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OCTOBER 2010

**117th Annual
IACP Conference**

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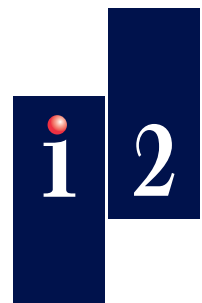
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Orlando, Florida —“the city beautiful”—is the site for the 117th Annual IACP Conference, October 23–27, 2010. The cover photograph features the conference host chief, Val B. Demings, of the Orlando Police Department. Photograph by Abbigail Petersen, City of Orlando.

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Annual IACP Conferences

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

International IACP Conferences

Asian Pacific Executive Policing Conference - 2010 (11th)
December 5–7 • New Delhi, India
North American Executive Policing Conference - 2011 (1st)
April 10–12 • Toronto, Canada
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The Year in Review

The last year has been challenging, exciting, and rewarding from both a personal and professional perspective. The opportunity to serve as the IACP president has been one of the highlights of my law enforcement career.

I am proud that over the last year, the IACP has continued its long tradition of leadership in professional policing by providing law enforcement executives with the tools, information, and programs that they need to succeed.

I would like to draw your attention to a few of the many highlights of this year and urge you to visit <http://www.theiacp.org> for information on the numerous other projects currently under way at the IACP.

Center for the Prevention of Violence Against the Police

In my inaugural remarks at the 2009 IACP conference in Denver, I outlined one of the top priorities of my term: my commitment to safeguarding the lives of each and every law enforcement officer. To that end, I am proud to report that the IACP has launched the Center for the Prevention of Violence Against the Police.

The center will gather comprehensive data on officer assaults and other acts of violence from state, local, and tribal law enforcement agencies in the United States and other agencies around the world. Center staff will then analyze that data to provide meaningful, lifesaving information and direction to the field on how to minimize officer injury and death. The essential role of the center will be to enhance the safety of all officers by examining solid data related to violent encounters.

Border Summit

The IACP was an active participant in the 2010 Border Summit hosted by the city of Laredo, Texas, and cosponsored by the Texas Association of Chiefs of Police. The summit shined a spotlight on the many challenges that law enforcement agencies confront on a daily basis along the southwestern border that separates the United States and Mexico.

During two days of discussion, participants identified several key steps that should and must be taken to address the serious national security issue that the southwestern border presents to the United States. These recommendations will guide the IACP's efforts to address the many challenges that

law enforcement agencies along the border continuously face.

Global Policing Summit

In September, the IACP hosted its first ever global policing summit in Paris, France, focusing on the growing rate of youth recruitment by terrorist organizations in countries throughout the world. The global law enforcement community is alarmed and greatly concerned by the growing violence, economic power, and systematic indoctrination of our youth by criminal organizations and terrorist groups.

The summit allowed the IACP to hear from all corners of the world and provided a forum for a powerful exchange of ideas and best practices on this critical topic. A report from this summit will be available in the coming months.

Law Enforcement and Technology

This past summer, I convened the Ad Hoc Committee on Effective Communication in Law Enforcement to discuss the role of personal communication skills and the increasing dependence on technology in our profession. This reliance on technology, coupled with other factors that threaten to separate officers from citizens, has raised concerns among seasoned



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

law enforcement executives that the core communications skills required of police officers have diminished. Interviewing skills, report writing, and testifying in court are a few of the skills that may be eroding.

The committee was in unanimous agreement that this is a very real, but not new, problem that could have a serious impact on police effectiveness if not addressed. Technology is vital to policing, but professional policing requires both effective personal communication skills and the use of technology. The committee's mission is to find an appropriate balance between the two to prevent the erosion of police effectiveness. Over the coming months, the committee will meet to discuss the IACP's role in this challenge and develop an action plan for implementation.

Fighting Drug Legalization

One issue that has been pushed to the forefront this year is drug legalization, specifically California's Proposition 19 and proposals in other states and communities to legalize marijuana. The IACP has been fighting drug legalization proposals for over 15 years. The IACP strongly opposes California's Proposition 19 and is deeply concerned about the unsubstantiated assumptions contained in the measure. We cannot ignore the harm that legalization will cause to our communities, in our schools, and on our nation's highways.

I am pleased that the IACP is part of so many groups that care about our children and the health and safety of our communities. IACP is steadfast in its support of the California Police Chiefs Association and the many other law enforcement groups that are taking a stand against this critical issue.

Let me conclude this message with a special "thank you" to the Board of Officers and Executive Committee for the extraordinary leadership they provide to the IACP. I also want to thank the IACP staff for all the work they do. By our rules, the leadership changes periodically, but the professional staff at headquarters remains a constant for our organization. It is this group of dedicated individuals that keeps us moving ahead. We are fortunate to have them all.

I am finally and foremost grateful to you, the IACP membership, who gave me this wonderful opportunity. You have my thanks for your support over this year and for your continued support of the IACP and our noble profession. ❖

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IACP Opposes California Marijuana Legalization Effort

By Meredith Ward, Legislative Representative, IACP

In late August, IACP president Michael Carroll released a statement on the current movement to legalize marijuana in California. California was one of the first states to enact a medical marijuana law, and now the state has presented Proposition 19, the Regulate, Control and Tax Cannabis Act of 2010, which seeks to legalize marijuana. As written, this legislation centralizes on the idea that cannabis legalization will generate revenue for the deficit-burdened state as well as the idea that legalization would alleviate police drug responsibilities as marijuana enforcement would not be necessary. The proposed revenue created would be applied to neutralize health-care costs, and legalization would eliminate the apparent violence demonstrated daily by the drug trade with the added benefit of applying the remaining tax dollars to close budget gaps.

In President Carroll's statement he writes, *the faults, flaws and fallacies of the proposed arguments are numerous. According to statistics from the Centers for Disease Control and Prevention, alcohol-related deaths claim 79,000 lives annually and tobacco-related deaths claim 443,000 lives annually. Combine this information with the fact that the United States has one of the most robust and persistent illegal drug trades in the world, the question arises: why would we want to allow another drug to legally infect our lives and communities? Unfortunately, the voices publicized and marketed by the media, purported to represent law enforcement, encourages the public to support marijuana legalization measures. However, it has been my experience that the views presented by the IACP membership contradict the media, and most chiefs of police stand in opposition to this legislation.*

The IACP has a long history of opposing drug legalization legislation. This legislative concern was discussed at length at our recent executive committee meeting in Philadelphia.

The consensus was that the public is not being fully apprised of the negative effects that will occur if marijuana is legalized or if the patchwork medical marijuana legislation efforts continue. I encourage police chiefs, state police heads, and sheriffs to speak out on the dangers of the movement toward legalization. Your voice can be critical in countering the "No Harm" message presented by the legalizers.

In his statement, President Carroll mentioned several resources for police chiefs on the issue. For the full statement, please visit <http://www.theiacp.org/About/WhatsNew/tabid/459/Default.aspx?v=1&id=1315>.

Two articles have been recently published by IACP members on the topic.

Chief Susan Manheimer, president of the California Police Chiefs Association and Chief of San Mateo Police Department, was featured in the *San Francisco Chronicle* on Sunday, August 22, 2010, with an article entitled "Legalizing Marijuana Is Bad for California." In it, she outlines the economic and social disadvantages to marijuana legalization, providing her standpoint as a citizen of California and as a local police leader.

One perspective on the national level is the article published in the *Los Angeles Times* on Wednesday, August 25, 2010, entitled "Why California Should Just Say No to Prop.19." A collaborative effort by five former directors and the current director of the Office of National Drug Control Policy, including IACP Past President Lee P. Brown and IACP members Director Gil Kerlikowske and former Governor Bob Martinez, this article describes the reasons why this legislation is to be opposed by the law enforcement community and the American society at large.

Also, see page 22 in this issue of *Police Chief* magazine for Covina, California, Police Department Chief Kim Raney's article, "Proposition 19: California's Marijuana Legalization Debate."

For more information, please visit the IACP's website section on this important issue at <http://www.theiacp.org/About/PressCenter/MarijuanaLegalizationIssue/tabid/756/Default.aspx>.

IACP Opposes ATF Modernization Legislation

The IACP recently announced its strong opposition to H.R. 2296, the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) Reform and Firearms Modernization Act. H.R. 2296 will severely limit the ability of the ATF to revoke the licenses of gun dealers who violate federal law.

The IACP believes this bill is reckless and irresponsible and will impede criminal investigations and diminish the ability of law enforcement to protect their communities from the crime and violence associated with the illegal use of firearms. H.R. 2296 would change federal regulations regarding the suspension and revocation of gun seller licenses by allowing the ATF to employ escalating penalties against gun dealers, short of revoking their licenses.

H.R. 2296 is currently being considered in numerous House committees including Judiciary and Ways and Means.

Legislative Briefing

The IACP will hold its 117th annual conference in Orlando, Florida, in October. The membership-wide Legislative Briefing will be held on Saturday, October 23, from 10:00 a.m. to 11:00 a.m. in Convention Center room 208A. During this briefing, members will be updated on pertinent legislation and resolutions and will have the opportunity to ask questions.

For more information, please contact Meredith Ward, Legislative Representative, at wardm@theiacp.org. ❖

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2010–2011 SELECT Scholarship Recipients Announced

By *Russell B. Laine, Chief, Algonquin, Illinois, Police Department; Immediate Past President, IACP; and Chair, IACP Foundation*

For the fourth consecutive year, the board and the staff of the IACP Foundation are proud to honor the service and sacrifice of law enforcement's finest by providing continuing education assistance through the Survivors' Education Law Enforcement Trust (SELECT) Scholarship program.

Thanks to three endowed scholarships, the SELECT program provides funding for undergraduate or graduate studies for the dependant family members of law enforcement officers fallen or permanently disabled in the line of duty. For the 2010–2011 school year, the Foundation is fortunate to provide an additional scholarship, totaling four awards, to help defray expenses associated with tuition and fees.

It is a privilege for the Foundation, the patrons of its scholarships, and the many donors who support the Foundation's good work to recognize the following recipients of the 2010–2011 SELECT Scholarships:

The IACP Foundation Scholarship

As a result of a significant, anonymous donation, the IACP Foundation offers a scholarship that provides assistance with tuition and fees in the amount of \$2,500 annually to a successful applicant. For the 2010–2011 school year, the Foundation is pleased to be able to provide two of these scholarships at \$2,500 each.

Myah Chancellor, attending Stillman College, Tuscaloosa, Alabama. Myah's father, Deputy Charles Chancellor, worked in law enforcement for more than 25 years. On December 17, 2007, Deputy Chancellor was in his marked unit and stopped at a traffic light when he was struck from behind. He suffered severe damage to his



back, and, as a result of his on-duty injury, he retired on disability from the Jefferson County, Alabama, Sheriff's Office.

Katie Paulson, attending Montana State University, Bozeman, Montana. On July 6, 2002, Katie's father, Officer Ladd Paulson, was working as a motorcycle officer with the Billings, Montana, Police Department. As he was responding to a call with lights and siren, Officer Paulson was struck broadside by a vehicle traveling at more than 50 mph. He suffered multiple injuries including a skull fracture, six broken ribs, a crushed right leg, and massive internal injuries.



Officer Paulson retired with full disability from the department, but returned after two years of healing and rehabilitation as a civilian contractor to the department, serving as a motorcycle instructor. Officer Paulson was again struck by a vehicle within a year of returning to work and sustained additional injuries, including the loss of the use of his right arm.

Chief Dave Cameron Memorial Scholarship

Through his professionalism, dedication, and personality, Chief Dave Cameron of the Jackson, Wyoming, Police Department influenced law enforcement throughout his career and during his tenure on the IACP Executive Committee. IACP Executive Director Dan Rosenblatt and his wife, Lonie Hassel, have chosen to demonstrate their support of the IACP Foundation and the SELECT program by permanently endowing this scholarship, which will provide a \$1,000 award to one recipient annually.

The IACP Foundation is proud to recognize an extraordinary \$10,000 donation made by the Burlington Northern Santa Fe Railroad Foundation in Fort Worth, Texas, to further enhance the Chief Dave Cameron Memorial Scholarship. This gift was made in honor of John Clark, former IACP Foundation board member and general director of the Burlington Northern Santa Fe Railroad, upon his retirement.

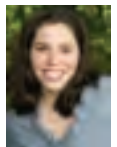
Kelsey Rigg, attending Anderson University, Anderson, Indiana. Kelsey's father, William Rigg, served as a deputy sheriff with the Anderson County, South Carolina, Sheriff's Office. On May 2, 2006, Deputy Rigg responded to a call for assistance to locate a suspect for a neighboring jurisdiction. While attempting to make contact with the intoxicated suspect, Deputy Rigg was attacked by the subject, driving him backward into both the door frame and the protruding brass knob on the frame. Deputy Rigg suffered a fracture to his spine resulting in permanent injury to his spinal cord.



Charles and Claire Blauer Scholarship

Endowed by the Blauer family of Blauer Manufacturing Company Incorporated in honor of their parents, Charles and Claire Blauer, this scholarship will provide a \$1,000 award to one recipient annually.

Erinn McNew, attending Washington State University, Pullman, Washington. Erinn's father, Officer Montgomery McNew worked as a canine handler with the Oakland, California, Police Department. During agitator/decoy training with fellow handlers, an accident resulted in a serious injury to his shoulder. Subsequent surgery and physical therapy failed to resolve the problem and led to Officer McNew's disability retirement. ❖



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A Comprehensive Approach to Eliminating Adverse Impact in Public Safety Promotional Exams

By Cassi L. Fields, PhD, Fields Consulting Group Inc., McLean, Virginia; and Karen J. Kruger, Esq., Funk & Bolton, P.A., Counsel, Maryland Chiefs of Police Association, Board Member of the IACP Legal Officers' Section

The U.S. Supreme Court issued a decision in May 2010 holding that the city of Chicago is liable under Title VII for the adoption of a testing process that had a disparate impact on African Americans applying for firefighter positions and also for the application of that process when it selected applicants from the list generated by that flawed test some years later.¹ The Court decided that during the entire life of an eligibility list and one year after the list's expiration, any candidate may sue for discrimination if each hire causes or exacerbates adverse impact. In the past, this was not the case because, when an eligibility list was initially published, it was reviewed at that time for adverse impact and potential adverse impact. Now, plaintiffs can evaluate the list after its expiration to determine how it might have ultimately impacted those who might claim discrimination.

In January 2010, the Equal Employment Opportunity Commission filed a complaint in the U.S. District Court for the District of New Jersey on behalf of candidates in the New Jersey Civil Service Commission who were seeking promotion to the rank of sergeant through the Police Sergeant exam. The complaint alleges that the state's pass/fail testing process had a negative, disparate impact on African Americans and applicants of Hispanic origin.²

In *Ricci v. DeStefano*,³ another case involving firefighters, the city of New Haven, Connecticut, was found to have violated Title VII when it rejected successful promotional test results achieved by nonminorities in favor of minorities, in its effort to avoid a disparate impact against

those minorities. Essentially then, a jurisdiction cannot discard an eligibility list solely because it does not produce a diverse group of candidates. Similarly, the city of Milwaukee in 2007 was found to have engaged in unlawful discrimination for using promotional practices that favored women and minorities in promotions from police lieutenant to captain.⁴

These cases could leave law enforcement managers with the sense that they are in no-win positions when it comes to avoiding liability under Title VII with regard to promotional testing. But there could be a solution.

One large, metropolitan, public safety department, whose policy is to use promotional exams to promote its supervisors and managers, started using a comprehensive, nine-step promotional program. The purpose of the nine-step approach was multifold. The agency desired to increase transparency of the entire promotional process; obtain buy-in and support from the candidates; create a highly reliable and valid promotional process that identifies the most qualified candidates; and create methods to reduce adverse impact. The resulting comprehensive approach was designed to motivate candidates; reduce their anxiety about the promotional process; improve their test-taking skills; and assist with both their career development and the agency's development.

One of the most challenging aspects of using promotional exams in public safety departments is ensuring that the process is valid and produces a diverse group of candidates. Further, the prevailing legal guidelines and court rulings make it more difficult for a law enforcement executive to make selections from a valid test if those selections result in adverse impact. Since the inception of the 1964 and 1991 Civil Rights Acts, court decisions with regard to employment discrimination have added to all test users' burden to defend its testing processes. The current rash of employment discrimination lawsuits in public safety selection and promotional exams proves this point.

Many observers of these cases have experienced the frustrations that led to litigation—namely, “How do I use a promotional test and not get sued for adverse impact?” or “What strategies can I use to ensure the diversity of my workforce while avoiding lawsuits for civil rights violations?” Many police chiefs have experienced the feeling of being between a rock and a hard place when implementing selection or promotional systems.

The challenge facing test creation concerns not only validity but also whether the test user considered alternatives that have less adverse impact than the test that was previously used. The nine-step approach accomplishes both goals: it increases validity and facilitates a real-time search for alternatives that reduce adverse impact. The process comprises

1. test orientation,
2. test preparation,
3. construction and administration of a valid practice testing process,
4. candidate feedback regarding practice assessment center performance,
5. analysis of practice testing process,
6. design of alternatives targeted to reduce or eliminate adverse impact,
7. construction and administration of a valid final testing process,
8. design of a promotional list with administrative banding, and
9. design of an unbiased selection system from the administrative bands.

Disparities in Test Performance

There are three sets of theories that attempt to explain differences in test performance among population subgroups.

Cognitive ability. One set of theories rests on the premise that tests of cognitive ability are valid. This approach then concludes that observed differences in cognitive ability among population subgroups can be attributed to heredity.⁵ In general, these theories do not hold promise for immediately addressing test performance

differences or minimizing test litigation since this area of research concludes that cognitive ability is genetic and highly persistent, stable, and virtually unchangeable.

Test bias. Another set of theories focuses on test bias or test flaws that may contribute to test performance disparities. These theories suggest that test bias is either partially or entirely the cause of test performance disparities. These biases and flaws include, but are not limited to, test unreliability, invalid cognitive load, and invalid passing or weighting schemes.⁶ In general, these theories hold little promise for eliminating adverse impact or litigation since a perfectly reliable test has yet to be achieved, and the research regarding test bias has not produced conclusive evidence that test bias is the cause of adverse impact.

Environment and experience. The nine-step approach, instead, focuses on test performance moderators originating from the environment that some research has shown impacts test performance and explains subgroup test performance disparities. These test performance moderators include test preparation, study skills, test-taking motivation, test anxiety, and test practice. Each of these moderators is shaped by test takers' educational and socioeconomic experiences.⁷ The main difference between this set of explanatory theories and the other theories is that test performance moderators can be controlled. In the nine-step approach, these moderators

are equalized across groups and consequently close test performance gaps.

Disparities in Cognitive Ability

One comprehensive promotional strategy was designed with the assumption that subgroups within most public safety departments have similar cognitive ability. This assumption is based upon several facts. First, each applicant for a sworn position is subjected to rigorous and consistent hiring standards. Second, after hire, employees are put through rigorous, uniform training that they must pass in order to be sworn into their positions. All anecdotal data of subgroup training and overall job performance in public safety departments support the premise that the cognitive abilities among the members are similar; that is, that subgroups do not perform noticeably differently on performance measures in training or on the job.

Disparities in Culture

Since cognitive ability is likely similar across public safety personnel, it stands to reason that cultural influences contribute significantly to subgroup differences in test performance. These cultural influences might be the main cause of any observed statistical differences in test performance between subgroups or may exacerbate those differences. Specifically, some candidates may have lower-quality primary and secondary school experiences. This supports conclusions

presented earlier that, in general, some candidates will have

- less effective test preparation strategies;
- less effective test-taking strategies;
- less motivation to succeed due to
 - lower self-efficacy,
 - lower expectancy,
 - less belief in testing processes, and
 - stereotypical beliefs about minority test performance; and
- higher test anxiety than other candidates.

Overcoming Test Moderators

The ingredients of one approach designed to have high validity and low adverse impact include the following components.

- A test orientation that is clear and transparent regarding what candidates should expect in their promotional system is scheduled.
- A test preparation course that provides candidates with a complete understanding of the content and the format of their practice examination is offered. A test preparation course includes test practice with elements to address test preparation, test-taking skills, test-taking motivation, and test anxiety. It also assists in reducing stereotype threat. If the pretest training also incorporates technical training in the relevant knowledge, skills, and abilities, this can decrease subgroup test score differences.
- A valid practice test that exposes candidates to the type of final test they will take, in terms

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of content and format, is given. In some cases, it may be necessary to alter the final test significantly if the practice test results indicate low validity and/or high adverse impact. This strategy will be successful only if during candidate orientation, this potential is clearly communicated. Otherwise, the entire transparent model will be lost.

- Candidate feedback regarding their practice test performances and methods to improve test scores is solicited.
- A valid final test that is constructed based on the results of the practice test is given. The intent should be to improve reliability and validity while decreasing adverse impact.
- An unbiased practice and final test ensure validity and are necessary precursors to any pretest training that might serve to close subgroup gaps in test performance. The test is reliable, places job-related cognitive processing demands on the test taker, and possesses job-related test component weights and passing scores.
- A promotional registry strategy that allows for nonrank-ordered selection is instituted. Administrative banding is a transparent and practical strategy.
- A selection strategy from the promotional registry that is structured, unbiased, and allows for the consideration of other job-related factors is followed.

Costs and Benefits

This comprehensive, nine-step approach is entirely transparent. All stakeholders who value transparency can be told and can understand every step of this process. The current trend toward finding alternative weighting and passing strategies after a test is administered is not necessary using this procedure. Further, weighting and passing are based upon the results of the practice test, giving the weights and the passing scores more practical and scientific credibility.

Any department that utilizes this approach is making a noticeable attempt to find an alternative selection procedure that is valid and possesses low or no adverse impact. This will be appreciated by all stakeholders, and, alternatively, the courts that may be inclined to believe that discrimination is intentional if a department does not take active steps to alleviate adverse impact.

The cost of a program to address adverse impact is less than the potential costs of protracted litigation. Anecdotal evidence shows that, per rank, litigation costs can total up to \$4 million. Further, in some jurisdictions, litigation for one law enforcement rank can take up to 10 years, inhibiting promotions in that department during that time.

Socially and politically, this comprehensive approach does not appear to offend the rank and file. For example, African American candidates do not feel stereotyped or labeled, and Caucasian candidates do not feel that African Americans are being given an unfair advantage.

The practice exam allows for an extensive evaluation of all subgroup performances so that adverse impact can be minimized across all groups. If a problem is observed in the practice exam (for example, low reliability, low validity, or high adverse impact), creative alternatives can be substituted for the problematic components.

Administrative banding is a transparent approach that candidates can understand. It is a rule-based approach that prevents an immediate injunction against the test if the test has adverse impact, because the test is not the only consideration for promotion.

This comprehensive approach addresses the issue of group-specific adverse impact. When researchers have given exams to one candidate population in a public safety department, then administered almost that exact same exam in another public safety department, one candidate population typically will have no adverse impact, and the other will. The practice exam allows an analysis of subgroup differences for one group of applicants in advance so that proactive steps can be taken, if needed, to address those gaps in the final process.

Some other ancillary benefits include

- the levels of anxiety observed in the candidates appeared much reduced (for example, candidates showed up at the assessment center minutes before the start of their final test as compared to hours before their practice test);
- most candidates took information given during feedback and utilized it in the final test, including using their time limits more effectively and providing more detail in their responses;
- most candidates appeared highly motivated to succeed and reported to test administrators that they were confident that they could perform well; and
- candidates reported, in writing, favorable perceptions about the fairness and job-relatedness of the promotional process.

The techniques used in this comprehensive promotional program may finally provide a reasonable solution to departments that have struggled with promotional testing issues. ❖

Notes:

¹*Lewis et al. v. City of Chicago, Illinois*, 560 U.S. ____ (2010); 130 S. Ct. 2191; WL 2025206 (May 24, 2010).

²*United States v. State of New Jersey & New Jersey Civil Service Commission*, Case No. 2:33-av-00001, United States District Court for the District of New Jersey (filed January 7, 2010), <http://www.justice.gov/crt/emp/documents/newjerseycomp.pdf> (accessed August 19, 2010).

³*Ricci v. DeStefano*, ___ U.S. ___, 129 S. Ct. 2658 (2009).

⁴*Alexander et al. v. City of Milwaukee et al.*, 474 F.3d 437 (7th Cir. 2007).

⁵John P. Campbell, "Group Differences and Personnel Decisions: Validity, Fairness, and Affirmative Action," *Journal of Vocational Behavior* 49 (October 1996): 122-158; Linda S. Gottfredson, "Why g Matters:

The Complexity of Everyday Life," *Intelligence* 24, no. 1 (1997): 79-132, <http://www.udel.edu/educ/gottfredson/reprints/1997whygmatters.pdf> (accessed August 19, 2010); Ulric Neisser et al., "Intelligence: Knowns and Unknowns," *American Psychologist* 51, no. 2 (February 1995): 77-101, <http://www.gifted.uconn.edu/siegle/research/Correlation/Intelligence.pdf> (accessed August 19, 2010); J. Philippe Rushton and Arthur R. Jensen, "Thirty Years of Research on Race Differences in Cognitive Ability," *Psychology, Public Policy, and Law* 11, no. 2 (2005): 235-294, <http://psychology.uwo.ca/faculty/rushtonpdfs/PPPL1.pdf> (accessed August 19, 2010); and Paul R. Sackett and Steffanie L. Wilk, "Within-Group Norming and Other Forms of Score Adjustment in Preemployment Testing," *American Psychologist* 49, no. 11 (1994): 929-954.

⁶John E. Hunter and Ronda F. Hunter, "Validity and Utility of Alternative Predictors of Job Performance," *Psychological Bulletin* 96, no. 1 (1984): 72-98, http://www.uam.es/personal_pdi/psicologia/pei/diferencias/Hunter1984JobPerformance.pdf (accessed August 19, 2010); and Paul R. Sackett et al., "High-Stakes Testing in Employment, Credentialing, and Higher Education: Prospects in a Post-Affirmative-Action World," *American Psychologist* 56, no. 4 (April 2001): 302-318.

⁷Ann Marie Ryan, "Explaining the Black-White Test Score Gap: The Role of Test Perceptions," *Human Performance* 14, no. 1 (2001): 45-75.



Altegrity Welcomes Kroll to its Family of Companies

Altegrity, Inc., the global screening, risk management, and security solutions provider, recently announced the completed acquisition of **Kroll**. Kroll is the newest member of the Altegrity family of businesses—joining **USIS, HireRight, and Explore**.

Altegrity Risk International (ARI) is now part of Kroll, the world's leading risk consulting company. The combined ARI and Kroll creates a leader in security solutions, investigations, electronic evidence discovery, computer forensics and due diligence with offices in 65 cities and 35 countries. **Bill Bratton**—former leader of the Boston, New York City, and Los Angeles police forces—is the Chairman of the combined Kroll and Altegrity Risk International businesses.

Altegrity Security Consulting (ASC)—led by **Michael Berkow**, former chief of the Savannah Metro Police Department—will continue helping post-conflict and emerging nations establish rule of law institutions by providing elite law enforcement professionals to mentor, train, and advise in the establishment of self-operated, sustainable criminal justice systems. ASC also helps U.S. clients in areas ranging from operational policing to public sector pre-employment screening.

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FROM THE ASSISTANT DIRECTOR

The Federal Bureau of Investigation (FBI) is anything but a new player among criminal justice and intelligence partners within the United States and around the world, having celebrated its 100th anniversary in 2008. So where does the FBI stand today, and where is it headed in the years to come? Today, the FBI is not just known as a crime-fighting organization, but also as a national security organization with counterterrorism, domestic intelligence, and law enforcement authorities. The FBI employs more than 30 thousand people, including more than 12 thousand special agents. The FBI currently has 56 field offices and more than 400 smaller resident agencies around the United States. The FBI also has 61 legal attaché offices and 15 suboffices in cities around the world in more than 200 countries.

The FBI's priorities are

1. Counterterrorism
2. Counterintelligence
3. Cyber
4. Public corruption
5. Civil rights
6. Transnational and national criminal enterprises
7. Major white-collar crime
8. Significant violent crime
9. Support federal, state, local, and international partners
10. Upgrade technology

The FBI has shifted its time-tested investigative skills, including intelligence gathering, evidence processing, forensics, and witness interviews from investigation and prosecution after the fact to *prevention before the fact*. The FBI refuses to wait for the next terrorist strike. The FBI mission is to detect and disrupt such strikes before they happen. The same is true for other crimes such as breaking up organized crime rings or violent street gangs. The FBI would rather succeed at preventing than succeed at prosecuting. As a result, it is more difficult to measure success in today's FBI, especially since law enforcement prefers to measure progress. The FBI could measure how many terrorist camps it shuts down or how many terrorists it apprehends; however, counterterrorism metrics don't work like this. The FBI cannot measure the absence of damage, but the FBI can ask how many attacks were prevented, how many citizens and communities were kept safe today, or how many lives have been saved.

Terrorism is the FBI's top priority, and the FBI understands terrorism cannot always be *your* top priority. More often than not, a law enforcement agency's top priority is violent crime. However, together we must balance our priorities to address criminal and terrorist threats. The FBI commits to continuing to support other federal and state, local, tribal, and campus (SLTC) law

enforcement priorities in every way we can. It is for this reason that our continued collaboration is so important. Regardless of the threat, the FBI faces the same challenges you do. We all need to know what our domains are, where our threats are moving, and how to get there first. We all face limited resources and seemingly unlimited threats. Thus, we know working together is the best way to make the most of our resources. We must continue to share intelligence and collaborate on cases every day. We must learn from one another and form a strong network that will endure into the future. We all have seen the benefits of working together on cases through interagency task forces.

No citizen, no community, no country, and no agency can fight crime and terrorism alone. There are more than 800 thousand police officers, sheriffs, and troopers across the nation. There are thousands more law enforcement and intelligence personnel around the world. We depend upon each of them as our partners. We also depend on our partners in business, academia, and within our communities.

Today, the FBI operates

- 106 Joint Terrorism task forces
- 160 Safe Street Gang task forces
- 42 Violent Crime Safe Street task forces
- 56 Organized Crime Drug Enforcement task forces
- 7 Major Theft task forces
- 18 Safe Trails task forces
- 20 Innocence Lost task forces
- 23 Mortgage Fraud task forces



Ronald C. Ruecker, Assistant Director, Office of Law Enforcement Coordination, Federal Bureau of Investigation, Washington, D.C.

The FBI also participates and/or liaisons with 71 fusion centers and partners closely with military around the world.

The FBI currently has a dedicated national intelligence workforce embedded at FBI headquarters and in each field office, which is tasked with overseeing all FBI intelligence functions from collecting to analyzing to sharing intelligence. This workforce is responsible for compiling intelligence reports sent to our criminal justice and intelligence partners from the president to the sheriff, the trooper, or the patrolman on the beat.

It is important to note that intelligence is not a new mission for the FBI. The FBI has been successfully collecting intelligence to track and apprehend gangsters, mobsters, terrorists, and spies for more than 100 years. However, since 9/11, the FBI has made dramatic improvements in the way it gathers, analyzes, and distributes intelligence. The FBI is a full partner in the intelligence community under the director of national intelligence. At the FBI, our goal is to know our domain, which means to have a solid understanding of every square inch of the country and any possible threats or targets present. This will be different from region to region.

Looking forward as the FBI moves into its second century of service, we are committed as ever to uphold our mission of protecting the United States against all threats. We will continue to build our capabilities, from world-class intelligence gathering and analysis to state-of-the-art technology. We will continue to build expertise throughout the ranks of our special agents and professional staff through hiring, training, and career development. We will continue to support our other federal and SLTC law enforcement partners as much as we can through task forces, training, and technology. We will continue to grow and expand as our mission becomes more international in scope. Finally, we will continue to change and adapt as threats require, while still holding to our core values and our commitment to civil liberties.

We are bound by the common goals of protecting our communities and our country. We are tearing down walls previously dividing us. We are also still at risk from dangerous, organized, determined terrorists; gang members; drug traffickers; and other criminals; however, their resolve is no match for our collective will. Our greatest weapon against all of them is our unity. So let us take inspiration from the strength of our democracy, our resolve, and our unity. Armed with these strengths, we cannot and will not fail.

Specifically, the FBI Office of Law Enforcement Coordination (OLEC) is tasked with building bridges; strengthening relationships; and promoting new, enhancing existing, and supporting relationships between the FBI and

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Bridging the Gap Between Technology and Requirements

other federal agencies, SLTC law enforcement, law enforcement associations, and others within the law enforcement and intelligence communities. OLEC represents the perspective of police, sheriffs, and troopers within the FBI with respect to the relationships they each have with their law enforcement associations.

Like the FBI, OLEC is evolving using strategy management processes and procedures to enhance established relationships, outreach programs, and liaison functions; is serving as an information broker of FBI programs, resources, and services; is enhancing levels of engagement and participation with our liaisons based on established law enforcement priorities; and is exploring new concepts and opportunities.

Following are examples of areas in which OLEC has been seeking greater engagement with our law enforcement partners.

OLEC surveyed our law enforcement associations, providing an opportunity for law enforcement association executive directors and presidents to share in the FBI's and OLEC's evolution process. OLEC wanted to find out more about who our partners are, what our customers want from us, what levels of engagement with our customers are possible, and how we can maximize the mutual benefits of our partnerships.

OLEC has heard our partners loud and clear: they want more detailed breaking information provided in a timely manner. Thus, in an effort to close this gap, OLEC has

been sending law enforcement association executive directors and presidents breaking bulletins concerning crisis, terrorism, and other matters. OLEC also has been working with law enforcement association executive directors and presidents to get these bulletins into the hands of the rank-and-file police, sheriffs, and troopers on the street.

To better inform our law enforcement partners about FBI programs, resources, and services available to them, OLEC revised an OLEC publication sent to our law enforcement associations, the FBI's law enforcement online, and all 56 FBI field offices for dissemination to our other federal and SLTC law enforcement partners. The old publication, *Heads Up*, was a republication of valuable law enforcement articles from within the law enforcement community. The new publication, *Your FBI Today*, released in Summer 2010, highlights the FBI's Cyber Division. Future publications will highlight other FBI headquarters divisions and the programs, the resources, and the services available to our SLTC law enforcement partners.

To better inform our federal and SLTC law enforcement partners about FBI programs, resources, and services, available to them, OLEC, with support from FBI executive leadership, including special agents in charge of FBI field offices, produced an informational guide for chiefs and sheriffs to use as a resource highlighting FBI programs, resources, and services—ideal to have at their ready during a time of crisis.

OLEC is also in the process of identifying law enforcement associations who have an interest in partnering with OLEC to have OLEC special agents and/or professional support personnel participate in a detail program at their respective law enforcement associations, working together on law enforcement topics of mutual interest.

Finally, OLEC continues to enhance and expand its Police Executive Fellowship Program, a six-month program for SLTC law enforcement executives to work at FBI headquarters in Washington, D.C. Fellows contribute their expertise and provide a local perspective to national and international law enforcement issues. Some of the FBI components participating in this program include the National Joint Terrorism Task Force, the Terrorist Screening Center, the National Gang Intelligence Center, and the MS-13 Gang Task Force. Executive fellows receive lodging, subsistence, and travel costs and are afforded three roundtrips home.

For additional information about FBI programs, resources, or services; OLEC; and partnership opportunities, contact OLEC Assistant Director Ronald C. Ruecker at 202-324-7126 or OLEC@leo.gov. ❖



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



Thinkstream's Implementation of Integrated Criminal Justice System Fuels Louisiana Company's Nationwide Outlook

After eight years of implementation, refinement, and expansion, Thinkstream is prepared to take the patented technology platform that enables the Louisiana Civil and Criminal Information Exchange (LACCIE) nationwide.

What began in 2002 as a small information-integration project for a handful of agencies in Baton Rouge, Louisiana, is already the largest integrated criminal justice information system in the nation, connecting 450 agencies in real time to 700 distinct criminal justice databases and involving more than 13,000 users.

LACCIE provides seamless access to critical information of all types at the local, state, and federal levels while connecting police departments, sheriffs' offices, state police, district attorneys, clerks of court, judicial courts, corrections, and other justice entities in every corner of the state. From a mature set of LACCIE-connected applications, both in the field and in the office, personnel have real-time, integrated access to virtually every law enforcement database in Louisiana. The types of information systems connected by LACCIE are just as diverse, including RMS, JMS, CMS, CAD, AFIS, mug-shot databases, DMV photos, and the vehicle insurance registry.

As a result of this integration, Louisiana's justice agencies have access to the tools they need to locate outstanding local warrants, bring fugitives

to justice, provide prosecutors and judges in the courtroom with comprehensive record and rap sheets in real time, and equip officers on the streets with up-to-the-moment information drawn from disparate data sources around the country.

A major hurdle was cleared in 2002 when Thinkstream secured the participation of the Louisiana State Police and the FBI, making hundreds of state and federal criminal justice databases available and instantly extending the reach of local law enforcement across the entire nation.

Jefferson Davis Parish,

Louisiana, Sheriff Ricky Edwards said the promise of the system has been fully realized. "Our overriding goal was to put as much information as quickly as we could in the hands of deputies on the street so they could be better informed before approaching possible criminals," he said. "Thinkstream has given us that and much more."

"The system has been everything they said it would be, and then some," said Sheriff's Detective Tom Myrick of Bossier Parish, Louisiana. "Officers are able to verify information on a suspect more quickly, which in turn means they're able to solve more crimes and expedite arrests more efficiently. We're very pleased."

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

Bellevue University Keeps Law Enforcement Professionals Current with Degree Program Offerings

The events of 9/11 and other terrorist threats to the United States have caused law enforcement agencies around the nation to look for resources to keep their best and brightest educated on how to identify and deal with these threats. Some are turning to the learning programs offered by Bellevue University, an accredited university that offers a security management degree program, among other programs of study. University faculty with real-world experience apply what they know to developing courses that reflect what is current

and relevant in the field today; these courses include Fundamentals of Homeland Security, Threats of Terrorism, Principles and Practices of Effective Emergency Planning, Cyber-Security, Information Protection, Vulnerability Assessment and Risk Analysis.

Courses are offered 100 percent online for optimum convenience for working adults, and the program—as well as the students in it—gain high visibility among the nation's top agencies. Students have been asked to present at the Annual ASIS Seminar and Exhibits and at the National Homeland Security Conference. Four graduates were selected to serve as civilian interns in the Department of Defense Air Force Palace Acquire program.

Recently, the university introduced International Security and Intelligence Studies bachelors' and masters' degrees. Course topics include a general introduction to national security, intelligence and counterintelligence, strategic thought, geostategy, security concepts in science and technology, risk analysis, and security surveys—all areas that police departments value and need today more than ever.

"I understand firsthand the pressure police departments and law enforcement agencies are under to absorb local homeland security and emergency management responsibilities," said Michael Lewis, chief of police (retired), Faribault, Minnesota, Police Department. "That's why I appreciate the real-world curriculum that Bellevue University builds into its degree programs. As we increase our knowledge of how to keep our nation safe, we increase the credibility and value of our work as officers."

For more information, visit <http://www.bellevue.edu>.

Taser Headcam Records a Cop's-Eye View

Each day that San Jose, California, police officer William Pender goes to work, he straps on his badge, his gun, his radio, and his Taser. He then attaches a small video camera to his left ear.

The camera is part of a test program. Throughout Pender's shift, it records whatever is in front of him. With the push of a button, he can save the video and audio of his interactions with citizens, suspects, and fellow officers.

"It's actually really cool," Pender said. "You can look from my point of view. What I see, the camera sees."

Pender, a 15-year veteran of the depart-

ment, is one of eighteen San Jose police officers participating in a pilot program to test the head cameras. Called the Taser Axon, the camera is made by Taser International, which also makes Taser electroshock guns.

"I think it's a tremendous piece of technology," Pender said. "Everyone has been using cameras against us for so long. It's nice to have our point of view instead of someone's blurry phone picture that doesn't tell the whole story."

The headcam, slightly larger than a Bluetooth phone, comes with a detached display screen and a microphone. The camera is mounted on a band that wraps around the back of the officer's head. At the end of a shift, the officer downloads the day's recordings onto a secure website but does not have access to edit them.

"Overall, the product has worked exceptionally well," said Sergeant Ronnie Lopez, a spokesman for the San Jose Police Department. "You know what they say: A picture is worth a thousand words. It has really allowed us to document what we do."

The Axon headcam proved its value to one officer last November in Fort Smith, Arkansas—another city where the device is being tested. Officer Brandon Davis was wearing a headcam when he responded to a 9-1-1 domestic violence call and fatally shot an armed man. The recording of the incident helped lead to Davis's quick exoneration.

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

Corsicana, Texas, Police Department Selects New World Systems' Integrated Public Safety Solution

The Corsicana, Texas, Police Department has signed a contract to license New World Systems' Aegis/MSP Public Safety Solution on the Microsoft platform to improve efficiency and first-responder safety and service to the community. New World's software replaces an old, disparate system that no longer meets the police department's needs. It was selected as a single, fully integrated solution to streamline operations, provide more access to mission-critical information for first responders and the fire department, and help the police department to do more with less.

To find a new solution, officials assembled a team of representatives from every area of the police, information technology, and fire departments to research and evaluate available software. They were looking for a solution built on current technology that would ease reporting, improve fire response, and grow with the city's needs in the future. The selection team found that New World Systems offered the technology, the integrated solution, and the expertise they sought.

"The selection team was made up of a cross section of system users throughout the department," said Corsicana Police Chief Randy Bratton. "We needed a solution that would integrate our entire department. However, everyone involved represented their own interests and

requirements for the new software. In the end, one vendor best met our requirements. Selecting New World Systems as our preferred vendor was a unanimous decision for our team."

New World Systems provides the Corsicana Police Department with Aegis/MSP computer-aided dispatch (CAD), records management, mobile computing, and field-based reporting software developed in-house using Microsoft technology, industry-standard Windows server, and SQL server. The integrated applications and advanced built-in workflow increase efficiency and improve data analysis for officers, dispatchers, and command staff by eliminating redundant data entry and ensuring all information entered into one area of the system is available throughout the police department. New World System's CAD software also helps to save time during emergencies and improves the fire department's response to the community with built-in recommendations and more access to information for analysis.

"A technology selection of this nature is one of the most critical and time-consuming purchases a police department can make," said Chief Bratton. "New World's positive and professional staff is helping with the transition greatly." ♦

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California's Marijuana Legalization Debate

By Kim Raney, Chief of Police, Covina, California, Police Department;
and Vice President, California Police Chiefs Association, Covina, California

On November 2, 2010, for the first time in almost four decades, Californians will vote on an initiative that would legalize possession and cultivation of marijuana. Proposition 19, the Regulate, Control and Tax Cannabis Act of 2010, would make it legal for anyone 21 or older to possess, share, or transport up to an ounce of marijuana for personal use and to grow up to 25 square feet per residence or parcel. Cities and counties (but not the state government) would be authorized to regulate and tax commercial marijuana production and sales.

Recent History

The recent history of marijuana in California comprises a number of legislative, legal, and cultural events surrounding use of marijuana, hashish, and cannabis. California was the first state to establish a medical marijuana program, enacted by Proposition 215 in 1996 and California Senate Bill 420 in 2003. Proposition 215, also known as the Compassionate Use Act, was approved by initiative with a 55 percent majority, allowing people with cancer, AIDS, and other chronic illnesses the right to grow or obtain marijuana for medical purposes when recommended by a doctor. Senate Bill 420, or the Medical Marijuana Protection Act, was signed into law by Governor Gray Davis effective January 1, 2004, and established an identification card system for medical marijuana patients. It has become clear, despite the claims of use by critically ill people, that only 2 percent of the people using "medical marijuana" are seriously ill. The profile of an "average" user of medical marijuana in California is male, 30 years old, has been using marijuana for 15 years, and suffers from no serious medical condition.

Since 1996, 12 states have enacted similar laws. As a result of the court rulings of *United States v. Oakland Cannabis Buyers' Cooperative*¹ and *Gonzales v. Raich*² and the classification of cannabis as a Schedule I drug, the federal government does not permit cannabis to be used medically; the Drug Enforcement Administration, until very recently, has taken an active stance against medical cannabis and often raids cannabis dispensaries.

Since 2004, cities and counties have been left to implement their own policies

in regard to marijuana dispensaries. Some cities placed a moratorium on the licensing of marijuana dispensaries until city staff or city councils could study the issue. Some cities amended their municipal codes relating to business licenses, ensuring that any business licensed in their jurisdictions complied with local, state, and federal law, in essence precluding marijuana dispensaries from opening. Other cities allowed the dispensaries to open, most with regulations that controlled the number of dispensaries allowed as well as establishing guidelines in regard to operating with certain distances from schools, parks, libraries, and so forth.

Proponents

Proponents of Proposition 19, which include the California NAACP; the Oakland and Berkeley City Councils; the Drug Policy Alliance; Marijuana Policy Project; National Black Police Association; and Joseph McNamara, former San Jose, California, police chief, believe that marijuana policies in California have failed and that by regulating marijuana, distribution can be both controlled and taxed.

According to proponents, surveys show that young people have easier access to illegal marijuana than they have to alcohol or cigarettes. Why? Because the production and sale of these latter products are regulated and legally limited to adults. As a result, teen use of cigarettes has fallen to its lowest levels in decades, while young people's use of cannabis is rising. In short, legalization, regulation, and public education—coupled with the enforcement of age restrictions—most effectively keep mind-altering substances out of the hands of children. Despite more than 70 years of federal prohibition, marijuana is here to stay. Proponents claim it's time to acknowledge this reality, cease ceding control of the marijuana market to untaxed criminal enterprises, and put it in the hands of licensed businesses.

Legalization, advocates point out, will also reduce a host of societal costs: the needless arrests each year of some 78,000 Californians for marijuana-related offenses, the overcrowding of the state prison system, the havoc wreaked by Mexican drug cartels that rely on marijuana for 60 percent of their revenue, and the inability of police spread

thin by budget cuts to focus on violent crimes. Backers also emphasize that legalizing and regulating marijuana will actually help keep it away from young people, who now say buying weed is easier than obtaining booze. "Swing voters, in their gut, completely understand that banning marijuana outright has been a total failure," says Stephen Gutwillig, the California director of the Drug Policy Alliance, who has sat in on focus groups of women from suburban Los Angeles. "They know it makes no sense to treat marijuana differently than alcohol or tobacco. But we're relatively early in the social discourse about how to fix this problem. There's a comfort level that has to develop very quickly for Prop 19 to pass."³

The driving force behind the measure is Richard Lee, the 47-year-old activist and former Aerosmith roadie who helped spark the rise of medical marijuana in California. As founder of Oaksterdam University, the country's first self-proclaimed Cannabis College, Lee put up \$1.3 million to gather the 430,000 signatures needed to put the legalization initiative on the ballot this fall. Leading advocates of drug reform urged him to wait until 2012, when President Obama is up for re-election and young voters will be more likely to turn out. But in March, after a poll he commissioned showed that 54 percent of Californians support legalization, Lee insisted on moving forward.

Opponents

Opponents of Proposition 19 include the California Police Chiefs Association; California State Sheriffs Association; California Police Officers Association; California District Attorneys Association; California Chamber of Commerce; both gubernatorial candidates, Jerry Brown and Meg Whitman; as well as both candidates for state attorney general, Steve Cooley and Kamela Harris. The opposition believes the initiative is flawed public policy and compromises the safety of the state's communities, roadways, and workforce.

From the outset of this campaign, police chiefs, sheriffs, and district attorneys believed the title of the initiative itself was problematic and misleading. The title "Regulate, Control and Tax Cannabis Act of 2010" unfairly misleads the public into

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Stepping Stones to Legalization?

Medical Marijuana

Fourteen states (Alaska, California, Colorado, Hawaii, Maine, Michigan, Montana, Nevada, New Jersey, New Mexico, Oregon, Rhode Island, Vermont, and Washington) and the District of Columbia have medical marijuana laws. Maryland allows the medical use defense in court, and Arizona allows physicians to prescribe marijuana. Two states have medical marijuana initiatives on their November 2010 ballots: Arizona and South Dakota.

States with Medical Marijuana Laws



Decriminalization of Marijuana

Thirteen states (Alaska, California, Colorado, Maine, Massachusetts, Minnesota, Mississippi, Nebraska, Nevada, New York, North Carolina, Ohio, and Oregon) have decriminalized marijuana use and possession, negating the seriousness of the crime and reducing the penalty associated with it. Six of these states also have medical marijuana laws.

States with Nonmedical Cannabis Decriminalization Laws (as of January 2009)



Legalization of Marijuana—Proposition 19

California, like many other states in this uncertain economy, is looking for ways to increase state revenues and decrease state spending. This search has produced Proposition 19, which calls for the legalization, the regulation, and the taxation of cannabis, in an effort to alleviate the economic burden of the state. However the cost-effectiveness of such a plan is in question. Will tax revenues, a decrease in marijuana-related prisoners, and less policing for marijuana-related offenses offset the costs of regulation? Will the costs to society (loss of productivity and health concerns) outweigh any possible revenue-generating benefits?

We can look to other countries' experiences with decriminalization and legalization for answers.

- **The Netherlands**—After regulating marijuana, consumption nearly tripled among 18- to 20-year-old Dutch youth (15 percent to 44 percent). See *What Americans Need to Know about Marijuana*, Office of National Drug Control Policy, at http://www.ncjrs.gov/ondcppubs/publications/pdf/mj_rev.pdf. Dr. Ernest Bunning, stated, “[t]here are young people who abuse soft drugs . . . particularly those that have [a] high THC [content]. The place that cannabis takes in their lives becomes so dominant they don’t have space for the other important things in life. They crawl out of bed in the morning, grab a joint, don’t work, smoke another joint. They don’t know what to do with their lives.” (See Larry Collins, “Holland’s Half-Baked Drug Experiment,” *Foreign Affairs* 73, no. 3 (May-June 1999): 87–88).
- **Switzerland**—Liberalization of marijuana laws in Switzerland has also brought about damaging results. Switzerland saw a deluge of drug users come from many other countries. Zurich permitted drug use and sales in a part of the city called Platzpitz, dubbed “Needle Park.” Regular drug users soon outnumbered the non-drug using park goers. The area became crime-ridden, forcing the closure of the park, and the experiment has since been terminated.
- **Canada**—After a large decline of marijuana use among teens in the 1980s, use increased during the 1990s as young people became “confused about the state of federal pot law” in the wake of an aggressive decriminalization campaign, according to a special adviser to Health Canada’s Director General of drug strategy. Several Canadian drug surveys show that marijuana use among Canadian youth has steadily climbed to surpass its 26-year peak, rising to 29.6 percent of youth in grades 7–12 in 2003. (See “The DEA Position on Marijuana,” http://www.justice.gov/dea/marijuana_position.html#58, for more information.)

Federal law bans all forms of cannabis and THC as a Schedule I drug (see the Controlled Substances Act of 1970 <http://www.deadiversion.usdoj.gov/21cfr/21usc/index.html>).

believing that the act accomplishes what its title denotes: that it regulates, controls, and taxes cannabis. Quite to the contrary, Proposition 19 provides no regulatory framework for accomplishing these feats, but instead delegates regulatory and enforcement responsibilities to the 478 local city and 58 county governments. This local government “figure it out” approach creates confusion and misunderstanding and actually limits state control over marijuana-related activities. Forcing local governments to develop comprehensive cannabis-related regulations will not only unduly burden local governments, but also certainly will lead to a chaotic and confusing result.

While proponents claim the initiative will raise more than \$1.4 billion in new state tax revenue, there is nothing in the initiative to support that assertion. In fact, a recent RAND Corporation study concluded that potential revenue benefits to the state were illusory.⁴ More important, the same study suggested that the actual costs to the state for legalization would far exceed any speculative revenue benefit. The ballot measure only provides for the imposition of local marijuana taxes and does not even authorize the state to impose a marijuana tax. Since marijuana remains illegal under federal law, any locally imposed taxes are legally uncollectible according to case law.

Additionally, proponents argue that legalization will free up law enforcement for more pressing criminal and community issues and that more than 70,000 people are arrested each year for marijuana violations, which will immediately help by reducing the prison overcrowding situation in California. The truth of the matter is that of the 171,161 prisoners in California as of December 2008, only 1,499 of those prisoners were incarcerated for crimes related to marijuana, and those crimes were identified as felonies such as possession for sale, sales, and cultivation of marijuana.

Another disagreement between the two sides is the involvement of organized crime within the marijuana trade in California. Estimates range that up to 60 percent of the marijuana trade in California is controlled by the Mexican drug cartels, and it is naive to think they will simply disappear should this initiative pass. If Proposition 19 passes, there are strong indications that the cartels will simply try to legitimize certain aspects of their cultivation and distribution components. Also, California could rapidly become both the cultivation and distribution center for the rest of the United States, and it is highly unlikely that the cartels are going to walk away from a potentially lucrative market.

California should also learn the lessons history has taught other countries and states that attempted to legalize marijuana. When the Netherlands legalized marijuana

cafés in the 1980s, there were only three organized crime operations in that country. Today, there are more than 90 organized crime enterprises from throughout Europe that have descended on the Netherlands. In 1978, Alaska decriminalized small amounts of marijuana for adults, and by 1990 studies estimated that over 51 percent of children under 18 years old were using marijuana. It is one of the reasons Alaska abandoned this failed experiment.

Of equal concern is the impact legalization will have on motorists in California, and the very real potential of increased drugged driving on our streets and highways. Unlike many countries in Western Europe, which provide that the presence of any level of an illegal drug in a person's system is a driving violation, California has no statutory system in place to deter drugged driving. In fact, the California Legislature in 2008 rejected legislation that would have adopted a Western European per se standard. Drugged driving is a growing problem, and marijuana is a major element of drugged driving; if law enforcement has no real tools to combat drugged driving, surely no one can seriously suggest that the legalization of marijuana will help relieve this problem.

In the five years prior to the legalization of medical marijuana in January 2004, 631 fatalities occurred on California highways where the driver tested positive for marijuana. Since 2004, that number has increased to 1,240, an increase of almost 100 percent. Should Proposition 19 pass, estimates are that more than 800 fatalities will occur annually on highways where the driver tests positive for marijuana, and marijuana will rival alcohol as the leading cause of traffic fatalities. While proponents claim marijuana will raise \$1.4 billion annually in tax revenue, the economic loss from marijuana-related fatal accidents is estimated at \$4 billion.

The Impact on the Workplace

The Federal Drug Free Workplace Act (DFWA) requires governmental grantees and contractors (for contracts over \$100,000) to comply with specific requirements to establish a drug-free workplace. Should Proposition 19 pass, employers could not meet the requirements of the DFWA because the proposition prohibits them from denying "any right or privilege" or discriminating against anyone for marijuana use. Statewide, more than \$9 billion of federal funding is at risk. Employers would be prohibited from discrimination against marijuana users by taking marijuana use into account when deciding whether to hire an applicant. Any marijuana-smoking job applicant not hired could file a lawsuit claiming marijuana use was the reason, even if the employer had no knowledge of the

use. Moreover, unlike alcohol use, which employers can prohibit entirely at work, under Proposition 19 employers could only take action for marijuana use that *actually impairs* work performance.

If Proposition 19 becomes law, employers would have to permit employees to smoke marijuana while at work. Employers would be required to make a reasonable accommodation for marijuana users. Employers would be required to pay for marijuana-related accidents through workers' compensation insurance and liability exposure to third parties. An employer could face lawsuits and settlement costs for employees who injure outsiders as a result of their marijuana use.

Election Day 2010

The entire country will be watching California on Tuesday, November 2, 2010, to see if Proposition 19 passes or fails. Simply put, what's at stake is nothing less than the social fabric of this great state, as well as the health and safety of future generations of Californians for years to come. It is with this practical understanding of the subject that public safety leaders from throughout California, as well as the political leaders, education leaders, business leaders, civic leaders, and civic organizations, have united to send a clear, concise, and honest message to constitu-

ents to assist California voters in making an informed decision as they submit their ballots in this critical public safety and public policy initiative. ♦

Chief **Kim Raney** is completing his 33rd year in law enforcement and has been chief of the Covina Police Department since 2001. A past president of the Los Angeles County Police Chiefs Association, Chief Raney is vice president of the California Police Chiefs Association and a spokesperson for the California Police Chiefs Association regarding Proposition 19.

Notes:

¹*United States v. Oakland Cannabis Buyers' Coop.*, 532 U.S. 483 (2001).

²*Gonzales v. Raich*, 545 U.S. 1 (2005).

³Ari Berman, "Just Say Now," *Rolling Stone*, September 2, 2010, http://www.rollingstone.com/politics/news/17390/192121?RS_show_page=0 (accessed September 2, 2010).

⁴Beau Kilmer et al., *Altered State? Assessing How Marijuana Legalization in California Could Influence Marijuana Consumption and Public Budgets* (Santa Monica: RAND Drug Policy Research Center, 2010) http://www.rand.org/pubs/occasional_papers/2010/RAND_OP315.pdf (accessed September 2, 2010).

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Pentagon Safeguards against Future Incidents with **Force Protection Agency**



By Steven E. Calvery, Director, Pentagon Force Protection Agency, Arlington, Virginia

On September 11, 2001, American Airlines Flight 77 out of Washington Dulles International Airport flew into the Pentagon, killing 64 passengers and 125 Department of Defense (DOD) employees. Al Qaeda claimed responsibility for the attack, as well as the attack on the World Trade Center. A swift U.S. military assault against al Qaeda launched our nation into an all out war on terrorism. These attacks also prompted the United States to examine security more closely with the creation of the Department of Homeland Security. The DOD determined that a more robust security force was needed for the Pentagon and directed the establishment of the Pentagon Force Protection Agency (PFFA). Its charter was signed on May 3, 2002, and included the force protection, security, and law enforcement authorities of the Secretary of Defense under 10 U.S.C. 2674.

I came to the PFFA on May 1, 2006, almost four years to the day after the agency's charter was signed. With my 30 years of federal law enforcement experience, I thought I was ready to take on a new challenge. I also had served with the U.S. Secret Service

for 20 years and, as former director for law enforcement and security for the Department of the Interior, had improved security for national monuments immediately following 9/11. After my first few months with PFFA, though, I realized that protecting this massive building was much more complicated than it appeared. I'm now convinced that its size, location, and reputation make the Pentagon one of the most challenging buildings to protect in the United States.

This realization prompted a fresh approach to protection, not simply with the standard measures of barriers, patrols, and access control. An effective security footprint looks to answer the deeper questions: Who is coming to the Pentagon on a daily basis and why? Who is a target within the department? What is the current threat? How can we use current technology to enhance our security measures? This column focuses on the inherent challenges of protecting the Pentagon, what we do to mitigate those challenges, and how we are leaning forward to ensure we are utilizing the best practices and technologies to continue improving security here.

Building Complexities

I think most people probably underestimate the size and complexity of the Pentagon. The Pentagon is the workspace for more than 23,000 military and civilian employees, including DOD and other government officials, contractors, visitors on official business, foreign dignitaries, and delivery personnel. Comprising more than 6.6 million square feet, it is known as the largest low-rise office building in the world. In fact, in terms of square feet, the entire U.S. Capitol could fit inside any one wedge of the Pentagon.

The Pentagon's location makes this building extremely visible and busy. Nestled between three major roadways, it is the last point before thousands of commuters cross the Potomac River into Washington, D.C., each day. Consequently, it coexists with the largest subway and bus system in the national capital region, delivery and freight vehicles, and thousands of privately owned cars and trucks. More people pass through this transit center daily than there are employees in the building. Roughly 32,000 people board and disembark the


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Pentagon Metrorail each day, and approximately 18,000 utilize the various buses that stop at the Pentagon. Also, the Pentagon is the location of the largest ride-share site in the metropolitan D.C. area. This accounts for between 6,000 and 8,000 commuters looking for rides in the Pentagon parking lots each day.

The maze of roadways around the building makes it easy for people to get lost as they make their way through the 280-acre complex. In 2008 and 2009, more than 70 percent of arrests made by the PFFA were drunk driving related.

To compound the amount of local pedestrian traffic, there is a public memorial that flanks the building's west side. Shortly after I became director, one of my first challenges was addressing the construction of the new Pentagon 9/11 memorial. This new structure was to be built right next to the building and include continuous public access. The Pentagon was never meant to be a tourist destination, but it is now a popular public location welcoming thousands of visitors each week.

Finally, the Pentagon's reputation around the world precedes it; it is a center of military might, the location of the most senior DOD leadership, and the headquarters of the National Military Command Center, all of which make it a constant target for terrorists and antimilitary/anti-U.S. groups. During the Vietnam War, antiwar protests at the Pentagon resulted in violent demonstrations.

Addressing Violence

Just recently, on March 4, 2010, an active shooter, armed with two loaded handguns, attempted to breach our security. During the attempt, two of my police officers received gunshot flesh wounds. The "lone wolf" shooter was immediately neutralized and was never able to

enter the building; he never got past the first layer of defense. We were fortunate that no others were injured, but the situation prompted us to take another look at our security and make improvements. It also reinforced the importance of protecting the DOD's senior leadership both at the Pentagon and as these individuals travel abroad.

Protecting this massive facility and its critical leadership is no easy task. Ever since I came to the agency four years ago, we've been continuing to make improvements. Our strategy involves considering the threats to build a layered security framework. The result is a layered approach to security, and I believe we are close to the right mix of personnel and physical and technical security measures.

What most employees and visitors to the Pentagon see when entering the building is individual men and women in crisp-looking uniforms verifying their building pass or credentials. These federal police officers are the visible face of the agency. However, many of their colleagues, who are not quite as easy to spot, are nearby, busy training and functioning as members of a number of specialized directorates. These are, just to name a few,

- explosive ordnance disposal teams;
- emergency response teams;
- mail screeners;
- K-9 handlers;
- antiterrorism/Force protection agents;
- surveillance and criminal investigations teams;
- executive protective services teams;
- threat management analysts;
- chemical, biological, radiological, nuclear, and high-yield explosives response (CBRNE) teams; and
- Integrated Emergency Operations Center dispatchers.

All are working together as one, keeping the Pentagon and its occupants safe and sound. We do this 24 hours a day, 7 days a week, and 365 days a year, and we do it well because we have no room for error.

Another key to an aggressive protection plan for the Pentagon is regular security assessments from the DOD and other outside entities. We benefit here from well-established agencies within the department whose responsibility is to assess the security of military installations. This includes the Joint Staff Integrated Vulnerability Assessment and the Balanced Survivability Assessment. We look carefully at recommendations from these assessments and implement better security practices. Two years ago, we asked the Sandia National Laboratories to conduct an assessment of our perimeter security. Out of that assessment came the Pentagon Sentry program, a five-year, \$200 million dollar project to upgrade the security around the building. Technologies being tested and introduced under Pentagon Sentry may become models for government buildings, utility plants, and mass transit systems as local authorities attempt to address similar threats.

Following are issues we are currently considering at the Pentagon:

- How effective are pedestrian entrance checkpoints? Can full-height, bidirectional turnstiles or kiosks perform multiple functions at once using swipe and proximity cards, personal identification numbers, and biometrics in a fraction of the time it currently takes a conventional checkpoint to do the same job?
- Are there smarter and more effective ways to inspect vehicles entering restricted areas without creating a backup? Under-vehicle surveillance systems complete with cameras



An emergency response team member patrols the terrace after the March shooting.



A satellite image of the Pentagon showing the intricate roadways and massive parking areas of the reservation.

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and scales will increase security and streamline throughout. Automatic license plate readers can eliminate lengthy inspections at checkpoints.

- Can common access cards and building passes be merged, contain more personnel data, and serve multiple uses while better serving customers?
- How would our response capabilities and patrols fare if they were fairly graded by unbiased inspectors?
- Is sustainable risk management a potential at the Pentagon?
- What vulnerabilities might investigators find with the current Pentagon perimeter or with the utility plant?

Pentagon Sentry is one of several programs currently in progress. Another program nearing completion is Pentagon Shield, a “detect to protect” chemical biological protection system that is being launched in conjunction with the Pentagon Renovation Program. Through a mix of computer modeling software; heating, ventilation, and air conditioning manipulation; highly sensitive sensors; and human analysis, we are launching one of the most

robust chemical biological detection systems in the world.

In addition to the technological and physical security improvements, we have developed one of the best trained and equipped federal police forces in the country. The Pentagon’s police force, the largest directorate within PFFA, has grown from about 250 people in 2002 to more than 700 people today. The total size of PFFA is now more than 1,300 people. Through an excellent working relationship with Connie Patrick, the director of the Federal Law Enforcement Training Center, we have been able to manage training the influx of new recruits. It is critical that we maintain an aggressive hiring and training program to maintain our staffing. Our most effective resource remains the officer on the ground. Ensuring these officers are properly trained and equipped is paramount. The March 4 active shooter incident helped validate our recruiting and training program. Most of the officers involved in the incident were relatively new to the agency and had recently finished our training program. They responded as they were trained, and we were very fortunate.

Staff Retention

Retention is a concern with any law enforcement agency. The PFFA is no exception. To help keep officers attracted to the agency, we stress training, education assistance, feedback, and recognition. I hold regular town hall meetings with just officers (supervisors are not allowed) to get the unvarnished truth about their issues and concerns. We look at their issues and do whatever we can to help resolve them. The better informed a workforce is, the easier it is to implement change and manage issues. When our officers make a key arrest or identify a security weakness, I like to publically reward them in front of their peers. We do this with a director’s coin and personalized certificates. It is important to me to reinforce and encourage good police work.

With all that we do to help keep officers in our agency, we still have issues. We’ve been pushing for law enforcement retirement benefits ever since I came on board. This is one of my top priorities for the agency.

PFFA is constantly training and looking for innovative ways to improve an already great organization. Together with adequate

An officer of the K-9 unit inspects a delivery truck before it enters the Pentagon reservation.



As part of their training, officers practice firing shotguns in the indoor firing range.



After the March shooting, officers check the badges of everyone approaching the Pentagon.



The Agency’s CBRNE Response Division performs drills to prepare for any incident that may present itself.



Steven Calvery meets with the officers involved in the March shooting to commend them on a job well done. Left to Right: Officers Colin Richards and Marvin Carraway Jr., Director Steven Calvery, and Officer Jeffrey Amos.



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An officer checks the badges of military personnel entering the building.



All cars are thoroughly inspected before entering the Pentagon courtyard.

A protective detail agent escorts foreign dignitaries to the Pentagon Memorial.

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"Fake Minneapolis cop corners Elderly Woman."
 Fox 9 News, June 10, 2010

"NJ Police say cop impersonator assaulted 2 women."
 Cherry Hill Courier Post, June 15, 2010

"Fake Police pull over Deputy in Salinas."
 The Bay Citizen, May 31, 2010

"Fake cop arrested after pulling over real one."
 Associated Press, March 17, 2010

"Man accused of posing as cop faces sex assault charge."
 FortWorth Star Telegram, June 15, 2010

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When the Guilty Walk Free:

The Role of Police in Preventing Wrongful Convictions

By Peter Modafferri, Chief of Detectives, Rockland County District Attorney's Office, New City, New York; Patricia Robinson, PhD, Executive Dean for Criminal Justice, Fox Valley Technical College, Appleton, Wisconsin; and Phyllis McDonald, EdD, Director of Research and Associate Professor, Division of Public Leadership, Johns Hopkins University, Baltimore, Maryland

It does not take long on the job for a rookie police officer to realize that hardly anyone admits guilt, even when caught red-handed. Sometimes a skillful interrogator can elicit a confession, but just as often—maybe more often—suspects continue to maintain their innocence right through conviction and sentencing, even if they take plea bargains. Most of the time, actual guilt is not really in question. Regardless of whether the suspect admits it, the police, the prosecutor, and the court get it right. Guilty people go to prison.

But what about when the criminal justice system gets it wrong? The use of DNA, in particular, has demonstrated that, sometimes, law enforcement and the courts identify an innocent person as guilty. The Innocence Project, a national litigation and public policy organization dedicated to exonerating wrongfully convicted people through DNA testing and reforming the criminal justice system to prevent future injustice, reports that so far, DNA evidence has exonerated more than 250 people in 34 states who were wrongly convicted. Seventeen of those had served time on death row.¹ Given that DNA is not available in all cases and given limited resources for researching and pursuing potential wrongful convictions, the number of people in prison who are actually innocent could be considerably higher. According to the Bureau of Justice Statistics, more than 1.5 million people are incarcerated in U.S.

state and federal prisons, with another million held in jails.² Even if the criminal justice system is right 99 percent of the time, that would still mean that more than 15,000 innocents remain behind prison bars, while the real criminals walk free.

Will the U.S. criminal justice system ever be able to achieve 100 percent accuracy? Of course not. The system is made up of humans, and humans will never achieve perfection. But that does not mean its members should not do everything possible to prevent wrongful convictions because the consequences are so severe—for the wrongly imprisoned, for the community, and for the police.

Many of those exonerated by DNA evidence had no prior criminal history at all at the time of arrest.³ An example is Dwayne Dail, who was convicted in 1989 of raping a 12-year-old girl. He spent the next 18 years in prison until DNA recovered from the child's nightgown—evidence that by policy should have been destroyed years earlier—indicated that someone else committed the crime. Prior to his conviction, Dail's only brush with the law had been a speeding ticket. He was 19 when the crime was committed. He emerged from prison at age 39. The years in between, when most people are building families and establishing careers, are forever lost.

The damage is not limited to the wrongly convicted. Whenever an innocent person is wrongly convicted of a crime, the real

perpetrator remains free. In some cases, these individuals go on to commit other crimes—sometimes horrific ones. The Innocence Project has documented 47 rapes and 19 murders committed by people who remained at large because someone else had been wrongly convicted of their crimes.⁴

Law enforcement suffers as well. When something goes awry in the criminal justice system, the public is quick to blame the police. Law enforcement is highly visible and readily identified. For the police to be effective, law enforcement professionals must earn and keep the trust of their communities. To do so is not easy; in fact, a recent article in the Community Oriented Policing Services office e-newsletter reports that despite demonstrable improvements in police performance and professionalism, public confidence in the police has remained stuck at or below 60 percent for the last 30 years.⁵ Wrongful convictions, whether or not they result from police conduct, erode that trust and damage law enforcement's reputation.

Rarely do wrongful convictions result from intentional wrongdoing on the part of police or prosecutors, although some have. Indeed, the vast majority have followed clear, convincing testimony by sincere eyewitnesses, which, quite simply, turned out to be inaccurate. The conviction of Dwayne Dail, referenced earlier, was just such a case. The police had a victim who never wavered in her identification of Dail as the perpetrator. DNA testing was not available in 1987. Hairs collected from the scene were microscopically consistent with Dail's, according to expert testimony. Given all that, a conviction seems reasonable, although clearly it was incorrect.

How It Happens

Through an examination of a criminal justice system process chart, it is easy to see opportunities along the way where a wrongful conviction can occur if those involved are not sufficiently conscientious.

1. First responder. Opportunities for error arise if the first responder does not respond quickly enough, does not protect evidence, does not take identifications of all witnesses, does not record information correctly, or does not pass all information along to detectives.

2. Investigator. Opportunities for error arise if the investigator does not preserve all evidence, does not submit all evidence for analysis, misinterprets evidence, does not interview all possible witnesses, or does not submit all analyzed evidence to the prosecutor.

3. Crime lab. Opportunities for error arise if individuals at the crime lab do not analyze evidence accurately or correctly; do not provide the investigator with all of the results of the analysis; do not preserve

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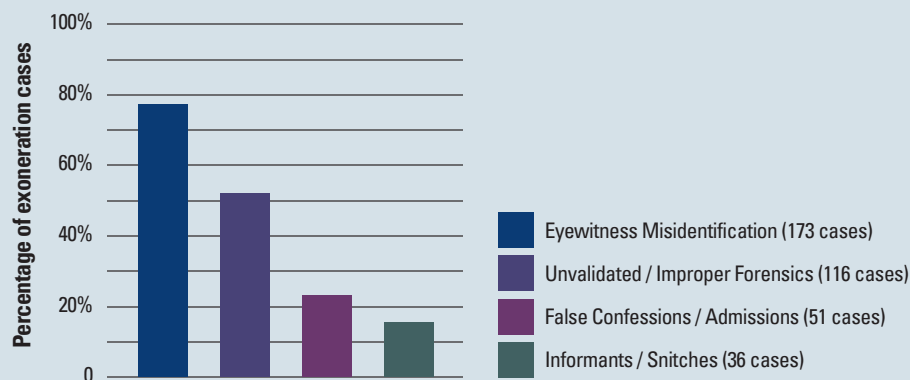


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FIGURE 1: Contributing Causes of Wrongful Convictions (first 225 DNA exonerations)

Total is more than 100% because wrongful convictions can have more than one cause.



evidence sufficiently, leading to errors in interpretation; do not analyze evidence quickly enough, and deterioration occurs; or do not check for false negatives or false positives.

4. Prosecution. Opportunities for error arise if the prosecution does not accept all evidence, including witness statements offered; misinterprets evidence and witness statements deliberately or accidentally; or does not act in a timely manner.

5. Defense attorney. Opportunities for error are the same as those for the prosecution.

6. Jury. Opportunities for error arise if the jury allows hidden agendas to prevail over judgment or forgets to consider some of the evidence presented.

7. Judge. Opportunities for error arise if the judge has preconceived notions about the offender's guilt or innocence or does not conduct the trial according to protocol.

The major causes of the first 225 exonerations cited on the Innocence Project website fall into four categories (see figure 1).⁶

Many of these problems can be mitigated by better procedures and investigative protocols, and indeed, efforts are under way to develop best practices in these areas. An example is the use of double-blind, sequential lineups, in which the administrator does not know which person is the suspect and in which individuals are presented one at a time, in succession, rather than all at once. Research shows that when subjects are presented all at once, witnesses tend to compare the subjects to each other rather than to their memories of the perpetrator. Thus they tend to pick the one who most resembles the perpetrator *within that group of people*. On the other hand, when subjects are presented one at a time, witnesses tend to compare each one to their memories of the perpetrator, and the incidence of false positives is much reduced.⁷

The Role of Police Image

As law enforcement officers examine their professional practices and seek ways

to reduce the incidence of wrongful convictions, they must consider one more potential contributing factor: their view of themselves and of their role. If a sample of the population (including law enforcement) was asked about the role of the police with respect to crime, responses would probably resemble the following:

- To solve crimes
- To catch "bad guys"
- To gather facts and information
- To arrest the perpetrator

All of these are accurate descriptions and legitimate roles for the police, but they are not equivalent. For example, the role of catcher of criminals is much narrower than the role of gatherer of facts. The two are not incompatible—indeed, unless the officer witnesses the crime in progress, catching the perpetrator will require gathering facts. But if officers view their jobs as "to catch bad guys" by fighting crime, arresting suspects, clearing cases, and so on, then once officers have identified viable suspects, it would be reasonable (and almost irresistible) that they focus their efforts on building cases against those suspects and later assist the prosecution in any way they legally can to obtain convictions.

On the other hand, if officers view their jobs as "to gather facts and information," then they will be equally interested in all facts relevant to the crimes they are investigating; they will be just as interested in excluding the innocent as in finding the guilty.

If one surveyed police detectives across the country as to which role they view as primary, many, and perhaps even most, would opt for "to gather facts and information." Yet a number of influences in the political world and society at large tend to push investigators to be catchers of bad guys rather than neutral fact finders. These include

- limited resources available for conducting investigations;
- political pressure to solve crimes and make an arrest quickly, especially in high-profile crimes;

- measuring investigative performance by numbers of cases closed;
- TV and movie images of police as high-action criminal catchers;
- police trainers who promote the warrior image, which may enhance officer safety but also clearly favors the bad-guy catcher role over the neutral fact finder role; and
- equipment manufacturers and vendors who promote the image of police as elite crime fighters (for example, describing all products, even socks, as "tactical").⁸

From the standpoint of reducing wrongful convictions, the image of police as criminal catchers carries with it a serious danger: increased potential for investigational bias—the unconscious tendency to look for facts that support a theory and ignore ones that undermine it. Good investigative protocols can reduce the effect of investigational bias, but they cannot entirely eliminate it, in part because it is both unintentional and unconscious.

What Can Be Done

Law enforcement professionals must confront and address their part in the processes that result in wrongful convictions. Certainly, they already have safeguards in place against intentional misconduct. But as noted, most of the problem stems not from intentional misconduct, but rather from flawed practices. What can police executives do to minimize the possibility of a wrongful conviction taking place? As organization leaders, they set the tone for the entire operation. Their words—and, more importantly, their actions—convey their expectations and values. Here are five concrete steps police executives can take:

1. Stay abreast of research and improvements in investigative protocols. Incorporate best practices into the agency's way of doing business. Recently, a number of states have implemented new protocols for eyewitness identification, recording of interrogations, and so on.⁹

2. By policy and practice, make exonerating the innocent equally important as identifying and arresting a suspect. Doing so may require additional resources. Fight for those resources: the long-term cost of a wrongful conviction will be much higher, both in dollars and in lost confidence.

3. Reward quality over quantity of investigation. Encourage thoroughness. Insist that investigators run down every lead and resist the urge to cut corners. Avoid measuring performance on number of cases closed. Hold front-line supervisors accountable for ensuring comprehensive investigation.

4. Resist political pressure to solve the case quickly or make an arrest prematurely.

The police executive's job is to take the heat so officers can do their jobs correctly.

5. Keep officers focused on their role of unbiased investigators. The job of the police is to investigate crimes—in other words, to find out what happened. The police must remain impartial; the moment they slip into advocacy, their effectiveness is compromised because their testimony becomes suspect. Avoid measuring performance on the basis of convictions.

Every police officer swears an oath to uphold the U.S. Constitution. In a very real way, the police embody the rule of law. By any measure, a wrongful conviction represents a miscarriage of justice—and one with devastating consequences. Law enforcement professionals must be vigilant in enforcing the law by seeking out and arresting wrongdoers, but they must be equally vigilant in protecting the innocent and guaranteeing fair and equitable treatment for all. ♦

Notes:

¹"Facts on Post-Conviction DNA Exonerations," the Innocence Project, <http://www.innocenceproject.org/Content/351.php> (accessed August 20, 2010).

²William J. Sobel et al., "Prisoners in 2008," NCJ 228417, December 8, 2009, Bureau of Justice Statistics, <http://bjs.ojp.usdoj.gov/index.cfm?ty=pbdetail&iid=1763> (accessed August 20, 2010); "Probation and Parole in the United States, 2008," NCJ 228230, December 8, 2009, Bureau of Justice Statistics, <http://bjs.ojp.usdoj.gov/index.cfm?ty=pbdetail&iid=1764> (accessed August 20, 2010); and "Key Facts at a Glance," Bureau of Justice Statistics, <http://bjs.ojp.usdoj.gov/content/glance/corr2.cfm> (accessed August 20, 2010).

³"About Us: FAQs," the Innocence Project, <http://www.innocenceproject.org/Content/2618.php> (accessed August 20, 2010).

⁴"Innocence by the Numbers: Real Perpetrators," *The Innocence Project in Print* 3, no. 2 (2007): 22, http://www.innocenceproject.org/Images/1037/ip_winter_newsletter_07.pdf (accessed August 20, 2010).

⁵Tom R. Tyler, in collaboration with Albert A. Pearsall III, "The Paradox of American Policing: Performance without Legitimacy," *Community Policing Dispatch*, 3 (July 2010), http://cops.usdoj.gov/html/dispatch/July_2010/AmericanPolicing.asp (accessed August 20, 2010).

⁶"The Causes of Wrongful Conviction," the Innocence Project, <http://www.innocenceproject.org/understand> (accessed August 20, 2010).

⁷"Eyewitness Identification Reform," the Innocence Project, <http://www.innocenceproject.org/Content/165.php> (accessed August 20, 2010).

⁸See <http://www.lapolicgear.com/53pa9tas.html> (accessed August 20, 2010).

⁹For specific examples, model policies, and resources, see "Fix the System: Model Legislation," the Innocence Project, <http://www.innocenceproject.org/fix/Model-Legislation.php> (accessed August 20, 2010).

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Handling Officer-Involved Shootings

By Drew J. Tracy, Assistant Chief, Investigative Services Bureau,
Montgomery County, Maryland, Police Department

The most critical investigation in any law enforcement agency is that of an officer-involved shooting. These shootings bring media attention; citizen inquiries; liability issues; and, if handled incorrectly, irreparable damage to the agency's reputation. The key to being successful is a prompt, thorough investigation by knowledgeable, well-respected investigators backed by forensic evidence that ultimately provides full disclosure and citizen review. This article will outline the steps necessary and the people to involve in an officer-involved shooting investigation.

Shooting Team

Officer-involved shootings require a thorough on-scene investigation by detectives who are experienced and knowledgeable about deadly force incidents. To maintain consistency and a high level of expertise, each agency should have an investigative team that handles all police shootings. This team should receive appropriate training pertaining to ballistics, weapons, human performance, tactics, deadly force issues, and department policy. Each member should have strong investigative skills and be respected by officers. The team should consist of a primary detective, two additional detectives, a state's attorney or assistant U.S. attorney, forensic personnel, and subject matter experts. Subject matter experts should be available to answer questions regarding weapons, wound ballistics, in-custody death issues, and other specific criteria that will require professional guidance.

Smaller agencies in the same geographic area will benefit by the creation of a single shooting team with a trained investigator representing each agency on the team. This team comprising investigators from different agencies will reduce citizen allegations of favoritism and bias. Likewise, larger agencies that enter into a regional team will be able to provide an in-depth professional investigation, utilizing the best investigators, attorneys, and forensic personnel from participating agencies. With a shooting team approach consisting of several agencies, the lead investigator in an officer-involved shooting should not be from the involved agency.

On-Scene Investigation

The on-scene investigation of an officer-involved shooting must include all aspects of a serious crime scene investigation, as well as additional videotaping the scene and the onlookers. Videotaping the scene will preserve its appearance and assist in showing the lighting, the weather conditions, and the integrity of the crime scene. Immediate videotaping of the onlookers will also provide a record that will assist with witness positioning and their viewing perspectives and will also provide proof if certain individuals come forward with statements that are not consistent with the evidence or other eyewitness testimony. Often, individuals

say they were not at a scene when in fact they were. Videotapes or activated in-car video recordings may help to prove this.

After the scene is stabilized and medical attention is rendered to the injured, it is necessary to thoroughly investigate the facts to determine whether charges should be placed. Each potential witness, including each officer and civilian, must be separated from all others before questioning begins. It is important to explain to the officers that the reason they, too, must be separated during questioning is to avoid an attorney challenge on this issue in the criminal or civil case. Studies have shown that when several officer witnesses get together, their team recollection is better than individual recall, but this strategy also subjects their testimony to additional scrutiny and allegations of collusion.

If there are no witnesses aside from the involved officer, it is important that the officer describes in detail all facts leading up to the point that deadly force was used. A walk-through may need to be conducted for evidentiary purposes by the involved officer and should stop at the point where deadly force was used. Although the officer has a right to representation from a union representative or assigned attorney, it is important that the involved officer understand the significance of providing immediate information so that charges may be placed against the offender. Knowing the mind-set and the

circumstances the officer faced leading up to the shooting will assist the investigative team in placing the incident in perspective. Coordinating with union representatives prior to these incidents can help to establish roles and expectations so that investigations and questioning are not hampered.

On the scene, a variety of items should be photographed and seized as evidence. The officer's weapon and duty gear as well as photographs of the officer in the clothes worn at the time of the incident should be obtained. These clothes will benefit the investigator, especially if there was a struggle. When seizing the firearm and ammunition for evidentiary purposes, it is imperative that there are policies in place to issue a replacement handgun as soon as possible.

Maintenance of all evidence is imperative. For example, consider the following: During a deadly force incident, a man struggled with an officer in an effort to grab that officer's handgun. A struggle ensued, in which the individual was shot by a backup officer while the individual was attempting to remove the gun from the original officer's holster. A search of the floor where the shooting occurred revealed a button from the original officer's shirt and the top of an ink pen. The pen was still in the officer's shirt and the pen top had come off during the struggle. Photographs of the officer's clothing and duty belt in the position they

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were found, as well as pictures depicting the top of the pen and the disarranged furniture, paint a vivid picture of a struggle. Maintaining the clothes as evidence may also supply DNA evidence transferred to the clothes during the course of the struggle.

Also consider another incident in a grand jury proceeding in Maryland in which the jury returned a justified shooting response. The officer then faced federal charges. The chain of custody of the handgun was maintained by the officer's agency and with further review, DNA from the suspect was removed from the front sight, which was consistent with the officer's testimony that a struggle ensued and the suspect grabbed the gun. This underscores the importance of keeping an involved officer's handgun in evidence and not reissuing it.

Peer Support

The officer involved in the shooting should be assigned a companion officer for assistance and support. This individual should be an officer assigned to the agency's Peer Support Team and should have undergone appropriate training. When

selecting peer officers, utilize senior officers who themselves have been involved in similar incidents during their careers. They should respond immediately to the scene and provide emotional and factual support to the officer without discussing the details of the incident.

Consider the real possibility that even after an officer's shooting had been determined to be justified, the officer may still be scared and uncertain about what will happen next. Studies show certain officers choose to leave police work after a critical incident. It is law enforcement's responsibility to prepare officers to return to work after such incidents. The first step in this approach is to provide mandatory psychological counseling for the involved officer, as well as make voluntary counseling available for the officer's family. This should include a fitness-for-duty evaluation.

Besides professional counseling, each department should train a Peer Support Team that includes advocates who have been personally involved in a previous shooting. These fellow officers can help guide involved officers through what will happen, as well as the types of feelings they may be experiencing. The next step is to assign involved officers to the training section for weapon requalification. Officers should also be evaluated in "shoot" and "no-shoot" scenarios to assess their readiness to return to

their positions. After being cleared, some officers will want to immediately return to full-duty status; others may need additional time, while others may want a transfer to different positions, and still others will leave police work altogether.

Law enforcement executives have a responsibility to provide continuous support and monitoring of involved officers because civil proceedings, as well as physical and psychological stress, may last for years. All involved officers will remember their critical incidents, and agency leadership must be available if they need assistance.

48-Hour Release Policy

With any law enforcement shooting comes intense media scrutiny. The best policy for all parties involved in a shooting is a 48-hour release policy. Neither the officer's name nor the name of the individual shot should be released for 48 hours. This gives involved officers time to notify their families and arrange for temporary, secure accommodations if they fear threats or retaliation may follow. The 48-hour release policy also provides the department sufficient time to properly notify the family of the individual who was shot. A professional, timely media release issued by the head of the agency sends the message that this is a serious incident that will be handled with expertise and professionalism.

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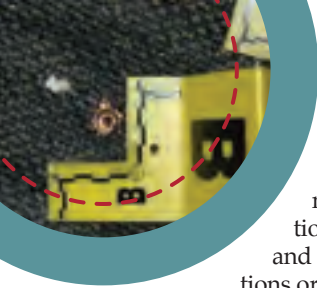
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Officer Statements

Statements may be voluntarily given by the involved officer shortly after the incident or may be delayed on the advice of counsel. In those incidents in which officers do not voluntarily offer statements, they may be ordered by the department to give a statement. A compelled statement cannot be used in criminal proceedings, but may be used for internal review. It is important that the agency have an agreed-upon policy with the union pertaining to the release of statements to avoid media and citizen scrutiny. This policy should require that the officer be subject to an interview within 72 hours of the shooting. This provides ample time for securing representation, sleep, rest, and reflection by the officer. The officer still retains the right to not provide a statement if the investigation focuses on potential criminal conduct.

Every effort should be made to conduct only one interview of the officer. It is important for the investigators to be fully prepared prior to conducting the interview. Providing one detailed statement to the agency's shooting investigative team and the agency's internal affairs division will avoid putting the officer through two questioning sessions. This will also eliminate the opportunity for a defense attorney to try to discredit the officer by finding slightly different answers to the same question asked in two different interviews.

Remember that under stress, officers may remember certain aspects of the incident and may not remember others. In general, the officers who returned to the environment can remember from about

50 percent to 70 percent of the significant details of the experience, while those trying to remember in a different place can recall only about 30 percent to 50 percent of the specifics.¹ As a result, a physical walk-through at the incident scene might assist officers in their recollections prior to or during the interview.

How can agency leadership expect law enforcement personnel involved in one of the most critical incidents in their lives, who are operating under stress and fear, to remember what just happened in a rapidly evolving event? This is not a realistic expectation. What also must be realized is that civilian eyewitness testimony may be based on beliefs and values and may not be a fair replication of the actual facts. It is imperative to combine forensics with acquired recollections of involved and noninvolved individuals who are present at a critical incident.

SWAT Shooting

The author once testified as an expert witness in a SWAT shooting by the point officer. Carrying a ballistic shield, the point officer and other team members dynamically entered the residence. The officer covered a small bedroom during this no-knock narcotics raid with weapons reported to be inside the residence. During testimony, the points that are always required were present: proper wear of visual identification by the entry team, use of verbal identification, and verbal warnings.

A thorough drive by of the location prior to the search warrant execution, a detailed intelligence briefing, and active preraid surveillance will show any grand jury that a professional approach before execution of the raid was followed. In testimony for this shooting, tactical officers and nonpolice witnesses both said that the officer yelled "Let me see your hands" at least three times before shooting. The shooting was deemed justified because the individual did not show his hands after verbal commands, and intelligence provided that weapons were available at the target location.

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Hostage Shooting

In a separate case, a man was holding hostage at gunpoint his ex-girlfriend—the lieutenant governor’s cousin—in a car in a garage. There was an officer on each side of the vehicle to the rear. Shots were fired. The suspect fired a fatal round striking his hostage in the head. The suspect was hit with three rounds, and one—a fatal round—struck the temple region. The suspect’s shell casing did not eject and was still in his handgun. Consider this: does your agency’s investigative team have the expertise to determine who fired first? The officers were cleared because it was evident, after an in-depth investigation piecing motive with on-scene evidence, that the suspect intended to kill his hostage.

Fatal Shot in the Back

During an undercover drug buy, a narcotics officer was shot in the bicep and behind the ear. The backup team included a decentralized SWAT officer who engaged and killed the shooter during a foot pursuit. The emergency room trauma surgeon at the hospital put the entry wound, fired by the SWAT officer, in the frontal area of the suspect’s stomach. At the grand jury proceeding, the medical examiner testified that the entry wound and fatal shot to the suspect came from the rear. At the grand jury, the author testified that he agreed with the medical examiner and that the fatal shot fired from the .45-caliber Glock was from the rear. After the author re-created the movements and presented studies showing the time that it takes to pull a trigger versus times it takes a suspect to turn during a flight, the jury cleared the involved officer.

Reaction Time/Reality Time Studies

Reaction time is the time taken to transmit a signal to the brain and for the brain to respond with a command for a response action from a sense (for example, sight, sound, or touch).

This is also called the cognitive process: the thinking time taken for a signal to be communicated between the mind and the body. This momentary process time is recorded at between 0.3 second to 0.4 second, depending on the individual.² There are many negative factors that cause this reaction to become slower, such as pain, tension, fighting stance, and outside influences like noise and distractions. Fear slows reaction time.

The physical movement highlighted in the previously described grand jury testimony is the 180-degree turn, which reflects a street encounter in which the suspect engaged in a dynamic turn and discharged a weapon at the officer while turning. In this study, the subject was instructed to start by facing the officer with the weapon in a concealed position beside and behind the strong-side thigh, point the weapon at the officer, pull the trigger, and then turn and run away. The motion was dynamic, varied among subjects and sometimes covered quite a distance before the subject achieved a full, square-back position. The average time to fully turn with the back toward the officer was 0.58 second, with a fastest time of 0.33 second. Therefore, a 90-degree turn can be executed in less than 0.33 second.

Now consider two other studies. In one study, trained officers fired from a low ready, two-handed position at a target

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15-feet away when they heard a buzzer. The average time to fire with a sight picture was .83 second, and the average time to fire an unsighted shot was .64 second. From a level I holster, the time needed to fire on target was 1.71 seconds; with a level II holster, the average time was 1.92 seconds; and with a level III holster, the average time was 2 seconds.³

In sum, these studies show that the officer reacted to an immediate threat and subsequently fired the weapon. However, because of the difference between the officer's reaction time versus the movement action time of the suspect, the officer's round struck the suspect in the back. The projectile that was fired to strike the center mass of the suspect made entry to the back. What caused this was the sudden movement of the suspect. The officer participants in the above study knew they would be firing after an audible signal and were prepared to fire. Add the impact of stress during the use of deadly force in real life, as well as probable movement, and it becomes reasonable to assume that both accuracy and response times would be compromised.

Vehicle-Involved Shootings

The most controversial shootings by officers often involve vehicles. Both internal and external review of a shooting in which an officer fires rounds at a moving vehicle is often questioned. Shots taken at the drivers of vehicles often are not accurate and require the bullet to breach either a metal or a glass barrier. Furthermore, if a vehicle is speeding toward an officer, who has no protective cover to move to, that officer is left with limited defensive choices. After the fact, questions arise as to why the officer fired at the vehicle when there were passengers in that vehicle. This should not be a consideration unless the officer knew for a fact there were others present. Instead, the investigation should focus on the crime involved and other facts about the incident. A 3,000-pound vehicle is more lethal than a 165-grain projectile when it hits center mass.

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Multiple Shots

The FBI study *In the Line of Fire: Violence against Law Enforcement—A Study of Felonious Assaults on Law Enforcement Officers* shows that 41 percent of officers who fired in the study hit their intended targets, and the average distance to the target was 21 feet.⁴ Although this is a limited study, these averages are fairly consistent with the multiple shooting data available.

The accepted rule of thumb is that a vehicle travels 15 feet per second for every 10 mph. An accelerating vehicle that is traveling approximately 30 mph is covering approximately 45 feet in one second. An officer takes .3 second to .4 second to process information and react to the threat, and another .6 second to .8 second to travel two quick steps, according to an internal study by the Montgomery County, Maryland, Police Department. If the officer is within 45 feet of the vehicle, and the driver of the vehicle accelerates toward the officer, it is highly likely the officer will be struck.

In baseball, a 90-mph pitch crosses the plate in .46 second. If the pitch is thrown directly at the batter at this speed, it will usually hit the batter because the signal sent to the batter's brain to move and the batter's movement are usually too slow to avoid the pitch. The point is that even with a good sixth sense and a strong reaction time, even a well-trained officer will often lose to an approaching vehicle because the strong rule of science is action beats reaction.

During court proceedings concerning an officer-involved shooting, the number of rounds fired by the officer or officers involved will be released to provide full disclosure. Grand juries often question why numerous rounds were fired. It is important, especially in handgun shootings, to show that (1) immediate incapacitation of the target with handgun rounds is not a reliable factor, even if there is a direct central nervous system shot; and (2) direct shots that cause lethal blood loss are also not immediate. There is sufficient oxygen within the brain to support full, voluntary action for 10 seconds to 15 seconds after the heart has been destroyed.⁵ A determined individual who has received a fatal shot may continue to function because of adrenalin, sheer emotion, or stimulants in their system. Law enforcement personnel are taught to shoot at center mass and to continue until the threat is removed. Under stress, it is difficult to fire accurate shots that strike vital organs, and, in the average shoot-

ing, less than half of the shots fired hit the intended target. As the distance increases, more shots may be fired by officers to compensate for decreased accuracy.

Bullets do not physically knock people to the ground. Jury participants often have limited weapons knowledge or experience and base their perceptions on novels, TV shows, or movies in which the hit ratio is high and bodies fall violently after being shot. It is important to explain that a fired round's impact on the body is no more than recoil from the weapon. Sir Isaac Newton proved this in the seventeenth century with his hypothesis: for every action, there is an equal and opposite reaction. To stop a determined threat, multiple rounds are often needed. To stop shooting also causes a delay because the officer's senses must send a message to their brains to stop the physical movement of trigger pulls.

Shooting an Unarmed Individual

The author has testified or reviewed several officer-involved shootings in which the subject of the shooting did not have a weapon. What usually precipitated the shooting was the nature of the call—a crime of violence—and a sudden movement by the suspect, usually with an object in hand. These shootings often occur early during the on-scene response, when the scene is still chaotic and limited information is available.



In low-light situations, officers sometimes do not have a clear view of the possible suspects or if there are weapons involved.

This type of rapid, cognitive processing is frequently required of law enforcement officers under conditions of darkness or semidarkness. As a result, errors in perception or cognitive processing are likely to be relatively frequent. In situations involving deadly force, such errors may result in tragedy. In an in-depth study to see how untrained individuals would react to certain shoot and don't shoot situations, a group of participants was recruited from California State University. Eighty-seven women and thirty-eight men participated. Four incidents were tested. In one scenario, the perpetrator held a nonlethal instrument in adequate lighting; 84.8 percent of the participants made the decision to shoot when a power screwdriver was deployed rather than a gun.⁶ This showed that the participants were just as likely to shoot a gun-armed individual as an individual who brandished a power screwdriver as long as there was a potential victim involved in the incident and a perception of a possible violent felony. The studies by Mathew Sharps and Adam Hess show that average individuals exhibited extreme difficulty in distinguishing a handgun from no handgun, which in this case was a power tool. Another important point is that the majority of participants in

this study indicated a readiness to shoot the perpetrator, but only one in ten felt it would be appropriate for the police to do so under the same conditions.

Criminal and Administrative Investigations

Each officer-involved shooting requires two separate investigations: one criminal and the other administrative to determine if departmental policies and procedures were correctly followed. The internal investigation of all police shootings should be completed within 60 to 90 days. The shooting investigative team will also address training and equipment issues, if appropriate.

Any number of local, state, or federal agencies may also review the incident, so it is important that an agency's best and most well-trained investigators handle such incidents under a detailed and thorough investigative policy plan.

A re-creation of the shooting will also be invaluable to gain a perspective on how much time lapsed during the shooting, where the casings landed after ejection, and the established bullet path. The bullet path may be determined by the wound inflicted or if it passed through an intermediary object, by utilizing rods or a laser. Knowing the mechanics behind an ejected round, combined with the bullet path, will provide guidance as to the positioning of the shooter.

Returning to the scene during the same time of day and re-creating the incident will provide an additional perspective for the investigation team. It is imperative that all rounds fired are accounted for, labeled, and entered into evidence. This may be difficult due to bullet fragmentation or rounds fired above the intended target, but this extra effort must be made to solidify the investigation. All bullets and casings must be analyzed to determine which weapon they are associated with, even if it seems obvious. Each involved weapon must also be analyzed for trigger pull weight and to ensure that it functions properly. Test shooting the weapon will also provide accuracy and the pattern of ejected casings. With ejected casings, it is also important to remember that if the officer or suspect cants, their weapon casings may not accurately show their true positions, so it is important to test with the shooting hand wrist in different positions. All evidence must be retained until the investigation is concluded, and all civil and criminal proceedings have been resolved.

A report published by the National Institute of Justice and Bureau of Justice Statistics states "only on infrequent occasions do police use their firearms against the public." The majority of these incidents take place within a three-second time frame, often preceded by fractions of a second in which



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the officer has to decide whether or not to use deadly force. This is the most critical decision law enforcement officers will make in their careers, and this is the most critical investigation a law enforcement agency will be required to undertake.

Issues of importance to investigate and prepare for grand jury and internal review will include the steps leading up to the drawing of the weapon; the tactics utilized

prior to, during, and after the encounter; and the reasonable perception of the officer leading to the use of deadly force. Use-of-force policies must be updated and easily understood, and officers must be proficient in applying these policies under stressful situations. Training is the key to developing the proper mind-set should officers be required to use deadly force.

External Review

All police shootings should be sent to the local district or state's attorney office to be presented to the grand jury for independent, external review. This practice

will allow citizens to review the incident and determine whether further investigation should be conducted, or whether the shooting was justified. Sending every law enforcement shooting to the grand jury provides citizen scrutiny and reminds citizens that law enforcement does not believe its incidents are above citizen review. Statements should be read to grand jury participants that all intentional shootings will proceed in this manner.

Conclusion

It is important that an agency's shooting investigative team is well versed regarding weapons, wound ballistics, tactics, and law enforcement operations; is credible within the agency; and is credible to the citizens and attorneys involved.

Assemble a team by recruiting the best investigators, forensic experts, and subject matter experts available. Provide continual training, respond to incidents, gather the facts, report the truths, and present findings for citizen review. ♦

Notes:

¹"More About How to Assure 'Fair, Neutral & Fact-Finding' OIS Investigations: Suggestions for Successfully Mining Memory, Part II," *Force Science News*, no. 42 (April 14, 2006), <http://www.forcescience.org/fsinews/2006/04/more-about-how-to-assure-fair-neutral-fact-finding-ois-investigations-suggestions-for-successfully-mining-memory-part-2-of-a-2-part-series> (accessed August 26, 2010).

²Robert J. Kosinski, *A Literature Review on Reaction Time* (Clemson, S.C.: Clemson University, September 2009), <http://biology.clemson.edu/bpc/bp/Lab/110/reaction.htm> (accessed September 10, 2010).

³Bill Lewinski and Dave Grossi, "The Suspect Is Shot in the Back: Is Your Shooting Clean? Understanding the Limits of Survival Psychology" *The Police Marksman* 24, no. 5 (September/October 1999): 22-24, <http://www.forcescience.org/articles/isyours shootingclean.pdf> (accessed August 26, 2010).

⁴Anthony J. Pinizzotto et al., *In the Line of Fire: Violence against Law Enforcement* (Washington, D.C.: U.S. Department of Justice, 1997).

⁵Urey W. Patrick, *Handgun Wounding Factors and Effectiveness*, Firearms Training Unit, FBI Academy, Quantico, Va. (July 16, 1989), 8, <http://www.firearmstactical.com/pdf/fbi-hwfe.pdf> (accessed August 26, 2010).

⁶Matthew J. Sharps and Adam B. Hess, "To Shoot or Not to Shoot: Response and Interpretation of Response to Armed Assaults," *The Forensic Examiner* (December 2008), <http://www.theforensicexaminer.com/archive/winter08/8> (accessed August 30, 2010).

⁷Kenneth Adams et al., *Use of Force By Police: Overview of National and Local Data*, NCJ 176330, National Institute of Justice and Bureau of Justice Statistics (October 1999), <http://www.ncjrs.gov/pdffiles1/nij/176330-1.pdf> (accessed August 30, 2010).



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117th Annual IACP Conference

Law Enforcement Education and Technology

The 117th Annual Conference of the International Association of Chiefs of Police will convene Saturday, October 23, 2010, through Wednesday, October 27, 2010, at the Orange County Convention Center, 9860 Universal Boulevard, Orlando, Florida, USA.

The annual conference provides unparalleled opportunities for law enforcement professionals to examine the latest technology and equipment, network with high-ranking officials, attend educational sessions, and meet with experts and peers from around the world. On-site registration opens Friday, October 22, at 1:00 p.m. and continues until 12:00 noon on Wednesday, October 27, at the Orange County Convention Center.

What's New This Year?

The conference's educational program is always rich with contemporary issues, involving peer-to-peer sharing of lessons learned. Here are some of the offerings at the conference this year.

- Twenty-seven sessions present technology in law enforcement.
- Show special offers in the Expo Hall directly on your mobile phone (<http://www.chirpe.com/IACP2010>).
- Show specials include 10 to 15 percent off merchandise; a chance to win a \$2,000 Buffalo Bill Revolver, iPods, jackets; \$200 instant rebate on orders; special pricing by exhibitors; and much more.
- Exhibitors offer thousands of dollars of free training and equipment, so visit

their booths to take advantage of these opportunities.

- The IACP 2010 Floor Guide is a color-coded map to help you plan and navigate the IACP Expo Hall.
- The IACP Business Meeting, being held Wednesday, October 27, 9:30 a.m.–11:00 a.m. Members will consider the IACP Resolutions Committee Report, the IACP Vice President-Treasurer Report, and other reports and items regarding the association.

Poster Sessions: Monday, October 25, Expo Hall

For the first time, IACP 2010 will feature poster sessions to provide another effective means of displaying innovative law enforcement practices. Modeled after their use at medical conferences, poster sessions create a good forum for exchanging ideas.

11:00 a.m.–12:30 p.m.

- A New Solution in Fighting Cargo Theft: CargoNet
- Does Your EAP Have a Seat at the Table? How the Relationship with EAP Can Benefit You
- Firearms Training: Are We Developing a Range Mentality or a Combat Mentality?
- ICE Demystified: Cutting Through the Red Tape
- Improve Missing and Unidentified Persons Case Management with NamUs, a Free and Secure Online System

- National Insurance Crime Bureau & Law Enforcement

1:00 p.m.–2:30 p.m.

- American Medicine Chest Challenge: A National Day of Medicine Disposal
- Capabilities of the U.S. Secret Service Computer Forensics
- Effective Stress Management for Law Enforcement
- Identity Crime Victim Assistance: What Every Chief Needs to Know about Resources to Assist Victims
- Systematic Approach to Reduce Injury and Pain
- The Latest Green Trends in Police Station Design: A Case Study—Killeen Police Headquarters, Texas

Plenary Session: Saturday, October 23

Fairness and Neutrality: Trust Building Strategies for 21st Century Policing

12:30 p.m.–3:30 p.m.

Taking into account "Building on Race and Police: In Search of Perspective," a plenary session at last year's annual conference; and "A Symbol of Fairness and Neutrality: Policing Diverse Cultures in the 21st Century," a 2007 initiative of the IACP Executive Committee; this leadership endeavor will be devoted to broadening the capacity of law enforcement executives to constructively engage new and traditional ethnic and racial communities to achieve public safety objec-

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Exposition

tives collaboratively. The primary goals of this work session are to further illuminate understanding of the values and needs of races and cultures, many new to the United States, that look to the police for service, safety, and guidance; and discover how the police can satisfy this obligation in just and productive ways.

Hosted by the IACP's Governing Body and three standing committees—Civil Rights, Community Policing, and Professional Standards, Image and Ethics—workshop contributors will concentrate on core considerations such as the following:

The Trust Baseline: Levels and variations in trust that characterize traditional and new cultures and races that police serve;

Triggers: Law enforcement behaviors and policies that trigger distrust and feelings of isolation among service populations as well as those that promote engagement, support, and perceptions of fairness and neutrality; and

Trust Building Strategies: Constructive practices that promote mutual trust between police and racial/ethnic communities, particularly those that result in prevention and reduction of crime and violence.

Presenters will include IACP President Michael Carroll and IACP Second Vice President Walter McNeil.

A summary of the work and action recommendations will be published in 2011.

There are 175 educational sessions in 13 tracks to choose from during the conference. There are daily educational sessions for you, and you can pick any of your interest areas such as legal issues, public information, psychological issues, leading a smaller agency, technology, or leadership. For complete conference information, visit <http://www.theiacpconference.org>.

The Exhibit Hall

There are more than 750 exhibiting companies in the exhibit hall this year, and we have assembled the newest products and the latest technologies at the largest exposition designed specifically for law enforcement. See live demonstrations, learn about new product launches, and sign up to win various prizes. Check out the *new* IACP 2010 Floor Guide and use the color-coded map to help you plan and navigate the IACP Expo Hall.

If you are looking for vehicles and vehicle accessories; weapons; tactical and protective equipment; administration, training, forensic, and investigation tools; and personal equipment such as uniforms, badges, and

continued on page 59

Policing News to Be Broadcast on IACPtv in Orlando

IACPtv is an exciting venture that will raise the visibility of IACP members' integrity and hard work and will bring key issues behind IACP 2010 to life. Each day of the conference, a new news program will be produced that includes daily "behind-the-scenes" interviews, coverage of conference events, and reactions to the day from attending delegates. Also included in each day's programming will be feature segments, filmed prior to the conference, showcasing police work and best practices from IACP's membership worldwide and enabling the program to go "on location" around the world from Orlando.

There will be an IACPtv news desk at the conference, so keep an eye out for the IACPtv reporter and make sure you watch the dedicated IACPtv news channel in your hotel room!

For information about IACPtv, please contact Charles Higginbotham at higginboth@theiacp.org or Mark Rose at mark@websedge.com.

Technology Educational Sessions

There are 27 sessions addressing technology issues at the 117th Annual IACP Conference. The topics cover subjects from social media to predictive policing to selecting the right technology for a police department.

Friday, October 22, 2010

12:00 noon–4:00 p.m.: Implementing LPR Technology in Your Community

This session will provide brief training on using License Plate Reader (LPR) technology. Law enforcement agencies throughout the United States are adopting this technology as a useful way to identify stolen vehicles, among other applications.

Sunday, October 24, 2010

8:00 a.m.–9:30 a.m.: N-DEx: A Powerful Investigative Tool for the Criminal Justice Community

This workshop will discuss sharing information via N-DEx—a powerful investigative tool that allows law enforcement agencies to submit and query data to make connections among crime characteristics by linking information across jurisdictions.

10:00 a.m.–12:00 noon: Local, State, Tribal, and Federal Information Sharing

This session will focus on fostering an organizational culture that emphasizes information sharing. By combining data, resources, and expertise, the law enforcement system can better ensure that all agencies have access to information when needed.

1:00 p.m.–3:00 p.m.: Innovative Policing with Camera Technology A to Z

This session provides information on utilizing overt police cameras, including preliminary steps to take, meeting with citizens to gain support, and obtaining funding.

3:30 p.m.–5:00 p.m.: Predictive Policing: Predict to Prevent

This presentation illustrates the application of predictive policing strategies at the Arlington, Texas, Police Department, a midsized agency. This agency uses an analysis-driven framework that allows police departments to manage crime more effectively.

3:30 p.m.–5:00 p.m.: Effective Deployment of License Plate Recognition Technology

This session concerns the fastest growing technology used by police. The session discusses the technology; critical policy; investigations; operational efficiency; deployment strategies; information-sharing partnerships; and developing policies to strengthen public support.

3:30 p.m.–5:00 p.m.: Planning and Implementing Technology Improvements for the Small Law Enforcement Agency

This workshop outlines computer technologies that small law enforcement agencies can benefit from and discusses ways to implement these technologies smoothly. It will also go over grant funding options to start these projects.



3:30 p.m.–5:00 p.m.: The Boston Area Police Emergency Radio Network: A Model of Effective Communications Interoperability

This session provides an overview of the organizational and technical elements of the Boston Area Police Emergency Radio Network, which allows for multijurisdictional communications for 148 agencies across Massachusetts.

Monday, October 25, 2010

8:00 a.m.–9:30 a.m.: Achieving Interoperability in Critical IT and Communication Systems

Presenters will detail strategies for creating cross-jurisdictional information-sharing systems interwoven with Records Management Systems, highlighting the Law Enforcement Justice Information System currently used in five counties in Pennsylvania.

8:00 a.m.–9:30 a.m.: Sex Offenders: Closing the Gaps—Strategies and Innovation in Management and Tracking

This presentation will focus on sex offender crimes, including offender registration, use of federal and private resources, collaboration among agencies, link analysis, and serial offender case comparisons.

1:00 p.m.–2:00 p.m.: GIS and Statistical Analysis Help Police Officers Understand Crime Patterns

This presentation will review the HunchLab project, from prototype as a crime spike detection tool for the Philadelphia Police Department to development into a more general software tool under a grant from the National Science Foundation.

1:00 p.m.–2:00 p.m.: The Crime Severity Index—Canada's New Measure of Police-Reported Crime

The new Canadian Crime Severity Index assigns “weights” based on severity to each of the 150 UCR criminal offenses. This session evaluates the index as a major departure from 50 years of measuring crime.

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10/11/2010-10/12/2010
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Managing Generational Change
10/12/2010-10/13/2010
Billings, MT

Advanced Supervision Skills
10/12/2010-10/14/2010
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10/19/2010-10/21/2010
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Excellence in FTO
10/21/2010-10/22/2010
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Advanced Supervision Skills
10/26/2010-10/28/2010
Lynn, MA

Managing Generational Change
10/26/2010-10/27/2010
Fort Lauderdale, FL

Managing Generational Change
10/28/2010-10/29/2010
Fairfield, OH

November

Disclosing Secrets- Interview and
Interrogation
11/1/2010-11/2/2010
Fort Lauderdale, FL

Teamwork, Leadership, and Excellence
Intention to Reality
11/1/2010-11/5/2010
Salem, OR

Excellence in FTO
11/8/2010-11/9/2010
Allen, TX

Internal Affairs:
Legal and Operational Issues
11/8/2010-11/10/2010
Yukon, OK

Tactical Patrol Officer
11/8/2010-11/12/2010
Zachary, LA

Advanced Supervision Skills
11/9/2010-11/11/2010
Concord, MA

Disclosing Secrets
11/9/2010-11/10/2010
Layton, UT

Advanced Supervision Skills
11/16/2010-11/18/2010
McMinnville, OR

Advanced Supervision Skills
11/30/2010-12/2/2010
Allentown, PA

December

Internal Affairs:
Legal and Operational Issues
12/6/2010-12/8/2010
Athens, GA

Advanced Supervision Skills
12/7/2010-12/9/2010
Washington, MO

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

The training division of the IACP is currently seeking additional co-host agencies with which to partner to offer training in a cost-effective manner throughout the United States. To obtain information on any of the above courses or on the benefits of co-hosting training, please visit our Web site at <http://www.theiacp.org> and click on TRAINING or call 1-800-THE-IACP ext. 265.

Technology Educational Sessions (cont.)

1:00 p.m.–3:00 p.m.: Protecting the Community, Protecting the Nation: Nationwide Suspicious Activity Reporting Initiative (SAR)

This session describes the local police role in SAR; demonstrates the best practices; identifies available training opportunities; and explains roles and working relationships among local, state, federal, and private sector partners.

2:30 p.m.–3:30 p.m.: Rapid DNA Processing and Analysis at the Time of Booking

This session enables the attendees to identify how to acquire the new DNA technology that allows a sample to be processed within an hour, making the process invaluable for identification and investigatory purposes in real time.



2:30 p.m.–3:30 p.m.: Serving and Protecting Victims of Domestic Violence with Information-Led Policing Technology

This session describes the Domestic Violence Communication System application to collect and share information among all government agencies that have no common records management systems for domestic violence cases.

3:30 p.m.–5:00 p.m.: Fusion Centers: What They Can Do for Your Agency

This workshop will provide an overview of fusion centers and collaborative efforts occurring at the federal level and will discuss state and local fusion centers services that are useful for law enforcement.

4:00 p.m.–5:00 p.m.: Department of Defense (DOD) Technology Transfer to First Responders

The 1401 Technology Transfer Program transfers DOD equipment directly to police departments. Equipment is available at reduced cost. Transferring dual-use technology and providing specialized training and expertise are also available to local departments.

4:00 p.m.–5:00 p.m.: Law Enforcement National Data Exchange (N-DEx): Connecting the Dots

N-DEx is an investigative tool that allows agencies to submit and query incident data to find connections between persons, places, events, and crime characteristics, allowing officers to “connect the dots” between apparently unrelated data.

Tuesday, October 26, 2010

8:00 a.m.–9:30 a.m.: The Central Florida Intelligence Exchange

This session focuses on the Central Florida Intelligence Exchange—the area’s regional fusion center. Presenters will discuss the intelligence-led policing concept and the benefits for police and intelligence services of exchanging information through a central hub.



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Technology Educational Sessions (cont.)

8:00 a.m.–9:30 a.m.: 21st Century Policing: Technology as a Driver of Predictive Policing

This session focuses on the use of technology for predictive policing. The panel will look at opportunities and limits of technology for predictive policing based on the experiences of the Rochester, New York, Police Department and the Los Angeles County, California, Sheriff's Department.

8:00 a.m.–9:30 a.m.: The Emergence of Real Time Crime Centers: Catching the Bad Guys in the Act through Technology Integration

A panel from the Boston (Mass.), Chicago (Ill.), Memphis (Tenn.), and New York (N.Y.) police departments will focus on Real Time Crime Centers—where crime data are captured live using cameras, computers, gunshot detection systems, and other technologies to assist with crime pattern analysis.

1:00 p.m.–2:00 p.m.: Law Enforcement Project Management for Developing RFPs, System Acquisition, Implementation, and Beyond

This session covers the fundamentals of technology project management ranging from the basics of project management to budgeting and implementing. This presentation is geared to small- to medium-sized law enforcement agencies.

1:00 p.m.–3:00 p.m.: Social Media: Engaging the Public to Enhance Public Safety

Social media strengthens community relations, recruitment, services, crime prevention, and investigations. This session identifies the benefits, the barriers, and the legal issues to the use of social media by officers, both on and off the job.



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* Zamora, J. (2004, February 2). Oakland cops may go to video. The San Francisco Chronicle.



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Technology Educational Sessions (cont.)

3:30 p.m.–5:00 p.m.: National Institute of Justice (NIJ) Equipment Standards: Protecting Public Safety Officers

This session provides information on NIJ equipment standards. Panelists will provide information on the standard development process and solicit feedback from attendees and identify police officials interested in participating in future NIJ efforts.

4:00 p.m.–5:00 p.m.: Ask a Dispatcher: Providing a 'Dear Abby' Service for People with Questions about Law Enforcement

"Ask a Dispatcher" is a Juneau, Alaska, police website service to encourage citizens to ask questions in a convenient setting. Experience found tremendous rewards by reaching out through the Internet.

Wednesday, October 27, 2010

9:00 a.m.–10:00 a.m.: Realizing the Potential of Unmanned Aircraft Systems for Law Enforcement

This session shows how Alaska State Troopers are solving the complex and constantly changing environment of unmanned aircraft systems for the benefit law enforcement.

10:30 a.m.–11:30 a.m.: What the Nationwide SAR Initiative Can Do for Your Agency

This session will provide an overview of the Nationwide SAR Initiative, its impact in furthering information sharing for the law enforcement community, and a review of SAR standardization processes and intelligence-led policing.

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OR VISIT US AT BOOTH 2119 at the International Association of Chiefs of Police conference, October 24–26 in Orlando, FL.

ACCREDITATION: Capella University is accredited by The Higher Learning Commission and is a member of the North Central Association of Colleges and Schools (NCA), www.ncahlc.org. CAPELLA UNIVERSITY: Capella Tower, 225 South Sixth Street, Ninth Floor, Minneapolis, MN 55402, 1.888.CAPELLA (227.3552), www.capella.edu

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footwear, this is the place to do competitive shopping and evaluation.

Help open the exhibit with the ribbon cutting on Sunday, October 24, at 9:45 a.m. in front of the exhibit hall and be among the first to register for the many opportunities and drawings.

Other Expo extras this year are thousands of dollars of free training and equipment to win; a Cyber Café to keep you connected; a Solutions Presentation Theatre offering access to education on current products and technology; an educational poster area to learn best practices from your peers; and themed restaurant areas for you to relax, meet friends, and recharge.

Get the most out of the Expo experience by planning ahead and scheduling time on multiple days to visit the exhibit hall. There are several midday hours available that are not in competition with the educational sessions.

IACP 2010 is available on your mobile phone. Visit <http://www.chirpe.com/IACP2010> to access the Exhibitor List and view the floor plan and the session schedules. To avoid missing anything, allow time to discover new products and services that are not on your list. Allow the exhibitors to scan your name tag for their lead retrieval database or be ready to pro-

vide a business card to expedite information gathering.

Let the exhibitors know your needs; be frank and discuss the real application of the product as it relates to you. You will need to make plans to carry a lot of product literature home, and we even help with that. Visit the IACP Info/Mail Home Desk located in the South Lobby to ship your materials home.

Official Business of the IACP

Pursuant to the requirements of the IACP Constitution, the IACP Board of Officers has determined that association business at the annual conference will be covered during the opening ceremony, general assemblies, and a business meeting on Wednesday morning.

Opening Ceremony

Saturday, October 23
4:00 p.m.–5:00 p.m.
IACP Memorial Committee Report

First General Assembly

Monday, October 25
9:30 a.m.–11:30 a.m.
IACP Elections Commission Report

IACP Business Meeting

Wednesday, October 27
9:30 a.m.–11:00 a.m.
IACP Resolutions Committee Report
IACP Vice President–Treasurer Report

Annual Banquet

Wednesday, October 27
7:00 p.m.–11:00 p.m.
The Peabody Hotel
Installation of President and Board of Officers

Resolutions

Resolutions will be considered by the membership at the Business Meeting, Wednesday, October 27, 9:30 a.m.–11:00 a.m. The Resolution Committee meets on Monday, October 25, 12:00 noon–2:00 p.m. The membership will have an opportunity to consider and debate the resolutions prior to voting.

Election of Officers

The candidates for the office of Fourth Vice President are Colonel Mark A. Dunaski, Minnesota State Patrol, and Richard M. Beary, Chief of the University of Central Florida Police Department.

The candidate for Vice President at Large is Patty Jaye Garrett Patterson, Chief of Police, Sumter, South Carolina.

The candidates will address delegates during the first general assembly on Monday. The general assembly starts at 9:30 a.m.

Voting

The voting to elect IACP officers will begin on Monday, October 25, 2010, at 8:00 a.m. and will continue until 4:00 p.m. in the Orange County Convention Center. Only active and life members may vote. To vote, it is necessary to have been a member for at least 90 days prior to this year's conference.

Candidates for 2011 Office

Any active member who is planning to run for office at the 118th Annual IACP Conference in Chicago, Illinois, will have the opportunity to announce his or her candidacy at the conclusion of this year's second general assembly, Tuesday, October 26, 10:00 a.m.–11:30 a.m.

Annual IACP Banquet

The annual banquet will be held at the Ballroom in the Peabody Hotel on Wednesday, October 27. The banquet starts with a reception at 6:00 p.m.



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All persons should be seated by 7:00 p.m. The annual banquet is a black-tie-optional event. It will feature the formal swearing in ceremony of the IACP's president and board of officers. The evening entertainment will keep the party going into the night.

Companions and Guests

Companions, spouses, and guests are an important and welcome part of the annual conference. For the conference experience to be pleasant and valuable for companions, registering them for the conference is important.

The most important reason to register your guests is to enable them to participate in as much of the conference as they choose. The companion badge allows access to the following:

- All areas in the convention center open to delegates
- IACP's Host Chief's Night
- Opening ceremony
- General assemblies
- Exhibit hall
- Workshops
- Receptions and hospitality events
- Shuttle bus service

Companions will find that the convention center is a convenient spot to pick up

a special gift, use the Cyber Café to stay in touch with home and work, meet and network with new and old friends, relax between events and activities, and enjoy a free massage.

IACP Programs and Services Booth

All year long, police executives can turn to the IACP for training and information programs that offer the resources they need to run their agencies—and their careers—effectively. Visit the IACP Programs and Services Booth in the exhibit hall to find out more about the IACP's unique resources. This year the major topics are technology, training, discover policing and membership benefits. As in years past, several resources are available for delegates to take back to their departments. There will be guides and reports on combat veterans, youth services, mental illness and resources for small and rural Agencies. Highlights from many established IACP programs are available including volunteers in police services, executive search services, management studies, and Web 2.0. There will also be a designated area for information about the IACP Foundation and the history of IACP.

Shuttle Bus Service

The most convenient means of transportation between hotels and the conference venues is the shuttle bus service. Complimentary shuttle bus service begins Saturday, October 23, at 7:00 a.m. and runs until Wednesday, October 27.

Shuttle bus service will be provided for IACP's Host Chief's Night at the Universal Studios on Monday night, October 25, as well as for the annual banquet on Wednesday night, October 27. Times for the shuttle bus service are posted in the official conference hotels.

Handicap Van Service: Wheelchair-accessible transportation is available during the same hours as the shuttle bus service. To schedule the van, call 303-956-3232. This number goes into effect October 23; calls are not accepted before that date.

Uniform Day

Monday, October 25, is Uniform Day. All police officials attending the first general assembly, 10:00 a.m.–11:30 a.m., in the Valencia Ballroom, Orange County Convention Center, are asked to wear their department's dress uniform. The wearing of a cap or hat is optional, and the wearing of firearms and other weapons is discouraged. Uniform Day





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Solutions Presentation Theater "Obtaining a New Law Enforcement Facility" Sunday, Oct. 24 at 2:00pm



Tour of the Winter Park Public Safety Facility
featured in "The Police Chief" Magazine
Monday, Oct. 25 from 2:30-6:00pm



Tour of the New Orlando Police Dept. Firing Range
Tuesday, Oct. 26 from 3:30-5:00pm

*Transportation will be provided for off-site events

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celebrates the association's diversity and internationalism by creating a spectacular visual display of uniforms from around the world.

Helpful Tips

The annual IACP conference is a working conference with a focus on education and networking and the educational and technology exposition. To benefit the most from your conference experience, plan ahead; allow time to stop and chat with fellow members and exhibitors; and seek out the solutions to questions, ideas, and problems.

Planning: Review the information on the conference website at <http://www.theiacpconference.org>. Schedule the meetings, the educational sessions, and the time you want to spend in the exhibit hall in advance.

Meetings: With rare exceptions, committee, sections, and division meetings are open to all IACP members. All conference delegates are encouraged and welcome to attend any of the committee, section, and division meetings of the association. These sessions provide excellent networking opportunities and are forums for sharing new ideas and information. Conference delegates attending these meetings should identify themselves to the IACP staff member or committee chair so they can be registered as guests.

Education Sessions: Review the sessions online and record the workshops you plan to attend on your master schedule. There are 14 educational tracks and delegates are welcome to attend any of the sessions. While making educational plans, workshops may be found in any of the 14 tracks; for example, select workshops from the smaller agency track, the Host Department track, legal officers track, and the chief executive track. Even if you do not belong to the group associated with the track, you may still attend the educational session and be warmly welcomed by the track organizer.

Your badge and barcode will record and verify your attendance at the conference workshops. Simply scan your badge under the barcode reader located in the workshop room. To obtain your workshop certificates, go to the workshop training verification station at Delegate Registration.

Networking: While networking may appear to be the fun side of a conference, it is also hard work. Attendees should plan to attend receptions; hospitality rooms; breakfast and lunch meetings; and, of course, IACP's Host Chief's Night. Many of the networking opportunities are listed as "by invitation only" that means that the sponsor needs to provide a count of persons coming to the event. To obtain an invitation, simply visit the sponsor's exhibit. An invitation will be happily provided. Bring plenty of business cards, step forward, and introduce yourself to others. Write down contact information for every new acquaintance and, after returning home, send a note with an agency patch or pin to cement the new contact.

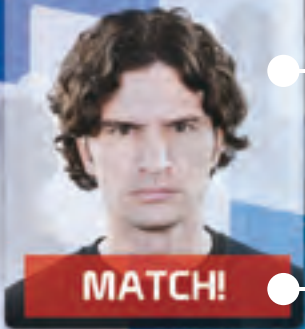
After the Conference

You will want to implement ideas and share what you learned at the conference with your staff and colleagues.

Pass along the information you receive from the education sessions. Many sessions will reference materials on websites, so be sure to record these sites, even if you have to ask the speaker again after the session.

Pass along the exhibit information and have your staff evaluate the products. Schedule a follow-up with the exhibitor that has the product you need. Exhibitors are happy to demonstrate their products and provide more information.

Share with others how the conference helps you as a law enforcement executive. Keep in touch with old friends and new friends you made at the IACP 2010 in Orlando and begin planning to attend IACP 2011 in Chicago, Illinois, October 22-26, 2011. ♦



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IACP 2010 Exhibitor List

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3SI Security Systems	2619	American Traffic Solutions Inc.	2418	Brattleboro Retreat	1314
5.11 Tactical Series	1425	American Whistle Corporation	2412	Brazos Technology	4065
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911 Signal Technology Inc.	1650	Anderson Software LLC	4257	Brinkley Sargent Architects	2559
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Aaeon Systems Inc.	2213	APCO International	2504	Brite Computers	1463
ABM	4211	Appriss Inc.	2634	Broadcast Microwave Services Inc.	1874
Accenture	2405			Brooking Industries Inc.	1971
Accident Support Services Intl. Ltd.	2410	Architects Design Group Inc. (ADG)	2618		
ACS, A Xerox Company	2938	<i>See our ad on page 62</i>		Brother Mobile Solutions	4219
Action Target	1215	Armor Express	2118	<i>See our ad on page 119</i>	
Adobe Systems	4157	Armored Group LLC	977	Bureau of ATF	1247
Advanced Interactive Systems	1137	Armored Solutions Inc.	877	CalAmp	4258
Advanced Public Safety	4035	ASIS International	1531		
Advanced Response Concepts	2901	A-T Solutions	928	CALEA	2804
Adventos LLC	731	A-T Solutions	4249	<i>See our ad on page 25</i>	
AECOM	4151	AT&T	4077	California Casualty Auto and Home Insurance	772
AEE	1030	ATF Canine	1406		
		ATK	1619	California University of Pennsylvania	2426
AeroVironment Inc. (AV)	1412	Atlanco	2656	<i>See our ad on page 114</i>	
<i>See our ad on page 113</i>		<i>See our ad on page 137</i>		Canadian Centre for Unmanned Vehicle Systems	1481
AFIS and Biometrics Consulting Inc.	912	Audit 911	929	Capella University	2119
Aftermath Inc.	821	AUVSI	1560	<i>See our ad on page 58</i>	
		Avid Technology	809	CAPERS	4270
Ahura Scientific, now part of Thermo Fisher Scientific	906	Avigilon	2511	Carbon Motors Corporation	1801
<i>See our ad on page 81</i>		Avon Protection	2576	Cardiac Science Corporation	1213
Aimpoint Inc.	2027	Avrio RMS Group	1301	Cardinal Tracking Inc.	2612
Airborne Law Enforcement Association	1680	Awards and More	2670	Care Trak International Inc.	2615
Aker International Inc.	1909			Carson Sirens	1559
Alarm Tracking and Billing Services	2778	B&W Sensors LLC	2676	CBN Secure Technologies Inc.	2930
Alcohol Countermeasure Systems	2128	<i>See our ad on page 54</i>		CDWG	2157
Alive at 25: National Law Enforcement Curriculum	1654	Bancorp Bank/dba/Mears Motor Leasing	1453	Center for Homeland Defense and Security	927
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<i>See our ad on CV3</i>		Beijing Defense Co. Ltd.	2772	Citizen Observer LLC	2916
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American Eurocopter	1947	Bio Tec Emergency Services	1475	Code 3 Inc.	2347
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American Military University	924	<i>See our ad on page 32</i>		Cogent Systems Inc.	2431
<i>See our ad on page 66</i>		Blauer Manufacturing Co.	2753	<i>See our ad on page 120</i>	
		BMW Motorrad USA	1646	Colorado State University-Pueblo	2812
					
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ComputerCOP	1318
Concerns of Police Survivors	1012
Conduit Language Specialists	876



Coplogic	4027
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COPS / Office of Community Oriented Policing Services	2505
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Creative Fleet Markings	1477
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Critical Safety Equipment LLC	774
Cross Match Technologies Inc.	2518
Cry Wolf / Public Safety Corp.	2725
CSC	4252
Cubic Defense Applications	2883



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DHS—Command, Control and Interoperability Div.	2726
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Diplomatic Security Service	1606
DoD/1401 Technology Transfer	2704
Dodgen Mobile Technologies	1357
Domestic Nuclear Detection Office	2024
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Draeger Safety Inc.	2230
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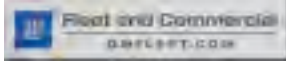

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Easydrift LLC	1556	Federal Air Marshal Service	2214	Gamber-Johnson	2924
Eaton Hall	4203	Federal Law Enforcement Training Accreditation Board	2413	GammaTech Computer Corporation	1209
EF Johnson Technologies	4159	Federal Law Enforcement Training Center	2525	Gatso USA	2826
Eiseman-Ludmar Co. Inc.	2760	Federal Railroad Administration	2606	GDR Inc.	4225
Elbeco Inc.	2565	Federal Signal Corporation	1647	GE Security—Homeland Protection	1546
		Federal Trade Commission	2637	GEICO	2416
ELSAG North America	4013	Fight Crime: Invest in Kids	2829	<i>See our ad on page 131</i>	
<i>See our ad on page 67</i>		Firetide	2825	General Dynamics	1156
Emblem Authority	1915	First Choice Armor	1959		
Emergency Communications Network	1212	First Response Replicas	1457	General Motors	1162
Emergent BioSolutions	2611	Fitzco Inc.	806	<i>See our ad on pages 128-129</i>	
EmergiTech Inc.	1216	FLIR Systems Inc.	2608	General Services Administration	2415
Energy Xtreme LLC	2517	Florida State University (FSU)	2682	Genetec	1662
Enforsys	1125	FNH USA	1819	Getac	2819
Entenmann-Rovin Company	2801	Force One LLC	1625	GH Armor Systems	1921
Environmental & Turf Services Inc.	728			Global Connect	2313
Equiptec Corporation	872	Ford Motor Company	2777	Global Motor Services	871
Ergometrics	1214	<i>See our ad on pages 78-79</i>		Global Satellite USA	1576
Escent Technologies LLC	2978	Forensic ID	716	Global Software	4241
ESRI (Environmental Systems Research Institute)	3001	Forensic Technology Inc.	732	Global Traffic Technologies	1578
Eventide Inc	4207	Fortress Systems International Inc.	1555	Glock Inc.	1607
Experian	812	Fortress Systems International Inc.	2639	GPI360	1561
Eye Safety Systems Inc.	2570	Franklin Covey Co.	1614	Graphic Designs International Inc.	870
Falcon Innovations LLC	2832	Franzen Security Products Inc.	2732	Green Business League	715
Farber Specialty Vehicles	955	FREELINC	2227	Grossenbacher Brothers Inc.	2806
FBI	838	Frontline Defense Systems		Group Mackenzie Architecture	2715
		FTR Ltd.	926	Group Techna	2675
		<i>See our ad on page 77</i>		GSN: Government Security News	2716
		G.R.E.A.T. Program	1007		



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Havis Inc.	1079
Heater Meals	1672
Heckler & Koch	2009
Helmet House Inc.	1554
Hendon Publishing Co. Inc.	1447
Henley-Putnam University	1316
Herzing University Online	933
HG2 Emergency Automotive Lighting	1755
HIDTA (High Intensity Drug Trafficking Area)	1310
HipLink Software (formerly Semotus Inc.)	4227
Hitachi Data Systems Corporation	4130
Hogue Inc.	2135
Homeland Security Management Institute	911
Honeywell Batteries	4169
Horace Small	2447
Howard Technology Solutions	1769
Hub-Data911	2747



Hufcor Inc.	1115
<i>See our ad on page 115</i>	
Hughes Network Systems	1106
Hyde Engineering Group Inc.	2207
I/O Solutions Inc.	1015



i2/COPLINK	4057
<i>See our ad on page 3</i>	
IACP	2235
IACP 2011- Chicago, Illinois	2234



IACP Net	2238
<i>See our ad on page 144</i>	
Ibis Tek LLC	1853
IBS Sigma Inc.	2629
Icom America	2904
ICOP Digital Inc.	1237
ICX Technologies	2001
iDictate.com	4250
IES Interactive Training	1401
IHS Jane's	2705
IMLCORP LLC	1525
Inmarsat Inc.	4165
Innocorp Ltd.	2700
Innovative Data Solutions	1319
Insight Public Sector	2906
Insight Technology, L-3	2684
Institute for Law Enforcement Admin.	925
Institute of Police Technology & Management	2800
INTAPOL Industries Inc.	2414
Intellicheck Mobilisa	2678
Intellichoice	4124
Intelligence Project/SPLC	735
Intelligent Decisions	4259

InterAct Public Safety Systems	2974
Intergraph Corporation	2909
International Association of Crime Analysts	1024
International Association of Law Enforcement Intel Analysts	2531
International Cartridge	2036
International Parking Institute	2632



International Public Mgmt. Assn. for Human Resources	917
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International Surveillance Technology	1861
Internet Crime Complaint Center	1019
INTERPOL Washington, U.S. National Central Bureau	808
InTime Solutions Inc.	2977
Intoximeter Inc.	2535
IPAT Inc.	1217
iSniper Inc.	1408
ITT Technical Institute	829
IUP Research Institute	2582
IWCE/Urgent Communications	1315
JBIT Inc.	2758
JENOPTIK Optical Systems Inc.	2311
Jivasoft Corporation	2739
Jotto Desk	1574
JusticeTrax Inc.	711
JVC U.S.A.	4267
K9 Storm Inc.	2707
Kahr Arms	1910
KardexRemstar	2630
KelTech Tactical Concealments	706
KenCast Inc.	4256
Kenwood USA	4263
Keystone Group	1658
Keystone Uniform Cap	2579
Kriss USA	2583

Kustom Signals Inc.	1761
<i>See our ad on page 111</i>	

L. Robert Kimball & Associates	2934
L-1 Identity Solutions	707
L-3 Mobile-Vision	947
Lacroix Defence & Security	2029
Language Line Services	2613
Laser Atlanta	1121
Laser Shot	1001
Laser Technology Inc.	1253
LaserMax Inc.	1913
Law Enforcement Cancer Support Foundation	831
Law Enforcement Executive Coaching	913
Law Enforcement Exploring	763



Law Enforcement Innovation Center	1028
<i>See our ads on pages 93 and 105</i>	
Law Enforcement Training Network (LETN)	2628
Law Officer Magazine	2519
LDV Inc.	2160



Leach Mounce Architects	1668
<i>See our ad on page 56</i>	

LEADRS-National	4277
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LeadsOnline	824
Leica Geosystems Inc.	2310
LEID Products	909
Lenco Armored Vehicles	747
LenSec	2926
Leomedicus Inc.	935
LEOSA-HR218 Self Defense Protection	2807
Lexipol LLC	1034



LexisNexis	1537
Liberty Art Works Inc.	2471
LifeHammer/ResQMe	1572
Lind Electronics Inc.	1461
Link Communications Inc.	718
Lion Apparel	2125
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Logistic Systems Inc.	4007
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Looseleaf Law Publications Inc.	2771
Lumenyte International Corp.	2830
Lund Industries Inc.	1547
Lunsford Air Consulting Inc.	1116
Magnum Spike! / Phoenix Int'l.	1000
Magnum USA	2028
Man & Machine Inc.	1465
Marathon Engineering Corp.	2475
Matthews Specialty Vehicles Inc.	1369



MWL Architects	2719
<i>See our ad on page 120</i>	

Medalcraft Mint Inc.	2617
MediaSolv Solutions Corp.	825
Medical College of Georgia, Ctr of Op. Med.	1013
MedReturn LLC	2928
Meggitt Training Systems Inc.	1201
Mentalix Inc.	916
Meprolog Inc.	2109
MetalCraft Marine Inc.	2427
Metropolitan Interpreters & Translators	700
MHS Inc.	2717
Miami Police Training Center	1206
Michigan State University	2610
Microception Inc.	726
Microsoft	756
Milipol	2459
MissionCritical Communications - Radio Resource Media Group	2914



Mistral Security Inc.	1655
<i>See our ads on pages 17 and 65</i>	
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Mobile Concepts by Scotty	2275
Montel Inc.	2571
Morovision Night Vision	2514



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Motion Picture Association of America 2506
Motorola 2947
See our ad on page 55
MPH Industries Inc. 2201
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L3 MPRI - TTG 1931
MSA 1501
MSI 914
Mustang Survival Inc. 2208
MV VeriSol Inc. 1676



Myers Enterprises Inc. / Stun-cuff 1210
See our ad on page 52
NarTest Ltd. 719
National Association of Drug Diversion Investigation 2813
National Association of Police Athletic/Activities 2708
National Association of School Resource Officers 1008
National Center for Missing & Exploited Children 2526
National Drug Intelligence Center (NDIC) 807
National Forensic Science Tech. Center (NFSTC) 2146
National Guard Counterdrug Program 1014
National Insurance Crime Bureau 708
National Law Enforcement & Corrections Tech. Ctr. 2600
National Law Enforcement Challenge 2435
National Law Enforcement Officers Memorial Fund 2306
National Law Enforcement Supply 2516
National Law Enforcement Training Center Inc. 2814
National Nuclear Security Administration 847
National Nuclear Security Administration - Global Threat Reduction Initiative 1725
National Public Safety Information Bureau 2124
National Safety Agency 971
National Sheriffs' Association (NSA) 4251
National Shooting Sports Foundation 2802
National White Collar Crime Center 1018
Naval Criminal Investigative Service 918
NCITE 4221
NDI Recognition Systems 1977
NDPC 1118
NetMotion Wireless Inc. 4153
Netvision Inc. 2171



New World Systems 4137
Public Sector Software
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Newcon Optik 2575
Newport Harbor / Whaling Distributors 1877
Next Generation Tool Company 776
Niche Technology Inc. 2957
Nightstick (Bayco) 2774
Nite Ize Inc. 1817
Nivsys Industries LLC 2424
NOPE Task Force 931
North American Signal Company 765
Northeast Emblem & Badge & Waterbury Button 915



Northwestern Univ Cntr for Public Safety 2638
See our ad on page 99
Norwich University 905
O.F. Mossberg & Sons 2137
Oakley Inc. 2113
OEM Micro Solutions Inc. 2871
Office of Justice Programs, USDOJ 2601
Office of National Drug Control Policy 1312
Olde Master Originals LLC 2562
Optimal Armor 1777
Osprey Defense LLC 2879
OTTO 4275
Outdoor Outfits 2724
Overwatch 819
P.I.N.S. Inc. 2463
Pacific Scientific Energetic Materials Company 761

Panasonic 3007
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Pannin Technologies LLC 1169
Panoscan Inc. 727
Patriot 3 1811
PatrolPC 4147
PDK Technologies Inc. 2212
Peacekeeper International 2301
Peerless Handcuff Company 2756

Pelco 1630
See our ad on page 127
Pelican Products 1918
Penco Products Inc. 1575
Pen-Link Ltd. 4255
Pennsylvania State University 932
Pentagon Force Protection Agency 771
PepperBall Technologies Inc. 1519
Perfect Fit / Shield Wallets 2560
Phalanx Corporation 2110
Phantom Products Inc. 4201
Pictometry International Corp. 4205
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PlateScan 1569
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PoliceOne.com 1927
Porter Lee Corp. 4155
POSS by VCS 4173
PowerFlare 2712
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Priority Dispatch Corp. 4215
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Prolmage	2411	Redman Training Gear	2008	Segway Inc.	860
Project Lifesaver International	2833	Redstone Architects Inc.	907	Setcom Corp.	2408
Protective Products Enterprises Inc.	1719	<i>See our ad on page 124</i>		Setina Mfg. Co. Inc.	1337
Proxim Wireless	2877	Regal Forms	2477	ShadowOps LLC	1660
PSA Dewberry		Regional Information Sharing System (RISS)	2870	Shands—University of Florida	775
PSA Dewberry	2718	RELM Wireless Corporation	4123	Sharp Communication Inc.	1479
<i>See our ad on page 42</i>		Response Network LLC	2633	Shenzhen Qili Technology Development Co. Ltd.	2840
Public Safety Systems Inc. (PSSI)	1111	Reynolds & Associates LLC	2112	ShotSpotter	1101
Public Safety Testing Inc.	1017	Ridge Outdoors	2585	Sierra Wireless	2932
PURDUE		RightStar Systems	4253	SIG SAUER	
Purdue Pharma L.P.	1006	Rimage Corporation	828	<i>See our ad on page 133</i>	1601
<i>See our ad on page 44</i>		Ring's Manufacturing	2013	Signal Vehicle Products	865
QuickSeries Publishing Inc.	2811	RJ Lee Group Inc.	714	Sikorsky Aircraft Corporation	1678
QuikClot	2126	Robotronics	2701	Silver Eagle Mfg.	2759
QuiqLite	2625	<i>See our ad on page 45</i>		SIMMERSION LLC	
Radarsign LLC	2727	RoboVu LLC	2240	<i>See our ad on page 40</i>	2609
Rainbow Valley Heroes	1117	Rockwell Collins	4237	Simulator Systems Intl.	750
RAM Mounting Systems	1471	RONTAN North America		Simunition	1919
Rare Element	4276	<i>See our ad on page 33</i>	2283	SIRAS	817
Rath Security	1309	RSDecon	2479	SIRCHIE Finger Print Laboratories	965
Raybestos Brake & Chassis	1562	Ruger Firearms	2018	SMITH & WARREN	
Raysics	712	Rural Domestic Preparedness Consortium	2217	<i>See our ad on page 122</i>	2671
Raytheon	783	Safariland	1618	Smith & Wesson	1835
RED		Safety Vision LP	874	<i>See our ad on page 43</i>	1847
Red The Uniform Tailor	2269	Saltus Technologies	4278	Soncell North America	1847
<i>See our ad on page 68</i>		Samwell International Inc.	1876	Sony Electronics	755
		Sava Solutions	4179	Sorenson Forensics	937
		Savage Range Systems inc.	730	SoundOff Signal	1469
		Science Applications International Corp. (SAIC)	1331	Southern New Hampshire University	1313

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Smith & Wesson	1835
<i>See our ad on page 43</i>	
Soncell North America	1847
Sony Electronics	755
Sorenson Forensics	937
SoundOff Signal	1469
Southern New Hampshire University	1313
Southern Police Institute	1112
<i>See our ads on pages 82, 83 and 85</i>	
Southern Software Inc.	4271
Spacenet	4217
Spacesaver	1613
SpanishOnPatrol	2429
Sparta Promotions	2328
SPEAKWRITE	
<i>Video/Document Service</i>	
SpeakWrite	4025
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Sperian Protection	2131
Spiewak/Timberland	2841
Spiewak/Timberland	2847
Spillman Technologies Inc.	4115
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Spitfire Ltd.	1416
Springfield Armory	1935
Sprint	2935
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Spyderco Inc.	2117
SRBL Architects	2512
SRG Technology	1307
Stalker Radar	1563
Stanard & Associates Inc.	2661
Star & Shield Insurance Exchange	2810
StarChase LLC	1459
Steck Manufacturing Co.	868
Sten-Tel Transcription Services	2608
Stevenson University	779
<i>See our ad on page 41</i>	
Stop-Lite	2577
StopTech Ltd.	2037
Strategic Access Technologies	1219
Streamlight Inc.	1507
Strong Leather Co.	2837
Sun Badge Company	2859
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SunGard Public Sector	2917
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Super Seer Corporation	2419
Supercircuits Inc.	1965
Supreme Corporation SSV	1146
SureFire LLC	2108
Survival Armor Inc.	2032
SymbolArts Inc.	1551
Sytech Corporation	4029
T3 Motion Inc.	1901
Tactical Medical Packs	1509
Tactical Medical Solutions	1626
Tactical Policing	2473
Tait Radio Communications	2735
TARGUSinfo	826



Taser International	1631
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Tele-Lite Inc.	769
TeleStaff by PDSI	4071
TerraHawk LLC	859
Testifying Made Simple Inc.	2483
Thales Communications Inc.	2229
The Coleman Company	2677
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The Skydyne Company	2710



Thinkstream	2584
<i>See our ad on pages 116-117</i>	



Thomson Reuters	639
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Thorogood by Weinbrenner Shoe Co.	2025
Ti Training Corp.	1025
Tiburon Inc.	2925
Tiffin Metal Products	2865
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TIP Systems (Texas Inmate Phones)	2409
Tomar Electronics Inc.	853
Top Ten Regalia	2537
Total Computer Group	4231



Total Recall Corp.	1439
<i>See our ad on page 27</i>	
Track Star International Inc.	760
Tracker Products	2900
Traffic Logix	2817
TransCOR Information Technologies	2910



Transportation Security Administration	2318
<i>See our ads on page 18 and 56</i>	
Treasury Inspector General for Tax Administration	811
Trimble	910



TriTech Software Systems	3019
<i>See our ad on page 69</i>	
Truckvault Inc.	1564
Tuffy Security Products	1656
TUI University	2831
Turning Technologies LLC	1114
Twenty First Century Communications	2728
U.S. Armor Corp.	1829
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U.S. Citizenship and Immigration Services	1211
U.S. Coast Guard Investigative Service	1568
U.S. Customs and Border Protection	1639
U.S. Department of State, Office of Civilian Police and Rule of Law Program (INL/CIV)	1451
U.S. Environmental Protection Agency, OIG	816
U.S. EPA	830
U.S. Explosive Storage	2133
U.S. Immigration & Customs Enforcement	2247
U.S. Marshals	2300
U.S. Night Vision Corporation	2129
U.S. Police Canine Association Inc.	2635
U.S. Postal Inspection Service	717
U.S. Secret Service	801
Ultra Armoring LLC	2369



Ultra Electronics USSI	1628
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Uncle Mike's Law Enforcement	1939
Union Springs Pharmaceuticals	2657
University of Cincinnati	1113



University of Maryland University College	2729
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University of Oklahoma	2809
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Unmanned Aircraft Systems - Public Safety Solutions Team (UAS-PSST)	1308
Upper Iowa University	2315
US Department of Justice	815
US Dept of Interior, Bureau of Land Management	814
US Fleet Tracking	1529
US Securenet	2764
USA Software Inc.	4245
USAonWatch.org	2631
USDOJ/Asset Forfeiture	2428



USIS	2309
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Vanguard ADA Systems/ DisposaCone	710
Vanguard Defense Industries	2071
Vectrix LLC	2314
VERINT	762
VeriPic Inc.	2317
Verizon Wireless	4047
Versatern Inc.	2918
Vertex Standard	2836
VIEVU	1036
Vigilant Canine Services International LLC	777



Vigilant Video	2709
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Virtra Systems	1661
VisionAir Inc.	3029
Voodoo Tactical	2224
VOscope	2770
W.L. Gore & Associates Inc.	2853
Walsworth Publishing Company	2533
Wanco Inc.	1669
Warson Group Inc.	2624
WatchGuard Video	1325
Watershed Inc.	1455
Waukesha County Technical College	1573
Weldex Corporation	2215
Whelen	1347
Wiley X Eyewear	2665
Will-Burt	746
Wilson Estes Police Architects	1511
Winchester Ammunition	1916
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Wind Trac GPS	773
Xtend Packaging Inc.	729
Xtreme Green Products Inc.	701
xwave, a Division of Bell Aliant	4177
Yangzhou Liren Industry Co. Ltd.	2731
Zarc International Inc.	1513
Zebra Technologies	4279
Zimmerman Architectural Studios Inc.	778

October 2010 Exhibitor Update

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



Safety vehicle

The Tactical Protector Vehicle (TPV) from Oshkosh Defense offers tactical officers a highly maneuverable solution for insertion of personnel into high-risk situations. The TPV can be specifically configured to serve a variety of missions. With an armor protector rating of NIJ Level IV, the TPV is designed to be capable of stopping multi-hit, armor-piercing ammunition. The vehicle meets the most rigorous law enforcement demands over a wide range of missions, and its compact footprint allows a turning circle of less than 42 feet, curb

to curb. Exterior options include rear step grab handles and side board hand rails to enable rapid deployment.

For more information, visit <http://www.oshkosh-tacticalprotector.com>.

Alert tone

Ultra Electronics USSI announces an addition to the ever-growing product line of acoustic security products. The new HyperShield combined a nonlethal acoustic output with a rugged, light-weight personal

riot shield. With 140 decibels of peak acoustic output, the HyperShield easily penetrates high-noise environments and helps create a safety perimeter standoff of 50 meters with crystal-clear commands, authoritative messages, and piercing alert tones. The quick release carrying system allows either forearm to maneuver the lightweight 16-pound HyperShield and apply the intense 2-kilohertz alert tone, which instantly notifies and commands attention from the intended target.

For more information, visit <http://www.ultra-ussi.com>.

Mobile computer

Panasonic Solutions Company announces a new Toughbook Permanent Display Removable Computer (PDRC), which combines a vehicle-mounted display and full-functioning keyboard for heightened accessibility inside public safety vehicles. Updates to the PDRC include a brighter touch-screen display, improved visibility of the screen, and a reduction in connection cables. The upgraded PDRC works seamlessly with other Toughbook mobile computers. Supporting Windows 7, it provides a secure and ergonomic system for transferring mission-critical data in the field and helps broaden the functionality of ultramobile devices to include activities such as writing detailed reports.

For more information, visit <http://www.panasonic.com/business/toughbook>.

E-commerce website

Adamson Industries Corp., a provider of public safety vehicle equipment and installation services, announces the release of its new e-commerce website. A fresh, new look, the latest in products and services, plus a simplified shopping cart makes purchasing vehicle fleet equipment easier. The new website showcases the most advanced products in the public safety industry. The navigation is set up to be faster and easier. Product photos, information, and customer reviews are all available. The new website also

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



Web-based traffic signs

All Traffic Solutions, a leader in providing solutions to improve traffic safety outcomes, unveils the next generation of traffic safety signs: web-based “smart signs” that provide law enforcement departments with the tools to capture and report on key traffic data. Using these web-based signs, police officers can easily and efficiently monitor traffic sign hardware, update message sign content, manage images captured by associated cameras, determine sign location through interactive mapping, receive e-mail or text alerts, and generate reports. These remote capabilities bring significant efficiencies since resources do not have to be deployed to the field to manage individual signs.

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

Law enforcement building design book

To meet the specialized needs in securing public buildings, Architects Design Group Inc. (ADG) recently published the new book *Public Safety Architecture*. This 182-page book provides an analysis of the planning and designing of law enforcement and public safety buildings for the 21st century, including chapters on specialized areas, such as booking and intake, property and evidence, investigative services, and emerging trends. This how-to guide provides law enforcement, public safety managers, and community leaders with the knowledge base for implementing and planning their new facilities.

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



Bullet-resistant vest

When a bullet strikes a standard bullet-resistant vest, the resulting back-face deformation could cause serious ballistic or trauma injuries. Kevlar XP decreases the impact, typically stopping bullets within the first three layers of a vest designed with eleven layers. The remaining layers of the Kevlar XP absorb the energy of the bullet, resulting in less trauma to the vest wearer. Kevlar XP is designed to meet NIJ and other applicable global standards, to make vests 10 percent lighter, and to maintain performance after exposure to the elements.

For more information, visit <http://kevlarxp.dupont.com>.

License security system

MorphoTrak (Safran Group) received an award notification from the North Carolina Department of Transportation for an enhanced security driver's license system. The system includes MorphoTrak's Secure Credentials Center to increase security validations and privacy protections. The solution incorporates unique security and antifraud features, making it essentially impossible to reproduce for fraudulent purposes. The innovative three-dimensional photo ID technology, provided by sister company Sagem Identification, features laser-engraved, three-dimensional photo images. In addition, by 2012, North Carolina driver's licenses will undergo changes that will allow the state to produce more secure, tamper-resistant licenses and identification cards.

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

Fully online postgraduate programs

The University of Liverpool, United Kingdom, in partnership with Laureate Online Education, announces the recent launch of its first, fully online master of science degree in psychology and criminal investigation. Offered by the university's school of psychology, this is one of the first postgraduate programs in the field of forensic psychology and criminal investigation to be offered in an online format at an international level. Upon graduation, students will have acquired a sound knowledge of the field's professional, legal, and ethical issues; practical communication; and dissemination skills sought by top employers.

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

Online learning opportunities

As the 10th anniversary of 9/11 approaches, the world is reminded that national security is increasingly becoming international security. In addition to the training needed relative to tactical operations, police departments and security agencies must have access to the current and relevant learning opportunities available to understand and thwart the dangers facing the United States each day. This learning may be best disseminated through America's accredited universities with online footprints and subject matter experts experienced in the field. Bellevue University, a private university in Nebraska, offers these educational opportunities to more than 8,000 students worldwide.

For more information, visit <http://www.bellevue.edu>.

Web search system

CLEAR is an advanced public records platform designed to provide access to a vast amount of public records data. Web analytics on CLEAR takes your investigation deep into the Internet. Users can search social networks, blogs, chat rooms, news, watch lists, and more while also searching public and proprietary records on CLEAR. Web results are organized to save time. The system allows users to search by screen name and e-mail, categorizes results for quick comprehension, and allows easy filtering.

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



Multimodal handheld device

Designed for military and law enforcement personnel operating in a variety of severe environments around the globe, the Cogent Fusion handheld device provides these professionals with a lightweight, wireless, multimodal biometric collection and identification solution. The Fusion device is highly rugged yet fits in the cargo pocket of standard tactical trousers. This handheld tool can capture and store more than 100,000 records, including forensic-quality fingerprints, latent fingerprints, iris images, photos, and textual data. Other optional capabilities include searching and matching against internal records and GPS tagging of records.

For more information, visit <http://www.cogentsystems.com/fusion.asp>.

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

Crash investigation course

Enroll now in the Northwestern University Center of Public Safety's (NUCPS) newly updated online crash investigation courses. Both online courses—Crash Investigation 1 Online and Crash Investigation 2 Online—present the same material studied in NUCPS's classroom programs. The programs provide the latest information on digital photography ranging from the simplest point-and-shoot cameras to the most sophisticated 35mm systems. Terminology has also been updated throughout both courses

to reflect current practices. Enrollments in self-paced classes are accepted at any time, and instructor-led courses begin on January 10, 2011. ❖

For more information, visit http://nucps.northwestern.edu/course/crs_list.asp?keyword=online.



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March 28 – April 8, 2011 (Edina, MN)
June 6-17, 2011 (Louisville, KY)

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February 28-March 1, 2011 (Louisville, KY)

SEX CRIMES INVESTIGATION: \$675/40 Hours (4.0 CEU's)
November 15-19, 2010 (Louisville, KY)

TRENDS & TECHNIQUES IN INTERNAL AFFAIRS: \$675/40 Hours (4.0 CEU's)
January 10-14, 2011 (Louisville, KY)

WORKING, CONTROLLING & MANAGING MAJOR CASES: \$425/24 Hours (2.5 CEU's)
December 1-3, 2010 (Louisville, KY)

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FINANCIAL CRIMES INVESTIGATION: \$545.00/32 Hours (3.0 CEU's)
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March 14- July 22, 2011 (Ft. Lauderdale, FL)

The CODC has continuously evolved with changing social, economic, and political environments associated with local, state, and federal units of government. This training provides a comprehensive overview of management practices. The Command Officers Development Course is offered in five (5) two-week segments over a five-month period.

CHIEF EXECUTIVE LEADERSHIP: **\$675/40 Hours (4.0 CEU's)**
April 4-8, 2011 (Louisville, KY)

This course of study exposes participants to key elements necessary to be successful as a chief of police. Participants will be presented with material and instruction designed to facilitate and encourage a positive, developmental, forward thinking role for leading their agency

MANAGEMENT OF SMALL LAW ENFORCEMENT AGENCY: **\$675/40 Hours (4.0 CEU's)**
May 23-27, 2011 (Louisville, KY)

This course is for participants in agencies with less than sixty sworn personnel. MSLEA will focus on developing and defining management in relation to changing times and limited financial and human resources. The curriculum is responsive to changing technology, management practice, and the needs of society.

PRACTICAL RECRUITMENT FOR LAW ENFORCEMENT AGENCIES: **\$425/24 Hours (2.5 CEU's)**
November 10-12, 2010 (Louisville, KY)

Due to these changing times, it is now more important than ever for agencies to focus their attention on effective marketing campaigns to attract potential candidates for vacancies within their agency. The goal of this course is to provide the participant with enhanced marketing techniques that are effective and affordable.

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NEW MEMBERS

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

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

*Associate Members

All other listings are active members.

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

Robert L. Baird, Chief of Police (ret.), Elgin, Illinois; Genoa, Illinois (life member)

Johnny L. Causey, Chief of Police, North Myrtle Beach, South Carolina (life member)

William Graham, Sheriff (ret.), Windham County, Vermont; Putney, Vermont (life member)

Clarence T. Kennedy, Chief of Police (ret.), Buchanan, Virginia (life member)

William W. Kirby, Deputy Chief (ret.), United States Capitol Police; Gaffney, South Carolina (life member)

Donald E. Nash, Chief of Police (ret.), Torrance, California; Rancho Palos Verdes, California (life member)

Charles E. Seder Sr., Chief of Police (ret.), Prescott Valley, Arizona (life member)



Police Reserve Officers:

Essential in Today's Economy and an Opportunity to Increase Diversity in the Law Enforcement Profession

By Susan M. Hilal, PhD, Assistant Professor, Metropolitan State University School of Law Enforcement and Criminal Justice, Brooklyn Park, Minnesota; and David P. Olson, PhD, Community Coach, Horizons II Community Development Project Cooperative Extension Service, Brookings, South Dakota

With resources shrinking and demands for services either staying the same or increasing, police departments are in a difficult position. Police departments have always relied on volunteers to help offset their costs, provide more resources to the community, and enhance relationships between the community and law enforcement. Since 9/11 and with the current economic downturn, these volunteers are an even more essential component of any law enforcement agency. Agencies utilize volunteers in many different

capacities, such as reserve officers, explorers, neighborhood watch captains, victim advocates, interpreters, computer specialists, and community leaders for preparedness. Although all volunteers contribute to the police organization and deserve special attention, the main focus of this article is on the volunteer reserve officer.

A reserve officer, or an auxiliary officer according to some agencies, is generally defined as an unpaid, uniformed civilian volunteer who is trained to perform many of the noncriminal-related functions of a

police officer.¹ They are often referred to as “the eyes and ears” of the department and provide a uniformed presence. However, for all practical purposes, to the general public they often appear to be regular police officers.

The scope and activity of what police reserves do; how they are structured; the amount of training they receive; the hiring practices associated with them; and whether or not they carry firearms, baton, and/or pepper spray is dictated by state statute and department policy and practices. Beyond the general information provided on a department's web pages, this information and other related topics are not readily available. In fact, the literature available on reserve officers, especially the academic literature, is quite scarce. Most of the articles published regarding police reserve officers are descriptive accounts of the activities in which they engage, their value to police departments, and examples of volunteer police programs. Only a handful of articles exist that have gone beyond this descriptive account to tap into some of the more theoretical explanations for why volunteers choose to volunteer. This question is of particular significance, especially as agencies may need to actively recruit volunteers into the reserves.

Unemployed as a Source of Police Reservists

The downturned economy's increasing number of unemployed could potentially be a fruitful target group for a source of volunteers. A number of events occur when one is unemployed. An individual can experience the sense of losing direction because of the structure that a job brings to life. Lower self-esteem occurs because the individual is not being productive on a daily basis and, therefore, sees her- or himself as being less valuable. Much of social life occurs on the job or flows out of it. This changes drastically when the job is no longer there. Volunteering with the police can overcome this and prove beneficial to a police department. For the unemployed, working as a reserve officer could provide productive structured activities, new levels of training, social contacts, and opportunities to explore a new career path. Police departments also could benefit by receiving assistance in delivering their noncriminal functions and increasing the number of community members who have a better understanding of the duties and pressures of police work. Increased volunteer participation would allow departments to observe potential candidates in real-life situations in consideration for regular officer positions before the interview process.

It is important to note that a person who is willing to volunteer with the police is not necessarily the same type of person who volunteers as a coach for Little League or

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who provides meals to the elderly. Police reserve officers are indeed different, and this difference can be illustrated when comparing these types of volunteers to those who volunteer at a national level. For illustrative purposes, general demographic information from one of the only empirical studies of police reserve officers that extends beyond one agency (surveys were sent to all reserves affiliated with a reserve training unit in the state of Minnesota, representing approximately 30 agencies)² is provided and compared to volunteer statistics presented nationally by the Bureau of Labor Statistics, U.S. Department of Labor³ on some key demographic variables.

Comparisons

Differences exist between reserve volunteers and other volunteers in the categories of age, race and gender, and education.

Age

- **Police reserve volunteers:** 50 percent of police reserves were under age 40 at the time of the study, with 25 percent between age 18 and age 30 and 26 percent between age 31 and age 40.
- **Volunteers in general:** Persons age 35 to age 44 are the most likely to volunteer, and persons age 16 to age 24 are the least likely to volunteer, making up only 21.9 percent of all the volunteers.

Race and Gender

- **Police reserve volunteers:** Whites are more likely to volunteer than any other race. Males significantly outnumber females at a rate of 8 to 1.
- **Volunteers in general:** Whites are more likely to volunteer than any other race. Women are more likely to volunteer in general.

Education

- **Police reserve volunteers:** 77 percent had achieved some college education, with approximately 8 percent having earned a graduate degree, 26 percent have a four-year degree, 26 percent a two-year degree, and 16 percent a technical degree.
- **Volunteers in general:** 43 percent had some type of college degree.

Additionally, police reserve volunteers are more likely than volunteers in general to hold full-time jobs. Reserve officers are also more likely than volunteers in general to donate their time to more than one organization.

Analysis of Results

A brief analysis shows that police reserve officers are not the same as other types of volunteers with regard to gender, age, educational attainments, and paid employment status. Interestingly, though, some of the characteristics of volunteer

officers align closely with those of full-time sworn police officers. Nationally, in 2004, the U.S. Department of Justice indicated that almost 12 percent of law enforcement officers are females.⁴ In 2003, at a national level, blacks represented 11.7 percent, Hispanics 9.1 percent, and other racial ethnic groups at 2.8 percent.⁵

In May 2009, the unemployment rate nationally was 9.5 percent, according to the Bureau of Labor Statistics. The following is the June 2010 rate of unemployment by selected demographics: 9.9 percent were adult men; 7.8 percent adult women; 8.6 percent whites; 15.4 percent blacks; 12.4 percent Hispanic or Latino; and 7.7 percent for Asians.⁶ An opportunity exists here to increase the participation of women and minorities in law enforcement by using the reserve officer position as a stepping stone for women and minorities to consider a career in law enforcement and also give both the unemployed and the employed meaningful activity in which to engage that provides social and career enhancement.⁷

Successful Recruitment

If agencies want to increase their numbers of female and minority volunteer police officers, then they could do what Volunteers in Police Service suggests for recruiting volunteers.⁸

1. Use current volunteers as recruiting mechanisms
2. Target educational centers
3. Utilize the Internet
4. Become connected with community volunteer centers

Agencies could also consider mirroring their recruitment efforts to hire more female police officers. The IACP conducted a survey of approximately 800 agencies and asked them where they found the most success in recruiting women to their agencies; 25 percent stated on college campuses, followed by 17 percent who identified newspapers. Furthermore, 26 percent stated that they had specific policies/strategies in place to actively recruit women, however, this was primarily true only for large departments.⁹ These suggestions could also be applied to the recruitment of minorities.

Agencies should also consider job clubs and social networking websites. In the past year, the popularity of these recruitment mechanisms has grown tremendously. Many churches and other local organizations offer support groups and weekly gatherings over meals for the unemployed to meet and network. There are many well-qualified people who take part in these events, and police organizations should tap into this valuable pool of candidates. These efforts could result in more volunteer assis-

tance and officer candidates who have a wide variety of knowledge and skills to add to the assets of the force.

Recruiting even a few unemployed women and minorities could benefit an agency in the long run. This is especially significant when considering a third of reserve officers have future plans to work in criminal justice.¹⁰ With shrinking budgets; an increase in the demand for resources; and (sometimes) the need to improve law enforcement's public image, departments should leverage the resources a volunteer can provide. ♦

Notes:

¹Reserve officers generally do not receive financial compensation. However, some police departments refer to their part-time police officers as "reserve officers," and, therefore, it is important to make the distinction between paid and nonpaid reserve officers. Furthermore, if reserve officers are paid, the compensation, generally, is not their main source of income.

²Susan Hilal, "Volunteer Police Reserve Officers: An Identity Theory Perspective" (doctoral dissertation, South Dakota State University, 2003).

³Bureau of Labor Statistics, U.S. Department of Labor, "Volunteering in the United States, 2003," news release, December 17, 2003, http://www.nationalservice.gov/pdf/volunteer_study_03.pdf (accessed August 27, 2010).

⁴Department of Justice, Federal Bureau of Investigation, *Crime in the United States 2004*, Full-Time Law Enforcement Employees as of October 31, 2004, table 74, http://www.fbi.gov/ucr/cius_04/law_enforcement_personnel/table_74.html (accessed August 27, 2010).

⁵Matthew J. Hickman and Brian A. Reaves, *Local Police Departments, 2003*, NCJ 210118 (Washington D.C.: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics, May 2006), 7, Gender and Race of Full-Time Sworn Personnel in Local Police Departments, by Size of Population Served, 2003, table 13, <http://bjs.ojp.usdoj.gov/content/pub/pdf/lpd03.pdf> (accessed August 27, 2010).

⁶Bureau of Labor Statistics, U.S. Department of Labor, "The Employment Situation—July 2010," news release, August 6, 2010, <http://www.bls.gov/news.release/pdf/empisit.pdf> (accessed August 27, 2010).

⁷Hilal, *Volunteer Police Reserve Officers*.

⁸Volunteers in Police Service, "Recruitment," in *Volunteer Programs: Enhancing Public Safety by Leveraging Resources* (Alexandria, Va.: VIPS/IACP, 2010), chap. 4, http://www.policevolunteers.org/resources/guide/4_Recruitment.pdf (accessed August 27, 2010).

⁹International Association of Chiefs of Police, *The Future of Women in Policing: Mandates for Action*, November 1998, <http://www.theiacp.org/Portals/0/pdfs/Publications/ACF830.pdf> (accessed August 27, 2010).

¹⁰Hilal, *Volunteer Police Reserve Officers*.



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No Longer a Federal Responsibility:

Local Law Enforcement's Role in Preventing Terrorist Attacks



An NYPD Counter-Terrorism detective works with Suffolk County Police officers.



Officers approach the truck for further analysis.

By Stuart K. Cameron, Commanding Officer, Suffolk County Police Special Patrol Bureau, Ronkonkoma, New York

On April 5, 2009, during a speech in Prague, Czech Republic, President Barack Obama commented on an issue that should concern all Americans.

Today, the Cold War has disappeared, but thousands of those weapons have not. In a strange turn of history, the threat of global nuclear war has gone down, but the risk of a nuclear attack has gone up. More nations have acquired these weapons. Testing has continued. Black market trade in nuclear secrets and nuclear materials abound. The technology to build a bomb has spread. Terrorists are determined to buy, build, or steal one. Our efforts to contain these dangers are centered on a global nonproliferation regime, but as more people and nations break the rules, we could reach the point where the center cannot hold.

Now, understand, this matters to people everywhere. One nuclear weapon exploded in one city—be it New York or Moscow, Islamabad or Mumbai, Tokyo or Tel Aviv, Paris or Prague—could kill hundreds of thousands of people. And no matter where it happens, there is no end to what the consequences might be for our global safety, our security, our society, our economy, to our ultimate survival.¹

This critical issue has drastically changed the role of many law enforcement officers over the last several years. Historically, the job of protecting the United States from a nuclear attack has been the responsibility of the federal government, primarily the U.S. military. Realistically, personnel understood that state and local law enforcement personnel could probably do little to reduce the risk of a nuclear missile attack. However, since the threat of a nuclear attack is shifting from a full-scale, state-sponsored nuclear war, launched via intercontinental ballistic missiles, to one wherein terrorists may attempt to smuggle a nuclear or radiological device into a city, state and local law enforcement personnel now can play an important role in reducing this vulnerability. As with any new responsibility, it will take time for law enforcement to adapt and institutionalize this new role. Unfortunately, the United States does not know how long it will be before an attack utilizing a nuclear or radiological device is attempted, so there is some sense of urgency to implementing preventive countermeasures.

Many first responders are familiar with the Federal Emergency Management Agency's *Target Capability Lists*.² These lists help jurisdictions determine where they should rank themselves within a five-class matrix, based on several factors including total



Officers train during the LSU WMD Tactical Operations Course.

BELOW, LEFT: Traffic moving through the chokepoint while being screened.
BELOW, RIGHT: NCPD & SCPD tactical teams and decontamination teams are briefed.



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Securing the Cities: Personal Radiation Detector User Survey Preliminary Results

The Securing the Cities (STC) program is a federally funded program to increase radiation detection and interdiction capabilities around major high-threat cities in the United States. The New York City region was chosen in 2006 to be the first pilot city for this program. Since that time, tens of millions of federal dollars have been allocated to equip and train first response personnel in portions of New York, New Jersey, and Connecticut to reduce the threat of a successful attack in this region.

Funding levels and widespread participation in the STC program have made it an incubator for developing the ability to interdict a radiological or nuclear attack. A main component of the STC program has been efforts to deploy thousands of personal radiation detectors (PRD) on properly trained law enforcement officers in these three states. In an effort to obtain feedback from these responders, a PRD User Survey was developed. The survey, conducted by the Institute of Law and Justice on behalf of the Domestic Nuclear Detection Office, was beta-tested on more than 400 members of the Suffolk County Police Department on Long Island, New York, late in 2009. The results from this survey indicate that these officers are engaged in this mission and believe their participation in the STC program will reduce the risk of a radiological attack in the region. This provides proof that, when properly trained and equipped, local law enforcement officers will engage in the preventive radiological/nuclear detection mission. Without this engagement, state and local efforts would be largely ineffective. Some results of this survey are at right.

Name of Agency		Response Count
	answered question	342
	skipped question	57

What is the size of your agency?			
		Response Percent	Response Count
Fewer than 50 sworn		0.6%	2
51-200 sworn		0.0%	0
201-500 sworn		0.8%	3
More than 500 sworn		98.7%	394
	answered question		399
	skipped question		0

How many years have you been working in Law Enforcement?			
		Response Percent	Response Count
Fewer than 3 years		2.5%	10
3 to 8 years		18.0%	71
9 to 15 years		27.7%	109
18 to 20 years		24.9%	98
More than 20 years		26.9%	106
	answered question		394
	skipped question		5

Do you think your participation in the STC program could potentially reduce this threat?			
		Response Percent	Response Count
Yes		91.5%	354
No		8.5%	33
	answered question		387
	skipped question		12

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population and population density. A Class Five jurisdiction is placed in a lower target capability than a Class One, due to a reduced risk and lower potential consequences. Once a jurisdiction has been properly ranked within a target capability category, a matrix can be consulted to determine the recommended capability level that the jurisdiction should possess or work to attain. Many of the existing target capabilities are response based, and, therefore, many jurisdictions can readily see the need to acquire these recommended capabilities. They can readily realize the need for preparedness since they

may need to respond to that type of event in their communities.

Target Capability Lists

The preventive radiation/nuclear detection mission had been lumped in within the chemical, biological, radiological, nuclear, and explosive (CBRNE) target capability. The Domestic Nuclear Detection Office (DNDO)³ successfully argued that the preventive detection capability was unique enough to be separated from CBRNE and received preliminary approval to build this new preventive target capability.

Many of the factors that will determine whether a jurisdiction is a Class Five jurisdiction, thus requiring less overall capability, could also potentially make these jurisdictions attractive logistical staging areas to plan and launch an attack. The very factors that make these areas less likely to be attacked make them more attractive for exploitation by terrorists to initiate, plan, and launch an attack. Terrorists plotting an attack may consider avoiding dense, urban areas due to a greater risk of detection and more robust counterterrorism programs. A jurisdiction that would have been ranked low on the old target capability list, due to total population or population density, could potentially be utilized as a pathway to high-risk targets. Jurisdictions with interstate roadways, navigable waterways, and border crossings may not necessarily rate high for a risk of attack, but those moving to attack an urban center may pass through these areas on their way to the intended target. Therefore, a target capability for the prevention mission is very different than one for a response mission. The new target capability being created by DNDO acknowledges these issues and properly incorporates pathways and other risk factors unique to a preventive mission into the categorization matrix and the resulting target capability guidance.

Countermeasure Deployment

Deploying countermeasures along pathways to reduce the threat of a terrorist attack is nothing new. Anyone who has traveled by air has seen these types of countermeasures in action. The pathway to a commercial airline trip requires one to pass through a Transportation Security Administration screening checkpoint. These checkpoints are designed to reduce the threat of an attack on or by air. The pathway to preventing an attack during air travel is much more clearly defined than the pathway to preventing an attack against a city using a radiological or nuclear device. Numerous vectors could be used to transport a weapon to its intended city target, including waterways, roadways, rail, or air. Covering these pathways at numerous points creates defense in depth, thereby reducing the threat of a successful attack. Redundant detection points need to be established in case one or more of the detectors are out of position, off-line, or unavailable.

Global efforts are being taken to reduce the threat of attack by securing source materials overseas, boarding ships at sea with detection equipment, and screening cargo at ports and border crossings. To create an effective program, these efforts need to be supplemented with efforts focused on the interior of the United States. Internal threat reduction efforts cannot solely be focused and deployed around high-risk target areas,

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First Responder Radiological Training Summary

One of the key components to a successful preventive radiological detection program is training. Many sources of training are available to first responders. Much of this training is free of charge, and many of the courses allow agencies to self-deliver training to their members after certain conditions are met. Agencies should ensure that their personnel are properly trained to employ any detection devices that they operate and have a solid foundation in the fundamentals of radiation prior to deploying them. A lack of proper training prior to detection equipment deployment has led to poor results in the past. In one case, a nuclear medicine patient was strip-searched due to a lack of training by officers who were deploying detection equipment.¹

Many first responders are familiar with courses offered through the Federal Emergency Management Agency's National Preparedness Directorate (NPD).² One of the training providers for the NPD is the U.S. Department of Energy's Counter Terrorism Operations Support (CTOS).³ CTOS has been providing radiological/nuclear response training to first responders since 1997 and has more recently added numerous courses to train first responders how to prepare to prevent an attack by utilizing various radiological detection systems. CTOS currently offers the following courses to first responders.

The Domestic Nuclear Detection Office (DNDO) has also developed numerous training courses for the first responders.⁴

Numerous other courses are available from the Centers for Disease Control and Prevention,⁵ the Department of Energy,⁶ the Emergency Management Institute,⁷ the Federal Environmental Protection Agency,⁸ the Federal Radiological Monitoring and Assessment Center,⁹ and the Center for Domestic Preparedness.¹⁰ Some of these courses can be taken online, some can be delivered at an agency's training facility, and others require travel to a residential training facility. Most of these courses are free to state and local first responders, including travel and lodging where required.

Notes:

¹Kalyan Kumar Gangopadhyay et al., "Triggering Radiation Alarms after Radioiodine Treatment," *Practice: Lesson of the Week, British Medical Journal* 333 (August 2006): 293.

²Please see the Federal Emergency Management Agency, National Preparedness Directorate, National Integration Center, National Training and Education Division, Course Catalog at https://www.firstrespondertraining.gov/catalogs/TEI_Course_Catalog.pdf (accessed August 26, 2010).

³"Training Americas First Responders," Counter Terrorism Operations Support, <http://www.ctosnnsa.org> (accessed August 26, 2010).

Name	Number	Hours	Description
Weapons of Mass Destruction (WMD) Radiological/Nuclear Awareness Course	AWR-140	6	Overview of radiation fundamentals for first responders
WMD Radiological/Nuclear Awareness Course Train the Trainer	AWR-140-1	9	Trains personnel to deliver the AWR-140 course under proper conditions
WMD Radiological/Nuclear Responder Operations Course	PER-240	24	Operations level response course with hands on training
Radiological/Nuclear Course for Hazardous Materials Technicians	PER-241	32	Hazardous material technician-level response course with hands-on training conducted at the Nevada Test Site
Personal Radiation Detector	PER-243	7	Trains responders how to properly operate their chosen model of personal radiation detector
Personal Radiation Detector Train the Trainer	PER-243-1	32	Trains personnel to deliver the PER-243 course under proper conditions
Detection Equipment for Law Enforcement	PER-244	24	Prepares detection and interdiction teams to locate, measure, identify, assess, and report potentially illegal radioactive materials
Secondary Screening Radioisotope Identification Device (RIID) Course	PER-245	14	Trains responders how to properly operate their chosen model of RIID and how to perform reach back
Primary Screening Backpack Basic Course	PER-246	7	Trains responders how to properly operate their chosen model of backpack detection system

Name	Status	Duration	Description
Advanced Preventive Radiological/Nuclear Detection (PRND) Operations Course	DNDO-delivered Course	3 Days	Prepares responders to plan for PRND involving a special security event
Reach Back Spectroscopy Course	DNDO-delivered Course	5 Days	Students learn basic spectroscopy principles
Mobile Aerial Radiological Surveillance Course	DNDO-delivered Course	3 Days	Students learn to perform aerial radiological surveillance
Secondary Screening One-Day Personal Radiation Detector (PRD) - RIID Training Course	DHS-010	1 Day	Initial or refresher training for responders on how to properly operate PRDs and RIIDs
Maritime PRND Operations Training Course	DHS-011	6-8 Hours	Trains responders how to properly utilize their radiological detection equipment in a maritime environment
Primary Screening: Mobile Detection System Basic Operator Course	DHS-012	1 Day	Trains responders how to properly operate and deploy the Thermo Fisher Scientific Mobile Detection System
Primary Screening: PRD Basic Operator Course	DHS-013	4 Hours	Trains responders how to properly operate and deploy the Thermo Fisher Scientific Radeye PRD
Primary Screening: Backpack Training Course	DHS-014	1 Day	Trains responders how to properly operate and deploy the Thermo Fisher Scientific Backpack Detection System

⁴"Domestic Nuclear Detection Office: Training," U.S. Department of Homeland Security, http://www.dhs.gov/xabout/structure/gc_1192453550101.shtm (accessed August 26, 2010)

⁵"Emergency Preparedness and Response: Radiation Emergencies," Centers for Disease Control and Prevention, <http://www.bt.cdc.gov/radiation> (accessed August 26, 2010).

⁶"TEPP Modular Emergency Response Radiological Transportation Training (MERRIT)," U.S. Department of Energy, <http://www.em.doe.gov/TEPPPages/teptraining.aspx> (accessed August 26, 2010); and "Partnerships for Innovation," Oak Ridge Associated Universities, <http://www.ornl.gov/what-we-do/national>

-security-emergency-health-preparedness.aspx (accessed August 26, 2010).

⁷"Welcome," Emergency Management Institute, <http://training.fema.gov> (accessed August 26, 2010).

⁸"Radiation Protection," U.S. Environmental Protection Agency, <http://www.epa.gov/radiation/heast/links.html> (accessed August 26, 2010).

⁹<http://www.nv.doe.gov/nationalsecurity/homelandsecurity/frmac.aspx>

¹⁰"Resident Training," Center for Domestic Preparedness, FEMA, <http://cdp.dhs.gov/resident/defensive.html> (accessed August 26, 2010).

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especially when the threat of a nuclear device is concerned. It would be misguided to assume that a terrorist group attempting an attack with a radiological or nuclear device would peacefully give up if its mission is interdicted within a city. The odds are much greater that the group would detonate the device, causing virtually the same effect as if the device had actually reached its intended target. Detection efforts need to be spread along pathways and located in areas that could be used to plan and prepare for an attack. If possible, detecting this type of material needs to occur before the device is fully operational or has been armed. Local and state law enforcement personnel are the keys to this effort because they cover a wide-spread area, 24 hours every day.

The Role of Local Law Enforcement

Virtually all jurisdictions see the need to be prepared to respond to protect their own citizens, but being engaged in a mission to prevent an attack from occurring in another jurisdiction is less common. Clearly, a radiological or nuclear attack anywhere in the United States would have detrimental effects on the entire country, but, with limited resources, it is difficult to prioritize a prevention mission when the target could be far away.

The 2009 failed plan to bomb the New York City subway system, which involved the Pashtun citizen of Afghanistan and legal permanent resident of the United States Najibullah Zazi, highlights why the prevention mission needs this type of widespread engagement. Assume for a moment that the Zazi plot involved a radiological dispersal device or a nuclear weapon rather than improvised explosives, as appears to be the case. Zazi was plotting this attack from more than one thousand miles from the intended target. As he moved toward the target, he would have had to travel hundreds of miles of pathways across the United States. Many have heard the "Leeds to Luton to London" example of terrorists plotting their attacks from the suburbs and concluding with the 2005 London subway bombings.⁴ The Zazi case highlights the nature of unrestricted travel within the United States. The suburbs, just thirty to forty miles from the target, and the rural areas, hundreds of miles from the target, can be equally critical to the prevention mission.

Many jurisdictions still see the mission of protecting the United States from a nuclear attack as a strictly federal government responsibility. When the threat was believed to be coming via an intercontinental ballistic missile, this was unquestionably the case. Local government could do nothing to prevent this type of attack. Their role was properly one of response should this unspeakable act occur. That is why local civil defense programs were established and school children throughout America were taught to take cover under their desks. Efforts to improve response and recovery from a radiological or nuclear attack still need to be undertaken, but it would be far better to prevent this type of disaster from ever occurring.

With the newer threat of terrorists smuggling a nuclear or radiological device into the United States, or assembling it from materials already within the country and then transporting it to its intended target, local law enforcement can and should be engaged to prevent an attack. There are measures that they can take to reduce this threat. When al Qaeda announces that it wants to kill 4 million Americans, including 2 million children,⁵ and they have already made efforts to acquire special nuclear materials, it must be seen as a call to arms for local jurisdictions.

Preventive radiological/nuclear detection (PRND) programs cannot spring up overnight. In many cases, they take years to mature to be fully effective. Equipment must be acquired, procedures need to be drawn, and training must be delivered. Perhaps most daunting of all is the need to convince local law enforcement officers that this is a mission where they can have a positive impact. Any change within law enforcement takes time to implement, whether it is a new proarrest policy for domestic violence or a new community policing model. Engaging local law enforcement in the preventive

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radiation detection mission is no different and will take time. Since the United States does not have the luxury of knowing when the attack may be attempted, there is a sense of urgency to building out this capability sooner rather than later.

Securing the Cities

The Securing the Cities program is a DNDO pilot in the New York City region to help secure high-risk urban areas from a radiological or nuclear attack. Recently, a large-scale survey was conducted within the STC program area surrounding the city. This survey was designed to elicit feedback from the law enforcement personnel who had been trained and equipped to detect radioactive materials using personal radiation detectors. These officers had received the best equipment and training available, but were they properly engaged in this mission? What else did they feel that they may need? These preliminary results appear very promising; close to 92 percent of the preliminary respondents indicated that they believe their participation in the STC program by carrying personal radiation detectors (PRD) will reduce the threat of a nuclear or radiological attack in the region.

How can state and local law enforcement agencies get involved in the PRND mission? The DNDO can guide agencies along this

path by supplying contacts within other law enforcement agencies currently engaged in this mission. They can also help by offering model procedures and information on training and equipment. Much of this training is free of charge. Providing radiological awareness training alone is useful for both the response and the prevention mission. Recognition of suspicious behavior has previously helped law enforcement officers encounter criminals and terrorists prior to their illegal acts being committed. If one of these officers encountered a potential terrorist possessing radiological or nuclear materials, simply knowing what nuclear shielding and radiological placarding look like could make the difference in recognizing whether the person should be quickly released or be thoroughly investigated. Becoming engaged in this mission at any level is laudable and is the first step to building a comprehensive nationwide architecture that provides defense in depth. It may be our last line of defense to prevent an attack.

Conclusion

Unfortunately, no law enforcement agency has all the resources they need or would like to have. There are always shortages of funding, personnel, and equipment with which agency leadership must deal. Most police commissioners or chiefs are

appointed and most sheriffs are elected based upon their ability to keep order and peace in their communities. Most are overburdened with managing scarce resources to deal with myriad local problems. Accordingly, agency heads must focus most of their time and energy on these local issues. It is easy for these administrators to overlook the fact that their jurisdictions could potentially be pathways or staging areas for a radiological or nuclear terrorist strike. The preventive radiation and nuclear detection mission may be more esoteric than everyday crime and community issues, but it is vitally important. Local and state law enforcement now has an important role in protecting the United States from this threat. Much like earlier generations who supported international war efforts to safeguard the United States, now state and local law enforcement agencies should support the PRND mission to keep the country safe for themselves, for their families, and for all Americans. This mission is no longer exclusively a federal responsibility. ❖

Notes:

¹The White House Office of the Press Secretary, "Remarks by President Barack Obama, Hradcany Square Prague, Czech Republic," press release, April 5, 2010, http://www.whitehouse.gov/the_press_office/Remarks-By-President-Barack-Obama-In-Prague-As-Delivered (accessed August 26, 2010).

²Target Capabilities List: A Companion to the National Preparedness Guidelines, U.S. Department of Homeland Security (September 2007), <http://www.fema.gov/pdf/government/training/tcl.pdf> (accessed August 26, 2010).

³In April 2005, National Security Presidential Directive-43/Homeland Security Presidential Directive-14 established a new national office staffed by personnel from several federal, state, and local agencies. The Domestic Nuclear Detection Office (DNDO) provided a single accountable office with the dedicated responsibility of developing the global nuclear detection architecture and supporting a domestic detection system capable of preventing a radiological or nuclear attack from occurring within the United States. It was recognized that any single strategy could not be one hundred percent effective, so multiple initiatives had to be developed.

⁴"London Police Investigation Timeline," *CBC News Online*, updated August 11, 2005, http://www.cbc.ca/news/background/london_bombing/investigation_timeline.html (accessed August 26, 2010).

⁵Graham Allison, nuclear terrorism expert, *Countdown with Keith Olbermann*, Friday, July 16, 2010, <http://www.msnbc.msn.com/id/38312629> (accessed August 26, 2010).



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Police Use-of-Force Outcomes: INJURIES AND CONTROL

By Geoffrey P. Alpert, PhD, University of South Carolina;
and Michael R. Smith, JD, PhD, Georgia Southern University

The findings reported in this article are part of a larger study funded by the National Institute of Justice. The findings within this report are those of the authors and do not necessarily represent the official positions of the National Institute of Justice or the U.S. Justice Department. Please direct all correspondence regarding this report to Geoffrey Alpert, Department of Criminology and Criminal Justice, University of South Carolina; call 803-777-6424; or e-mail geoffa@mailbox.sc.edu.

This study is concerned with injuries that may occur to police officers and citizens during use-of-force events. Previous research has shown that a very small percentage—just 1 percent or 2 percent—of police-citizen contacts involve the threat or application of physical force by the police, while arrests that result in force by police to control a suspect are estimated at 15 percent to 20 percent.¹

While most uses of force are low level and involve officers' hands, arms, and bodies to gain control of a suspect, some applications of force are more serious, including less-lethal devices such as pepper spray, batons,

or conducted energy devices (CEDs), as well as the use of firearms.

Whenever force is used by the police or a suspect, there is a possibility of injury. Until recently, little was known about the frequency, causes, or correlates of force-related injuries. Over the past few decades, there have been advancements in training and technology with the goal of reducing the frequency and severity of injuries to the police and the public while maintaining safe and effective control over resisting suspects.

Technologies That Work

Oleoresin Capsicum (OC) spray, commonly known as pepper spray, was among the first of the "new" less-lethal weapons to achieve widespread adoption by police forces, while more recently, CEDs such as the Taser have gained popularity. CEDs have become well-known in recent years and industry estimates now place them in the hands of more than 12,000 police agencies. These two technologies were adopted, in part, with the hope of reducing injuries while maintaining control of combatant suspects. OC spray and CEDs have generated controversy and have been linked with in-custody deaths and allegations of overuse and even intentional abuse. Policy makers and law enforcement officials question whether CEDs are safe and effective and where, if at all, they should be placed on force continua that match appropriate police force options with levels of suspect resistance.

Overview of Methods

Several complementary research strategies were used to conduct the research reported in this article. First, a nationally representative survey of U.S. law enforcement agencies was conducted to provide a snapshot of how less-lethal force technologies, training, and policies are being used by state and local agencies. Second, agency-supplied use-of-force data sets from three agencies—Seattle, Washington; Miami-Dade, Florida; and Richland County, South Carolina—were analyzed separately in an effort to identify individual and situational predictors of injuries to officers and citizens during use-of-force events. Third, more than 24,000 use-of-force records from 12 police agencies were combined and analyzed using multilevel and fixed effects models to investigate the relationship between situational and policy-related factors and the likelihood of injury to police and citizens. Fourth, a longitudinal analysis was conducted that explored the effect on injury rates of the adoption of the Taser by the Austin, Texas, and Orlando, Florida, police departments. Finally, in-depth interviews were conducted with more than 250 officers and 25 citizens who were involved in use-of-force events in two midsize law enforcement agencies: one issued CEDs to its officers, and one did not. This article reviews what is known about the use of force and injuries, focusing on recent technological advancements, and presents findings and policy suggestions.

Literature on Police Use of Force and Injuries: A Brief Comment

Although the use of force by police has been studied for more than 40 years, research on injuries has been limited. The introduction of CEDs has raised additional questions concerning the safety of such weapons and their impact on injuries and in-custody deaths.² In the 1990s, police found themselves in a similar position with respect to OC spray, as its use was spreading rapidly and concerns were being raised in relation to its misuse and safety.³ One interesting study, however, has looked at the use of OC spray, CEDs, and injuries in a broad perspective.⁴

Officer and Suspect Injury

In general, injuries to officers or suspects resulting from use-of-force incidents are infrequent relative to the overall number of police-citizen contacts. The analysis of injuries to officers in use-of-force encounters has provided mixed results with regard to frequency of occurrence, but estimates range from 10 percent to 38 percent.⁵ The 2002 National Survey of Contacts between the Police and the Public found that approximately 1.5 percent of citizens who had contact with the police reported that officers used or threatened to use force against them, with 14 percent of these respondents claiming they sustained an injury.⁶ A few studies moved beyond the general reporting on the frequency of suspect injuries to examine this likelihood relative to specific use-of-force tactics and weapons. For example, Meyer's 1992 analysis of the Los Angeles Police Department use-of-force reports⁷ revealed that the use of a flashlight resulted in moderate or major suspect injuries in 80 percent of incidents in which it was employed. Punching suspects resulted in major or moderate injuries 64 percent of the time; the use of a baton, 61 percent of the time; and other bodily force, 46 percent of the time. Interestingly, officer use of older generation CEDs and chemical irritants resulted in no major or moderate injuries to suspects or officers.

The Present Study: National Survey

More than five hundred state and local agencies provided information on less-lethal force generally, and on their deployment and policies regarding CEDs in particular.⁸ In most agencies, line-level personnel carry batons (straight and/or expandable) and handheld chemical agents. Just under half of the agencies deploy CEDs to at least some personnel. At least three-fourths of the agencies that deploy the expandable baton, the CED,

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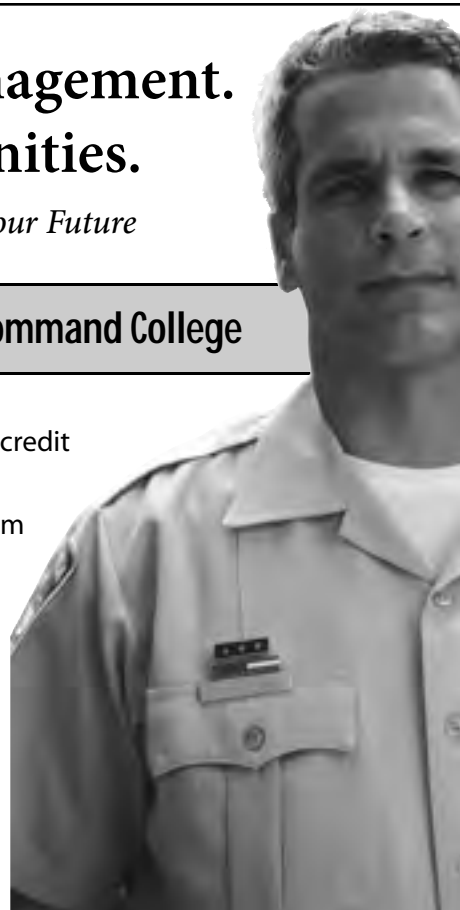
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or personal-issue chemical agents deploy these weapons to at least half of their uniformed line-level patrol officers, deputies, and supervisors.

A large majority of agencies report the use of a continuum or model in policy and/or training to convey to their personnel the appropriate circumstances for using the various types of force authorized. More than half of those agencies had a model they described as "linear." A full one-third of responding agencies had recently changed or were in the process of changing their continuum or model.

Scenarios were used to assess agency policy regarding the circumstances in which various types of force could be used. Most agencies allowed only soft, empty-hand tactics or control against a subject who refuses, without physical force, to comply with commands; just under half of the agencies would allow officers to use chemical weapons in this circumstance. If this subject, however, tenses and pulls when the officer tries to cuff him, a majority of agencies would allow chemical agents; hard, empty-hand tactics, strikes, and punches; and/or CED use. Forty percent of the agencies did not allow for the use of CED in probe mode in this tensing or pulling circumstance, but three-fourths did allow for CED use if the suspect fled, and almost all allowed for CED use when the subject assumed a box-

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er's stance. The baton was reportedly not allowed by a majority of agencies in the scenarios until the subject threatened the officer by assuming a boxer's stance.

As conveyed above, most agencies do not allow the CED to be used against a subject who refuses, without physical force, to comply with commands. Six in ten, however, allow for the use of a CED against a subject who tenses and pulls when the officer tries to cuff him. CED deploying agencies generally place the CED at the same level as chemical agents in their force continuum or model. Agencies vary as to the placement of CEDs relative to strikes or punches; CEDs are generally lower than impact weapons on a continuum or model.

For only one circumstance—subject near flammable substances—do a majority of agencies prohibit CED use. For most of the special circumstances or vulnerable populations listed in the survey, the agencies either made no particular mention of it in policy or restricted the CED use to special circumstances. A majority of agencies has no restrictions on CED use on a subject threatening deadly force, fleeing on foot, appearing emotionally disturbed, and/or seeming to experience excited delirium.

Single Agency Analyses

The Miami-Dade, Florida, Police Department (MDPD); the Seattle, Washington, Police Department (SPD); and the Richland County, South Carolina, Sheriff's Department (RCSD) provided use-of-force data for analysis. Importantly, the three sites differed in that RCSD deputies and SPD officers could use OC spray, while the MDPD officers did not have that option, although all three agencies had CEDs. The findings from the RCSD indicated that the use of OC spray on suspects was one of the most important variables linked to a reduction in suspect injury, while CED use was unrelated to suspect injury. The data from the MDPD, whose officers did not have access to OC spray as an intermediate weapon, showed that the use of CEDs was associated with reductions in injury to both officers and suspects. The results from the SPD fell somewhere in between and showed CED-related injury reductions to suspects, but not to officers. Moreover, unlike in the RCSD, the use of OC spray in the SPD neither increased nor decreased the odds of injury to officers or suspects.

Whereas CEDs and OC spray, which typically are deployed at a distance from resistive or combative suspects, were associated with injury reduction, the use of hands-on tactics that require officers to be in close physical proximity to suspects to effect arrests was associated with an increased risk of injury to both officers and suspects, although some variations

Whereas CEDs and OC spray, which typically are deployed at a distance from resistive or combative suspects, were associated with injury reduction, the use of hands-on tactics that require officers to be in close physical proximity to suspects to effect arrests was associated with an increased risk of injury to both officers and suspects, although some variations on this finding existed among the three agencies.



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on this finding existed among the three agencies. Although the authors do not advocate the blind or wholesale substitution of intermediate weapons for hands-on tactics, the RCSD analysis suggests that some deputies were more likely to be injured while using soft-hand controls to subdue actively aggressive suspects. To the degree to which OC spray and/or CEDs would be authorized and appropriate for use in such encounters, their deployment in place of soft, empty-hand controls may help prevent some injuries, albeit mostly minor ones.

Multiagency Analysis

The authors used data from 12 agencies for their study; each of these agencies had appropriate use-of-force data and was able to export electronic files. Overall, CED use has been shown to reduce the probability of injuries to suspects across the 12 agencies in the combined analysis and in 2 out of the 3 agencies whose data were analyzed independently. Likewise, the relationship between OC spray and suspect injuries in the multiagency analysis is consistent with the injury-reduction finding at the RCSD. At the SPD, OC spray had no effect on suspect injuries, while the MDPD does not issue OC spray.

Longitudinal Analysis

The question to be addressed in this analysis is whether equipping officers with CEDs reduced injuries to officers or citizens, compared to injury levels before CEDs were put into use.

The Orlando, Florida, data comprise 4,222 use-of-force incidents aggregated to 108 months (1998–2006). The intervention (CED use) began February 1, 2003 (the 62nd month), with 21 CED deployments reported in the first month (there was a single prior CED use reported in August 2002). Thus, in Orlando, there were 61 preintervention observations and 47 postintervention observations. The Austin, Texas, data consist of 6,596 force incidents aggregated over 60 months (2002–2006), with preintervention and postintervention observations consisting of 30 months each.

In both cities, the adoption of the CED was associated with a statistically significant reduction in average monthly injuries to suspects. After the CED was adopted as a less-lethal alternative for patrol officers in Orlando, the rate of injury to suspects dropped by more than 50 percent compared to the rate of injury before the CED was put to use. In Austin, suspect injury rates were 30 percent lower after full-scale deployment of the CED than they were

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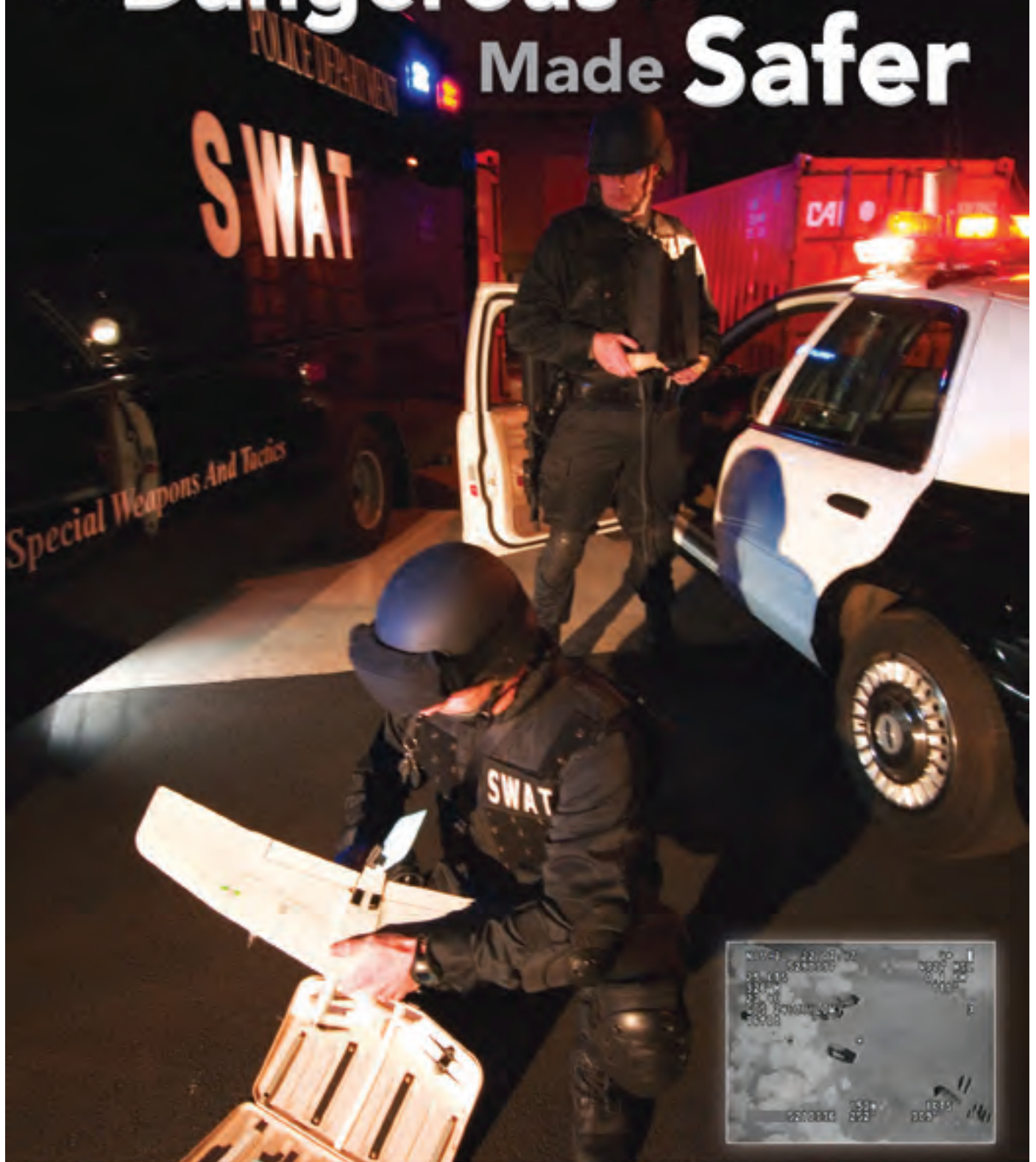
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If injury reduction is the primary goal, then agencies that authorize OC spray and/or CEDs to overcome defensive resistance are clearly at an advantage based upon the results from the current study. Both of these less-lethal weapons help prevent or minimize physical struggles that cause injury, albeit relatively minor ones, to officers and citizens. Although both weapons cause pain, they reduce injuries, and, based on the present state of the medical research, death or serious harm associated with their use is extremely rare. In that sense, CEDs and OC spray are relatively safe, and both are similarly effective at reducing the probability for injury.

in the predeployment period. Reductions in officer injury rates were even greater in Orlando than for suspects; the average monthly rate of injury to officers dropped by 60 percent after the device was adopted. In Austin, injuries to officers also dropped, by 25 percent, after the device was deployed agency-wide.

Implications for Policy and Training

Based on the authors' findings, the placement of OC spray and CEDs on a linear force continuum, which is used by more than half of the agencies surveyed, should be carefully considered. A typical resistance scenario involves an initial refusal by a suspect

to comply with police commands, followed by the suspect pushing or pulling against an officer's attempt to gain physical control and apply handcuffs. According to interviews with officers, many of these "wrestling matches" end up with the suspect and officer on the ground and the officer trying to use the ground for leverage. The authors' analyses clearly show the increased risk for injury that such physical struggles carry with them. Furthermore, although suspects are injured more frequently than officers in use-of-force encounters, the increased risk for injury associated with soft, empty-hand control attempts is borne disproportionately by the police.

The authors' findings consistently show a significant reduction in the risk of injury to suspects when CEDs or OC spray is used. This should not be surprising, as these weapons allow officers to control suspects from a distance without engaging in the hand-to-hand struggles that typically cause injuries. However, these weapons are not painless or risk-free. CED bars often cause small punctures or superficial burns, and OC spray causes intense burning and irritation of the skin and mucous membranes. In very rare cases, people have died after being OC-sprayed or shocked with a CED, although no clear evidence exists that the weapons themselves caused the deaths.⁹ Also included in the risk-benefit calculus is the observation from the data that most injuries, either to officers or suspects, are minor and involve muscle strains, bruises, small cuts, or scrapes.

If injury reduction is the primary goal, then agencies that authorize OC spray and/or CEDs to overcome defensive resistance are clearly at an advantage based upon the results from the current study. Both of these less-lethal weapons help prevent or minimize physical struggles that cause injury, albeit relatively minor ones, to officers and citizens. Although both weapons cause pain, they reduce injuries, and based on the present state of the medical research, death or serious harm associated with their use is extremely rare. In that sense, CEDs and OC spray are relatively safe, and both are similarly effective at reducing the probability for injury. Both should be authorized as possible response alternatives to defensive (struggling to escape physical control) or higher levels of suspect resistance. However, the use of CEDs and OC spray must be closely observed and analyzed as overuse can be problematic.

The possible overuse of CEDs has several dimensions. First, CEDs can be used too often, that is, at inappropriately low levels of suspect resistance. This problem can be managed with policies, training, monitoring, and accountability systems that provide clear guidance and consequences to officers regarding when and under what conditions CEDs should be used and when

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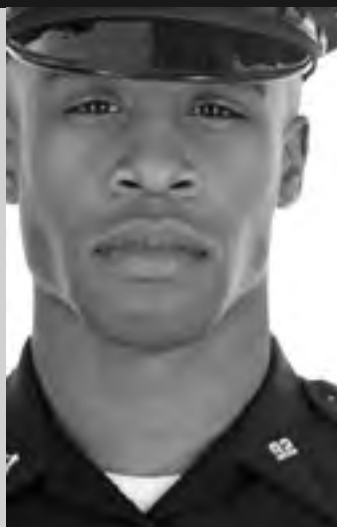
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they should not be used. In addition to setting the resistance threshold appropriately, good CED policies and training should require that officers evaluate the totality of the circumstances before using a CED, which would include the age, size, gender, apparent physical capabilities, and health concerns (for example, for obviously pregnant women) of suspects. Further, CED policies and training should prohibit the use of CEDs in the presence of flammable liquids or in circumstances where falling would pose unreasonable risks to the suspect (for example, in elevated areas or adjacent to traffic). Finally, policies and training should address the use of CEDs against persons who are restrained in handcuffs or are otherwise controlled and should either prohibit such uses outright or limit them to clearly defined, aggravated circumstances.

In addition to being used too often, CEDs can be used too much. Reported deaths in association with CEDs often involve multiple activations of a device or multiple cycles from a single device. In addition to having a very low rate of serious injury in epidemiological studies, controlled medical trials have shown CEDs to be safe on healthy adult volunteers for exposures of up to 15 seconds.¹⁰

Thus, CED policies should require officers to assess continued resistance after each standard cycle. Following the deployment of a CED, the suspect should be carefully observed by officers for signs of distress and should be medically evaluated at the earliest opportunity. ❖

Notes:

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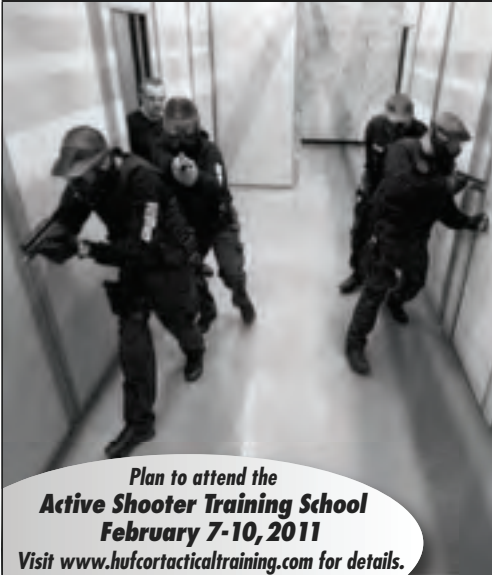
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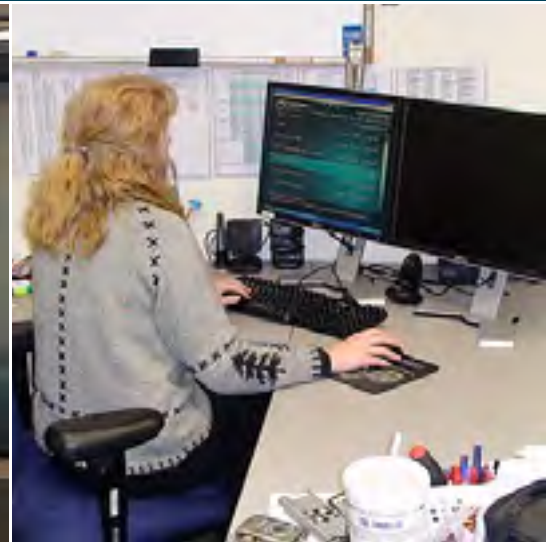
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Television search technology allows a police department to record all local TV programs and find clips of interest using simple text search, similar to Google searching the Internet. This graphic shows how a search for the term "police chief" works.



Media Savvy:

Plano Police Department Pioneers Efficient Way to Monitor TV Broadcast News

By Gregory W. Rushin, Chief of Police, Plano, Texas, Police Department; and Rakesh K. Agrawal, President and CEO, SnapStream, Houston, Texas

When it comes to public perception, television wields a great deal of influence. How a police department communicates with the media and manages press coverage of its operations can affect its reputation in the community at large, for better or for worse. Staying on top of the news—and even getting out in front of it—can make the difference between constantly having to deal with media crises and frequently getting to tell law enforcement's side of the story on your own terms. How? The old adage "You can't manage what you don't measure" is instructive here. In other words, law enforcement officials need an effective means of monitoring news broadcasts in an efficient, timely manner. Approaches to television media monitoring vary, but traditionally fall into one of two categories: external or internal.

External Tracking

Police departments looking to outsource the task usually hire press-clipping or press-cutting services. These agencies, which have existed almost as long as television, typically charge a monthly fee to search media coverage for names or other key words of interest to the client, such as "police department" or "highway robbery." They then sell any relevant clips they find on a per-clip basis or

as a package, along with radio, print, and online content.

Clipping services also tend to offer custom-tailored media monitoring reports and analyses. Although thorough, their work can be expensive: Agencies charge up to \$200 per clip, which makes acquiring all mentions of law enforcement actions—a mainstay on the local news—a pricey proposition. Even the smallest police department might get mentioned on television a few times a day and possibly 20 or 30 times a week. Purchasing all of these clips could cost \$4,000 to \$6,000 per week.

Internal Tracking

Other law enforcement agencies choose to follow the television news themselves. They typically use in-house banks of recording equipment to grab various local, regional, or national broadcasts at preset times. A staff member then reviews the recordings, searching for mentions of the organization. This time-consuming approach requires one or more employees to manage each device manually and then watch or scan the individual recordings to find the segments of interest. This approach is tedious, labor-intensive, and costly from a manpower perspective. For example, one law enforcement agency had two officers devoted to watch-

ing television full time, manually monitoring for mentions of their department. To do so, they collectively managed more than 25 VCRs and used hundreds of VHS tapes every week.

Dangers of Passive Tracking

Of course, some organizations do not proactively monitor news broadcasts at all. They passively rely on friends, family, or colleagues to notify them, as a courtesy, whenever they see the department mentioned on television. This is a dangerous approach to media relations. If agency executives are the last to find out that some catastrophic event has made headlines, they have no choice but to attempt damage control—all while they could have prevented or addressed the problem before it became big news, had they known. Paying attention to and monitoring the media are essential to nurturing good community relations.

The Plano Police Department (PPD) in Plano, Texas, knows this firsthand. The police department's public information office (PIO) is among the first in the nation to implement a new tool designed especially for media monitoring: the SnapStream Server. The technology allows officers to record multiple TV news broadcasts on a single device—a centralized computer

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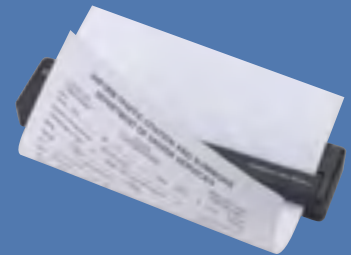


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server—and isolate mentions of the department by performing a keyword search of the programs' closed-captioning text. It's an efficient, effective system that has helped save the PPD time and money.

Plano in Profile

Plano, Texas, is home to more than 250,000 people, making it one of the largest suburbs of Dallas. The city ranks among the safest for its size: it is the 6th safest in Texas and 63rd safest in the nation, according to CQ Press's *City Crime Rate Rankings 2009–2010*, which is based on Federal Bureau of Investigation data.¹ Plano is also part of the massive Dallas–Fort Worth media market, which is the fifth largest in the United States. To serve this thriving community, the PPD employs 347 sworn officers, plus about 250 more nonsworn, full- and part-time personnel. Its public information office is led by veteran officer Rick McDonald. McDonald reports directly to the chief of police and manages one full-time assistant; he also oversees three acting public information officers from other divisions who occasionally are called to assist the PIO.

One of the PIO's most important jobs is to act as the liaison between the PPD and

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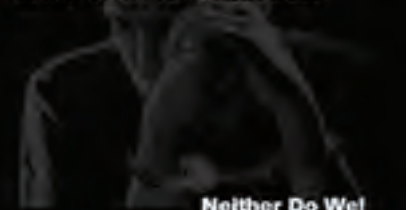
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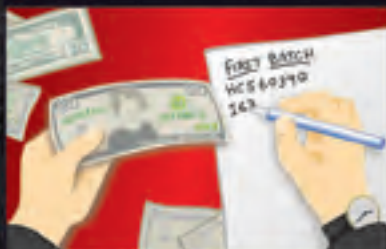
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the local, regional, and national news media. The department actively works to maintain a healthy relationship with the press. As a result, the PPD is often the subject or the source of TV news, for which officers and other staffers frequently provide on-camera interviews. To keep tabs on what is said about the department, McDonald's office monitors, catalogs, and archives any report that features, includes, or even just briefly mentions the PPD or its employees. It is a crucial task—one that keeps the department's leadership and other city officials abreast of the news and thus able to respond quickly and appropriately.

The Problem

Many law enforcement agencies of PPD's size rely on external media monitoring services, but the PPD PIO decided to keep its process internal. This was primarily to keep costs down. Although the department had considered using clipping services several times, it was always deterred by the expense. Instead, personnel handled the task themselves, using a bank of televisions and digital video recorders (DVRs). Before DVRs existed, the PPD did not have a routine means for monitoring media coverage.

Under this system, each DVR was connected to a separate television and tuned into a single channel. PIO staff took turns handling the task of manually setting up the machines to record the four different local news broadcasts that air daily at 7:00 a.m., 12:00 noon, 5:00 p.m., 6:00 p.m., and 10:00 p.m. Personnel would then closely review these recordings, watching or fast-forwarding through literally every minute of footage, for any references to the Plano Police Department. This process was tedious: the PIO would monitor at least 12 hours of programming each day; that's 4,380 hours a year. Even the most efficient staffer spent 20 hours each week sifting

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through footage to find relevant bits. But, albeit time-consuming and mind-numbing, the system was far more economical than hiring an outside service.

Beyond the substantial drain on human resources, the technology wasn't really up to the task. The DVRs' memory maxed out at 40 hours, so new content had to be downloaded and burned to DVDs every day in order to create space for the next round of recordings. That meant buying boxes upon boxes of blank DVDs. On top of that, the DVR hardware, purchased in the early 1990s, was beginning to burn out, and the department was having trouble finding similar models that were cost-effective. The PIO's price of scheduling, downloading, searching, and archiving recordings was about to go up exponentially. McDonald began seeking a better means of media monitoring, but without hiring a potentially even more expensive clipping service.

McDonald initially sought a hybrid setup or a software-based solution that would allow the department PIOs to use their desktop computers to quickly locate the needed footage. He explored numerous options before a colleague from the city-owned television network recommended the system from the vendor PPD now uses.

After researching the system, the department decided to purchase one because it was easy to use and offered clever, innovative features, such as the ability to search closed-captioning.

The Solution

In 2007, the PPD deployed a SnapStream Server. With it, public information personnel can record up to eight TV shows simultaneously and store up to 2,300 hours (2 terabytes) of video on a single, centralized server. They access the system from their desktop computers, telling it which news broadcasts they want to capture and when. They can watch the shows live while the server is recording, or come back later to view the saved footage. When pressed for time, they don't have to watch anything at all—they can simply search the closed-captioning text for keywords, such as "Plano Police Department," "Chief Gregory W. Rushin," or "crime rates." It is as though PPD has its own Google search engine, but instead of having to sort through everything on the Web, the results that come back are retrieved only from the specific archive of information that the officers created. Once the sought-after content is located, officers can make a video clip



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and download it to their computers, burn it to a DVD, or send it to a colleague via e-mail.

Since the server was installed, the PPD PIO has dramatically improved its media-monitoring accuracy and efficiency, without having to enlist any outside help. Scheduling recordings is now a one-time task, and the server's disk space more than doubles the size of the previous multidevice setup. PIO staff no longer has to sift through volumes of mostly irrelevant news coverage just to find sought-after tidbits of relevant footage; they quickly locate, clip, save, or send video from their desks. The department also now saves money on optical media and, surprisingly, climate control. Officers are no longer buying boxes of CDs, and replacing a huge bank of electronics equipment with a centralized server has caused the office temperature to drop at least five degrees Fahrenheit, which means the office uses less air-conditioning at certain times of the year.

In addition to media monitoring, the new system has helped PPD to become more proactive about working with the press. The PIO has started using the system to put together media kits, prep its personnel for on-camera appearances, speed its responses to breaking news, and even bolster its interoffice communication and collaboration on team projects.

Media outreach. An important part of a PIO entails regularly alerting the news media of exemplary police work and pitching stories that highlight the accomplishments of the PPD in a positive manner. The comprehensive, searchable archive of broadcast media coverage enabled by the new monitoring system provides officers with a means of not only finding footage, but also of studying and analyzing it. By knowing what the local and regional media most frequently cover, officers can offer reporters better fodder for future stories. Then, when subsequent media coverage appears, the PIO

can repurpose the pieces in several useful ways, such as a visual aid for community presentations or for speeches given by Plano officials.

Media training. Good spokespeople are trained, not born. By reviewing their own television appearances, officers—and anyone speaking for the department—can improve their delivery and prepare for future interviews. Preparation ultimately improves the public's perception and image of the PPD.

Spin control. Media monitoring also allows the PIO to react rapidly to events and monitor nondepartmental news that affects Plano residents and visitors. For example, as a crisis event unfolds, TV media, in its haste to inform the public, may broadcast contradictory or even erroneous information to the public. The new system's technology at the PPD allows the PIO to catch and correct or rebut any misinformation. In turn, law enforcement executives can use the same resources to keep officers and other staff apprised of any events that may impact the department.

Teamwork. The PPD's new system connects to the police department's internal computer network, making collaboration a breeze. Whereas the department's old system of media monitoring required sending an actual DVD to another office, the server allows coworkers to share data via e-mail. An officer across town in another substation can access the server for recorded content just as quickly and as easily as someone sitting in the PIO. ♦

Note:

¹Kathleen O'Leary Morgan and Scott Morgan eds., *City Crime Rankings 2009-2010: Crime in Metropolitan America* (Washington, D.C.: CQ Press, 2009), http://os.cqpress.com/citycrime/2009/CityCrime2009_Rank.pdf (accessed September 13, 2010); and City of Plano Police Department, "Safest City Award," press release, December 2, 2009, http://pdf.plano.gov/police/news/09Releases/Safe%20City_09.pdf (accessed September 13, 2010).

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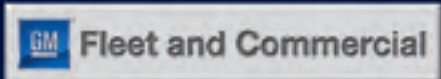
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The National Violent Death Reporting System: *The Critical Law Enforcement Component*

By Debra Karch, Lead Behavioral Scientist, Etiology and Surveillance Branch, Division of Violence Prevention, Centers for Disease Control and Prevention, Atlanta, Georgia; and E. Lynn Jenkins, Branch Chief, Etiology and Surveillance Branch, Division of Violence Prevention, Centers for Disease Control and Prevention, Atlanta, Georgia

As law enforcement officers know all too well, no one is immune to violence. Violence takes its toll on individuals, families, and communities throughout the United States and affects people of all ages, from infants to the elderly, regardless of sex, race, ethnicity, or socioeconomic status. Each year, about 50,000 violent deaths occur in this country, the equivalent of the active rosters of 2,000 major league baseball teams.¹ Suicides are nearly twice as common as homicides. Homicide is in the top four leading causes of death for persons aged 1 to 34 years; suicide is in the top three for persons aged 10 to 34 years.² Historically, society has reacted to violence with law enforcement and criminal justice identification, apprehension, and punishment. But in recent decades, criminal justice and public health professionals have recognized the importance of preventing violence before it occurs.

A public health focus on preventing violent death was spurred by at least three trends: (1) homicide and suicide becoming more prominent causes of death as deaths by infectious and other diseases decreased; (2) the epidemic increase of homicides and suicides during the 1980s; and (3) an increased focus on preventing disease by changing

behaviors (for example, a low-fat diet and exercise are prevention tools for heart disease), suggesting the same approach could be used to prevent violence.³ Understanding the background and circumstances associated with violence is key to being able to prevent deaths.

Achieving the goal of preventing violent deaths has been hampered by fragmented and incomplete information on the circumstances surrounding homicides and suicides. Currently available data do not always provide the information needed to accurately assess the factors associated with violent death and identify potential prevention strategies. For example, death certificates provide data on the victim's demographics, along with the cause and the manner of death, but do not provide information on the perpetrator; the incident characteristics such as alcohol involvement; detailed weapon data; the type of location where injured, such as in a home or a park; and, of critical importance, the circumstances leading up to the death. This information is more commonly found in law enforcement reports and coroner or medical examiner data. Bringing these data sources together creates a single, comprehensive source of information.

The Evolution of Violent Death Data Collection

The Division of Violence Prevention (DVP) at the Centers for Disease Control and Prevention (CDC) is committed to preventing violent deaths in the United States and has been engaged in numerous efforts over the past two decades to improve the availability and utility of routinely collected information on violent deaths. For example, the CDC has been collecting data on school-associated violent deaths since 1992.⁴ This reporting system has provided valuable information, unavailable from either national death or law enforcement data, which has helped to monitor the problem and better understand its magnitude. CDC has also worked to improve data collection on fatalities associated with intimate partner violence, child abuse, and suicide. Each of these concerns could be more efficiently addressed in the context of a national violent death reporting system.

In 1999, the Harvard Injury Control Center launched the National Violent Injury Statistics System (NVISS) with funding from five major private foundations to support local violent injury data-gathering efforts and to build a model national reporting system.⁵ Members of NVISS worked

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with the Medical College of Wisconsin, state and local recipients of violence prevention grants, and others to design and pilot this reporting system modeled on the multiple source system for tracking motor vehicle fatalities, the Fatality Analysis Reporting System. The model system pulled data from four major reporting sources: death certificates, coroner and medical examiner reports, police incident and supplementary homicide reports (SHRs), and crime laboratory data. Administered through Harvard University, NVISS initially focused on collecting information on firearm-related injury, but expanded in its second year to collect information on homicides and suicides regardless of method in 13 sites, including several major metropolitan areas. The pilot system demonstrated that compiling data on violent injuries was both feasible and valuable for a better understanding of violence, and it provided the foundation to establish the National Violent Death Reporting System (NVDRS).

The National Violent Death Reporting System

In 2002, the CDC received federal funding to establish the NVDRS. The NVDRS collects data on suicides, homicides, and unintentional firearm deaths, as well as deaths of undetermined intent. Multiple deaths that occur during a single incident

are linked to help identify risk factors for multiple homicides or homicides followed by suicides. Data are obtained from a variety of sources, including death certificates, law enforcement reports, medical examiner and coroner reports, crime laboratories, SHRs, and child fatality review teams. Individually, these sources provide fragmented data specific to their roles in violent death investigation and explain violence in only a narrow context. Together, these sources offer a more comprehensive picture of the circumstances surrounding a homicide or a suicide.

The ultimate goal of the NVDRS is to provide communities with a clearer understanding of violent deaths so that these deaths can be prevented. NVDRS works to achieve this goal by

1. collecting and analyzing timely, high-quality data that monitor the magnitude, characteristics, and precipitating circumstances of violent death at the national, state, and local levels;
2. ensuring that violent death data are disseminated routinely and expeditiously to public health officials, law enforcement officials, policy makers, and the public;
3. ensuring that data are used to develop, implement, and evaluate programs and policies that are intended to reduce and prevent violent deaths and injuries at the national, state, and local levels; and

4. building and strengthening partnerships among organizations and communities at the national, state, and local levels to ensure that data are collected and used to reduce and prevent violent deaths and injuries.

NVDRS began data collection in 2003 with seven states participating (Alaska, Maryland, Massachusetts, New Jersey, Oregon, South Carolina, and Virginia); six states joined in 2004 (Colorado, Georgia, North Carolina, Oklahoma, Rhode Island, and Wisconsin), and four more joined in 2005 (California, Kentucky, New Mexico, and Utah). In 2010, Ohio and Michigan successfully competed for funding and began collecting data. California collected data in only four counties from 2005 to 2009. The remaining states collect data statewide. Currently, the CDC funds 18 states to participate in the NVDRS (see figure 1). The CDC anticipates that ultimately the NVDRS will expand to include all 50 states, the District of Columbia, and the U.S. territories. The IACP Research Advisory Committee has developed a resolution to be presented during the annual IACP conference, October 23-27, in Orlando, Florida, that promotes increased law enforcement awareness of and agency participation in the NVDRS as well as expanded federal funding to enable every state, territory, and the District of Columbia to be included in the NVDRS.

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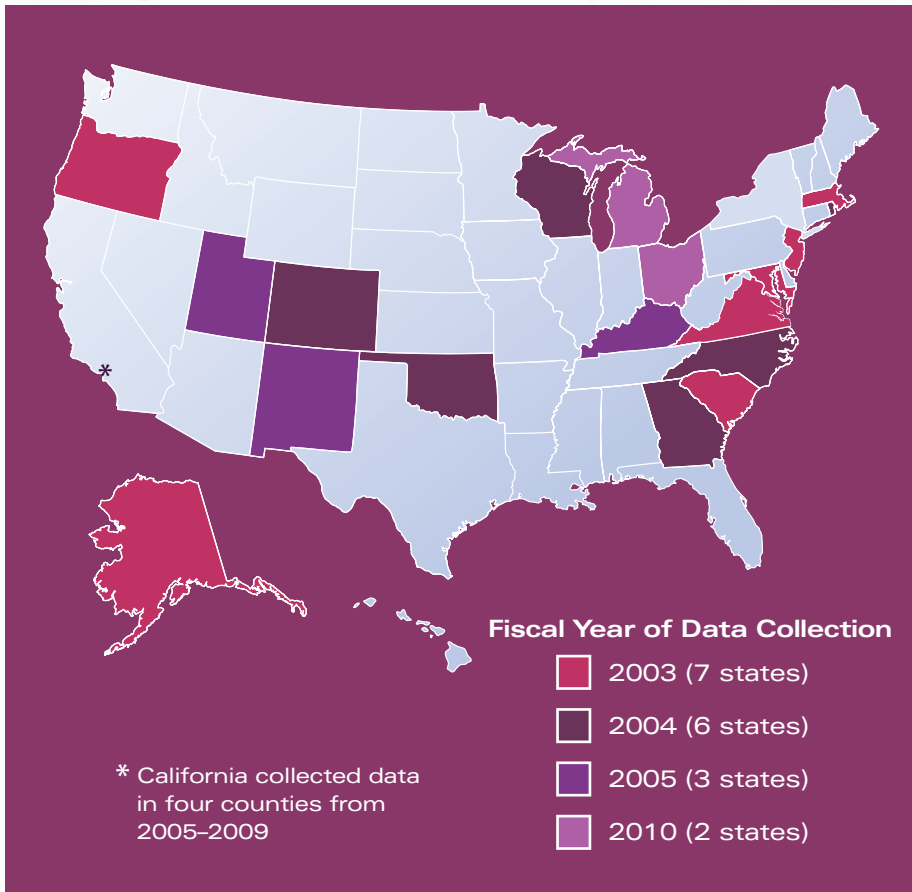
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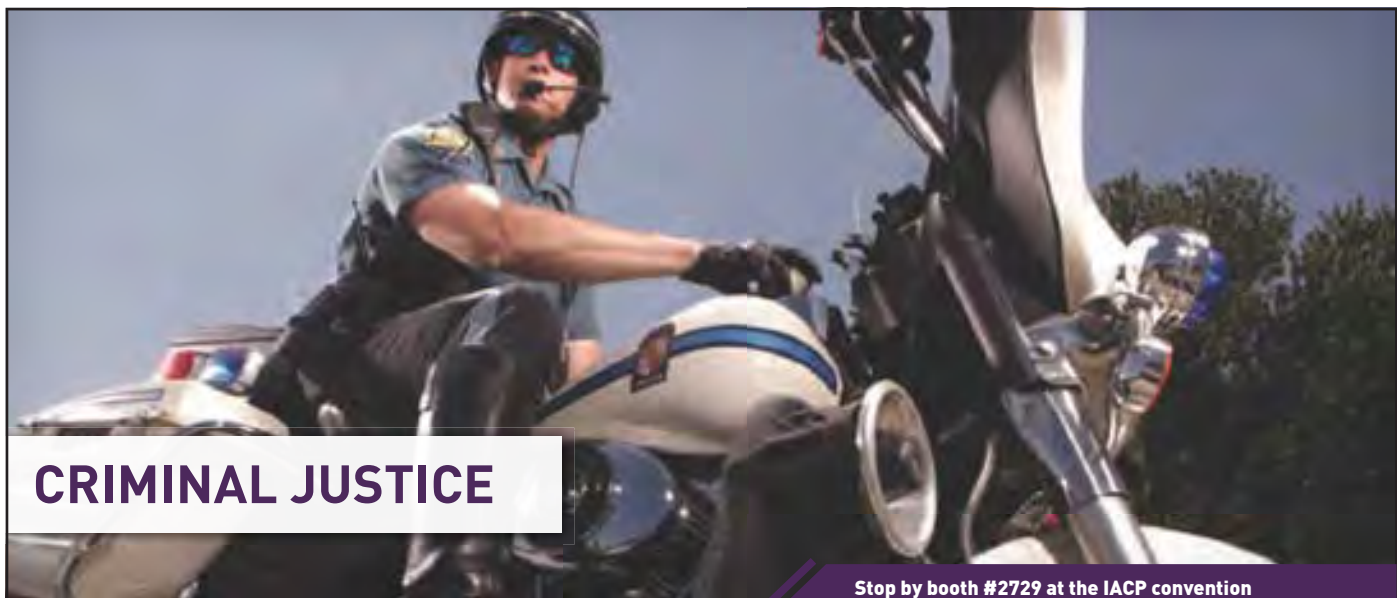


Figure 1: Current NVDRS Participants/Grantees



The NVDRS collects approximately 250 unique variables for each death, including information on demographic characteristics such as age; sex; race; cause and manner of death; location, date, and time of injury and death; toxicology results; bodily injuries; decedent-suspect relationship; method of injury; precipitating circumstances; and a brief written narrative of the incident.⁶ The circumstances that precede a fatal injury are coded based on the content of law enforcement reports and the medical examiner or coroner record. Different sets of circumstances are coded for suicides, homicides, and unintentional firearm deaths. The following is a sampling of the circumstances captured in the NVDRS. If a specific circumstance is present but not a part of the current NVDRS variables, it can be noted in the narrative of the incident.

The NVDRS collects approximately 250 unique variables for each death, including information on demographic characteristics.



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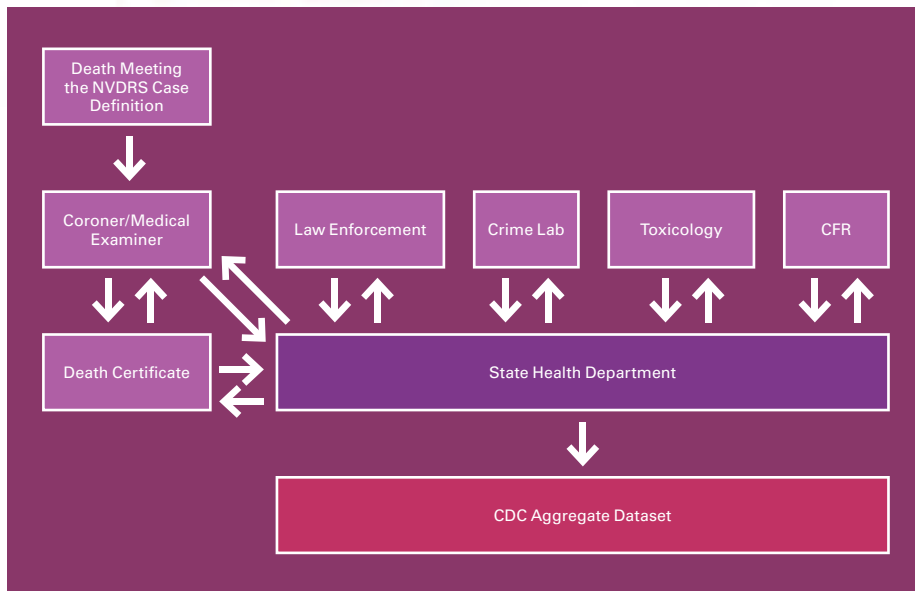
Suicide Circumstances Collected in the NVDRS

- Recent mental health problem
- Recent treatment for mental health problem
- Alcohol problem
- Drug problem
- Physical health problem
- Job problem
- Financial problem
- Intimate partner problem
- Criminal legal problem
- Civil legal problem
- History of suicide attempts
- Disclosed intent to take own life
- Left a suicide note

Homicide Circumstances Collected in the NVDRS

- Argument over money or property
- Argument over topic other than money or property
- Drug involvement
- Gang involvement
- Intimate partner involvement
- If crime was precipitated by another crime
 - Nature of the crime
 - Crime was in progress
- Brawl
- Jealousy
- If the victim was a bystander
- If the victim used a weapon
- If the victim was a police officer on duty

Figure 2: Flow of the NVDRS Data



The system is coordinated and funded at the federal level, but depends on individual data collection efforts in each funded state. When a violent death occurs, the event is initiated in the NVDRS in one of two ways (see figure 2). A few states identify the death through direct communication with the medical examiner or coroner. Other states—the majority—identify deaths utilizing the death certificate issued

by the medical examiner or coroner and submitted to the state vital statistics office. Once the incident is initiated in NVDRS, state health departments work with law enforcement, crime labs, toxicology labs, child fatality review teams, and other partners to collect the remaining data. Data collected each month by every state are forwarded to the CDC with all personally identifying information removed.

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The Role of Law Enforcement

Law enforcement reports are critical to the success of the NVDRS in a number of ways.

First, the richness of law enforcement information, particularly as it pertains to circumstance information, is crucial to a complete understanding of these events. For a circumstance to be endorsed, that circumstance must be confirmed in either the law enforcement or the medical examiner or coroner report. For example, a medical examiner report on a homicide may not indicate that the death was gang related; however, the law enforcement report may clearly demonstrate that it is. In studies of data presented to lawmakers or communities, this death would not be reported as gang related without the contributions of the law enforcement report.

A study of the precipitating circumstances coded for each death in the NVDRS indicated that the cases identified as gang related increased by 209 percent when the law enforcement report was added to the medical examiner report.⁷ Similarly, the identification of deaths that were drug related increased by 95 percent when the law enforcement report was added. The opposite is true as well. Circumstances dealing with mental health, physical health, and substance abuse problems are more readily identified in medical examiner reports

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than in law enforcement reports, due to the former's access to medical records. In fact, identification of suicide deaths involving premortem mental health problems increased by nearly 54 percent when the medical examiner information was added to law enforcement data; similarly, the identification of physical health problems as a contributing factor for suicides increased by nearly 35 percent, and substance abuse problems increased by nearly 60 percent.

Second, the law enforcement report may be the only source document that can identify unique incidents such as multiple death events (for example, multiple homicides or an incident of homicide followed by suicide), firearm trace information, or details not collected in SHRs. Law enforcement reports may also be the only document describing the event if a medical examiner or coroner report is not available. In addition, other source documents may have a substantial amount of missing data that can be completed by including a law enforcement report.

Third, information collected from multiple source documents may not always be consistent.⁸ For example, if inconsistencies exist between the death certificate and the medical examiner report, the law enforcement report may be the only other document that can be used to resolve those inconsistencies. The true richness of the NVDRS data is

dependent upon the partnerships between state NVDRS programs, medical examiners and coroners, and law enforcement; the benefit is the availability of the comprehensive data set for all law enforcement agencies and violence prevention experts.

Benefits to Law Enforcement Participation in the NVDRS

Law enforcement agencies benefit from participation in the NVDRS in at least two ways. First, participating agencies will be provided access to a unique combination of state- and community-level data through state-specific and national NVDRS reports and electronic data sets, potentially, if that is of interest to the law enforcement agency. The data and analyses not only summarize the law enforcement information provided by a jurisdiction, but also provide a comprehensive record of the combination of death certificate, medical examiner or coroner report, and the law enforcement data associated with violent deaths. Second, participation provides an opportunity for law enforcement agencies to be part of a system that allows better understanding of the circumstances preceding deaths in their communities, and thus brings valuable law enforcement expertise to the development of prevention programs. Many opportunities and success stories have emerged using analyses of NVDRS data.

Statement of Ownership Management and Circulation

(USPS Form 3526)

Filed with the Postmaster, Alexandria, Virginia, September 21, 2010

The Police Chief is owned and published by the International Association of Chiefs of Police, 515 N. Washington Street, Alexandria, Virginia 22314. The publisher is Daniel N. Rosenblatt; the chief of staff is James McMahon; the editor is Charles E. Higginbotham. There are no stockholders.

In the preceding 12 months (October 2009 through September 2010), the average number of each issue printed was 24,860, distributed as follows:

20,800 paid and / or requested circulation; 0 paid single sales; 1,888 paid distribution outside the mail; 22,688 total paid and / or requested circulation; 650 free distribution by mail; 402 free distribution outside mail; 1,052 total free distribution; 23,740 total paid and free distribution; 1,120 copies not distributed.

The actual number of copies of the September 2010 issue was 21,834 printed, distributed as follows: 18,661 paid and / or requested circulation, 0 paid single sales; 1,351 paid distribution outside the mail; 20,012 total paid and / or requested circulation; 650 free distribution by mail, 360 free distribution outside mail; 1,010 total free distribution; 21,022 total paid and free distribution; 812 copies not distributed.

Editor's Note: For our readers who follow the "Statement of Ownership Management and Circulation" report, starting in 2009, Police Chief magazine has been delivered to our international readers by Pitney Bowes, Inc., thus increasing the number of copies distributed "outside the mail."

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The data collected in the NVDRS can also contribute to understanding specific violence problems such as violence directed toward police officers. NVDRS data from 2003 to 2009 indicate that in the 17 states where data were collected, there were 86 homicides of law enforcement officers. A review of the narratives for these cases indicate that at least 15 of these homicides occurred during a motor vehicle chase or traffic stop, 8 occurred during arrest or apprehension, and another 8 occurred while the suspect was in custody, corrections, or court. There were 5 incidents in which two law enforcement officers were killed, 4 incidents in which one law enforcement officer was killed and at least one other officer was injured, and 1 incident in which a law enforcement officer was killed along with a court reporter and a judge. This kind of detailed information identifies potential directions for prevention efforts.

A Case Study: Oklahoma NVDRS Data Support Police Intervention Study

From 2004 to 2007, 134 Oklahomans (120 intimate partner victims and 14 bystanders) were killed in intimate partner violence (IPV) incidents. Intimate partner homicides accounted for approximately 16 percent of all homicides in Oklahoma. More than one-fourth (28 percent) of the incidents were homicide-suicides; 5 percent were multiple homicides; and 67 percent were single-victim, single-offender incidents. Seventy-three percent of intimate partner homicide victims were females and 27 percent were males.

The impact of efforts to reduce IPV homicides cannot be evaluated without detailed homicide data that include the nature of the victim-suspect relationship and information on the circumstances surrounding the incidents. The Oklahoma NVDRS homicide data collected since 2004, along with IPV homicide data collected from 1999 to 2003, helped to secure grant funding for a National Institute of Justice research study on law enforcement interventions for domestic violence-related calls.

Investigators with Oklahoma NVDRS are working with researchers from the University of Oklahoma Health Sciences Center, Arizona State University, and Johns Hopkins University to evaluate the effectiveness of a new, innovative intervention for police officers responding to domestic violence scenes. The study began in January 2009 and will be conducted in two phases. Phase 1, the collection of data from a comparison group, is currently under way. During Phase 1, police officers have changed nothing about how they respond to domestic violence calls. During Phase 2, the intervention phase, police officers will conduct a brief,

11-item lethality assessment to determine if the victim is at high risk for homicide. If they determine the victim is at high risk, immediate coordination with the local domestic violence service provider will occur.

Data collected from victims in both phases of the study will be compared to determine if the intervention was effective for increasing victims' safety. Seven police departments in Oklahoma are participating in the study, along with the domestic violence service providers in their areas. The study is expected to be completed by December 2011. Oklahoma NVDRS data will be used to help determine the impact of the intervention by monitoring homicide rates in the study areas over time. The 2007 data show that 40 percent of all IPV homicides in the state occurred in the areas served by the law enforcement agencies participating in the study.

The Role of Law Enforcement Leadership in the NVDRS

Developing a partnership with the NVDRS program in each funded state is the greatest contribution law enforcement can make to the success of the system and its ability to provide comprehensive violent-death data to states, communities, legislators, violence prevention-funding entities and programs, and the law enforcement community. Participation is easy. Each state NVDRS principal investigator will work with law enforcement agencies to determine the method of data sharing that works best for the agency. The CDC can provide contact information for each state, or state profiles can be viewed on the NVDRS website at <http://www.cdc.gov/ViolencePrevention/NVDRS/stateprofiles.html>.

For states where there is not currently an NVDRS program, law enforcement leaders can raise awareness of the system and advocate that such an approach is needed in their states and nationwide. ❖

Notes:

¹National Association for Public Health Statistics and Information Systems, "National Violent Death Reporting System (NVDRS)" (2007), <http://www.naphsis.org/index.asp?bid=1014> (accessed September 13, 2010).

²Centers for Disease Control and Prevention, Injury Prevention & Control, "Data & Statistics (WISQARS)," <http://www.cdc.gov/injury/wisqars/index.html> (retrieved May 27, 2010).

³Linda L. Dahlberg, PhD, and James A. Mercy, PhD, "History of Violence as a Public Health Problem," *Virtual Mentor: American Medical Association Journal of Ethics* 11, no. 2 (February 2009): 167-172, <http://virtualmentor.ama-assn.org/2009/02/mhst1-0902.html> (accessed September 13, 2010).

⁴Centers for Disease Control and Prevention, Injury Prevention & Control, "Youth Violence" (July 12, 2010), <http://www.cdc.gov/ViolencePrevention/youthviolence/index.html> (accessed September 13, 2010).

⁵NVISS Workgroup, *Uniform Data Elements: National Violent Injury Statistics System (NVISS), Release 2.0* (Cambridge, Mass.: Harvard School of Public Health, 2002), <http://www.hsph.harvard.edu/hicrc/nviss/documents/Version2UDE3.pdf> (accessed September 13, 2010).

⁶Centers for Disease Control and Prevention, *National Violent Death Reporting System (NVDRS) Coding Manual*, version 3, produced by the CDC NVDRS Team; Jennifer C. Friday, PhD; and the Carter Consulting Company (2008), http://www.cdc.gov/ncipc/pub-res/nvdrs-coding/vs3/NVDRS_Coding_Manual_Version_3-a.pdf (accessed September 13, 2010).

⁷Joseph E. Logan, Debra L. Karch, and Alexander E. Crosby, "Reducing 'Unknown' Data in Violent Death Surveillance: A Study of Death Certificates, Coroner/Medical Examiner, and Police Reports from the National Violent Death Reporting System, 2003-2004," *Homicide Studies* 13 (November 2009): 385-397.

⁸Debra L. Karch and Joseph E. Logan, "Data Consistency in Multiple Source Documents: Findings from Homicide Incidents in the National Violent Death Reporting System, 2003-2004," *Homicide Studies* 12 (August 2008): 264-276.

Developing a partnership with the NVDRS program and raising awareness of the value of such a program in your state is the greatest contribution law enforcement can make to the success of the system and to ensuring access to a comprehensive violent-death data set for identifying prevention opportunities.



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Solutions Presentation Theatre

Session Schedule

Sunday, October 24

11:00 AM	5.11 Tactical Series
12:00 PM	Forensic Technology, Inc.
1:00 PM	BlackBerry by Research in Motion
2:00 PM	Architects Design Group
3:00 PM	ShotSpotter
4:00 PM	Motorola

Monday, October 25

11:00 AM	McClaren, Wilson & Lawrie, Inc
12:00 PM	BlackBerry by Research in Motion
1:00 PM	American Heart Association
2:00 PM	Federal Signal Corporation
3:00 PM	ESRI

Tuesday, October 26

11:00 AM	BlackBerry by Research in Motion
12:00 PM	5.11 Tactical Series

For information on the IACP Sponsorship Program or Solutions Presentation Theatre sessions, please contact Karissa Jacobs at (530) 520-6933 or visit our website at

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Signature: _____ Date of Birth: (MM/DD/Year) ____/____/____

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

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

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

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

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Date elected or appointed to present position: _____

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Have you previously been a member of IACP? Yes No

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

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

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

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Prosecuting attorneys, their deputies and deputy sheriffs.

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

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

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

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- Indian Country Law Enforcement Section..... No charge
- International Managers of Police Academy and College Training Section \$25
- Law Enforcement Information Management Section..... No charge
- Legal Officers Section \$35
- Mid-Sized Cities Section \$50
- Police Foundations Section..... \$20
- Police Physicians Section \$35
- Police Psychological Services Section (initial processing fee) \$50
(Must be a psychologist. Upon admission to the section, \$50 processing fee applies to annual dues)
- Public Information Officers Section \$15
- Public Transit Police Section..... No charge
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- State and Provincial Police Academy Directors Section..... No charge
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Capitol Police Section

Promotes exchange of information and develops standards for increasing the efficiency and capabilities of each law enforcement agency that provides service to our critical assets. Open to individuals who are now, or have been, engaged in or responsible for providing police services at a national or state/providence State House.

Defense Chiefs of Police Section

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

Drug Recognition Expert Section

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

Indian Country Law Enforcement Section

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

International Managers of Police Academy and College Training Section

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

Law Enforcement Information Management Section

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

Police Foundations Section

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

Legal Officers Section

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

Mid-Sized Cities Section

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

Police Physicians Section

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

Police Psychological Services Section

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

Public Information Officers Section

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

Public Transit Police Section

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

Railroad Police Section

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

Retired Chiefs of Police Section

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

State and Provincial Police Academy Directors Section

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

State and Provincial Police Planning Officers Section

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

State and Provincial Police Retired Officers Section

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

University/College Police Section

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

Nationwide Corrections Image and Information Exchange over Nlets: A Partnership between Law Enforcement and Corrections

By Robert Brinson, Chief Information Officer, North Carolina Department of Corrections; Terry O'Connell, Director, Law Enforcement Data System, Oregon State Police; and George Ake, Information LED Policing Coordinator, Border Research and Technology Center, Sheriff's Association of Texas

In past years, law enforcement officers and probation officers have been unable to share real-time information. This leads to critical data, such as images, past violations, and probation statuses, never reaching the people who need it. Without access to these types of data, law enforcement officers risk missing opportunities to apprehend offenders who are involved in the criminal justice system.

For example, in Chapel Hill, North Carolina, in 2008, two individuals on probation were stopped several times and released by law enforcement. These officers had no way to query a database to get probation information or statuses. Several days later, these individuals murdered Eve Carson, student body president at the University of North Carolina at Chapel Hill. This case highlights the need for an exchange of information between law enforcement and corrections agencies.

Nlets and ARJIS

The International Justice and Public Safety Network (Nlets) received funding from the Department of Homeland Security, Science and Technology Directorate, and the National Institute of Justice to demonstrate the viability of exchanging corrections information and photos. The project is called the Nationwide Corrections Image and Information Exchange over Nlets (NCIEN).

The Automated Regional Justice Information System (ARJIS), in San Diego, California, also received funding for the project. ARJIS is a regional member of Nlets and manages the State, Regional, and Federal Enterprise Retrieval System (SRFERS). One purpose of the SRFERS project is to expand the regional sharing of photos over the Nlets network.

The Corrections Project

Nlets and SRFERS implemented a pilot for sharing corrections images and inmate information over the Nlets network. North Carolina and Oregon agreed to pilot the corrections project. State agencies, including the North Carolina Department of Corrections, the North Carolina State Bureau of Investigation, the Oregon State Police, and the Oregon Department of Corrections, collaborated to develop the types of information to be shared and the technical requirements to make the sharing of information possible. The project received input from the practitioner community about the needs of officers on the street and probation officers.

To date, the project team has completed several critical steps, including the development of a privacy study, technical specification, and policy documents. The policy is governed by Nlets, and all interstate transactions use the Nlets network. Both states have developed methods to notify probation officers that the individual was stopped by law enforcement. Montana recently joined the project, making its corrections images and information available.

Abbreviations

ARJIS	Automated Regional Justice Information System
Nlets	The International Justice & Public Safety Network
NCIEN	Nationwide Corrections Image and Information Exchange over Nlets
SID	State Identification Number
SRFERS	State, Regional, and Federal Enterprise Retrieval System

- Driver's license number
- Social security number
- Department of Corrections number

Figure 1 is an example of information that would be returned to an officer after a query.

In Oregon, when the corrections offender record is returned to an inquiring agency, the law enforcement data system automatically sends a message to the supervising corrections agency to notify its members of the inquiry. If enforcement action is taken against the offender, the supervising agency is notified using the corrections client contact format. Corrections officials are not immediately called unless there is a question about detaining the subject or a similar issue.

Figure 1



How It Works

North Carolina, Montana, and Oregon are now in production and are sharing corrections information. Officers can query these databases in the following ways:

- Name, date of birth, and one or more of the following: sex, race, eye color
- FBI number
- State identification number

North Carolina uses the transaction to let law enforcement officers checking driver's licenses or warrants know when the subject has a history with corrections. Probation officers manage their caseload with a computerized dashboard showing all their offenders. Currently, the dashboard displays daily statewide court events, matches the offenders, and provides alerts to new activities. Soon, the return path from the traffic stop

also will be available on the probation dashboard. As a result, law enforcement officers are safer and provide probation officers with another data point—traffic stops—on their offenders.

Program Benefits

As a result of this project, officers will be able to receive images and information about offenders in real time. The capability to share corrections images within and outside of jurisdictions will lead to immediate identification and will give officers on the street access to probation statuses. Officers will have critical information, including warnings about individuals. Probation officers will be notified immediately about law enforcement contacts.


During the course of a year, Oregon sends almost 50,000 offender contact notifications to parole and probation personnel for their information. Without this system, contact with law enforcement would most likely go unreported and law enforcement would not have critical information to do their jobs.

In North Carolina, 8.6 million law enforcement queries have been run since June 2009 with the following results:

- 82.48 percent: corrections does not know the person
- 17.08 percent: corrections matches to a single offender
- 0.17 percent: corrections matches multiple offenders
- 0.28 percent: corrections matches an absconder (24,000 absconders have been identified since the program's inception)

Oregon's and North Carolina's automatic contact notifications systems act as virtual extensions of the probation officer's supervision. The systems provide continuous monitoring of offender activities. This real-time communication between probation officers and law enforcement is critical to enhancing public safety. This project will certainly make communities safer.

For more information on the project, please contact Bonnie Locke, Nlets director of program management, at press@nlets.org; or George Ake, information policing coordinator, Board of Research and Technology Center, National Institute of Justice, at gake@txsheriffs.org. ❖



The IACP, in partnership with FBI's CJIS Division, is delivering a communications and educational outreach program to promote awareness and use of N-DEX, a nationally scaled information & offense sharing system allowing criminal justice agencies to share information without cost.

Check out N-DEX at the upcoming 117th IACP Annual Conference at multiple workshops and presentations:

- Sunday, October 24th, 2010, 8:00-9:30am – N-DEX: A Powerful Investigative Tool for the Criminal Justice Community (Workshop)
- Monday, October 25th, 2010, 4:00-5:00pm – Law Enforcement National Data Exchange: Connecting the Dots
- Tuesday, October 26th, 2010, 1:00-4:00pm N-DEX Learning Lab

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Halloween Safety Hotline

IACP and the National Confectioners Association joined forces and, in 1983, established the Halloween Candy Hotline to assist law enforcement officials and poison control nationwide in the event of suspected candy tampering. The Halloween Candy Hotline offers technical assistance and expertise in determining whether an incident is a real problem or a result of manufacture and/or shipment.

The hotline was started because of numerous complaints of razor blades, glass, and other harmful items placed in candy during Halloween. After an intensive and continuous educational effort, reports of tampering incidents have declined. Maintenance of this success is important, and the hotline has established a web presence where law enforcement officials and poison control centers can access this information easily. The telephone hotline will still exist during Halloween.

The hotline operators will put police officers in touch with experts for the confectionery item in question. The manufacturer's expert will help determine whether a concern is one to be further investigated or a common and harmless occurrence, which can happen during shipping or the manufacturing process. For example, a "white powder" could be starch from a candy filling, and "glass" might be crystallized sugar.

The hotline web pages for law enforcement officials and poison control are available during the Halloween season. Please keep in mind that the web pages and the hotline are not intended for the general public. To contact a hotline operator during the Halloween season, call 1-800-433-1200.

Visit The Halloween Hotline website at <http://www.candyusa.com/FunStuff/halcontent.cfm?ItemNumber=3146> for frequently asked questions, safety recommendations, and other useful information to print out and to help create awareness.

U.S. 2009 Traffic Deaths Lowest in Six Decades

The U.S. Department Transportation Department reports that traffic deaths fell 9.7 percent in 2009 to 33,808, the lowest number since 1950. In 2008, an estimated 37,423 people died on the U.S. highways.

The rate of deaths per 100 million miles traveled dropped to 1.13 deaths per 100 million miles traveled in 2009, compared with 1.26 deaths per 100 million miles traveled in 2008. This reduction in fatalities came even as the estimated number of miles traveled by motorists in 2009 increased 0.2 percent over 2008 levels.

Highlights of the latest Fatality Analysis Reporting System (FARS) and related NHTSA data include the following:

Possible Shipment/Manufacture Occurrences in Confectionary Products

This document is a listing of possible effects on candy from manufacturing and shipping. However, do not consider these occurrences normal if the product or its package appears to have been tampered with or is suspicious in any way.

Appearance	Normal Condition
Air bubbles	Result of manufacture
Color Variation	Normal Condition
Graying chocolate (resembles light powder)	Fat "bloom" caused by exposure to heat Sugar "bloom" caused by exposure to dampness
White powder-like substance	Food starch used as a release in manufacture or during packaging
Unmixed Color	Result of Manufacture
Shiny crystal-like substance	Large sugar crystals resulting from manufacture Hard, unexpanded malted milk ball center Tree sap, a gum sometimes present from nuts (from trees)
Indentations	Result of manufacture; sometimes due to a timing imperfection in wrapping
Lumps	Normal Condition
Hard	Result of manufacture; may be peanut bit, stem, or fruit bit
White particles on candy	Result of manufacture; may be starch that has not dissolved or sugar or salt from peanut butter
Metallic taste	Candy burned in manufacture
White particles on container	Sugar or starch from manufacture
Holes (looks as if made with the tip of a pin)	Air holes or starch holes that result from chocolate enrobing process; holes from sizing units
Whitish-yellow powder	On product or in container from crushing of chocolate; on surface below chocolate covering, may be starch
Spotted surface	Black or brown spots may be sugar burned in manufacture
Looks or feels like a little pebble	Hard pieces of unexpanded malted milk ball center
Other	Normal Condition
Unexpected taste	Citric or ascorbic acid that has not dissolved may be unusually bitter or sour; unusually strong flavoring may result from air bubbles with concentrated flavoring
Wet look	Moisture from product of polish solution
Stringy substance on surface	Escaped cream or other center

Source: National Confectioners Association,
<http://www.candyusa.com/FunStuff/halcontent.cfm?ItemNumber=1699>

- 33,808 people died in motor vehicle traffic crashes in 2009, a 9.7 percent decline from 37,423 deaths reported in 2008, and the lowest number of deaths since 1950 (which had 33,186).
- An estimated 2.217 million people were injured in 2009, a 5.5 percent decline from 2.346 million in 2008.
- 30,797 fatal crashes occurred in 2009, down 9.9 percent from 34,172 in 2008. All crashes (fatal, injury, and property damage only) were down by 5.3 percent in 2009 from a year ago.

For more information, visit the National Highway Traffic Safety Administration website at <http://www.nhtsa.gov/PR/DOT-165-10>.

2009 Crime in the United States

During 2009, violent crime declined for the third year in a row, with an estimated 5.3 percent drop from 2008 figures. Property crime continued to fall as well, for a seventh straight year, with an estimated decrease of 4.6 percent, according to the *Crime in the United States, 2009* report released by the FBI.

These latest statistics come 80 years to the month after the FBI took over the responsibility of compiling and publishing the U.S. crime data from the International Association of Chiefs of Police. The categories back in 1930 were almost identical to the categories today—murder, rape, robbery, aggravated assault, larceny-theft, burglary, and auto theft. Arson was added later.

Highlights from the 2009 report follow:

- Each of the violent crime categories decreased from 2008—murder (7.3 percent), robbery (8.0 percent), aggravated assault (4.2 percent), and forcible rape (2.6 percent).
- Each of the property crime categories also dropped from 2008—motor vehicle theft (17.1 percent), larceny-theft (4.0 percent), and burglary (1.3 percent).
- Among the 1,318,398 violent crimes were 15,241 murders; 88,097 forcible rapes; 408,217 robberies; and 806,843 aggravated assaults.
- Among the 9,320,971 property crimes were an estimated 2,199,125 burglaries; 6,327,230 larceny-thefts; 794,616 thefts of motor vehicles; and 58,871 arsons.
- In 2009, U.S. agencies made about 13.7 million arrests, excluding traffic violations. Of those arrests, an estimated 581,765 were for violent crimes.
- Nearly 75 percent of all arrested persons in the United States during 2009 were male. Slightly more than 77 percent of all murder victims were also male.
- Firearms were used in 67.1 percent of U.S. murders, along with 42.6 percent of robberies and 20.9 percent of aggravated assaults. Weapons data are not collected for forcible rapes.
- Collectively, victims of property crimes, excluding arson, lost an estimated \$15.2 billion during 2009.

A total of 17,985 city, county, university and college, state, tribal, and federal agencies participated in the Uniform Crime Reporting program in 2009. These agencies serve 96.3 percent of the U.S. population.

For the complete report, visit the FBI website at http://www.fbi.gov/page2/september10/crime_091310.html.

Alcohol-Involved Violent Incident Data Released

Alcohol and Crime: Data from 2002 to 2008 by Michael R. Rand, William J. Sabol, Michael Sinclair, Howard N. Snyder and published by Bureau of Justice Statistics (BJS), Office of Justice Programs, U.S. Department of Justice, includes analyses from four data sources that examine the involvement of alcohol and violent crime from different perspectives and different sets of criminal behaviors.

The data are available through the Internet for easy use by departments. The data include analyses from the National Incident-Based Reporting System (NIBRS); the National Crime Victimization Survey (NCVS); the Survey of Inmates in State and Federal Correctional Facilities (SISFCF); and the Survey of Inmates in Local Jails (SILJ).

Each data source examines the involvement of alcohol and violent crime from different perspectives and different sets of criminal behaviors. In NIBRS, law enforcement officers are asked to record whether alcohol use by victims, offenders, or both was involved in the incident. In NCVS, victims are asked to report whether they believe the offenders had consumed alcohol prior to or during the crime. Finally, in the inmate surveys, prison and jail inmates are asked if they were using alcohol at the time of the crime for which they were incarcerated.

The variations in the four data collections are likely to result in different statistics related to alcohol use in violent crimes. While in some ways these differences may lead to confusion about how to interpret the findings of alcohol involvement in crime, they can paint a more complete picture than any single data collection.

The NCVS captures the broadest range of crime and includes nonfatal crime reported and not reported to law enforcement. Because the NCVS measures the number of victimizations, it does not restrict identifying an incident as alcohol-involved based on the quantity of alcohol consumed by the offender or the degree of impairment resulting from the alcohol consumption. NIBRS captures fatal and nonfatal crimes reported to law enforcement, which are likely more serious than those captured by NCVS. Victimizations captured by NCVS and offenses known to police reflected in NIBRS may underestimate domestic violence; however, it is not clear which data source provides better information on the characteristics of these crimes.

In NIBRS, officers are asked to indicate whether the crime involved alcohol, drugs, or computers. Because officers use primarily observation and professional judgment to form their assessment and because the assessment is unlikely to be based on a chemical or behavioral test for alcohol, the incident is likely to be coded as alcohol-involved only when a victim or an offender shows obvious signs of alcohol impairment. As a result, some alcohol-involved incidents may not be coded as such (for example, incidents in which the amount of alcohol consumed was relatively small and none of the people involved showed outward signs of alcohol use). In some jurisdictions, officers may also indicate “not applicable” if alcohol, drugs, or computers were not involved in the crime. For the alcohol and crime analysis presented here, BJS treated the absence of an indication that alcohol was involved, or a nonapplicable response as a nonalcohol-related incident.

In the inmate surveys (SISFCF and SILJ), inmates are asked whether they had been using alcohol prior to or during the commission of the crime leading to their incarceration. The differences in the distribution of violent crimes leading to incarceration, and those reported to the NCVS or NIBRS, may arise from the fact that the prison and jail inmates have been convicted, whereas NIBRS and NCVS include all crimes—those that result in a conviction and those that do not. Also, inmates are more likely than victims or law

enforcement to know whether they had been using alcohol prior to or during the crime. The SISFCF and the SILJ also provide information on alcohol involvement for nonviolent crimes.

For detailed information on alcohol-related incidents, data tables, and figures, visit the BJS website at <http://bjs.ojp.usdoj.gov/index.cfm?ty=pbdetail&iid=2313>. ♦



Line of Duty Deaths

“They will be remembered—not for the way they died, but for how they lived.”

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends, and colleagues.

Investigator Ira Gabor Essoe Jr.
Orange County, Calif., Sheriff’s Department
Date of Death: February 4, 2010
Length of Service: 8 years

Deputy Sheriff Shawnell “Shawn” Hess
Tazewell County, Va., Sheriff’s Office
Date of Death: July 23, 2010
Length of Service: 7 years

Police Officer Carlos Luciano Ledesma
Chandler, Ariz., Police Department
Date of Death: July 28, 2010
Length of Service: 8 years

Deputy Sheriff Jon Michael Willis
Greene County, N.C., Sheriff’s Office
Date of Death: July 28, 2010
Length of Service: 8 years

Chief of Police William T. Bauer
Wyoming, Ill., Police Department
Date of Death: August 6, 2010
Length of Service: 12 years

Deputy Sheriff Christopher Lee Dewey
Mahnomon County, Minn., Sheriff’s Department
Date of Death: August 9, 2010
Length of Service: 4 year

Patrol Officer Jeremy J. Hubbard
Cowden, Ill., Police Department
Date of Death: August 10, 2010

Deputy Sheriff Brian Harris
Kane County, Utah, Sheriff’s Office
Date of Death: August 26, 2010
Length of Service: 19 years

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License Plates as Crime Stoppers

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

The license plate should be a vital, cost-effective, and readily identifiable law enforcement tool. Every U.S. state and Canadian province mandates its display, and information concerning these plates is accessible to police officers in real time. Noncompliance with a jurisdiction's vehicle registration laws can serve as a gateway to clearing serious crime. For example, a vehicle displaying one plate in a state or province requiring two, or one plate with either an absent or expired validation tab, is an objective measure that provides probable cause to believe a violation is occurring. Unfortunately, the license plate is grossly underutilized by law enforcement as a legitimate means to detect crime.

The 3M Traffic Safety Systems Division has recognized the crucial role that license plates play in crime detection and has partnered with the IACP Highway Safety Committee since 1998 to recognize police officers who use license plates to solve serious, nontraffic crimes. Past grand-prize winners have been responsible for the capture of one of the Commonwealth of Virginia's 10 Most Wanted Fugitives, the capture of one of the U.S. Marshal's 15 Most Wanted Fugitives in Canada, the prevention of a third homicide by an individual transporting two corpses in his vehicle's trunk, the arrest of two suspects involved in the armed robbery and attempted first-degree murder of a Maryland restaurant manager, and the apprehension of Timothy J. McVeigh just 75 minutes after the bombing in 1995 of the Murrah Federal Building in Oklahoma City, Oklahoma.

The IACP Highway Safety Committee selected Senior Investigator Eliezer Roman and Investigator Charles Knapp, both of the Bureau of Criminal Investigation, New York State Police, as the grand-prize winners of the 2010 Looking Beyond the License Plate award. On October 1, 2009, a motorcyclist lost control of his bike, was ejected, and was struck and killed by another vehicle that left the scene. Witnesses to the crash were able to supply only a partial license plate number and indicated that the striking vehicle was a Toyota. Investigators Roman and Knapp

were assigned to investigate this fatal hit-and-run collision and searched the databases of numerous states in the vicinity of New York. Eventually, they located a Toyota registered in Maryland with the partial license plate number that witnesses had supplied.

Maryland State troopers determined that the Toyota's owner had relocated to the area of Long Island, New York. Investigators Roman and Knapp were able to locate the owner in Nassau County, New York; the owner identified the Toyota's driver as a 27-year-old Salvadoran national. Roman and Knapp located that individual who confessed to striking the motorcyclist and who advised that he had left the scene because he was in the United States illegally and feared being arrested and deported. The investigators charged the driver with leaving the scene of an incident without reporting—a Class D felony—and with unlicensed operation of a vehicle.

Investigators Roman and Knapp are the first dual winners of this award and will be honored at the Highway Safety Awards Breakfast held during the 117th Annual IACP Conference in Orlando, Florida, and will join other distinguished police officers who elected, during the discharge of their patrol duties, to use license plate irregularities that resulted in significant arrests.

Five other police officers were recognized by Highway Safety Committee judges in 2010 to receive honorable mentions for their initiative in solving serious crimes via this fundamental tool, which is divorced from a driver's race, ethnicity, or sex.

- Chief Robert H. Wunderlich, Holly Hill, South Carolina, Police Department, and other law enforcement officers responded to a bank robbery in progress; learned from witnesses that a gold Dodge with two possible license plate combinations had been involved; checked various license plate sequences; and secured a confession from the vehicle's owner, who was charged along with five other participants.
- Officer Michelle Verdin, Miami, Florida, Police Department, located a hanging Florida license plate—affixed with only a single bolt—on a vehicle, the trunk lock of which had been punched out, and determined that the vehicle had been stolen from a homicide victim in Raleigh, North Carolina, and contained evidence to identify a suspect.

- Patrolman Paul Wonoski, Lynn, Massachusetts, Police Department, connected a partial license plate number to the suspect in an ongoing domestic violence situation involving a firearm. When apprehended, the suspect possessed two loaded rifles and three loaded handguns; a large quantity of cocaine and marijuana, as well as U.S. currency; and a suicide note.
- Officer Gregg Smith, Paradise Valley, Arizona, Police Department, recorded the license plate number of a suspicious vehicle in the vicinity of an in-progress home invasion and armed robbery, subsequently determined that the registered owner of that vehicle had a history of armed robberies and burglaries, and eventually cleared six home invasions and armed robberies with the arrests of that vehicle's owner and another individual.
- Officer Kurt Schultz, Apple Valley, Minnesota, Police Department, cleared a bank robbery and about a dozen other robberies because the suspect's vehicle did not display the front license plate required by Minnesota law. The suspect, who confessed to the bank robbery and other robberies, was a three-year member of the Minneapolis Police Department and was assigned to its special weapons and tactics team.

Numerous serious crimes, like those highlighted by the Looking Beyond the License Plate award program, are resolved daily by officers doing their best to safeguard those whom they have chosen to serve professionally. Hopefully, the remarkable efforts described here will inspire chiefs and officers alike to use this existing resource—license plates—in their quest to apprehend criminals and reduce crime.

Share with 3M and the IACP Highway Safety Committee those arrests based on license plates and vie to become the 2011 grand prize winner, who will be honored at the 118th Annual IACP Conference in Chicago, Illinois, October 22–26, 2011.

Applications for 3M's 2011 Looking Beyond the License Plate award program for actions occurring between June 1, 2010, and May 31, 2011, can be completed online by accessing <http://www.theiacp.org/About/Awards/LookingBeyondtheLicensePlateAwardProgram/tabid/343>. ♦



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