recoveredfirearms>



The mobile app and mobile web are provided through a partnership between IACP, BJA, and ATF, and is a product of Project Safe Neighborhoods.



## Evolving the Statewide Traffic Safety Culture in Illinois

*By Lou Jogmen, Deputy Chief, Park Ridge, Illinois, Police Department, Chair, Illinois Chiefs Traffic Committee, and Steven Casstevens, Chief of Police, Buffalo Grove, Illinois, Police Department, Third Vice President, IACP*

Over the past several decades, the United States has made great strides in traffic safety. It has been a collaborative effort among federal and state governments, law enforcement, community leaders, automobile and parts manufacturers, researchers, and individuals. A great deal of time and effort has been invested in an attempt to make drivers, vehicles, and roadways safer. Auto manufacturers long have worked to design vehicles with enhanced safety features, such as auto braking and lane departure warnings, and now are poised to work under a U.S. Department of Transportation proposed rule that would mandate vehicle-to-vehicle communication, ultimately reducing collisions. In addition, engineers continue to work toward improving roadway infrastructure, and law enforcement, while managing shifting priorities, considers traffic safety as one of its core responsibilities.

The effectiveness of efforts to address traffic safety has ebbed and flowed over time. Advancements in safety have often been accomplished despite the competing effects of new technology or legal movements seemingly designed to work to the contrary. The proliferation of cell-phones and the resulting epidemic of distracted driving, increases in legal speed limits across the United States, and the public's declining support for electronic traffic enforcement devices (red light and speed cameras) are just some of the factors that give rise to the belief that there is a broader lack of support for traffic safety. That said, the American Automobile Association's February 2015 *Traffic Safety Culture Index* found

*Americans do value safe travel and desire a greater level of safety than they now experience. They perceive unsafe driver behaviors such as speeding and impaired driving as serious threats to their personal safety and generally support laws that would improve traffic safety by restricting driver behavior, even when such laws would restrict behaviors they admit to engaging in themselves.<sup>1</sup>*

These findings about the conflicting nature of traffic safety might explain why the United States recently experienced an increase in roadway deaths after a fairly steady decrease over the past two decades. According to the National Highway Traffic Safety Administration (NHTSA), 35,092 people died in motor vehicle crashes in 2015, up 7.2 percent from 32,744 in 2014. The 7.2 percent increase in 2015 is the largest percentage increase in nearly 50 years. The largest increase previously was an 8.1 percent increase from 1965 to 1966.<sup>2</sup>

Perhaps this increase was inevitable. A 2010 traffic safety culture survey conducted by the Texas Center for Transportation Safety found that, for decades, traffic safety improvements have been dependent primarily upon enforcement and engineering solutions.<sup>3</sup> The current traffic safety paradigm has principally concentrated on system hazards and worked to create an environment that restricts driver behavior (e.g., speed bumps) or mitigates the risks of unsafe behavior (e.g., crash barriers). These methods operate from the premise that the external environment can be designed or modified to make drivers safer. This "safety by design" paradigm has been successful at reducing fatalities. However, it seems that an increasing number of safety professionals and policy makers believe that limiting traffic safety efforts to these options can result in merely incremental improvements or even in setbacks. Truly meaningful advancements in safety will depend largely on changing the way people think about driving or changing the traffic safety culture. Changing the culture by supporting safer driving behaviors draws upon the inherent protective nature of humans to be safer beings. This paradigm is referred to as "safe by nature."<sup>4</sup> The goal of the traffic safety culture paradigm is to develop a process for changing values and attitudes so that safety is part of every transportation decision, individual or organizational.<sup>5</sup>

The Illinois Association of Chiefs of Police's (ILACP's) Traffic Safety Committee has endeavored to contribute to and to enhance a pervasive traffic safety culture throughout the state of Illinois by implementing several coordinated, statewide educational and enforcement initiatives: Illinois Rail Safety Week, Illinois Speed Awareness Day, and Illinois Distracted Driving Awareness Week. Each initiative identifies a specific area of traffic safety, and educational and enforcement activities are organized



and directed around that area during the identified time frame by participant organizations. The ILACP coordinates the planning, recruitment, and administration of each initiative. The overall goal of these programs is to further advance a statewide traffic safety culture through the development of improved partnerships, the use of enhanced engagement, and the efficacy of differing disciplines through the sustained dissemination of a consistent safety message.

The ILACP understood that a successful transformation of the state's traffic safety culture is predicated on broad participation, understanding, and support from all stakeholders. To establish this synergy, ILACP realized it was important to first engage state and local law enforcement partners. One key finding was that the management of these programs by a law enforcement association added to the perceived legitimacy and value of participation by law enforcement agencies, thereby increasing the overall participation rate. More than 300 law enforcement agencies participated in the state's second Rail Safety Week in 2015. This number is especially meaningful given the facts that agency participation is voluntary and those involved receive no reimbursement for their efforts. This level of coordinated participation helps to send a strong traffic safety message to motorists and illustrates that it is truly a statewide priority.

The planning committee also sought to secure partnerships with subject matter experts who could bring their knowledge, experience, and passion to each specific safety area. Representatives from the appropriate transportation organizations and from special interest groups whose areas of focus related to each campaign were involved in every step of the planning process, as well as the implementation phase. A lot of these partnerships already existed in some form: however, the committee sought to further develop them.

The formation of new partnerships was crucial to the overall process of changing values and attitudes throughout the state. As these safety issues affect all Illinois residents, organizers worked to involve representatives from across the state, in both the private and public sectors, including school districts, railroads, insurance companies, shipping carriers, businesses, and individuals. These new partnerships were viewed as important catalysts to the transformation of the safety culture. Their participation allowed them to act as ambassadors for the initiative, assisted in broadcasting the safety message, and ensured that the message was spread throughout the state to different organizations, groups, and individuals. Participants were encouraged to conduct appropriate educational activities or enforcement operations at any level they could sustain during the period. All activity was tracked and collected by organizers after the event.

The development and implementation of these three safety campaigns also provided the ILACP with an opportunity to increase the engagement, education, and efficacy of participants. One of the primary goals in this area was to communicate a strong traffic safety culture message to Illinois motorists. Each campaign began with a Governor's Proclamation, which served to demonstrate support from the state's elected leaders. A strong marketing campaign was introduced for each campaign to communicate the message throughout the state. Through media engagement, the ILACP was in a better position to increase issue visibility, legitimacy, and urgency. This ultimately facilitated participation and helped to grow the programs in subsequent years.

The three campaigns were also designed to provide traffic safety education to law enforcement officers throughout the state, especially with regard to underserved areas of traffic safety such as rail safety, speed awareness, and distracted driving. Municipal and state law enforcement officers typically have little exposure to the laws and rules governing rail safety, and this dearth often results in this area of enforcement being overlooked or neglected. Given that Illinois is often among the top three states in deaths and injuries arising from railroad-related incidents, the ILACP found this lack troubling. The ILACP Traffic Safety Committee viewed these campaigns as a mechanism to assist in the dissemination of traffic-related training to Illinois officers. While one of the initial goals of these campaigns was to better educate the public about the dangers associated with railroad crossings and trespass issues, another goal was to ensure that officers became more knowledgeable in the nuances of and application of laws relating to rail safety, speeding, and distracted driving.

Through their participation, it is hoped that law enforcement officers will become more experienced and comfortable with the enforcement of these traffic safety issues. Recurring exposure to specific safety areas such as rail safety, speeding, and distracted driving likely will improve officers' overall effectiveness, which will, in turn, contribute to a change in how motorists perceive the safety culture in Illinois.

Through the development and implementation of these campaigns, the ILACP sought to build on long-standing traffic safety programs that have worked toward the establishment of an effective traffic safety culture in the state. Over the years, Illinois law enforcement agencies have participated in the Traffic Safety Challenge and federally funded grant enforcement efforts. Rail Safety Week, Speed Awareness Day, and Distracted Driving Awareness Week were designed to complement and expand those efforts. The campaigns were implemented with the goal of ultimately broadening the public's perception of traffic safety as a priority by aligning traffic safety efforts across the state and encouraging responsible agencies and organizations to work together in a sustained, coordinated effort. It is important for initiatives of this type to continue to be organized, and, as participation grows, the safety message begins to become infused into how motorists think about safety.

Changing a culture is among the most difficult of challenges. This is due, in large part, to the fact that a culture derives from a meshing of objectives, roles, processes, values, communications practices, attitudes, and expectations. Culture change can take 7 to 10 years to truly become systemic and embedded throughout an organization, and it can be expected for change to take longer on a statewide level. That said, the model used by the ILACP to organize and implement these initiatives is designed to send a consistent traffic safety message and is focused on changing values and attitudes so that safety is part of every transportation decision, individual or organizational. This model is also designed to expand local enforcement agency participation during non-grant-funded enforcement and to build local community and political support. Improving the traffic safety culture in Illinois requires a focus on the initiation of activities that will improve the traffic safety culture across the state through the development of improved partnerships, enhanced engagement and collaboration among all stakeholders, and the sustained dissemination of a consistent safety message. ❖

#### Notes:

<sup>1</sup>AAA Foundation for Traffic Safety, *2015 Traffic Safety Culture Index*, February 2016, [https://www.aaafoundation.org/sites/default/files/2015\\_TSCL.pdf](https://www.aaafoundation.org/sites/default/files/2015_TSCL.pdf).

<sup>2</sup>National Highway Traffic Safety Administration, "2015 Motor Vehicle Crashes: Overview," *Traffic Safety Facts*, August 2016, <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812318>.

<sup>3</sup>Center for Transportation Safety, Texas Transportation Institute, *The Texas Traffic Safety Culture Survey*, November 2010.

<sup>4</sup>Nicholas J. Ward, Jay Otto, and Jeff Linkenbach, "A Primer for Traffic Safety Culture," *ITE Journal* 84, no. 5 (May 2014): 42.

<sup>5</sup>Thomas K. Sorel and Troy E. Costales, "Toward Zero Deaths: A National Strategy on Highway Safety," *TR News* 282 (September-October 2012): 22-29.



ILACP's traffic safety initiatives address common factors that cause crashes and look to provide guidance, lessons learned, and best practices to law enforcement in an effort to prevent injuries and the loss of lives.

Visit [www.theIACP.org/TrafficSafety](http://www.theIACP.org/TrafficSafety) to access information on these initiatives.



# Technology Conference for Law Enforcement



By Meghann Casanova, Program Manager, IACP

Over the course of three weeks in August and September 2016, the IACP conducted a series of critical issues forums in eight cities throughout the United States to gain a better understanding of the critical issues facing law enforcement today.<sup>1</sup> More than 450 leaders, representing small, midsize, large, state, provincial, federal, tribal, and college and university agencies, had the opportunity to share the challenges and concerns they face, as well as the solutions some have developed in response to such

challenges. Despite the diversity in agency type, size, and location—and the distinct challenges each faced, several general areas were identified by the leaders as being some of the biggest challenges they faced—one of those common topic areas was technology.

Technology has become increasingly critical for day-to-day law enforcement operations and no longer exists in its own silo. From body-worn cameras (BWCs) and closed circuit televisions (CCTVs) to digital evidence collection and the use of community informatics to identify traffic flow trends, new and innovative technologies have the ability to better protect law enforcement officers, to increase the efficiency and efficacy of investigations, and to improve public safety for the community overall. But managing, maintaining, and keeping up with technological advancements create their own set of challenges for law enforcement agencies.

For example, while the footage captured by BWCs and other video technologies can provide valuable information, the management and storage of the data can also pose significant cost and privacy challenges. In addition, advancements in

technology often rapidly outpace standards and laws, making it challenging for law enforcement to obtain critical evidence.

## IACP Technology Conference, Sponsored by the LEIM Section

Every year since 1977, the IACP has hosted the premier law enforcement technology conference, providing attendees with an opportunity to learn new skills and to find out about best practices and lessons learned, trends in the field, and the latest in cutting-edge technology from their peers and industry experts. The conference also provides an opportunity to network with fellow practitioners from around the world.

But as technology evolves, so too must the conference. This year, the IACP Law Enforcement Information Management Training Conference and Technology Exposition becomes the IACP Technology Conference, updated to reflect the evolving landscape of law enforcement technology.

The 2017 IACP Technology Conference will convene May 22–24, 2017, in St. Louis, Missouri. Each year, the conference welcomes 500–600 attendees from law enforcement and government agencies, public safety nonprofits, academia, and the private sector. The three-day event features 3 plenary sessions, 30 workshops, and an exhibit floor showcasing innovative applications of technology designed to improve officer and public safety, enhance the efficiency and effectiveness of operations, and build enterprise-wide information sharing capabilities.

Why do attendees return to the conference year after year? Law enforcement practitioners attending the conference have consistently identified the following five key benefits of attending the conference:

1. Networking opportunities with other agencies and practitioners
2. Networking opportunities with industry-leading solution providers
3. Substantive workshops with practical, relevant content
4. Excellent speakers and exceptional facilities
5. New insights and knowledge to help address operational issues at home

Moreover, the conference provides a forum in which attendees can learn new techniques, advance their knowledge and careers, and equip their agencies for ongoing success.



---

*Technology has become increasingly critical for day-to-day law enforcement operations and no longer exists in its own silo.*

---

The theme of this year's conference is "Smart Communities = Safe Communities." The conference theme builds upon the smart cities concept of integrating multiple information and communication solutions to enhance the quality, performance, and interactivity of law enforcement services. Other areas the theme touches on include the reduction of costs and resource requirements and improved contacts between community members and government, regardless of agency or community type.

Kicking off the IACP Technology Conference will be three plenary sessions with topics that embody the event's theme. The first plenary session, entitled "The Evolution of Policing—Key Findings from the IACP Listening Tour and Technology Implications," will focus on the major challenges identified by law enforcement leaders during the tour and their impact on technology, as well as the impact that technology can have on those challenges. The second plenary session, "The Evolution of Police Technology—Past, Present, and Future," will look back at just how far the field has come and look ahead to what is coming next. The final plenary session, "Police Information—Systems, Metrics, Transparency, and Privacy," will highlight the importance of data and how they can be used and shared while considering privacy and related issues.

Building on the plenary sessions, the conference workshops will cover a broad array of new and emerging technologies and technology-related issues, policies, and practices, including BWC, unmanned aerial vehicles, information and data sharing initiatives, cybersecurity, digital evidence, social media, and many others. Presenters will share how these technologies and others can increase the efficiency and effectiveness of policing. In addition, panelists will discuss issues like the proliferation of technology into everyday, mundane objects—such as, the Internet of Things—and the impact that these new and nontraditional sources of digital evidence can have on investigations. Finally, workshops will also include implementation tips and lessons learned and discussions on data management considerations and the importance of protecting law enforcement and other government information systems.

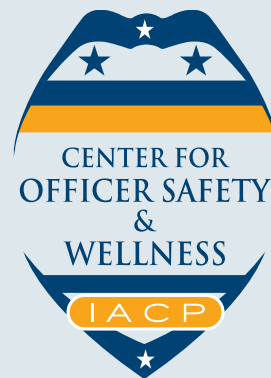
The full conference program can be viewed at [www.theIACP.org/techagenda](http://www.theIACP.org/techagenda).

To aid attendees in selecting which workshops to attend, the IACP Technology Conference educational program is organized into three tracks: Executive, Operational, and Technical. Sessions in the Executive Track include high-level discussions about the policy, operational, and legal considerations an agency should evaluate when implementing or managing a technology program. The Operational Track focuses on planning, implementing, and managing technology projects. Sessions in the Technical Track will cover the technical side of projects, including data sharing, encryption, hardware, software, and much more.

For more information about the conference, please visit [www.theIACP.org/tech-conference](http://www.theIACP.org/tech-conference). ❖

**Note:**

<sup>1</sup>The full report from the listening tour is available at [www.theiacp.org/listeningtour](http://www.theiacp.org/listeningtour).



## 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.

**Major Jay R. Memmelaar Jr.**

Goldensboro Police Department, North Carolina

Date of Death: February 16, 2017

Length of Service: 25 years

**Special Agent Rickey O'Donald**

Federal Bureau of Investigation, United States

Date of Death: February 17, 2017

Length of Service: 29 years

**Police Officer Keith Boyer**

Whittier Police Department, California

Date of Death: February 20, 2017

Length of Service: 27 years

**Officer Lucas Chellew**

California Highway Patrol, California

Date of Death: February 22, 2017

Length of Service: 8 years

**Deputy Sheriff Michael Foley**

Alameda County Sheriff's Office, California

Date of Death: February 23, 2017

Length of Service: 37 years

**Deputy Sheriff Michael Butler**

Lowndes County Sheriff's Office, Georgia

Date of Death: February 25, 2017

**Deputy Sergeant Kevin Haverly**

Greene County Sheriff's Office, New York

Date of Death: February 28, 2017

Length of Service: 4 years

# INDEX TO ADVERTISERS

The advertisers in this issue can help equip your department with the most efficient tools available today!

Always mention the *Police Chief* when contacting our advertisers.

	Page #		Page #		Page #
<b>2017 President's Membership Drive</b> 800.THE.IACP x 365 www.theiacp.org/membership .....	80-81	<b>Digital Boundary Group, Inc.</b> 800.747.3557 x 220 www.digitalboundary.net.....	67	<b>Liberty Art Works, Inc.</b> 888.411.7744 http://libertyartworks.com .....	34
<b>Alzheimer's Initiatives</b> 800.THE.IACP www.theiacp.org/alzheimers .....	54	<b>Drive to 30K</b> 800.THE.IACP x 365 www.theiacp.org/membership .....	43	<b>MHS Assessments</b> 800.546.3003 www.MHS.com/LSCMI .....	45
<b>American Military University</b> jdeater@apus.edu www.publicsafetyatamu.com/iacp .....	51	<b>Fair &amp; Impartial Policing, LLC</b> 414.334.1299 www.fairandimpartialpolicing.com .....	45	<b>MSAB Incorporated</b> sales@msab.com www.msab.com .....	17
<b>Architects Design Group</b> 407.647.1706 http://adgusa.org .....	31	<b>FBI-LEEDA, Inc.</b> 877.772.7712 www.fbileeda.org .....	2	<b>Night Flight Concepts, Inc.</b> 888.632.8764 www.nightflightconcepts.com.....	61
<b>ATF Police Officer's Guide to Recovered Firearms</b> 800.THE.IACP http://myappsinfo.com/recovered/firearms.....	91	<b>FGM Architects</b> 630.574.8300 http://fgmarchitects.com .....	9	<b>Northwestern University Center for Public Safety</b> 800.323.4011 http://nucps.northwestern.edu.....	19
<b>AutoReturn</b> 770.335.6164 www.autoreturn.com.....	53	<b>Holmans USA, LLC</b> 800.545.0932 www.HOLMANS.com.....	31	<b>Panasonic System Communications</b> 855.323.8787 http://us.panasonic.com/bwc.....	11
<b>Brinkley Sargent Wiginton Architects</b> 972.960.9970 www.bsw-architects.com .....	17	<b>IACP Net</b> 800.227.940 http://iacpnet.com .....	60	<b>Police Chief Editorial Calendar</b> 800.THE.IACP x 321 www.policechiefmagazine.org/ editorial-calendar.....	52
<b>California University of Pennsylvania</b> 866-595-6348 www.calu.edu/DCJ .....	55	<b>IACP Preferred (Member Benefits)</b> 800.THE.IACP www.theiacp.org/welcome-to-iacppreferred.....	68, 91	<b>Police Chief Subscriptions</b> 800.THE.IACP x 261 www.policechiefmagazine.org/subscribe .....	97
<b>Center for Police Leadership &amp; Training</b> 800.THE.IACP www.theiacp.org/training.....	20-21	<b>IACP Training Conference on Drugs, Alcohol, and Impaired Driving</b> 800.THE.IACP www.theiacp.org/dreconference .....	47	<b>Policestickers.com</b> 508.892.1555 http://policestickers.com .....	44
<b>CZ-USA</b> 800.955.4486 http://cz-usa.com .....	13	<b>IAPro</b> 800.620.8504 www.iapro.com .....	5	<b>Priority Dispatch</b> 800.363.9127 www.prioritydispatch.net.....	27
<b>Darany &amp; Associates</b> 909.798.4475 tsdarany@earthlink.net .....	44	<b>Kaseware, Inc.</b> 844.527.3927 www.kaseware.com .....	49	<b>Public Information Officers Mid-Year Conference</b> 800.THE.IACP x 226 www.theiacp.org/PIOmidyear .....	79

Please contact **The Townsend Group, Inc.** at 301-215-6710 if you are interested in or have questions about advertising in *Police Chief*.

The IACP does not recommend, endorse, or accept responsibility for the proper performance of any product advertised in these pages.



Always mention the  
**Police Chief** when  
contacting advertisers.

# FREE INFORMATION with QUICK ACCESS

Receive FREE information FAST from companies featured in this issue of the *Police Chief*

**Online Edition** Find the edition at [www.policechiefmagazine.org](http://www.policechiefmagazine.org) and choose Index to Advertisers under Columns. Click the company's URL to navigate to its website.

**Print Edition** While reading the print edition, type the company's website address found on the Index to Advertisers page or directly from the advertisement.

Call the company, since phone numbers are found on the Index to Advertisers page and in their advertisements.

## The Police Chief

## SUBSCRIPTION/ADDRESS CHANGE

**ONLINE** [www.PoliceChiefMagazine.org/subscribe](http://www.PoliceChiefMagazine.org/subscribe)

**FAX** Joycelyn Newell 703-836-5386

**MAIL** Police Chief, 44 Canal Center Plaza, Suite 200  
Alexandria, VA 22314

Name \_\_\_\_\_

ID Number (on label) \_\_\_\_\_

Title \_\_\_\_\_

Department/Agency \_\_\_\_\_

Phone (\_\_\_\_\_) \_\_\_\_\_

Yes, sign me up for the IACP e-mail newsletter

Email: \_\_\_\_\_

Address change (ID number required) \_\_\_\_\_

Renewal (ID number required) \_\_\_\_\_

New subscription

1-year subscription \$30.00

2-year subscription \$47.00

**3-year subscription \$63.75 ▶ Best Value!**

**This section must be completed to process your order:**

### Agency/Affiliation

- Municipal/county police
- Sheriff's dept.
- State agency
- Federal agency
- Campus police
- Military
- Police academy
- Security
- Univ./college library
- Other

### Rank/Occupation

- Chief executive
- Sheriff
- Command staff
- Supervisory personnel
- Line officer
- Police civilian
- Crim. justice professor
- Police equipment dealer/distributor/manufacturer
- Other

### Population of Jurisdiction

- Under 2,500
- 2,500 - 9,999
- 10,000 - 49,999
- 50,000 - 99,999
- 100,000+

**DELIVER MAGAZINE TO:**  Home  Business

Street address (include apt. no.) \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Fax (\_\_\_\_\_) \_\_\_\_\_

### PAYMENT MUST ACCOMPANY ORDER

Purchase order enclosed

Check/money order enclosed (make payable to IACP/Police Chief Subscriptions)

U.S. dollars, drawn on U.S. banks only and mail full payment (no cash) with completed form to: Subscription Department, IACP, P.O. Box 62564, Baltimore, MD 21264.

Charge my:  Visa  MasterCard  Discover  American Express

Cardholder's name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

Card number \_\_\_\_\_

Exp. date \_\_\_\_\_

Signature \_\_\_\_\_

# INDEX TO ADVERTISERS

The advertisers in this issue can help equip your department with the most efficient tools available today!

Always mention the *Police Chief* when contacting our advertisers.

	Page #		Page #		Page #
<b>Red The Uniform Tailor</b> 800.272.7337 www.rtut.com .....	99	<b>Sirchie</b> 919.554.2244 www.sirchie.com .....	33	<b>Tyler Technologies</b> 248.269.1000 www.tylertech.com/publicsafety .....	100
<b>Redstone Architects, Inc.</b> 248.418.0990 www.redstonearchitects.com .....	61	<b>Smaller Agency Resources</b> 800.THE.IACP x 804 www.iacpsmallerdepts.com .....	59	<b>Vigilant Solutions</b> 925.398.2079 http://vigilantsolutions.com .....	7
<b>Reeves Company, Inc.</b> 800.452.1161 www.reevesnamebadges.com .....	49	<b>Southern Police Institute</b> 502.852.6561 http://louisville.edu/spi .....	37	<b>VirTra</b> 800.455.8746 www.virtra.com/IACP2017 .....	25
<b>ScheduleAnywhere</b> 800.874.8801 www.scheduleanywhere.com/employee -scheduling-software .....	5	<b>Streamlight Inc.</b> 800.523.7488 www.streamlight.com .....	3	<b>WatchGuard Video</b> 800.605.6724 http://watchguardvideo.com .....	23
<b>SecureWatch24</b> 212.729.5400 www.sw24.com .....	29	<b>Textron Aviation</b> 844.44.TXTAV http://txtav.com .....	64		

Please contact **The Townsend Group, Inc.** at 301-215-6710 if you are interested in or have questions about advertising in *Police Chief*.

The IACP does not recommend, endorse, or accept responsibility for the proper performance of any product advertised in these pages.



est. 1971

THE UNIFORM TAILOR

CORPORATE HEADQUARTERS

475 Oberlin Avenue South

LAKEWOOD, NJ 08701

800.272.7337

[www.rreut.com](http://www.rreut.com)

PRIDE!

*it makes the difference.*

Retail locations:

ORLANDO, FL

BOYNTON BEACH, FL

MARIETTA, GA

HONOLULU, HI

LAKEWOOD, NJ

GRAND PRAIRIE, TX

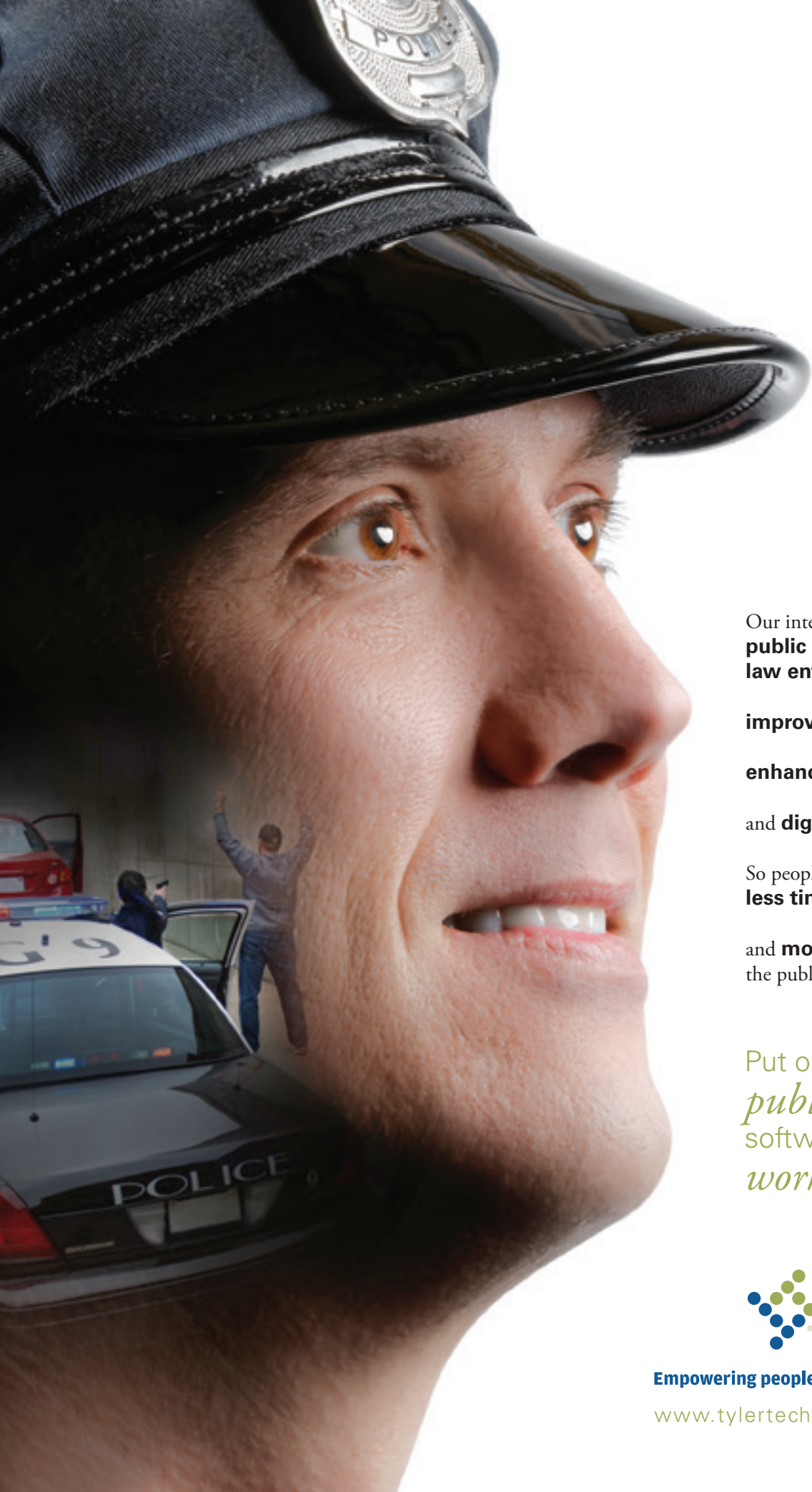
HOUSTON, TX

CARROLLTON, TX

OAK CREEK, WI







Our integrated software for  
**public safety and  
law enforcement agencies**

**improves** communication

**enhances** situational awareness

and **digitally connects** jurisdictions

So people like Kirk A. can spend  
**less time chasing** data

and **more time protecting**  
the public.

Put our  
*public safety*  
software to  
*work for you.*



**Empowering people who serve the public®**

[www.tylertech.com/publicsafety](http://www.tylertech.com/publicsafety)