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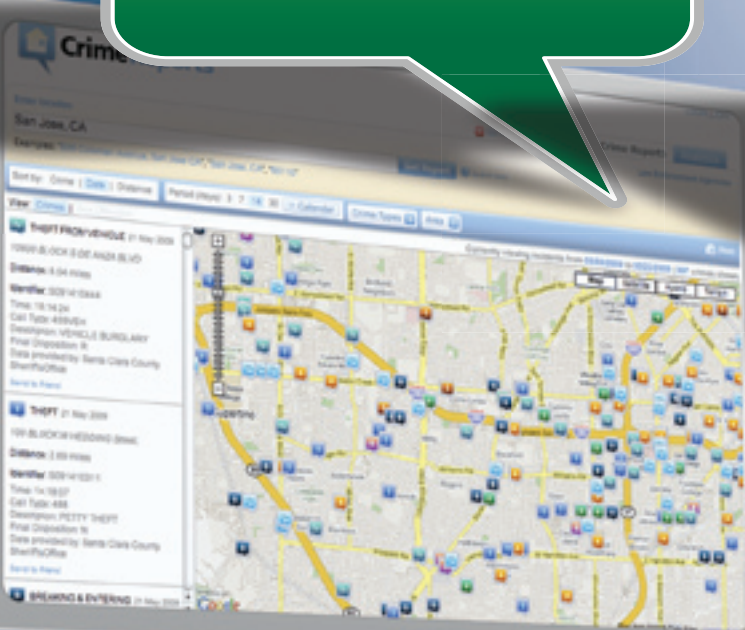
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A Strategic Plan for Law Enforcement

Each and every day law enforcement agencies and officers throughout the United States face a remarkable array of challenges as they strive to fulfill their mission of protecting the public. The landscape on which they operate is ever changing, the crimes they investigate are growing increasingly complex, and the threats they face are constantly evolving.

At the same time, law enforcement's traditional responsibilities have not been diminished. Violent crime remains at unacceptably high levels, and our agency resources are stretched to the limit. It is a difficult road ahead, and we do not have a clear path forward.

To that end, we need to provide the nation with a strategic plan that will guide an integrated public safety and homeland security effort in the years ahead.

Law enforcement and the criminal justice community have faced this dilemma before. In July 1965, President Lyndon Johnson issued an executive order establishing the President's Commission on Law Enforcement and Administration of Justice recognizing, as he said, "the urgency of the nation's crime problem." The commission labored for a year and a half, producing 200 specific recommendations involving federal, state, and local governments, civic organizations, religious institutions, business groups, and individual citizens that were intended to create a safer and more just society.

The IACP believes that the work of that commission and the recommendations it produced marked the beginning of a sea change in our methods for dealing with crime and the public and built the framework for many of the highly effective law enforcement and public safety initiatives that have been in place for the last 40 years.

That is why, for more than 20 years, the IACP has advocated for the creation of a commission that would follow in the footsteps of the 1965 presidential Commission on Law Enforcement and the Administration of Justice.

Our mission has changed substantially since 1965; each day, law enforcement and other criminal justice agencies in these communities are confronting a vast array of new challenges and demands that would have seemed unimaginable

just a short time ago. We are now confronted with protecting the homeland, violent crime increases, unsolved and complex immigration issues, overburdened prisons, increased illegal firearm trafficking and violence, continued drug trafficking, overburdened court systems, and DNA technological advances.

Coupled with these pressures is the continuing need to ensure the protection of civil rights and civil liberties that are central to a strong community-police relationship and therefore vital to our crime-fighting and homeland security efforts.

It is for these reasons that the IACP is so pleased to support the National Criminal Justice Commission Act (S. 714). The legislation, introduced by Senator Jim Webb (D-VA), would create a commission charged with comprehensively reviewing the nation's criminal justice system and offering concrete recommendations to address the public safety challenges confronting the United States. S. 714 has gained the



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

bipartisan support of 35 members of the Senate and endorsements from over 100 organizations representing a broad spectrum of the criminal justice community.

The National Criminal Justice Commission Act will provide the nation with the opportunity to examine and develop recommendations addressing the broad range of new and emerging challenges that confront law enforcement today, from cybercrime to nontraditional organized crime, from violent street gangs to homeland security. It will also address the critically important issues of fairness and equality of treatment that are imperative to maintaining a community's trust in the criminal justice system. Finally, the commission will also be reviewing the impact of and the difficulties and opportunities that are presented to the criminal justice community by technological innovations.

Earlier this year, the Senate Judiciary Committee approved the National Criminal Justice Commission Act, and the bill is currently awaiting action by the full Senate. To ensure passage of this legislation, it is imperative that the law enforcement community clearly demonstrate and communicate its support for this critically important and long overdue commission.

To that end, last month during a Capitol Hill press conference held in conjunction with IACP's Day on the Hill, I was proud to stand with police chiefs from around the United States and several members of the United States Senate to express the IACP's strong support for the National Criminal Justice Commission Act. While important, this event was just one element in IACP's strategy to gain passage for this vital legislation. In order to succeed, we need your help.

Your elected representatives need to hear from you. They need to know that you, as a leader in the public safety community, want them to support the National Criminal Justice Commission Act. For assistance in this effort, please visit the IACP Legislative Action Center (<http://capwiz.com/theiacp/home>) where you will find a sample letter that can easily be sent to your elected officials.

I thank you for your assistance in pushing this legislation toward final passage. ❖

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2010 Day on the Hill: A Great Success

By Meredith Mays, Legislative Representative, IACP

In mid-March, the IACP hosted its biennial Day on the Hill in Washington, D.C. Held in conjunction with the midyear meetings of the Division of State and Provincial Police and the Division of State Associations of Chiefs of Police, the day was an opportunity for IACP members to meet with their elected officials and discuss issues of importance to the law enforcement community.

In the meetings with Congress, IACP members called for an end to budget cuts for state, tribal, and local law enforcement and restoration of full funding to various programs. IACP members also discussed immigration, curbing illegal firearms sales, and sentencing guidelines on individuals convicted of crack cocaine offenses.

Attendees also participated in a successful press conference in support of the National Criminal Justice Commission Act with Senators Jim Webb (D-VA), Orrin Hatch (R-UT), Lindsey Graham (R-SC), and Arlen Specter (D-PA).

IACP President Michael Carroll spoke at the press conference, explaining that

Each and every day, law enforcement agencies and officers throughout the nation face a remarkable array of challenges as they strive to fulfill their mission of protecting the public. The landscape on which they operate is ever changing, the crimes they investigate are growing increasingly complex, and the threats they face are constantly evolving.

The IACP believes it is imperative that the National Criminal Justice Commission Act be approved in a timely fashion. For far too long, our nation's law enforcement and criminal justice system has lacked a strategic plan that will guide an integrated public safety and homeland security effort in the years ahead.

In addition to the Day on the Hill, IACP leadership this year has met several times with Vice President Joseph Biden and other mem-

bers of Congress. The IACP continues to build upon its strong relationship with Congress and the administration to further promote the goals of the law enforcement community. The IACP works closely with members of Congress and the administration to ensure that policy makers in Washington are aware of the important issues that the law enforcement community is facing.

FCC Denies Public Safety Critical D Block

On February 25, 2010, Federal Communications Commission (FCC) Chairman Julius Genachowski announced that the National Broadband Plan includes a plan by the FCC to auction the 700 MHz D Block for commercial purposes without the previously identified public safety requirements. The new plan includes access by public safety to the entire 700 MHz band for the purposes of roaming and priority access but no requirements for the D Block winner to partner with the nationwide public safety broadband licensee.

Public safety needs a nationwide wireless broadband network that gives the public access to modern technologies. The network must be robust, interoperable, allow nationwide roaming, and be more reliable and secure than current commercial networks.

With the recent announcement by the FCC chairman of a major change in direction, representatives of the IACP and of other major national public safety organizations are engaged in intense discussions with the FCC, the White House, and Congress to make sure the outcome is positive for public safety.

The IACP calls on Congress to pass legislation directing the FCC to remove any auction requirements for the D Block and to allocate it directly to public safety as part of the nationwide Public Safety Broadband License (PSBL). The IACP also calls on Congress to identify and provide an annually recurring and dedicated funding source to build and maintain the nationwide public safety wireless broadband network.

House of Representatives Holds Hearing on Collective Bargaining Bill

In mid-March, the House Committee on Education and Labor held a hearing on H.R. 413, the Public Safety Employer-Employee Cooperation Act.

H.R. 413, and its Senate counterpart S. 1611, would mandate that all state and local governments do the following:

- Allow for the unionization of their police force
- Require collective bargaining with the union
- Require bargaining over hours, wages, and terms and conditions of employment

In addition, the legislation also would empower the Federal Labor Relations Authority to review the existing collective bargaining laws in all 50 states to ensure that they meet the new federal standard. If the FLRA determines that any state fails to meet the standard, it will have the authority to mandate changes to existing policies and procedures.

The IACP is strongly opposed to H.R. 413 and S. 1611 and believes that, if passed, the bills will reduce the effectiveness of law enforcement agencies in the United States. Therefore, the IACP urges IACP members to contact their senators and representatives and tell them to oppose H.R. 413 and S. 1611. IACP members may do this by visiting the IACP's Legislative Action Center (LAC) at <http://capwiz.com/theiacp/home>, where they can write or e-mail their senators and representatives about this important issue. The LAC includes a sample letter about H.R. 413 and S. 1611 that can be personalized and sent with individual IACP members' contact information. ♦



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Police Foundation Ethics and Governance

By Karen Wagener, President,
Los Angeles Police Foundation,
Los Angeles, California

As organizations that often provide a significant source of private support for police departments, police foundations must adhere to a code of ethics and governance practices that protect the departments they serve. Individual states and the federal government have established guidelines for not-for-profit organizations, but in the interest of transparency and integrity, police foundations should go one step further to ensure compliance with the law and to avoid actions that may bring negative attention to the organization.

In addition to standard bylaws and articles of incorporation mentioned in previous articles in this *Police Chief* magazine police foundation series, not-for-profit practitioners suggest that police foundations adopt specific conflict of interest policies that protect boards of directors and the respective police agencies that these foundations serve. While most police foundations are not required to do business in the same manner as local city, town, or village governments, and they may have different procurement or contract policies, avoiding conflicts of interest in all dealings is essential to a foundation's success.

Police foundation best practices advise that community members who are not employees of the police agency being served should be considered for governing the police foundation. While newly formed and emerging foundations often rely on department civilian or sworn employees to initiate activity, forming an independent board of directors that is directly responsible for governance is critical.

Transparency also is essential to successful foundation management. Stakeholders, including board members, donors, police department staff, and community members, should understand foundation program administration and initiatives and should have a clear appreciation for the decision-making process. One officer of the board of directors should be tasked with

keeping accurate minutes of all meetings, which should be made available to anyone who wants to read them. The only reasonable exception is the case of executive sessions in which personnel reviews or other sensitive topics are discussed.

A properly managed police foundation can be an invaluable asset to a police department of any size or geographic location, providing partnerships and resources that may have otherwise gone untapped. Over the years, police foundations across the United States have developed best practices and guidelines for governance. The Los Angeles Police Foundation, in partnership with the IACP Police Foundations Section, provides the following suggestions regarding police foundation best practices:

Ethics

- Maintain regular and open communication with the agency's law enforcement executive.
- Be transparent, ethical, and flexible.

Governance

- Establish a written conflict of interest policy for the board, particularly one that speaks to financial interests with potential partners or funders.
- Establish a written confidentiality policy.
- Consider adopting the Association of Fundraising Professionals (AFP) Donor Bill of Rights (http://www.afpnet.org/files/ContentDocuments/Donor_Bill_of_Rights.pdf).
- Implement operating standards, such as asset management and funding guidelines.
- Identify staff and board members responsible for public relations and interaction with the media.
- Establish clear expectations for board members regarding fundraising, attendance at meetings, and recruiting resources for foundation projects.
- Maintain minutes of all board and committee meetings.

Administration

- Do not allow employees of the benefitting law enforcement agency to be board members.

- Hire a professionally trained fundraiser, even if funding supports only one paid staff person.
- Create endowed funds if at all possible.
- Manage information with confidentiality, safety, accuracy, integrity, and cost-effectiveness.
- Conduct an annual, independent, external audit.

Fundraising

- Practice responsible stewardship of funds, ensuring that donations go where they are intended.
- Understand all IRS regulations and requirements associated with accepting and recognizing donations.
- Consult diligently with the board and the department regarding the value of telemarketing.
- Know state laws and follow them.
- Do not create a perception of entitlement for donors regarding access to department services or the possibility of preferential treatment.

Programs and Grants

- Develop funding and programmatic guidelines that are clearly and mutually understood by the foundation and the department.
- Establish a flagship program that can be identified with the foundation.
- Suggest that the department verify the results of grants and report back to the foundation.
- Invest at least 75 percent of total expenses in program activities. ♦

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Circle no. 71 on Reader Response Card

Ninth Circuit Approves Blanket County Jail Strip Search Policy

By Martin J. Mayer, General Counsel, California Police Chief's Association

The case of *Bull v. City and County of San Francisco* involved a class-action challenge to a blanket policy of the sheriff that required strip-searching all arrestees being introduced into the general jail population. The district court held that the policy violates inmates' Fourth Amendment rights and, furthermore, the court denied qualified immunity from civil liability to San Francisco Sheriff Michael Hennessey.¹

The Ninth Circuit U.S. Court of Appeals initially upheld that ruling, but granted an *en banc* rehearing and reversed.² The *en banc* Ninth Circuit found that the policy does not violate the inmates' constitutional rights and there is a legitimate penological interest at stake justifying the policy.

This case has significant impact on those who operate county or city jails that house inmates, since it is a significant change compared to prior rulings. Although currently it affects only those within the jurisdiction of the Ninth Circuit, it will undoubtedly be cited as argument in other circuits as well. The fact that the Ninth Circuit, recognized as being extremely liberal, ruled in this fashion is also of significance.

Justification for Blanket Strip Search

The court's *en banc* opinion acknowledges the long-standing principle that "[a] detention facility is a unique place fraught with serious security dangers."³ The court noted that there was evidence that the smuggling of drugs, weapons, and other contraband into jails was a "serious, ongoing problem," and was a significant risk to both inmates and employees.⁴ There was also evidence that "significant amounts" of contraband were found hidden in the strip searches conducted at booking, and contraband was found on those arrestees who were being detained for nonviolent offenses.⁵

A strong dissenting opinion focuses on abuses that can occur in strip searches of individuals who have not been arrested for a crime involving drugs, weapons, or violence. The majority opinion, however, emphasizes that the legal issue challenged in the case was most frequently the blanket policy, not specific abuses that might exist in particular instances.

Additionally, the majority notes that the department's search policy specifically requires that all searches be conducted in a professional manner and that its decision merely determines that searches conducted in compliance with those requirements are lawful, absent other

circumstances which might suggest otherwise and which would constitute a violation of the department's policy.⁶

In the *en banc* majority opinion, the court relied upon prior cases recognizing that inmates do not forfeit their constitutional rights entirely simply because they are incarcerated. However, the court also emphasized the need to defer to management of penal institutions, which is a function of the executive branch, which is better equipped to determine what protective measures are needed for the safety of correctional institutions.⁷

Governmental Interest versus Individual Right of Privacy

The court looked at whether the strip search policy was reasonable. In particular, it considered whether there was a "valid, rational governmental interest" to justify the policy.⁸ In applying prior case decisions, the court acknowledged that inmates do have a Fourth Amendment protection relating to "the invasion of bodily privacy in prisons."⁹ The court concluded that the policy is reasonable because the search is limited to a visual inspection, and searches are required to be conducted in a professional manner and in an area that provides privacy to the inmate.

Furthermore, specific justification for the blanket policy exists in that there was evidence of "a pervasive and serious problem with contraband" inside the county's jails and contraband was actually found during searches.¹⁰ There also was testimony of the need to enforce the prohibition of contraband in the jails and that such a policy supported the penological, including safety, interests of the jails and jail administration. There was further evidence that unnecessary jail resources would be expended by having more targeted policies and there would be a higher incidence of contraband without the blanket policy.¹¹

Court Rejects Its Own Prior Decisions

The court specifically found that its prior opinions in *Thompson v. City of Los Angeles* and *Giles v. Ackerman*, holding that blanket strip search policies were "per se unconstitutional, even if the arrestees were to be transferred into the general population," were not consistent with U.S. Supreme Court opinions upholding such blanket strip search policies.

The court rejected its conclusion in these prior cases that "strip searches must be based on individualized reasonable suspicion that an arrestee is carrying contraband." The court noted that the U.S. Supreme Court, in *Bell v. Wolfish*, had "rejected the case-by-case approach to the reasonableness inquiry" as to the validity of strip searches.¹²

The court further rejected the theory stated in

Giles that arrestees do not have an opportunity to secrete contraband. The court noted that detainees often have sufficient time to hide contraband, or may even get arrested deliberately to bring contraband into a correctional facility.¹³ Further, the evidence before the court showed that contraband was actually found during searches, supporting the fact that contraband, including weapons, could be hidden by arrestees prior to their arrest. Therefore, the policy had both a preventive and a deterrent purpose.

Conclusion

This opinion, at least in the Ninth Circuit, upholds blanket strip search policies for those inmates being housed in general jail populations. In order to continue to justify such a policy, however, agencies may want to keep detailed records about the frequency and type of contraband actually found during such searches, particularly if such items are found on arrestees who are detained for nonviolent crimes.

Agencies should always have written policies that ensure that such strip searches are conducted in the most humane, respectful, and professional manner possible. Further, such policies should be strictly followed in all cases.

As always, it is imperative that chiefs and sheriffs obtain advice and guidance from their agencies' legal counsels on issues such as these. It is not unusual to have different opinions from different circuits and until the U.S. Supreme Court issues an opinion, this ruling is subject to challenge. ♦

Notes:

¹*Bull v. City and County of San Francisco*, 2010 U.S. App. LEXIS 2684 at 2246 n.3 (The District Court had granted qualified immunity to Sheriff Hennessey as to the "safety cell" policy, which permitted blanket visual body cavity searches for placement of inmates in a "safety cell" at the jails.)

²The firm of Jones & Mayer, as counsel to the California State Sheriffs' Association, submitted an *amicus curiae* brief in support of the sheriff.

³*Bull v. City and County of San Francisco*, 2010 U.S. App. at 2243 (quoting *Bell v. Wolfish*, 441 U.S. 520, 559 (1979)).

⁴*Bull v. City and County of San Francisco* at 2244.

⁵*Id.* at 2248.

⁶*Id.* at 2245.

⁷*Id.* at 2254.

⁸*Id.* at 2256 (internal quotations omitted).

⁹*Id.* at 2258.

¹⁰*Id.* at 2259.

¹¹*Id.* at 2260-2261.

¹²*Id.* at 2264 (internal quotations omitted).

¹³*Id.* at 2267.

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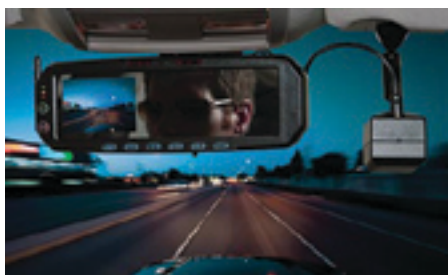
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Where do the good ideas come from?

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.



Ben Hill County Receives \$100,000 Grant for Digital Ally Cameras

Dashboard cameras have proven to be valuable tools for law enforcement officers. They are effective in court, often giving jurors eyewitness views of a crime as it unfolds. For a small agency like the Ben Hill County Sheriff's Office, though, funding is limited. Last summer, Sheriff Bobby McLemore applied for a \$100,000 grant to help purchase much needed video equipment for all patrol cars. Officers in Ben Hill County now are armed with new, state-of-the-art Digital Ally video systems, thanks to that grant.

"Federal grants are really important to small agencies like ours," said Investigator Patrick Hogan, Ben Hill County Sheriff's Office.

In February, technicians began installing high-tech video systems in 20 patrol cars, which experts say are more reliable than the old bulky VHS systems.

Investigators say the camera will enhance the department's effectiveness in a number of ways.

"In today's courtrooms, juries, judges, prosecutors, and defense attorneys want to see that videotape evidence," said Hogan.

The cameras will help tremendously in DUI cases by allowing judges and juries to see exactly what the officer witnessed at the time of the arrest. Any time Ben Hill officers turn on their vehicle lights, the cameras begin rolling—and even record one minute in advance. Therefore, if an officer is sitting at a red light and witnesses someone driving through it, the video will capture the violation before the officer turns on the vehicle's lights and siren to pull over the offender.

The system also has a backseat camera and a special GPS mark button, so if a violator

throws a piece of evidence out the window, responding officers can locate it.

For more information, circle no. 85 on the Reader Service Card, or enter the number at www.theiacp.org/freeinfo.

Connersville Police Department Collaborates with Carbon Motors to Improve Policing, Economy

In a dedication ceremony in February, Carbon Motors Corporation marked the beginning of its efforts to fulfill its commitment to provide jobs to residents of south-eastern Indiana. At its newly unveiled Carbon Campus, Carbon Motors will produce for the Connersville Police Department the Carbon E7, the world's first purpose-built law enforcement patrol vehicle, in addition to working to fight unemployment in the area.

The police department will be housed on the Carbon Campus.

The city of Connersville and areas surrounding Fayette County are experiencing record high unemployment rates of more than 16 percent. Mayors from nearby cities, county commissioners, law enforcement officers, and citizens eager to rebuild the region attended the Carbon Campus unveiling event.

"In my 34 years of law enforcement, I have not seen another company so dedicated to improving the face of policing as the team at Carbon Motors," said David Counciller, chief of police, City of Connersville Police Department. "I commend the state of Indiana for taking a stand against unemployment, saving taxpayers money, and paving the way toward improving officer safety."

Carbon Motors will be putting state funds to use to begin hiring people to refurbish its 183-acre, 1.8-million-square-foot industrial site.

For more information, circle no. 86 on the Reader Service Card, or enter the number at www.theiacp.org/freeinfo.

Northrup Grumman Remotec Delivers Heavy-Duty Robot to Los Angeles Police Department

Northrup Grumman Corporation subsidiary Remotec and partner Autonomous

Solutions have delivered a stronger, heavier, and more capable robot to the Los Angeles Police Department (LAPD), allowing officers to perform more missions safely.

The Caterpillar TL1255 Telehandler can be operated remotely from a distance of up to 1 mile, has a forward reach of more than 40 feet, an extension height of 50 feet, and a lift capacity of 12,000 pounds. Armed with these new capabilities, first responders and special weapons and tactics (SWAT) teams can more effectively respond to emergency situations, including explosive ordnance disposal, hazardous material response (HAZMAT), and port security.

The Telehandler is Remotec's first offering from a new heavy-duty line of roboticized construction-grade equipment.

"The remote and robotic features of the Telehandler have significantly improved the operational capability of the LAPD Bomb Squad," said Lieutenant Rick Smith, LAPD Bomb Squad commander. "Safety for the public and for our officers is our No. 1 priority; this robot protects our bomb technicians while we protect the public during emergency situations."

For more than 20 years, Remotec has been keeping danger at a distance by providing rugged and dependable hazardous duty robotics for military, HAZMAT, law enforcement, SWAT, and other first responder applications worldwide. Based in Clinton, Tennessee, Remotec is the largest provider of robots to the first responder market.

Autonomous Solutions is a market leader in vehicle automation and multi-vehicle command and control.

Northrup Grumman Corporation is a leading global security company whose 120,000 employees provide innovative systems, products, and solutions in aerospace, electronics, information systems, shipbuilding, and technical services to government and commercial customers worldwide. ❖

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**South Bend
Police Department**

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Charlie Eakins
AFIS Manager/Latent Supervisor



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Empowered by Innovation



Police Week



Model Proclamation

This model Police Week and Peace Officers Memorial Day Proclamation was developed by the International Association of Chiefs of Police and has been approved and used by many municipalities. It is reprinted here to encourage cities and towns throughout the continent to observe these occasions and convey their significance to citizens everywhere. This proclamation can be easily adapted for Canadian use and can be customized to accommodate local situations.

WHEREAS, the Congress and President of the United States have designated May 15 as Peace Officers Memorial Day, and the week in which it falls as Police Week; and

WHEREAS, the members of the law enforcement agency(ies) of (city) play an essential role in safeguarding the rights and freedoms of the citizens of (city); and

WHEREAS, it is important that all citizens know and understand the problems, duties and responsibilities of their police department, and that members of our police department recognize their duty to serve the people by safeguarding life and property, by protecting them against violence or disorder, and by protecting the innocent against deception and the weak against oppression or intimidation; and

WHEREAS, the police department of (city) has grown to be a modern and scientific law enforcement agency which unceasingly provides a vital public service;

NOW, THEREFORE, I, (mayor of city), call upon all citizens of (city) and upon all patriotic, civil, and educational organizations to observe the week of May 9 through 15, 2010, as Police Week with appropriate ceremonies in which all of our people may join in commemorating police officers, past and present, who by their faithful and loyal devotion to their responsibilities have rendered a dedicated service to their communities and, in doing so, have established for themselves an enviable and enduring reputation for preserving the rights and security of all citizens.

I FURTHER call upon all citizens of (city) to observe Saturday, May 15, 2010, as Peace Officers Memorial Day in honor of those peace officers who, through their courageous deeds, have lost their lives or have become disabled in the performance of duty.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the

Seal of the City of _____ to be affixed.

DONE at the City of _____ this (date).



Police Week 2010

Photo courtesy of the National Law Enforcement Officers Memorial Fund

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

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

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

Flags at Half Staff: In 1994, U.S. president William J. Clinton signed into public law Public Law 103-322, a joint resolution of the 103rd Congress directing that the flag of the United States be flown at half-staff on all government buildings on May 15.

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

National Services

Tuesday, May 4	16th Annual Blue Mass
Sunday, May 9	15th Annual Law Ride
Monday, May 10	31st Annual DC Area Memorial Service
Wednesday, May 12	Police Unity Tour Arrival
Thursday, May 13	22nd Annual Candlelight Vigil
Friday, May 14	National Police Challenge 50-Kilometer Relay Race 8th Annual Steve Young Honor Guard Competition National Police Survivors' Conference Shomrim Society Kaddish Service 15th Annual Emerald Society & Pipeband March and Service 17th Annual TOP COPS Award Ceremony
Saturday, May 15	29th Annual National Peace Officers Memorial Day Service Wreathlaying Ceremony
Sunday, May 16	National Police Survivors' Conference Law Enforcement Appreciation Day – NASCAR Sprint Cup Series Race
More Information	www.nleomf.org

Findings of the 2007 Forensic Evidence NIJ-Funded Survey

I know many *Police Chief* readers have heard about a recent study funded by the National Institute of Justice (NIJ) that looked into forensic evidence that had not been sent to a crime laboratory for analysis. I am grateful for this opportunity to share the findings of that study in more detail.

Based on a survey completed by more than 2,000 of the nation's police departments, we know that, as of year-end 2007, forensic evidence had not been sent to a lab in the following:

- 14 percent of open homicides
- 18 percent of open rapes
- 23 percent of open property crimes

Although those numbers may seem startling at first glance, it is important to understand what the study did *not* reveal: how many of these open cases could actually be solved—or yield solid investigative leads—if evidence in them was analyzed.

There are, of course, many reasons why evidence collected from a crime scene is not sent to a lab. Additional investigation might indicate that the evidence would not help identify a perpetrator or solve the crime. Evidence may never be sent for analysis if charges against the alleged perpetrator are dropped or if someone pleads guilty to the crime. In rape cases, analysis of sperm or other evidence may not be considered probative if the issue is consent.

That said, the survey does give a clearer overall picture of how much evidence nationwide is not sent by police departments to their jurisdiction's crime lab. In another study, NIJ is now looking at a particular jurisdiction to determine how many unsolved cases that contain forensic evidence would benefit from forensic testing.

Is There a Knowledge Gap?

Everyone who works in the criminal justice system is aware of the large backlog of evidence awaiting analysis in U.S. crime labs. However, NIJ's recent survey (which was conducted by RII International) looked at a different issue: biological evidence (including DNA, fingerprints, firearms, and tool marks) in open cases that is in law enforcement agencies and had not been sent to a crime lab.

The findings of the survey suggest that some law enforcement officers may not fully understand the potential value of forensic evidence in developing new leads in a criminal investigation. Here, for example, are the reasons cited for not sending forensic evidence to the lab (departments could check all that applied).

Reason	Percentage of Respondents
Suspect has not been identified	44%
Suspect adjudicated without forensic evidence testing	24%
Case has been dismissed	19%
Did not feel evidence was useful to the case	17%
Analysis not requested by prosecutor	15%
Suspect has been identified but not formally charged	12%
Inability of laboratory to produce timely results	11%
Insufficient funds for analysis of forensic evidence	9%
Laboratory will not accept forensic evidence due to backlog	6%

What does it mean that 44 percent of police departments listed “no suspect” as one of the reasons they did not send forensic evidence to the lab? Does this indicate a knowledge gap? Could it suggest a misunderstanding in some departments that forensic evidence helps only in the actual prosecution of a crime, but not in developing new investigatory leads?

DNA evidence can identify a suspect through the Combined DNA Index System (CODIS), even when investigators have not identified a suspect. Similarly, latent fingerprints left at a crime scene can identify an unknown suspect through automated systems like the national Integrated Automated Fingerprint Identification System (IAFIS).

The findings about why evidence is not sent to the lab may suggest that some investigators do not realize the full potential of laboratory

analysis. They may not realize, for example, that a lab report might point to new areas to investigate or even identify a new suspect. CODIS did not become operational until the late 1990s and, therefore, might still be relatively new to some departments—especially smaller departments that do not have resources for training and new equipment. Targeted training may be a solution.

Another finding from the survey reveals that 15 percent of the police agencies did not send evidence to the lab if a prosecutor had not requested it. As the researchers note in their report (available at <http://www.ncjrs.gov/pdffiles1/nij/grants/228415.pdf>), some jurisdictions may be trying to avoid a seemingly unnecessary use of lab resources by asking the prosecutor to first indicate that a case will, in fact, go forward.

Such cost-benefit analyses are made every day, of course, as law enforcement agencies triage cases. But, the existence of such a policy could be decreasing the opportunity, for example, of a “no suspect” CODIS hit.

Here are two other significant, if not surprising, findings from the survey:

- 11 percent of police departments reported they did not send evidence to the lab because they felt a backlog prevented timely analysis
- 6 percent reported that their lab simply was not accepting new evidence, due to a backlog

Evidence Tracking and Retention

One of the goals of the survey was to find out how many of the nation's police departments have a computerized information system capable of tracking their forensic evidence inventory.

The survey revealed that less than half of the law enforcement agencies in the country (43 percent) have such a system. The news was better for large departments (more than 100 officers), where three out of four said they do have a computerized tracking system, although some of the larger agencies reported difficulty in answering questions about unsolved rape and property cases. This could be that in larger agencies, property crimes are typically investigated (and therefore, case status is maintained) at the precinct level; this may also be true for rape cases.

With respect to evidence retention policies, the survey found significant disparities from jurisdiction to jurisdiction. Only 46 percent of the police departments said they had a policy requiring the preservation of biological evidence in cases in which the defendant was found guilty; 38 percent said they had no such policy; and nearly 16 percent said they were unsure if they had such a policy.



*Kristina Rose, Acting Director,
National Institute of Justice,
Washington, D.C.*

Where to from Here?

Again, the survey did not attempt to answer the question of how many unsolved cases with forensic evidence might be solved—or yield investigative leads—if evidence currently in police custody were to be sent to a lab. This certainly merits more investigation and, indeed, the researchers recommended a scientific, “best-practices” look at how, considering current resource-realities, such cases should be prioritized for testing.

The survey also did not address cases in which evidence had been analyzed in the past, but which now—with the benefit of larger offender databases and new forensic technologies—might be solved or yield investigative leads. For example, a latent print run through IAFIS several years ago with no successful match could yield a hit now.

The researchers made a number of recommendations to tackle issues revealed in the survey:

- More training for police on the benefits and use of forensic evidence, including guidelines or protocols on prioritizing cases for lab analysis
- Creating (or, where they exist, improving) computerized systems to track and monitor forensic evidence
- Standardizing evidence retention policies across the country
- Improving storage capacity for analyzed and unanalyzed forensic evidence
- A system-wide approach to improve coordination among the police, forensic lab, and the prosecutor’s office; this could include dedicated staff for case management, regular team meetings for case review and computerized systems to allow information sharing across these agencies

In addition to thinking about how some of these recommendations might be implemented, it may be important to pay greater attention to mid- to small-sized police departments. The survey revealed, for example, that police agencies with fewer than 50 officers accounted for nearly 3 out of 10 unsolved rape cases that contain unanalyzed forensic evidence. As the researchers note, larger agencies may have more capacity (staff to apply for and manage evidence processing and testing grants) than smaller agencies.

It is clear that prioritization of evidence for future testing should be based on the likelihood that it could solve the case and would take into account the seriousness of the crime, considering the resource crisis facing state and local police departments and crime labs.

The bottom line, of course, is that any overall increase in the amount of forensic evidence sent to crime labs for analysis will have an impact on existing backlogs. With respect to property crimes, for instance, we know that collecting and analyzing DNA evidence can have a significant effect on arrests and prosecutions (see “DNA Solves Property Crimes: But Are We Ready for That?” available at <http://www.ojp.usdoj.gov/nij/journals/261/dna-solves-property-crimes.htm>).

An NIJ-funded five-city field test in 2008 showed that collecting and analyzing DNA evidence in burglaries resulted in new investigatory leads, more arrests, and higher closure rates; however, the impact of actually collecting and analyzing DNA evidence in all burglaries (in 2007, there were over 4.5 million unsolved property crimes in the United States) would be cataclysmic for most police departments, crime labs, prosecutors, and legal-aid defense lawyers at current resource levels.

Improving Investigation Outcomes

Meanwhile, NIJ is involved in a unique partnership with three jurisdictions to help

improve the movement of forensic evidence through the criminal justice system. Crime labs in Georgia; Kansas City, Missouri; and Minnesota have identified one breakdown or “blind spot” in their processing or use of forensic evidence in the investigative and prosecutorial process. In Kansas City, for example, authorities are focusing on educating judges and prosecutors about lab processes in an effort to reduce court-ordered rush analyses.

NIJ has funded the Institute for Law and Justice to evaluate the solutions developed by these jurisdictions and will keep *Police Chief* readers informed as those results come in. ♦



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Circle no. 82 on Reader Response Card

New for 2010 IACP Courses Scheduled

These are just some of the new IACP courses for 2010 that have been scheduled for May and June. Visit IACP's Web site at www.theiacp.org/training for the most recent scheduling and to view the new digital IACP Training Catalog. If you would like to bring one of these classes to your area, information about co-hosting is also available on the Web or call IACP's Training Division at 1-800-THE-IACP ext. 221.

Grants 101-Making Dollars & Sense

Unionville, Connecticut – June 7-8, 2010

Making Dollars & Sense is a practical course designed for police professionals who are given the task of seeking, applying, and managing programs funded through grants. Class participants will complete the steps required to successfully apply for a grant and develop strategies for implementing & sustaining a program.

Confidential Informant Acquisition and Management

Monroe, Washington – May 10-11, 2010

Bedford, Texas – May 19-20, 2010

Chula Vista, California – May 26-27, 2010

The use of Confidential Informants is an essential force-multiplier in law enforcement investigations. This program will teach Intelligence Community 'best practices' for spotting, assessing, recruiting, developing, and effectively managing these often challenging, but essential human resources. Taught by former CIA operations officers and senior law enforcement officials, this 2-day course is designed for front line law enforcement officers, investigators, detectives, and supervisors working to further develop their skills in Confidential Informant targeting, acquisition, secure handling, vetting and validation, as well as how to maintain control of the source relationship.

Critical Incident Management for the First Responder

West Carrollton, Ohio – May 12-13, 2010

Frederick, Maryland – June 10-11, 2010

During these turbulent times, businesses, law enforcement agencies, and all levels of government will face more critical incidents and crises than ever in the past. Law enforcement leaders understand that there are certain responsibilities and tasks that are common to every crisis situation. Through effective training and proper preparation in response to a crisis, there is a higher probability of a professional and peaceful resolution. This course will provide an in-depth view of these crisis situations that are prevalent in our violent society. This course will introduce police officers to the current issues of managing critical incidents from a first responder perspective. It will focus on those activities necessary to stabilize life and protect property. It will provide an understanding of commanding high-risk incidents, pre-incident planning, and critical incident stress reactions.

Tactical Patrol Officer Course

Nanticoke, Pennsylvania – May 10-14, 2010

The ever-evolving criminal element and the seemingly growing viciousness of their crimes have placed an increasingly dangerous and complex burden on patrol officers. More than ever, they need to possess a wide range of unique capabilities to combat these new challenges. The preparedness must include training that has been historically reserved for Tactical Units. The fact is, as these critical incidents unravel, Tactical Units will not be on the scene and patrol officers will be tasked with making life-saving decisions.

2010

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IACP Training Programs

California

Confidential Informant Acquisition and Management

5/26/2010 - 5/27/2010 Chula Vista, CA

Managing the Media: Especially in Times of Crisis

6/2/2010 - 6/4/2010 Novato, CA

Connecticut

Grants 101-Making Dollars and Sense

6/7/2010 - 6/8/2010 Unionville, CT

Georgia

First Line Supervision

5/12/2010 - 5/14/2010 Athens, GA

Internal Affairs: Legal and Operational Issues

5/10/2010 - 5/12/2010 Marietta, GA

Indiana

Managing the Training Function

5/20/2010 - 5/21/2010 Greenwood, IN

Maryland

Critical Incident Management

6/10/2010 - 6/11/2010 Frederick, MD

Disclosing Secrets-Interview & Interrogation

5/10/2010 - 5/11/2010 Frederick, MD

Massachusetts

Comprehensive Crime Scene Investigation

6/29/2010 - 6/30/2010 N. Dartmouth, MA

Managing the Media: Especially in Times of Crisis

5/19/2010 - 5/21/2010 Norwood, MA

Managing the Media: Especially in Times of Crisis

5/24/2010 - 5/26/2010 N. Dartmouth, MA

Pre-Employment Background Investigations

6/7/2010 - 6/8/2010 Uxbridge, MA

Minnesota

Advanced Supervision Skills

6/14/2010 - 6/16/2010 White Bear Lake, MN

First Line Supervision

6/1/2010 - 6/3/2010 Welch, MN

First Line Supervision

6/9/2010 - 6/11/2010 White Bear Lake, MN

Grants 101-Making Dollars and Sense

5/17/2010 - 5/18/2010 White Bear Lake, MN

Recruitment and Selection of LE Officers

5/17/2010 - 5/19/2010 New Brighton, MN

New Hampshire

SWAT Supervision and Management

6/7/2010 - 6/11/2010 Hampton, NH

North Carolina

Managing the Media: Especially in Times of Crisis

5/12/2010 - 5/14/2010 Asheville, NC

SWAT Supervision and Management

6/14/2010 - 6/18/2010 Asheville, NC

North Dakota

Pre-Employment Background Investigations

5/6/2010 - 5/7/2010 Bismarck, ND

Ohio

Advanced Supervision Skills

5/24/2010 - 5/26/2010 Dayton, OH

Critical Incident Management

5/12/2010 - 5/13/2010 West Carrollton, OH

Managing Generational Change-
Generation X,Y, Boom

6/10/2010 - 6/11/2010 Dayton, OH

Oklahoma

First Line Supervision

5/4/2010 - 5/6/2010 Edmond, OK

Managing Generational Change-
Generation X,Y, Boom

5/27/2010 - 5/28/2010 Yukon, OK

Pennsylvania

Managing the Media: Especially in Times of Crisis

5/4/2010 - 5/6/2010 Warminster, PA

Officer Safety/Officer Survival

5/6/2010 - 5/7/2010 Allentown, PA

Tactical Patrol Officer

5/10/2010 - 5/14/2010 Nanticoke, PA

Texas

Advanced Supervision Skills

6/22/2010 - 6/24/2010 Arlington, TX

Confidential Informant Acquisition and Management

5/19/2010 - 5/20/2010 Bedford, TX

Utah

Excellence in the FTO Program

5/17/2010 - 5/18/2010 West Valley City, UT

Washington

Confidential Informant Acquisition and Management

5/10/2010 - 5/11/2010 Monroe, WA

Internal Affairs: Legal and Operational Issues

6/28/2010 - 6/30/2010 Kennewick, WA

Managing the Training Function

6/24/2010 - 6/25/2010 Kennewick, WA

SWAT Supervision and Management

5/3/2010 - 5/7/2010 Monroe, WA

Officer Safety during Police-on-Police Encounters

By Mark A. Spawn, Director of Research, Development, and Training, New York State Association of Chiefs of Police

Concerns about officer safety often center on procedures, tactics, and equipment. Topics such as dynamic entry, arrest and raid plans, pursuit, vehicle positioning and approaches, firearms, less-lethal devices, and vehicles are common areas of discussion. An area of officer safety receiving attention recently is police-on-police encounters. These are situations in which an off-duty, plainclothes, or undercover (UC) officer is taking official action in the form of an arrest, foot pursuit, or armed encounter and is confronted or challenged by an on-duty police officer.

Fatal Incidents

The issue of police-on-police shootings has been brought to the forefront in New York following three recent fatal shootings:

1. On May 28, 2009, off-duty New York City Police Department (NYPD) Officer Omar Edwards was shot and killed by another officer as Edwards was in foot pursuit of a suspect who had broken into Edwards's car.
2. On January 25, 2008, off-duty Mt. Vernon, New York, Police Department Officer Christopher Ridley was shot and killed by officers from another department while Ridley was holding a suspect.
3. In 2006, off-duty NYPD Officer Eric Hernandez was shot and killed by an on-duty officer after attempting to apprehend suspects who had attacked him.

These tragedies were the driving force behind the creation of New York Governor David Paterson's Police-On-Police Shootings Task Force, established June 24, 2009. The task force is charged with "examining the issues and implications arising from confrontations in which police officers have mistakenly shot other officers, especially those in which officers are mistaken for criminal suspects."¹

Accidental Incidents

In addition to these fatal encounters, other incidents were the subject of testimony before the task force at public hearings. New York State Police First Deputy Superintendent Pedro Perez testified about incidents in his agency's history. He noted that of the 123 troopers who have died in the line of duty, 3 were victims of friendly fire. One of them, Investigator Leslie Grosso, was the victim of an accidental discharge by another officer during an undercover drug investigation on May 21, 1974. An officer was running up to the car in which Grosso, in an undercover capacity, was seated next to the suspect. A backup officer stumbled as he approached the car, unknowingly discharging one round from his revolver.

Perez also spoke about the death of Investigator Joseph Aversa, who was shot on March 5, 1990, in a gunfight during a buy-bust operation.

In another case of friendly-fire, Perez described how Trooper David Brinkerhoff was shot by another trooper during a firefight with a fugitive on April 25, 2007.² In addition to this testimony, he offered other accounts of officer-on-officer encounters which did not result in the use of force.



Preparing for Incidents

The NYPD reported that 10 of its officers lost their lives in mistaken-identity shootings since 1930.³ The State Association of Chiefs of Police (SACOP) in New York conducted a survey of its membership to assist the Governor's Task Force in its examination of police-on-police encounters. Of those surveyed, 12 percent indicated that they had experienced such encounters within their agencies. Half of those said the encounters involved the use of lethal force by a party. Respondents, with multiple responses permitted, indicated that the types of police-on-police encounters experienced in their jurisdiction, were primarily with off-duty officers (83 percent), followed by undercover officers (50 percent), and plainclothes officers (42 percent). The survey also asked about training: Most agencies (75 percent) indicated that officers receive training during the basic police academy; approximately 54 percent said their officers received some type of in-service training; and 12 percent indicated that no training had been provided. While the tragedies of officers' deaths in these cases is certainly a driving force in the examination of their circumstances, it is also important to recognize that there are many officer-on-officer confrontations that do occur and that do not escalate to any use of force.

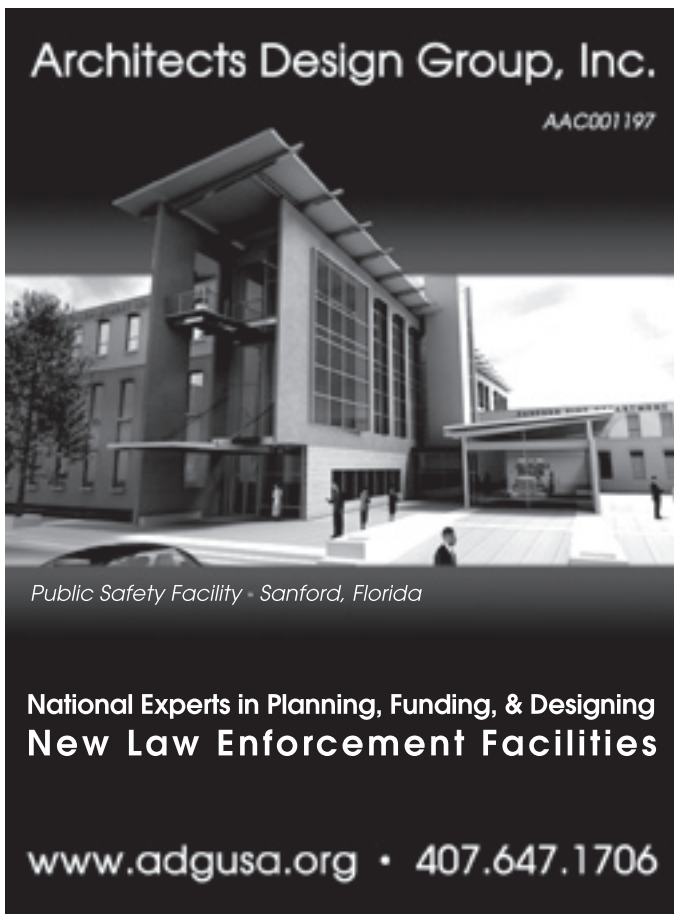
Some of the comments received during the New York SACOP survey included notes that training for this type of encounter is either in place or being developed; some agencies incorporate off-duty officer scenarios into their firearms training programs; one agency alerts patrols whenever plainclothes units are working in their beat; one department trains UC officers to properly identify themselves when such an encounter occurs; and another department governs police-on-police encounters under general orders.

Nonresponding officers being confronted must be acutely aware of their movements—they should not be threatening, haphazard, or provoking.

But in many police-on-police encounters, the fact that the incident involves law enforcement officers on both sides is not apparent at the outset, which underscores the importance of training—not just for responding officers, but also for the off-duty, plainclothes, or UC officers—for it is the actions of these officers that often will drive responding officers' reactions.

Off-Duty Intervention

When officers are on duty in a plainclothes assignment or working in a UC capacity, they are usually prepared with identification, firearm, ammunition, handcuffs, body armor, and communications. When officers are off-duty, though, they will often be without many of the protective tools they would prefer to have should they decide to take action, making off-duty encounters more hazardous. One of the first assessments made by an off-duty officer is whether to intervene or just be a good witness. Officers need to determine, based on the circumstances, whether their immediate action is necessary. There are a number of factors to be considered here: the officer's physical and mental state, number of adversaries, ability to communicate, likelihood of being mistaken for a suspect by others, equipment available to the officer, risk to others, and more. Of course, these situations are dynamic—the basis for an officer's decision of whether to become directly involved may change as the situation develops.



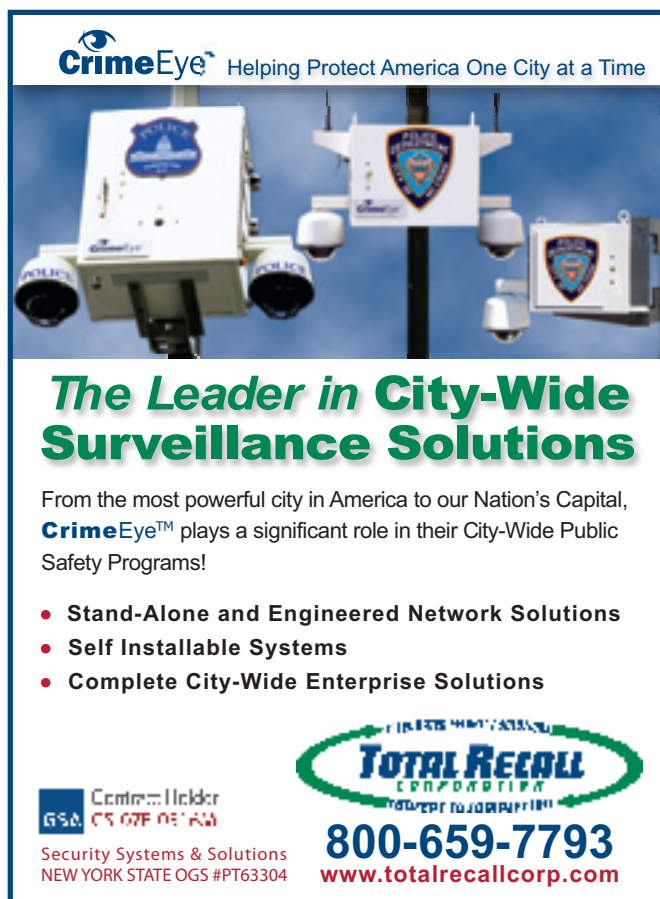
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Officers who are off duty and taking action in a jurisdiction other than their own are less likely to be recognized by responding officers. The same is true for officers who work in a large metropolitan area. In these cases, when responding officers arrive on the scene, off-duty officers must understand that identifying themselves as police officers may not be taken at face value.

Becoming familiar with officers from neighboring jurisdictions and commands can help in identifying those who are working in plainclothes and UC assignments. A procedure at NYPD provides for visits by plainclothes officers from various commands to roll calls for uniformed officers at nearby precincts.⁴

Officers need to put themselves in the shoes of responding officers. If off-duty officers are armed or displaying firearms when uniformed officers arrive, the responders may order them to drop their guns. Until the responders can identify non-uniformed officers, the latter should anticipate being treated like any other person wielding a gun. That includes being subject to the responding officer's authority and commands, which could include handcuffing, a pat-down, and in certain cases a transport to a police station until identity can be verified.

Family Training

Training should not be limited to only police officers, but rather should be extended to family members who will need to know what their roles are when the officer in their family decides to take action while off duty, in plainclothes, or UC. Talking about these roles in advance will be to the officer's advantage should he or she decide to take action while off duty. Parts of the plan to discuss should include going to a safe place and making a 9-1-1 call, describing the location and situation—including that an off duty officer is on the scene—along with a physical description of the off-duty officer and if the off-duty officer is armed.

Family members also should realize that there are situations in which an off-duty officer will not or should not become involved. For example, an armed robbery at a bank would likely be a situation in which public safety and officer safety are best served by being a good witness. An additional part of training should teach family members not to identify off-duty, plainclothes, or UC officers as police officers in every situation. That is a decision officers will make on a case-by-case basis.

If an officer decides to take off-duty action and implement a plan covered in the aforementioned training, family members become eyes and ears for the dispatcher and responding officers. When making 9-1-1 calls, they should remain on the line with the dis-



Submitting to Authority

Officers should consider their states of mind when making an arrest while off-duty or during a plainclothes assignment. Are they ready to submit to the challenge of an on-duty, uniformed officer in a duty car? This is an area departments need to focus on and review regularly.

This is not a time for being nonchalant or condescending. It is a time for compliance. The responding officer might not have the benefit of a fully detailed dispatch report; it might only be "subject with a gun." Off-duty, plainclothes, and UC officers need to put themselves in the shoes of responding officers. If they recognize the non-uniformed officer, that's one thing. But if they don't, the "off-duty cop" could be a criminal trying to deceive responding officers.

An encounter with an armed subject is not the time for responding officers to become complacent. Non-responding officers being confronted must be acutely aware of their movements—they should not be threatening, haphazard, or provoking. While some of these encounters occur when an officer is off duty, there is a valid point to be learned from an NYPD survey of some of its undercover officers. The department indicated that, "in over 80 percent of the confrontation situations reported, the decision made by the undercover officer to remain motionless was seen as the key action to defusing the incident."⁸ If challenging officers cannot readily identify confronted officers, the latter should anticipate being treated as any other suspect with a gun. That could include subjecting to a pat-down, getting handcuffed, and even being placed behind the cage of the patrol car until their identities can be confirmed.

Race Issues

The role of race in police-on-police encounters is one of the issues being evaluated by the governor's task force. Testimony by the New York Civil Liberties Union (NYCLU) urges a detailed disclosure by all police agencies in all shootings in order to more fully assess racial dynamics in police shootings.⁹ Some testimony at the first task force public hearing asserted that race is a prevailing factor in some encounters. Other testimony cited that the use of force is methodical and is based upon threat. Individuals noted that Officer Edwards, age 25, was black, and the officer who shot him was white;¹⁰ and Officer Christopher Ridley, age 23, of the Mount Vernon Police Department, was black, and of the officers involved in the fatal exchange with him, one was white, one was black, and two were Hispanic—all of whom were cleared by a grand jury.¹¹ First Deputy Superintendent Pedro Perez noted that race was not a relevant factor in the shootings of three previously noted New

patcher until responding patrols arrive. In a training module approved by the New York Municipal Police Training Council (MPTC), this is referred to as "the family plan."⁵

As mentioned previously, some agencies have been providing training for officer-on-officer encounters. The NYPD has had procedures in place since 1973 to address this incident type.⁶ In 2008, MPTC, the panel responsible for establishing minimum requirements for police training in New York, approved a new training module in the basic police academy for off-duty and plainclothes encounters. Some of the elements of the curriculum include assessing a situation to determine whether the off-duty officer should get involved; developing a family plan; complying with commands of responding officers; and practical exercises.⁷ While training of this type is critically important at the beginning of an officer's career, administrators should ensure that the topic is revisited regularly.

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York State Troopers: Investigator Grosso, a white male, was believed to have been shot by a white officer; Trooper David Brinkerhoff, a white male, was shot by a black trooper; and it was not possible to determine who shot Investigator Aversa, except that the trajectory of the bullet indicated it had to have been friendly fire.¹² Deputy Commissioner Wilbur Chapman's testimony noted that in the NYPD review of officer-on-officer shootings, one incident involved a black officer being shot by another black officer; another involved a male Hispanic officer killed by another male Hispanic officer; and

four incidents involved white male officers killing white male officers. Chapman noted that the statistical sample was too small to draw a conclusion, except that 80 percent of the officers killed were off duty at the time.¹³

Part of the governor's charge to the task force is to "examine all matters it deems relevant to these issues with particular emphasis upon examining how training, tactics, policies and procedures, technology and equipment, and sociological and psychological factors may contribute to such shootings and confrontations."¹⁴ While there are divergent opinions on the role of race in police

shootings, a thorough and objective analysis of this issue will certainly help law enforcement administrators in the development and implementation of measures to correct any deficiencies.

Strategies for Success

Like many things in police work, off-duty incidents are fluid and dynamic. A minor situation can turn into a critical incident in seconds. While there is no single solution to the circumstances presented in off-duty, plainclothes, and UC incidents, there are some strategies that can have an impact on decreasing the frequency and lethality of police-on-police encounters:

- Conduct basic police academy training
- Facilitate regular in-service or roll call training
- Schedule regular 9-1-1 call taker and dispatcher training
- Develop familiarity between plainclothes officers and beat officers
- Develop a family plan
- Assess whether to get involved
- Carry a shield and credentials
- Notify local precincts/jurisdictions when an officer is UC or special operations
- Yield to commands from responding officers, even if it means the suspect gets away
- Anticipate being treated as a suspect
- Make no sudden moves
- Participate in practical exercises to train on all of the above

Police officers are considered to be "on duty" at all times by virtue of their sworn office. Knowing when to become involved in an incident takes experience, training, and discipline. As the law enforcement community continues to develop training, tactics, and strategies to protect officers from harm, its members need to be cognizant of the possibility of a street encounter being a police-on-police encounter. For the uniform duty officers, responding to calls of a "subject with a gun" are tenuous. If the subject of the call turns out to be an off-duty, UC, or plainclothes officer, it is likely that the officer is carrying a firearm. When the incident results in an encounter, the responding duty officer and the confronted officer need to be cautious and deliberate in their words and actions. Regular training and discussion on this important topic can help protect all officers. ♦

Notes:

¹David A. Paterson, "Police-on-Police Shootings Task Force: Overview," Police-on-Police Shootings Task Force, <http://www.policeonpolicef.ny.gov/index.htm> (accessed February 25, 2010).

²Dep. Supt. Pedro Perez, "Friendly Fire: The New York State Police Experience," testimony before the Police-on-Police Shootings Task

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Force, November 16, 2009, 5–6, <http://www.policeonpolicef.ny.gov/assets/documents/Perez%20Testimony.pdf> (accessed February 25, 2010).

³Wilbur Chapman, “Statement of New York City Police Department Deputy Commissioner, Training,” statement before the Police-on-Police Shootings Task Force, December 3, 2009, 3, <http://www.policeonpolicef.ny.gov/assets/documents/Chapman%20Testimony.pdf> (accessed February 25, 2010).

⁴Ibid., 9.

⁵NYS Division of Criminal Justice Services, Office of Public Safety, *Off-Duty and Plainclothes Encounters* (Basic Course for Police Officers), September 22, 2008, 7, <http://www.criminaljustice.state.ny.us/ops/training/bcpo/part4s.pdf>.

⁶Chapman, “Statement of New York City Police Department Deputy Commissioner, Training,” 3.

⁷NYS Division of Criminal Justice Services, Office of Public Safety, *Off-Duty and Plainclothes Encounters* (Basic Course for Police Officers), September 22, 2008, slides, <http://www.criminaljustice.state.ny.us/ops/training/bcpo/offdutyandplainclothespoliceencounters.ppt> (accessed February 26, 2010).

⁸Chapman, “Statement of New York City Police Department Deputy Commissioner, Training,” 8.

⁹Christopher Dunn and Donna Lieberman, New York Affiliate of the American Civil Liberties Union (NYCLU), written testimony before the Police-on-Police Shootings Task Force, December 2, 2009, 3, <http://www.policeonpolicef.ny.gov/assets/documents/NYCLU%20Testimony.pdf> (accessed February 26, 2010).

¹⁰“Off-Duty Officer Is Fatally Shot by Police in Harlem,” *New York Times*, May 29, 2009, <http://www.nytimes.com/2009/05/29/nyregion/29cop.html> (accessed February 26, 2010).

¹¹“Victim of Friendly Fire?” WABC-TV/DT, *abc7 Eyewitness News*, Sunday, January 27, 2008, <http://abclocal.go.com/wabc/story?section=news/local&id=5916882> (February 26, 2010).

¹²Perez, “Friendly Fire,” 6.

¹³Chapman, “Statement of New York City Police Department Deputy Commissioner, Training,” 4.

¹⁴David A. Paterson, Governor, and Lawrence Schwartz, Secretary to the Governor, “Executive Order No. 23: Establishing a Task Force on Police-on-Police Shootings,” <http://www.policeonpolicef.ny.gov/executiveorder23.htm> (accessed November 19, 2009).

Author’s Note: The findings of the Governor’s Task Force, which could include recommendations for legislation and policy to help prevent such incidents and improve safety, are expected to be released in the spring of 2010.

The author notes that the descriptions of the officer shootings within this article are cited in order to orient the reader to the real and tragic results of certain encounters. No criticism should be inferred of the actions of any of the officers.

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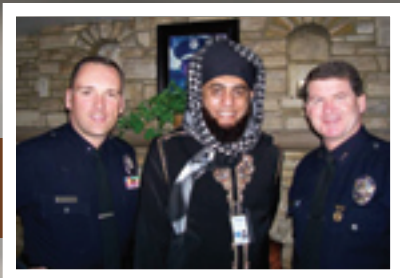
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From left to right: Lieutenant Mark Stainbrook, Reserve Chaplain Qazi Asad, and Deputy Chief Michael Downing

REACHING OUT

Policing with Muslim Communities in the Age of Terrorism

By Mark G. Stainbrook, Lieutenant, Los Angeles, California, Police Department

The Los Angeles Police Department (LAPD), like many U.S. law enforcement agencies, recognizes that Muslim communities, whether in Somalia where extremists are radicalizing Americans to their cause or here in the United States, are subject to significant internal and external political, cultural, and religious pressures that make positive police-community relations difficult to achieve. In recognition of such challenges, counterterrorism and community policing need not be mutually exclusive terms; to the contrary, local police should redouble outreach efforts to American Muslim communities if they are going to effectively address terrorism and the communities' roles in combating extremist violence.

Since the July 7, 2005, bombing attacks in London, speculation has skyrocketed regarding the potential risks of homegrown radicalization in the United States. In 2007, the New York City Police Department released a study documenting this national phenomenon.¹ With an estimated population of between 2 and 3 million Muslims living in the United States, law enforcement officials have voiced concerns that disaffected Muslims could be a source of violent Islamist extremism.

Unfortunately, this concern is not without basis. According to the 2007 Pew Research Center report titled *Muslim Americans: Middle Class and Mostly Mainstream*,

8 percent of American Muslims agreed with the statement that suicide bombings of civilian targets in defense of Islam sometimes can be justified. Among American Muslims under the age of 30, that percentage is almost twice as high as 15 percent.² This is the kind of information that keeps counterterrorism officials up at night.

In September 2006, LAPD Police Chief William Bratton and Dr. George Kelling wrote an article for the Manhattan Institute describing how local police agencies can champion counterterrorism efforts through community policing.³ Beyond Bratton and Kelling's assertions, there exists a need for proactive policing in Muslim communities and specific practical approaches to working in communities that may be affected by violent political extremism.

American Muslim communities are under an extraordinary set of pressures. These pressures may be attributed to a variety of factors, including negative media attention, the implementation of the Patriot Act, additional security precautions in the transportation industries, and increased interaction with law enforcement. However, law enforcement officers at all command levels can address these pressures both assertively and compassionately when working with Muslim communities. Their efforts should be focused on three broad categories:

1. Direct police-community engagement strategies

2. Indirect police-community engagement strategies
3. Media communications strategies

These areas form a starting point for further study and genuine community engagement in support of counterterrorism efforts.

Community Policing and the British Experience: Lessons Learned

Police response to homegrown radicalization in the United Kingdom can be a helpful starting point to consider the major issues and pressures facing Muslim communities in the Western world. The United Kingdom's bond with the United States extends to law enforcement; a long history of collaborative cooperation exists between both countries and is reinforced with exchanges of both personnel and information. Many Muslim communities are also multinational, with extended families and friends who are living, working, and traveling between the United States, the United Kingdom, and other English-speaking countries, making this communication between law enforcement agencies essential.

On July 7, 2005, four British citizens detonated explosive devices in London's Underground rail system and one double-decker bus, solidifying themselves as the first homegrown suicide bombers in that country. These four young men, three British Pakistani Muslims and one British Muslim



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convert of African Caribbean descent, killed 52 of their countrymen and injured more than 700 additional people.

This attack publicly raised issues of racial discrimination, community cohesion, and community-government relations in the United Kingdom at a time when police forces across the nation were in the midst of reorganization with a focus on community policing. Because of negative feedback from several government commissions in the 1990s and the early part of the 2000s, police forces throughout the country had made serious efforts to improve community engagement.⁴ In November 2003, the British Home Office, responsible for immigration control, security, and order, issued a paper called *Policing: Building Safer Communities Together*, which also called for police to improve community engagement.⁵ At the direction of the Home Office, police forces across the United Kingdom were required to staff robust Neighborhood Policing Teams (NPTs) in the communities they served by April 2008.

The Home Office report (2002) and Bradford Vision (2001), known respectively as the Cattle Report and the Ousley Report, specifically dealt with race issues and community tensions in Muslim communities in the northern part of the country. During the summer of 2001, serious riots characterized as "race riots" erupted in the northern United Kingdom cities of

Oldham, Burnley, and Bradford, primarily involving young, Pakistani Muslim males and young, Caucasian males.⁶

Shortly after the 2001 riots, the 9/11 attacks on the United States caused greater scrutiny of Muslim communities, and intense media speculation only exacerbated tension. Security concerns in the United Kingdom, including West Yorkshire, remained high during the four years between the Bradford Riots and the July 7, 2005, attacks. Notably, select British Muslims were unabashedly aggressive, as the quote from one young man made over a year prior to the terrorism attack suggests. "As far as I'm concerned, when they bomb London, the bigger the better," said Abdul Haq, a social worker. "I know it's going to happen because Sheikh bin Laden said so. Like Bali, like Turkey, like Madrid—I pray for it, I look forward to the day."⁷

Accordingly, the West Yorkshire police force took proactive steps to counter terrorist attacks, but they also sought to engage more fully with an increasingly complex, diverse British Muslim community that was experiencing social growing pains. The fear among many British police officers after the Bradford Riots was that a major terrorist attack might provoke more rioting, race-related attacks, or a cycle of terrorist attacks, which could have led to an upward spiral of violence. Yet four years later, even

though the July 7, 2005, bombers were from West Yorkshire, that violence did not come to pass. In fact, no major incidents occurred, and to the contrary, there were even some displays of solidarity between Muslim communities and other communities during the period immediately following the attacks. Improved community-police relations, due to the implementation of aggressive NPTs, likely reduced hate crimes and other potential violent acts.⁸

Understanding Pressures on Muslim Communities in the West

Muslim communities are extremely diverse, with varied national, ethnic, and cultural roots. Members speak different languages, although they often may know Arabic because of their study of the Koran. Too often, and particularly after 9/11, they have been lumped together as *the* Muslim community, which does not recognize that for local police departments, Muslim communities in one jurisdiction may be quite different than those in another, thus requiring different levels of response and types of services.

Islam has two major divisions, Sunni and Shi'i, but also numerous sects, traditions, movements, and schools of thought.⁹ Equally complex is the relationship among the large number of political and private

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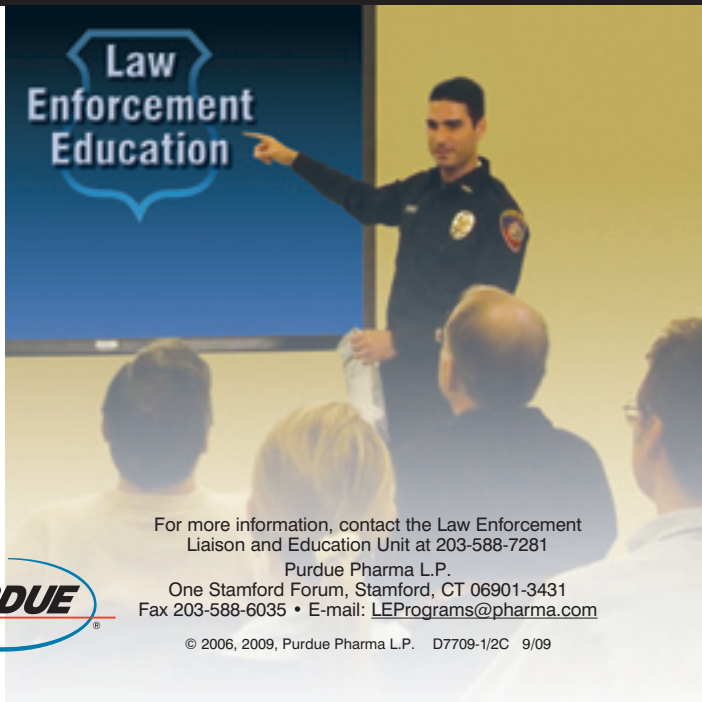
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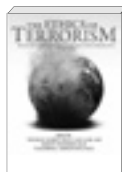
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organizations that represent Muslim communities and interests both in the United States and around the world.

Particularly when coupled with the fact that many Muslim communities in the West have only recently immigrated to the United States, the impact of globalization and transnationalism on these communities is significant. The 2007 Pew Report estimates that 65 percent of American-Muslims are first generation immigrants.¹⁰

Thanks to the availability of cheap, fast air travel and improved communications technologies such as satellite and cable television, cell phones, and the Internet, these Muslim communities are able to maintain physical and emotional contact with their homelands. Events in foreign countries now have a significant impact on diaspora communities. For example, in December 2007, the assassination of Benazir Bhutto reverberated through American Pakistani communities, causing them concern for the future of their native land.¹¹ The impact of globalization on law enforcement is undeniable; consequently, it is essential that U.S. police monitor how global events impact their local communities.

With the advent of enhanced communications technologies in the 1980s and 1990s, that which Muslim immigrants in the West observed on their televisions and later over the Internet was perceived as global Muslim persecution in Afghanistan, Palestine, Bosnia, Kosovo, and Chechnya. Extremist terrorist groups used these images to their own political and military advantage. Furthermore, these communities perceived Muslim portrayals in film and on television as negatively biased against their cultures.¹² Similarly, cable news and talk radio are sometimes viewed as particularly biased and have a major negative impact in Muslim communities.

Government responses to terrorist attacks, such as the U.K. Terrorist Act of 2001 and the U.S. Patriot Act are considered by many members of Muslim communities to infringe on individual civil liberties.¹³ Since 9/11, concerns of racial profiling occurring in the transportation industries against Muslim travelers have surfaced.¹⁴ Whether institutional discrimination against Muslim communities is real or perceived, law enforcement personnel may feel unwelcome and uncomfortable in Muslim communities because antiterrorist laws are enforced by police agencies.¹⁵

The good news is that, despite these negative pressures on Muslim communities, individual contacts between police officers and Muslims in the United States are generally positive, and both groups are working to improve relations.¹⁶ This fact reinforces the need for continued positive contacts between law enforcement and Muslim communities. A community policing approach

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should focus on problem solving and the inclusion of community members in fighting terrorism, in a similar fashion to the police-community partnerships that officers have built to fight gangs.

Dr. Martin Innes of Surrey University, Guildford, England, wrote a convincing article championing community policing in the fight against terrorism called "Policing Uncertainty: Countering Terror through Community Intelligence and Democratic Policing." In his article, Innes states:

Al Qaeda attacks are deliberately attempting to create fissures along religious lines. Police have recognized that they need to mitigate any perceptual harm that may result from terrorism exacerbating and inflaming inter-ethnic and interfaith community tensions.¹⁷

Innes contends that community policing is more democratic, and therefore inclusive, so it is less likely to erode civil rights and is less invasive than covert policing methods. On this point, LAPD Deputy Chief Michael Downing of the Counter-Terrorism Bureau, in testimony before the U.S. Senate Committee on Homeland Security's and Governmental Affairs, stated:

We need to show that our democratic principles built on the values, practices, and lives of American citizens are sacred and worthy of embracing. We need to show our belief in human dignity, the family and the value of the individual. We need to show how we honor the meaning of our lives by what we contribute to others' lives. We need to show that behind the badges of American law enforcement are caring Americans "doing" law enforcement. To do this we need to go into the community and get to know peoples' names. We need to walk into homes, neighborhoods, mosques, and businesses. We need to know how Islam expresses itself in Los Angeles if we expect to forge bonds of community support.¹⁸

Understanding Local Muslim Communities

T. E. Lawrence, a British military officer most commonly referred to as Lawrence of Arabia, realized that it was imperative that individuals working in Arab communities understand the communities in order to positively influence them. Personal relationships, not institutions, have the most profound effect on these individuals. Understanding local Muslim communities' issues and concerns, especially as they relate to law enforcement, will take the dedicated efforts of community-based police officers.

Local community engagement begins with an understanding of a community's history, country of origin, demographics, social structure, religious background, immigration

pattern, cultural nuances, and its relationship with other communities. This process has been referred to in academic circles as community mapping and is a critical step for local law enforcement officers attempting community outreach.

Outreach in Muslim communities is more than just knowing where the mosques are; it also requires understanding how the community is organized and how it functions in the larger society—a process that will involve some academic study. Local colleges and universities are key resources in truly understanding the history of various communities. Local communities are often the subject of research by professors and students in criminal justice, sociology, history, geography, and religion, so academia may be an excellent resource.

Local community engagement is best done on a personal level. A community may never truly trust the police as an organization, but cultural norms in many Muslim communities may dictate that close, personal associations with individuals can move mountains. The key is finding the right community leaders who can be trusted and who will act as allies to the police. The community also must trust these individuals. Because of unique dynamics in Muslim communities, additional energy and special relationships will need to be formed between police representatives and young Muslim men—and especially Muslim women—who are under unique sets of pressures.

Indirect Community Engagement Strategies

Police engagement with Muslim communities does not always need to follow a direct path. Because some Muslims, like some members of any other community, may never come to completely trust law enforcement organizations, a third-party approach can be employed.

Police officers may encounter Muslims who are wary of police corruption. Many immigrant communities carry forward the same fears about police in the United States based on experiences in their homelands. In the current context, terrorist arrests are widely publicized, causing fear in the Muslim community that Muslims might be targeted by law enforcement. American Muslims in Maine, for example, reported after 9/11, a fear of being watched or being under suspicion by the police. If they were interviewed by law enforcement, they feared that their friends, neighbors, or coworkers might find out and the result would be embarrassment—or worse.¹⁹

Several advantages exist in police-community partnerships. By using faith-based initiatives or communicating with social service organizations (both public and private), police can find new routes into

Muslim communities. For example, a police representative could attend inter-faith forums to monitor community tensions or to assist in conflict resolution between communities. Additionally, some community members may not report hate crimes to the police, but may feel more comfortable reporting them to social service agencies. Interacting with other governmental agencies and nongovernmental agencies can be an avenue into building police relationships with Muslim communities.

Media Communications Strategies

Before engaging a Muslim community, try to understand how Muslims may perceive the media and the world around them. Muslim communities generally do not find themselves reflected in the mainstream media; therefore, many Muslims may be distrustful and seek their news from nontraditional sources.²⁰

This is important for two reasons. First, they may feel like they are unfairly treated in the mainstream media and that they are characterized as being the enemy in what they perceive as the conflict between the West and Islam. This idea of a clash of civilizations was originally suggested in the 1990s by Professor Samuel Huntington, and, although hotly debated, it is a starting point for understanding differing cultures and the stresses of globalization and transnationalism.²¹

Second, Muslim communities may not regularly follow the media sources that the police generally use to calm the community or to spread general information. British police in West Yorkshire were surprised to find that during a search of Muslim houses, televisions were tuned to Al-Jazeera rather than the BBC or Sky news.²²

On the first point, the police need to monitor media sources the community uses to gain an understanding of community members' local and world views. On the second point, the police need to take advantage of more resources to disseminate information to the community.

In the event of another terrorist attack in the United States, Muslim communities may be fearful of police retaliation. Police agencies with significant Muslim communities should consider a pre-determined media crisis action plan to communicate via every available medium and in applicable languages.

When direct action, such as suspected terrorist arrests or search warrant execution, must be taken within a Muslim community, many negative effects can be mitigated by having a community reassurance plan in place. A reassurance plan includes the following: (1) briefing community leaders on the situation prior to briefing the media, thus reducing rumors and speculation; (2) providing extra patrols in the areas affected;



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The foundation of community police relations are built on personal relationships.

(3) arming police officers with information, including leaflets for distribution; (4) conducting a series of open community forums to address fears and concerns; and (5) continuously updating agency Web sites on the status of the investigation. Both the London Metropolitan Police, through the Muslim Contact Unit (MCU), and the West Yorkshire Police Force, through localized NPTs, have used these strategies with great success.

A reassurance plan should not be an afterthought, but should be as well prepared and detailed as the operations plan. Operational security of the investigation remains a key issue, so coordination and communication between those leading the reassurance measures and the investigation teams are vital. Reassurance teams can easily cause hate and discontent among agency investigators if sensitive information on a case is released. Community reassurance and calming should immediately go into effect after the direct action is completed and security concerns for the operation are reduced.

Muslim communities recognize hate crimes are more prevalent after terrorist attacks or terrorist-related arrests, so they will appreciate the extra security, as long as it is done in a positive and respectful manner. Officers in the field can make a huge impact by visiting local mosques and letting the congregations know that the extra police officers are in the area for their security. Appropriate protocols, such as removing shoes before entering prayer areas (when not in tactical or emergency situations), should be followed.

Many communities in the United States have been affected by terrorism, but possibly none in so many ways as American Muslim communities. The law enforcement profession must realize that Muslim communities in the United States are under both real and perceived scrutiny from the media and government, which sometimes makes positive police-community relations difficult to achieve. Agencies must also engage in some level of specialization to understand

the factors underlying this scrutiny and to reduce mistakes during outreach. Further, local police, using time-tested community policing methods, are the best suited to prevent violent extremism in any form.

Local police agencies should focus on the more practical side of counterterrorism by continuing to engage their local communities with accurate information, serious dialogue, and committed outreach, thereby reducing the prevalence of terrorist-friendly environments. ❖

Notes:

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³William J. Bratton and George L. Kelling, "Policing Terrorism," *Civic Bulletin* 43 (New York: Manhattan Institute, September 2006), http://www.manhattan-institute.org/html/cb_43.htm (accessed March 4, 2010).

⁴Bradford Vision, *Community Pride, Not Prejudice: Making Diversity Work in Bradford*, report of the Bradford District Race Review (Bradford, U.K.: Bradford Vision, 2001), <http://www.bradford2020.com/pride/report.pdf>; Ted Cante et al., *Community Cohesion* (London: Cante Commission, 2001), 19, <http://image.guardian.co.uk/sys-files/Guardian/documents/2001/12/11/communitycohesionreport.pdf> (accessed March 4, 2010); and British Home Office, *The Stephen Lawrence Inquiry*, (London: Lawrence Commission, 1999), <http://www.archive.official-documents.co.uk/document/cm42/4262/sli-00.htm> (accessed March 4, 2010).

⁵Home Office, Communication Directorate, *Policing: Building Safer Communities Together* (London: November 2003), <http://www.homeoffice.gov.uk/documents/2004-cons-building-safer-comm/010-consultation2835.pdf?view=Binary> (accessed March 4, 2010).

⁶It should be noted that American Muslims tend to be economically, socially, and educationally more integrated into American society. This example is used to highlight the tension between police and Muslim communities in the United Kingdom, not to suggest that American Muslim communities are similarly disenfranchised.

⁷David Cohen, "Terror on the Dole," *London Evening Standard* (April 20, 2004), <http://www.thisislondon.co.uk/news/article-10329634-terror-on-the-dole.do> (accessed March 5, 2010).

⁸Martin Baines and P. Read (police-community relations in Bradford), interview by Mark Stainbrook, May 2007.

⁹For example, Sunni Islam is divided into four schools of thought: Hanafi, Hanbali, Maliki and Shafii. Shi'ii divisions include the Zaydis (Fivers), the Ismailis (Sevens), and the Ithna Ashari (Twelvers), John L. Esposito, *What Everyone Needs to Know about Islam* (New York: Oxford Press, 2002), 39–48.

¹⁰Pew Research Center, *Muslim American*.

¹¹Charisse Jones, "Pakistani-American Communities Fear for Future of Homeland," *USA Today*, December 27, 2007, http://www.usatoday.com/news/nation/2007-12-27-Bhuttousreact_N.htm (accessed September 24, 2008).

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¹⁶Nicole J. Henderson et al., *Law Enforcement & Arab American Community Relations after September 11, 2001: Engagement in a Time of Uncertainty* (New York: Vera Institute of Justice, 2006), <http://www.vera.org/download?file=147/Arab%2BAmerican%2Bcommunity%2Brelations.pdf> (accessed March 5, 2010).

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¹⁸Michael P. Downing, "Statement of Michael P. Downing," before the Committee on Homeland Security and Governmental Affairs, 110th Cong., 1st sess., October 30, 2007, <http://www.lapdonline.org/assets/pdf/Michael%20DowningTestimonyfortheU.S.Senate-Final.PDF> (accessed March 5, 2010).

¹⁹Stephen Wessler, *After 9-11: Understanding the Impact on Muslim Communities in Maine* (Portland: Center for the Study and Prevention of Hate and Violence, University of Maine, 2002).

²⁰Ann Clayton (West Yorkshire Police Force Media Reactions Director), interview by Mark Stainbrook, March 2007.

²¹Samuel P. Huntington, *The Clash of Civilizations and the Remaking of World Order* (New York: Touchstone, 1996).

²²Graham Archer (Inspector West Yorkshire Police: Al-Jazeera), interview by Mark Stainbrook, February 18, 2007.

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The Caruth Police Institute: A Comprehensive Approach to Staff and Leadership Development

By Robert C. Davis, Senior Social Research Analyst, RAND Corporation, Arlington, Virginia; and Robert W. Taylor, Executive Director, Caruth Police Institute, Dallas, Texas, Police Department

On December 4, 2008, the Dallas Police Department (DPD) began a unique crime-fighting partnership with two local universities whose resources are helping the department to develop more effective policing strategies. The University of North Texas, the University of Texas at Dallas, and DPD, with funding from the Communities Foundation of Texas (CFT), developed the W.W. Caruth Jr. Police Institute in Dallas. This institute, which opened July 23, 2009, provides training for officers at all stages of their careers and serves as the research and problem-solving arm of the DPD, providing solutions to complex policing problems and developing effective crime-fighting strategies.

How Caruth Police Institute Began

The DPD has endured all of the challenges of a large, modern, metropolitan police agency, including changing demographics and rising national crime rates. Under Chief David Kunkle, the department has responded actively to its challenges by developing sophisticated crime-fighting strategies, integrating community policing in unique ways, and managing and maintaining a high level of accountability through computer statistics (CompStat). To capitalize on these and future innovations, the DPD sought a cadre of better-educated and more effective mid-level managers who could maintain and continuously improve these sophisticated systems.

In recognition of the improvements in the DPD, the CFT awarded a \$5 million grant to the department for outfitting patrol cars with laptop computers for a paperless system. The foundation board then voted to contribute another \$10 million to the DPD, this time to fund the long-term capacity of the department. In gifting the money, CFT hoped to make a transformative difference in the DPD and set a precedent for support of other municipal police agencies by local foundations.

The institute was named after W.W. Caruth Jr., a well-known philanthropist in Dallas and founder of the Caruth Foundation, currently managed by CFT. To help determine how best to invest the funds, CFT engaged the RAND Corporation to work with DPD to develop an implementation proposal.

The RAND effort began with a needs assessment through which information was gathered on DPD's operations and capabilities, first from written sources and then from interviews with all 15 members of DPD's command staff. After the command staff interviews, RAND convened nine focus groups to ascertain the opinions of staff

at different levels within the DPD. The first six focus groups were with staff from the DPD's patrol divisions. In addition, focus groups were held with representatives from the three major bureaus other than patrol: investigations, patrol support, and administrative support. Each session included 8 to 10 participants.

RAND staff used computer software designed specifically for narrative interview and field notes to synthesize the large volume of qualitative data produced by interviews and focus groups. The most critical need defined through this process was developing human capital—a combination of training and staff development. RAND researchers believed that this concept contained the potential for long-term improvement through creating more effective leadership. They also argued that it could have an immediate impact on crime and safety if it included opportunities for lower level supervisors and rank-and-file officers to learn and apply more effective anti-crime strategies and tactics. RAND vetted this concept, which reflected the thinking of DPD leadership, through the city officials and CFT staff. Additionally, the concept addressed one of the key points of a 2004 *Dallas Morning News* series called "Dallas at the Tipping Point" in which effective management and leadership were identified as crucial to increasing public safety and securing the confidence of the community.¹ The CFT board approved the concept in November 2007.

The Need for the Caruth Police Institute

Recent history has demonstrated the importance of strong and effective police leadership. Policing experts recognize that officer conduct and integrity are heavily influenced by the tone set by senior leaders and the management skills of line supervisors.² William Bratton's experience as New York City's police commissioner (popularized in his book, *Turnaround*) showed that effective leadership can make an enormous difference in how a police agency—even one as large as the 40,000-person New York City Police Department (NYPD)—functions and, ultimately, in the level of crime and disorder in the community. Bratton's use of CompStat as a management tool to hold senior police executives accountable for the performance of their districts often has been credited for the dramatic decline in New York City crime and has been widely replicated in the United States and around the world.³

Effective leadership has become even more important in the fast-changing world of modern policing. It is no longer enough to learn the principles of policing early in one's career; the explosion in

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RAND Center on Quality Policing

The RAND Center on Quality Policing (CQP) provides research and analysis on contemporary police practice and policy. By determining what practices are most cost-effective and results oriented, the center's work helps law enforcement agencies across the United States make better operational decisions and consistently perform at their best.

CQP has worked with many of the country's largest departments confronting contemporary policing issues, including the following:

- Recruiting and retaining a skilled workforce
- Defining what it means to police effectively and measure performance
- Improving police-community relations
- Preventing racial profiling
- Reducing community violence
- Sharing intelligence within and across agencies
- Choosing the safest nonlethal weapons
- Protecting police from occupational injuries

The center's research focuses on four inter-related areas—best practices, performance measurement, use of technology, and force planning—to deliver results that help departments solve problems. More information and recent reports are available at cqp.rand.org.

technology and communication has made it essential that police managers keep current with new developments and that organizations have the flexibility to change accordingly. The past 30 years have ushered in new strategies and tactics in policing from community policing (which gives citizens influence in setting and attaining policing goals) to hot spots policing (which focuses law enforcement resources proactively on places where crimes are frequent) to evidence-based policing (which demands that police strategies and tactics be evaluated and adapted according to their proven effectiveness.⁴

As in most large departments, DPD officers did not pursue leadership training in a consistent way. The department provided training through the level of sergeant; however, once the staffer reached the rank of lieutenant, no in-house training programs existed to help staff develop effective leadership skills. Two senior DPD executives traveled each year to the Senior Management Institute for Police in Boston or the FBI Academy in Quantico, Virginia. Managers sometimes chose others to attend the Texas-based Management College of the Institute for Law Enforcement Administration (ILEA) or the Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT) Leadership Command College. However, there were no departmental

incentives to attend, nor did the department assume the cost of the instruction. Furthermore, the two Texas programs have their respective strengths and deficiencies. The ILEA program is designed largely for managers from smaller departments and focuses more on management than on leadership development. The LEMIT program is geared more toward junior-level managers than senior police executives from large, urban police agencies.

Other programs were not any better. The in-house sergeant training program was considered weak and inadequate, and it was estimated that just 30 percent of lieutenants and above had received some sort of outside leadership training. Most of those opportunities went to assistant chiefs; however, although the programs for senior staff were of good quality, they were expensive or required extensive time away from Dallas.

Moreover, as a big-city department, DPD dealt with difficult problems in a complex environment. For example, rapidly changing demographics necessitated new community policing initiatives, revamped recruiting strategies, and reallocation of patrol resources.

Dallas also was in the process of developing its fusion center, which would track crime trends in real time, reallocate DPD resources in real time to where they were needed, and make information available on

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the history of locations to officers responding to calls for service. The fusion center provided an ideal laboratory to test new crime-fighting strategies. To deal with the complexities of modern major city policing and capitalize on new capabilities like the fusion center, DPD needed a problem-solving capability. The Dallas/Fort Worth Metroplex is an environment rich in intellectual resources, with several major universities, and the headquarters of American Airlines, Southwest Airlines, 7-Eleven, Exxon-Mobil, J.C. Penney, Frito-Lay, EDS, Perot Systems, and other major Fortune 500 corporations. The DPD was in a perfect position to capitalize on the intellectual resources of the area and marshal the resources of two primary universities—University of North Texas and University of Texas at Dallas—to develop more effective policing strategies.

The Structure of the Caruth Police Institute

The Caruth Police Institute (CPI) was created to respond to two needs: staff leadership development and complex policing problems. The institute's model is displayed in Figure 1. One component of CPI is aimed at leadership training and staff development, including components for enhanced academy training, training for mid-level supervisors, and courses for senior staff. The other component is aimed at enhancing DPD's ability to solve problems, develop and test evidence-based approaches to crime fighting, and act as a national resource to promulgate new crime-fighting practices.

CPI aims to identify the best and the brightest in DPD personnel early in their careers and reinforce leadership skills through learning by doing. During the early stages of an individual's career, a leadership portfolio is established at the institute. All facets of leadership (education, experience, self-development, and mentorship) are recorded, not unlike a college transcript. This allows the individual and the department to monitor progress, to identify leadership gaps, and to offer a systematic means of recording and evaluating accomplishments when individuals are considered for promotion. Students assume responsibility, with the help of mentors and faculty, for designing their own leadership and career paths, whether their interest is in administration or investigations.

At the recruit and sergeant levels, the institute supplements current DPD training programs. For recruits, the supplement emphasizes community policing and tactical crime fighting. For sergeants, the supplemental material stresses problem solving, applying research and best practices, and understanding police culture to lead effectively.

At the mid-level manager (lieutenant) level, courses include small business management, strategic planning, evidence-based

and problem-solving approaches to policing, CompStat processes, and theories of leadership.

At the executive (assistant chief) level, the curriculum incorporates courses on understanding policing within the context of other city services, comparative approaches to policing in major metropolitan departments, organizational theory and change, and futures research (understanding how the context for policing will change over the coming years).

The mid- and senior-level programs include a core set of mandatory courses and a set of lengthier voluntary courses for university credit, through which participants are able to earn bachelor's and master's degrees in criminal justice with a concentration in police administration. Demonstrated

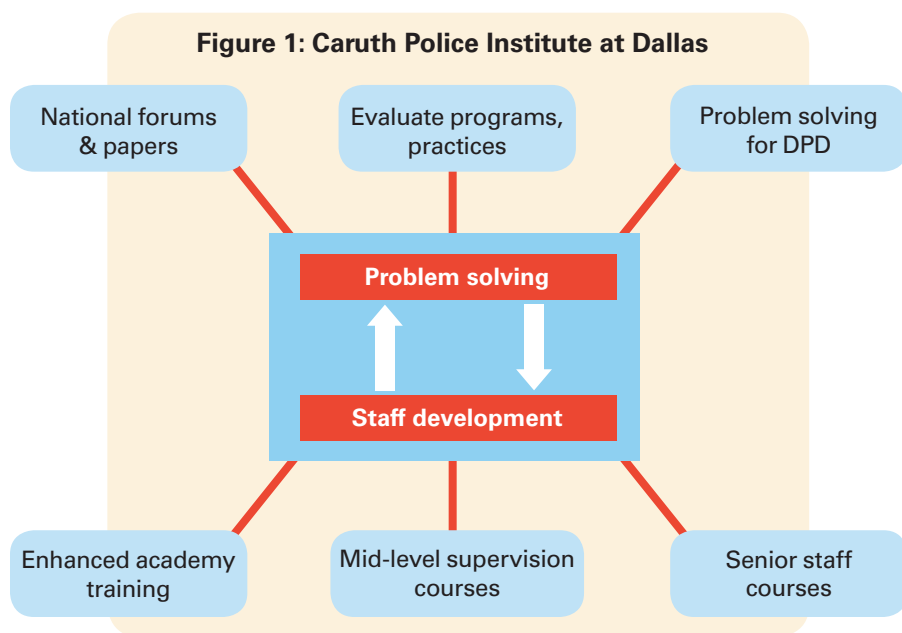
initiative in taking credit classes and performance in the classes become part of the basis for evaluating officers for promotion.

Complex Problem Solving

The institute makes available a variety of resources to solve complex problems for the Dallas Police Department.

First, senior DPD staff members taking courses through the institute are required to analyze and propose solutions to current problems facing the department, such as patrol deployment patterns, requirements and testing for promotions, and increasing the role of the community in crime prevention. The proposed solutions are presented to the chief for consideration. Mid-level courses include individual projects aimed at reducing specific crimes in local areas.

Figure 1: Caruth Police Institute at Dallas



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Second, institute faculty meet on a regular basis with DPD administrators to analyze current practices and make suggestions for improving effectiveness.

Third, the institute is developing strong ties with the local business community and enlisting the help of senior executives in providing seminars and advice on improving DPD operations.

Finally, the institute is creating visiting-police-executive in-residence and scholar in-residence programs that will bring top experts to Dallas who will provide DPD with the best national expertise on current policing issues.

The institute serves as a laboratory for developing new approaches to crime fighting and community policing and conducts evaluations of new DPD programs to determine their effect on crime, disorder, and citizen satisfaction. The emphasis on evaluation will help the department develop an evidence-based approach to policing based on knowledge of what works. The evaluations also provide feedback to the department on how to improve programs while still in their early stages.

The institute, in coordination with RAND staff, also oversees the develop-

The Dallas Police Department Fusion Center

The Dallas Police Department (DPD) Fusion Center, known as the Metropolitan Operations and Analytical Intelligence Center (MOSAIC), was born out of a partnership between faculty members in the Department of Criminal Justice at the University of North Texas and members of the DPD. Three faculty members working with DPD officers wrote a successful large federal grant to develop the center. The faculty members had significant knowledge and expertise in the areas of intelligence analysis, international and domestic terrorism, crime analysis, and intelligence/fusion center development. This initial collaboration paved the way for the partnership embodied in the Caruth Police Institute (CPI) that brought university expertise to bear on law enforcement problems.

The idea of MOSAIC was to build a tactically-oriented center that serves two purposes:

- The primary mission of MOSAIC is to prevent terrorist attacks within the Dallas Metroplex through the coordination and sharing of intelligence information among the various public safety organizations located in Dallas. MOSAIC melds massive quantities of raw information from varied databases with current intelligence information from agencies in the Dallas region to identify potential threats to high-value targets.
- The second mission of MOSAIC is to act as a crime intelligence center that assists DPD in determining how to deploy resources most effectively. The center monitors real-time crime trends, communicates with area medical facilities and trauma units, and coordinates the allocation and deployment of multi-agency personnel resources. The focus is on detecting, analyzing, and preventing crime.

ment of sophisticated performance metrics for DPD. The measures enable DPD to better assess the effectiveness of crime-fighting efforts, gauge satisfaction of citizens in routine encounters with the police, monitor staff morale, and assess how the department is perceived by different segments of the community.

The information gained through problem solving, experimentation, and rigorous evaluation makes the institute a repository of best practices in policing. This information is to be distributed through an electronic library, through various types of publications, and through conferences hosted by CPI.

CPI represents a bold, new relationship between universities and a major police department that is characterized by the provision of cutting-edge research, education, and professional development services to the DPD. The institute promotes staff development by creating opportunities and incentives for staff of all levels to enhance their professional skills and pursue academic degrees in their field. Furthermore, the institute think tank is a forum for developing and testing new crime-fighting strategies and solutions to complex management problems through fostering a dialogue between DPD executives and academicians, members of the Dallas business community, and national experts. ♦

Notes:

¹"Dallas at the Tipping Point," *Dallas Morning News*, 2004, <http://www.dallasnews.com/s/dws/spe/2004/dallas/index1.html>.

²Robert C. Davis, Pedro Mateu-Gelabert, and Joel J. Miller, "Can Effective Policing Also Be Respectful? Two Examples in the South Bronx," *Police Quarterly* 8, no. 2 (2005): 229-247.

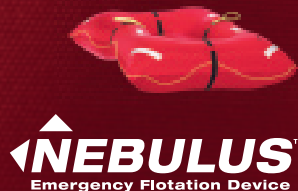
³Eli B. Silverman, "CompStat's Innovation," in *Police Innovation: Contrasting Perspectives*, David Weisburd and Anthony A. Braga, eds. (Cambridge: Cambridge University Press, 2006), 267-283.

⁴David Weisburd and Anthony A. Braga, "Introduction: Understanding Police Innovation," in *Police Innovation: Contrasting Perspectives* (Cambridge: Cambridge University Press, 2006).



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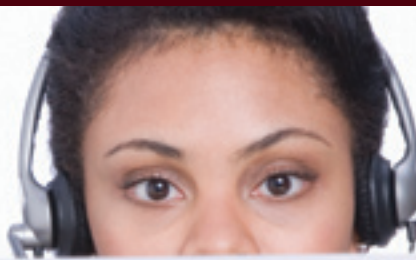
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Handling Citizen Complaints through Proactive Methodology

By Louis M. Dekmar, Chief of Police, LaGrange Police Department, LaGrange, Georgia

Law enforcement organizations nationwide deal with complaints on a frequent basis. Some citizen complaints are unfounded or simple misunderstandings resulting from poor communication. However, even minor infractions can become agency spectacles and a serious problem for administrators if individuals carry their grievances to third parties. Police leaders can easily prevent citizen complaints from becoming political headaches, lawsuits, racial disputes, or media storms by emulating some of the medical community's proactive initiatives to reduce malpractice litigation when patients experience negative outcomes. In addition to a thorough policy of consistently handling complaints, successful resolution requires patience, a respectful response, and the right attitude on the part of the supervisor receiving the complaint. If done correctly, these three simple ingredients can spare police agencies untold time, money, and difficulty while helping the agency maintain its credibility with the community.

Consider how many citizen complaints involving encounters with police officers go awry because of how individuals are treated during the initial interview process. An angry citizen enters a police department to file a complaint against an officer. The on-duty supervisor greets the citizen in the lobby and asks about the complaint. The citizen begins to provide a detailed description of the incident. After less than a minute, the supervisor politely interrupts the citizen and attempts to explain why the officer behaved in a particular fashion—and to tell the citizen why the officer's behavior followed agency policy. Frustrated by the unresolved complaint, the citizen likely will leave the police department lobby.

Oftentimes, citizens will abandon their unresolved matters, instead sharing their frustration and annoyance with friends or relatives. In other instances, citizens become

even more determined to obtain positive resolutions to their complaints, bringing their issues to the attention of an elected official, a city manager, a district attorney, the Department of Justice's Civil Rights Division, a plaintiff's attorney, a media outlet, or a civil rights group. Once citizens embrace any of these alternatives, the police department largely loses control of the investigations, along with the opportunity to correct, address, and resolve the complaints in manners that preserve public confidence in the agency.

So how do law enforcement agencies avoid this situation and successfully "take care of business" when addressing citizen complaints? According to a recent article by attorney Dan Groszkruger, the medical profession provides some excellent ideas.¹

Think Like a Physician

Groszkruger cites studies in the *New England Journal of Medicine*² and the *Journal of the American Medical Association (JAMA)*³ that detail key steps physicians should take to avoid malpractice suits. One of those studies appears to have instructive lessons for police department supervisors who are responsible for investigating citizen complaints against police department personnel.

The JAMA study found that "effective physician-patient communication . . . not the quality of the care or documentation is key to avoiding malpractice lawsuits."⁴ The considerations that could improve physician-patient communication and a close reading of the research strongly

Resources

Building Trust Between the Police and the Citizens They Serve: An Internal Affairs Promising Practices Guide for Local Law Enforcement. This guide examines all aspects of complaint taking and internal affairs operations and recommends strategies to improve and sustain community trust building, regardless of agency size. Available online at <http://www.theiacp.org>.

The Public Image of the Police: Final Report to The International Association of Chiefs of Police by The Administration of Justice Program, George Mason University. This document is a comprehensive review of the factors that form the public's opinion of their police department. Available online at <http://www.theiacp.org>.

Frank A. Colaprete, *Internal Investigations: A Practitioner's Approach*, (Springfield, Illinois: Charles C. Thomas Publisher, 2007) pp 336.

suggest these concepts extend to other professions, where liability is an issue (for example, law enforcement) and where service providers have the opportunity to interact with individuals who suffered real or perceived harm.

These studies analyzed the dynamics involved between the patient and the treating physician that resulted in a bad outcome. The findings indicate that physicians who developed a rapport with their patients were less likely to be sued than those who did not. What does that mean to police officials? It suggests that when law enforcement supervisors receiving complaints effectively communicate that they are sincerely concerned about a citizen's problem, the interaction is likely to reduce potential litigation.

The following five-step model for improving police-citizen communication is

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A fair amount of survey research has focused on the impact of people's direct experiences with the police on their general attitudes toward the police. A study completed by Reisig and Chandel provides a detailed analysis of different aspects of the citizen's contact experience with police and its impact on the citizen's general level of satisfaction with the police department. The researchers found that the strongest predictor of the citizen's satisfaction with the police department in general was how courteous/friendly the officer was with the citizen.

Source: Michael D. Reisig, and Meghan Stroschine Chandek. "The Effects of Expectancy Disconfirmation on Outcome Satisfaction in Police-Citizen Encounters." *Policing: An International Journal of Police Strategies and Management* 24 (2001): 88-99.

based on the medical profession's success in reducing medical malpractice lawsuits:

1. Spend time with the complainant.

The agency representatives should provide citizens plenty of time to fully air their complaints. According to Groszkruger the studies reveal "a strong correlation between extra time spent . . . and lower frequency of . . . claims."⁵ Citizens do not want to feel rushed, minimized, brushed-off, or disrespected. To accomplish this, supervisors should be prepared to spend as much time as necessary to gain the details of the complaint and the issues in conflict. Radios, cell phones, and other distractions should be eliminated if possible.

2. Meet in a private place. Agency supervisors should always have a private place to meet with a citizen who is filing a complaint against a police employee. The location should include a place for the supervisor and the complaining citizen to sit and discuss the nature of the complaint. Seating everyone involved during the initial complaint intake significantly calms emotions and communicates that the agency representative is prepared to spend as much time as necessary to listen to everything the citizen has to share.

3. Establish a rapport. After creating an atmosphere that demonstrates the complaint will be handled in a serious and deliberate fashion that will not be rushed, it is paramount to establish effective communication and rapport with the complainant. The supervisor should explain the process and time lines for conducting a sufficient inquiry into the facts and circumstances related to the complaint.

4. Allow citizens to describe the complaint without interruption. Once the supervisor has established a rapport, the

citizen should be able to explain the incident without interruption. While receiving the citizen's description of the incident, agency personnel should refrain from filling any empty time or pauses with questions or explanations while the complaining party is gathering its thoughts and explaining grievances.

5. Ask facilitating questions.

After the citizen has provided the details of the situation, the supervisor should ask a series of facilitating questions that demonstrate how seriously the police agency is taking the complaint. For example, the supervisor may ask, What about the officer's conduct particularly upset you? What would you like to see occur as a result of your complaint? Why do you think the officer behaved that way? You look upset—what

can I do to help you?

It is critical for supervisors to recognize that when they are receiving a complaint, how they say something may be as important as what they say. When talking with the citizen, the supervisor's tone of voice and facial expressions should be neutral or supportive toward the complaining party. A supervisor can validate a citizen's feelings and emotions without affirming allegations against police employees. For example, "I understand you are angry" or "I see you are upset, let me look into this for you" are appropriate but do not prejudge the complaint before the facts are established.

Reducing Liability, Creating Accountability

Groszkruger's analysis of the research surrounding physician-patient communications and the reduction of liability makes a compelling case for including an orientation and facilitation component in the complaint-taking process. When a supervisor provides an orientation to a citizen, it reduces emotion, anxiety, and apprehension. In addition, facilitative questions promote communication and foster feedback that assists the supervisor in gauging what is important to the citizen in resolving the complaint.

A police agency that fails to obtain, investigate, and resolve citizen complaints against law enforcement personnel can create a situation in which others define the agency. When the media reports allegations made by a citizen who is frustrated by a process or a supervisor who behaves in a way that makes it uncomfortable for citizens to approach the department, the story likely can never be effectively retracted or revised, even once the facts are ascertained. In short,

without an effective citizen-police complaint process, the agency risks a tepid "the matter is now under investigation" response to media inquiries, and questions from elected officials or other community members. However, a well-documented citizen-police complaint and a thorough investigation often will result in a different media story.

Further, when a process that deliberately receives and investigates citizen complaints is in place, a police culture of accountability is sustained. Employees understand the likelihood that misconduct will be reported and that the agency will follow up on those reports. In instances where a police employee performed or behaved inappropriately, the agency can act quickly to address the issue and restore a sense of fairness to the citizen making the complaint. When an agency acts promptly and effectively in cases of inappropriate behavior or performance by a police employee, this clearly communicates that conduct is not representative of the entire agency. An active and robust citizen-complaint procedure, which provides and includes supervisor training in that process, ensures the confidence of the public, demonstrating the agency operates properly and professionally and reduces the opportunity for others to manage the agency's business. ♦

Louis M. Dekmar has 32 years of law enforcement experience and has been a police chief for 18 years. He is currently chair of the Commission on Accreditation for Law Enforcement Agencies and a frequent lecturer on the topics of police management, leadership, ethics, and internal affairs.

Notes:

¹Dan Groszkruger, "Physician-Patient Dialogue: Key to Avoiding Malpractice Lawsuits," *CDC Healthsystems*, <http://www.ccdsystems.com/Products/RootCauseAnalyst/PapersandArticles/PhysicianPatientDialogAvoidingMalpractice.aspx> (accessed February 24, 2010).

²Troyen A. Brennan, Colin M. Sox, and Helen R. Burstin, "Relation between Negligent Adverse Events and the Outcomes of Medical Malpractice Litigation," *New England Journal of Medicine* 335, no. 26 (December 1996): 1963-1967, <http://content.nejm.org/cgi/content/full/335/26/1963> (accessed February 24, 2010).

³Wendy Levinson et al., "Physician-Patient Communication: The Relationship with Malpractice Claims among Primary Care Physicians and Surgeons," *Journal of the American Medical Association* 277, no. 7 (February 1997): 553-559, <http://jama.ama-assn.org/cgi/reprint/277/7/553.pdf> (accessed February 24, 2010).

⁴Ibid.

⁵Groszkruger, "Physician-Patient Dialogue."

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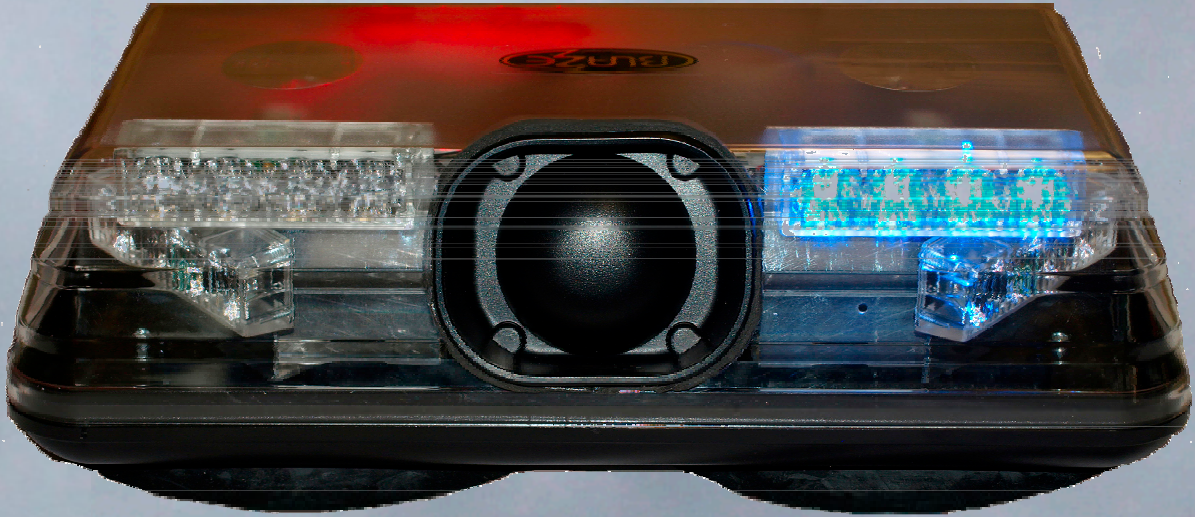


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Animals

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Communications

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Weapons

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A080 Consultants
A085 Departmental promotions
A090 Detention/jail equipment
A095 Document destruction
A100 Executive placement services
A105 Facilities, design/build
A110 Filing/storage systems
A115 Financial services
A116 Flag cases
A120 Flags/pennants
A130 Identification, personnel
A160 Jewelry/gifts
A165 Knife & gun cases
A170 Lockers
A173 Medallion holders
A175 Media relations
A190 Office equipment/supplies
A200 Parade equipment
A210 Personnel screening/testing
A220 Physical fitness/gym equipment
A224 Policy/procedure manuals
A227 Public education materials
A230 Robots, public service
A240 Safes/vaults/locks
A247 Translation services

Animals

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

Communications

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

B150 Repeaters
B160 Scanners
B170 Scramblers
B180 Surveillance
B190 Switching/control equipment
B220 Telephone
B230 Weather notification

Computer Hardware

C005 Client server workstations
C007 Computer accessories
C010 Mainframes
C020 Networks
C027 Peripherals
C030 Personal computers
C040 Portable/in-car

Computer Software

C045 911/E911
C050 AFIS
C060 Arrest/booking
C063 Artificial intelligence
C070 Automatic vehicle locators
C075 Case management
C076 Communications management
C078 Community policing
C090 Computer-aided dispatch
C098 Crime analysis
C100 Crime scene analysis
C101 Data mining
C102 Data recovery
C105 Domestic violence tracking
C110 Emergency management
C113 Facial recognition
C115 False alarm reduction
C120 Fleet management
C125 Forensics
C130 Gang tracking
C140 Geographic information
C141 GPS
C142 Gunshot location
C143 Image search and analysis
C145 Incident-Based reporting system
C150 Information sharing/NCIC
C151 Intelligence-Led policing
C152 Internet services
C155 Investigative
C156 Alarm billing and collections
C157 License plate recognition
C158 Mapping
C180 Narcotics investigation
C185 Network
C190 Offense records
C195 Online services
C200 Personnel management
C202 Personnel scheduling
C207 Predictive policing
C210 Property/evidence management
C215 Public records
C220 Records management
C230 Report writing
C235 Supplies

C237 Terrorism
C238 Towing management
C240 Traffic crash investigation
C250 Traffic/parking violation management
C260 Training
C270 Uniform crime reports
C275 Video analysis & enhancement
C280 Warrant records
C290 Weapon tracking

Emergency Response

D010 Alarms, evacuation
D020 Ambulances/accessories
D030 Blankets
D050 CPR masks
D055 Defibrillators
D060 Fire controls/extinguishers
D070 First aid products
D080 Flares/guns/cases
D090 Flashers
D095 Gas detectors
D100 Generators
D110 Hazardous materials equipment
D120 Hospital equipment
D125 Explosive detection systems
D130 Lights, emergency
D135 Portable weather stations
D140 Rescue/disaster equipment
D142 Resuscitation equipment

Investigation

E005 Barrier tape
E010 Binoculars
E018 Cameras, digital
E020 Cameras, general purpose/accessories
E030 Cameras, identification/mug
E040 Cameras, surveillance
E050 Cameras, video
E060 Countermeasure devices
E070 Crime scene processing equipment
E075 DNA test kits
E077 DNA testing services
E110 Evidence collection
E120 Evidence storage/security
E140 Fingerprint kits
E145 Forensic DNA testing services
E150 Forensic test equipment/kits
E155 Gunshot residue test kits
E160 Laboratory equipment/supplies
E170 Laboratory services
E180 Lights, special purpose
E190 Marine/diving equipment
E202 Night vision systems
E205 Noise instruments
E210 Photography, darkroom equipment/supplies
E220 Photography, film
E240 Polygraph equipment
E250 Recorders, audio
E260 Recorders, video
E280 Surveillance equipment
E285 Thermal imaging systems

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2010 CATEGORY LISTING

- E290 Tracking devices
- E300 Voice analyzers
- E305 Voice stress analysis

Personal Equipment

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

Security

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

Tactical & Protective Equipment

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

Traffic Enforcement

- J010 Alcohol/drug detection devices
- J020 Immobilizers
- J030 Measuring devices

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

Training

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

Transportation

- L010 Aircraft/accessories/parts
- L015 Alarms
- L020 Batteries/auto parts
- L030 Bicycles
- L050 Boats/accessories
- L060 Command centers, mobile
- L070 Consoles
- L080 Decals
- L090 Helicopters
- L100 Lights, mounted
- L110 Motorcycles/accessories
- L130 Mounting hardware
- L140 Partitions/screens/shields
- L150 Recording systems, audio/video, in-car
- L160 Seat organizers
- L161 Seats, specialty
- L170 Sirens
- L180 Theft prevention devices
- L200 Trunk organizers

- L210 Vehicle accessories
- L220 Vehicle modification/custom design
- L225 Vehicle tracking systems
- L230 Vehicles, armored
- L235 vehicles, electric
- L240 Vehicles, patrol
- L250 Vehicles, prisoner transport
- L260 Vehicles, special purpose
- L270 Video surveillance

Uniforms

- M010 Apparel, fire retardant
- M020 Apparel, fluorescent/reflective
- M030 Apparel, rainwear
- M035 Apparel, undergarments
- M037 Duty equipment, accessories
- M040 Emblems/insignia/nameplates
- M050 Footwear
- M060 Gloves
- M071 Name badges
- M072 Motorcycle
- M080 Uniform accessories
- M090 Uniform belts
- M100 Uniform blazers
- M110 Uniform caps/hats
- M120 Uniform coats/jackets
- M123 Uniform fabrics
- M130 Uniform pants/shirts/skirts
- M140 Uniforms, custom design
- M160 Uniforms, riot/SWAT

Weapons

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

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To locate a given company's complete mailing address, as well as phone, fax, e-mail, and Internet addresses, turn to the Directory section, which begins on the next page. Page number references for all advertisers in this issue are provided in this section.

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		School	S
Foundation	F	Service/ Consultant	SC
Government	G		
Manufacturer	M	Sales	SR
Mail Order	MO	Representative	

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

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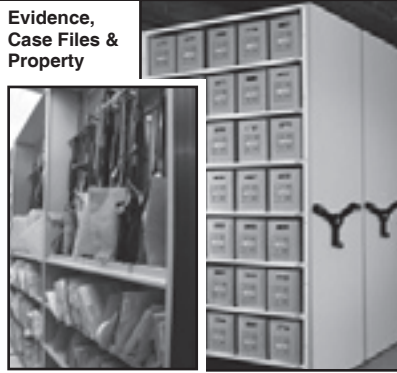
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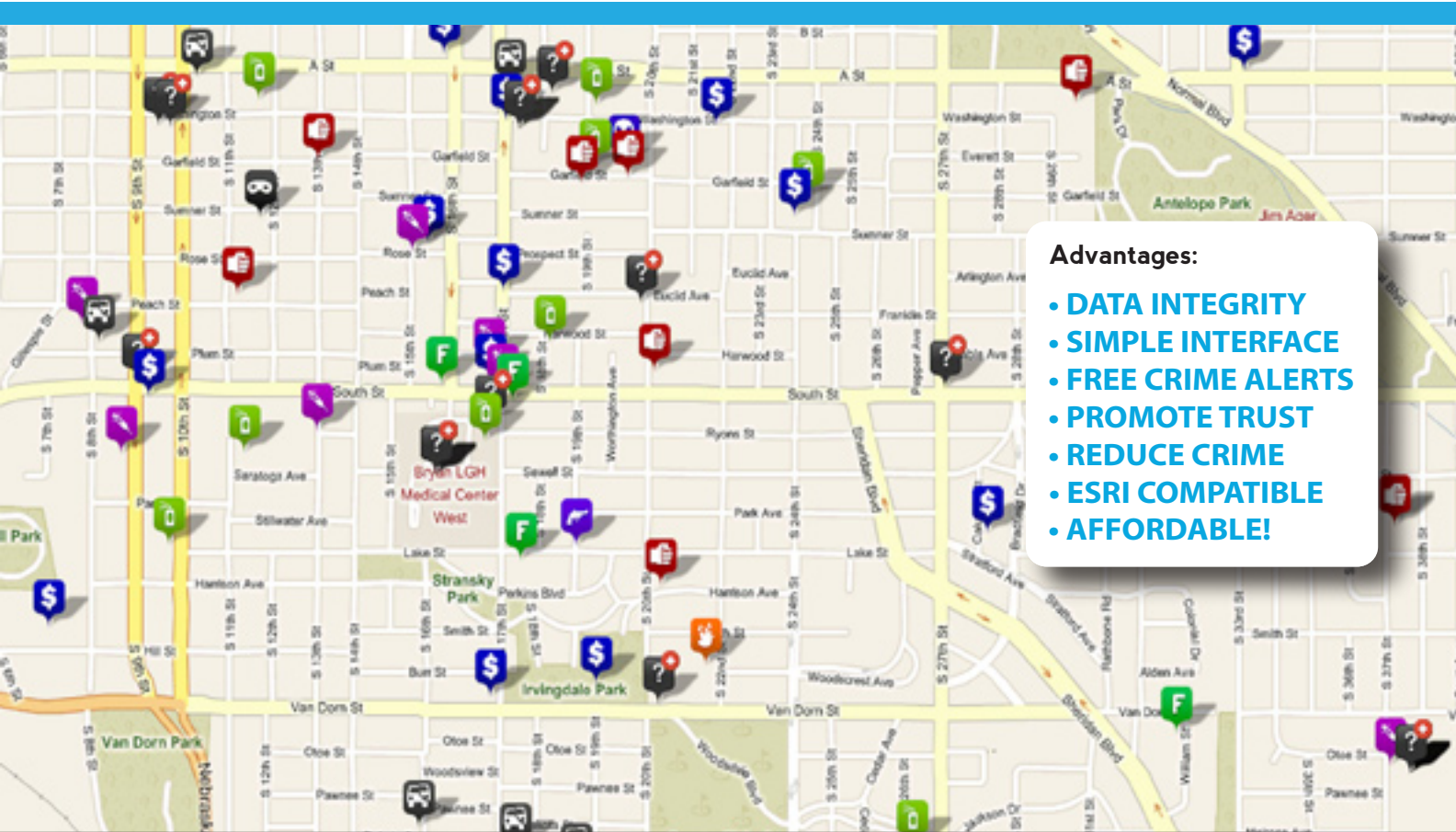
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- Stephen A Laser AssociatesSC
- ✓ USISSC

A220 Physical fitness/gym equipment

- FMRT Group, TheSC-OL

A224 Policy/procedure manuals

- ✓ IACP NetOL
- Intellect World WideG-SC-SR-OL
- Law Enforcement Accreditation Consultants IncSC

- LexipolP
- Looseleaf Law Publications Inc

A227 Public education materials

- Avion Solutions, IncDS
- BriefCamSC
- ✓ Community Mediation ConceptsM
- CSDLF
- Drunk Busters of America LLCD-DS-MO
- Innocorp LtdD-DS-M-MO
- Intellect World WideG-SC-SR-OL
- ✓ Natl Imprint CorpM-MO
- Parrish Strategic Solutions LLCSC
- ✓ Robotronics Inc

A230 Robots, public service

- McGruff Safe Kids
- ✓ Robotronics Inc

A240 Safes/vaults/locks

- Morse Watchmans IncM
- ✓ Tiffin Metal ProductsM

A247 Translation services

- Intellect World WideG-SC-SR-OL
- ✓ SpeakWrite
- STEN-TEL Transcription SvcsSC

Animals

P300 Dogs, K9 training

- United States Police K9 AssnF-SC

P310 Dogs, K9 equipment

- Criminalistics IncM
- Force 911DS
- Herkimer IndustriesDS-M
- K9 Storm IncM
- ✓ TASER IntlM

P330 Horses, training

- ✓ Southern Police InstS

Communications

B010 Amplifiers/bridges/filters/multiplex systems

- ExhibitOneD-SC-SR

B020 Antennas

- Airaya Wireless NetworksM
- CYFREDS-M
- MissionCritical CommunicationsP
- Moonblink CommunicationsDS
- SkyTerra CommunicationsDS
- TransCOR Information TechnologiesD

B030 Batteries

- Easy To Get WirelessDS-M
- EF Johnson Technologies IncM
- OSI Batteries
- Pulsetech ProductsDS-M

B040 Battery chargers/analyzers

- BLI Intl
- Kussmaul Electronics Co IncM
- OSI Batteries
- Pulsetech ProductsDS-M

B045 Community evacuation systems

- Alertus TechnologiesM
- Inmarsat Govt Services IncD-SC

B050 Consoles

- EF Johnson Technologies IncM
- Gamber-JohnsonM
- ✓ Harris PS&PCM
- Havis IncM
- Midian Electronics IncM
- RAM Mounting SystemsM
- Tuffy Security ProductsM
- Zetron IncM

B060 Dispatch systems, E911/CAD

- AECOM DesignSC
- Cardinal Tracking IncDS-SC-SR
- CTA CommunicationsSC
- CTS America aka SmartCOP IncD-DS-M-SC-SR
- Emfinders IncM
- GeoCommDS-M-SC
- Interact Public Safety SystemsM
- Midian Electronics IncM
- MissionCritical CommunicationsP
- Motorola
- Network InnovationsDS
- ✓ New World Systems CorpM
- PlantCMLM
- PowerPhone IncSC
- ✓ Priority Dispatch CorpDS-M-SC
- Rave Mobile SafetyD-DS
- ✓ SunGard Public Sector IncM
- xwave
- Zetron IncM

B072 Furniture, conventional/ergonomic

- AECOM DesignSC
- Moduline CabinetsM
- ✓ MSA Architects

B080 Headsets

- Communications-Applied TechM
- Easy To Get WirelessDS-M
- FreeLincM
- Oregon Aero IncM
- Pryme Radio ProductsM
- Setcom CorpM
- Twitco DistributingD-DS-M-MO
- ✓ Verizon WirelessDS-M-SC

B087 Interoperability

- Communications-Applied TechM
- CTA CommunicationsSC
- DHS Technologies LLCDS-M-SC
- DOJ/OJP/NIJ Comtech ProgramG
- EF Johnson Technologies IncM
- ✓ ESRIDS-M-SC
- Frontline CommunicationsDS-M
- GeoCommDS-M-SC
- Global Pathogen Solutions IncM
- Midian Electronics IncM
- MissionCritical CommunicationsP
- Motorola
- Mutualink Inc
- Network InnovationsDS
- Praecom ConsultingSC
- Radio IP Software IncM
- Reeves ICPM
- SkyTerra CommunicationsDS
- ✓ SunGard Public Sector IncM
- Thales Communications IncM
- TW Mobile EngineeringM-SC
- ✓ Verizon WirelessDS-M-SC
- Zetron IncM

B090 Mobile communications/MDTs

- Autonet Mobile
- BIO-key IntlM
- BlackBerry Research In MotionDS-M
- BLI Intl
- Cardinal Tracking IncDS-SC-SR

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Coban Technologies Inc.....	DS-M
Computer Information Systems Inc.....	SC-SR
CTS America aka SmartCOP Inc.....	D-DS-M-SC-SR
EarthCam Inc.....	DS-M-SC-OL
Frontline Communications.....	DS-M
GETAC Inc.....	EI-M
Hub-Data 911.....	M
iDictate.com & Quicktate.com.....	DS-OL
In Motion Technology Inc.....	DS-M
Inmarsat Govt Services Inc.....	D-SC
Iridium Satellite	
✓ L-3 Communications Mobile-Vision Inc.....	M
MissionCritical Communications.....	P
Motorola	
✓ NEC Corporation of America	
Network Innovations.....	DS
✓ New World Systems Corp.....	M
Radio IP Software Inc.....	M
Rave Mobile Safety.....	D-DS
Reeves ICP.....	M
Renegade Specialty Vehicles	
RoboVu LLC.....	D-DS-G-M
SkyTerra Communications.....	DS
✓ Sprint.....	SC
✓ SunGard Public Sector Inc.....	M
TransCOR Information Technologies.....	M
TriTech Software Systems.....	D
TW Mobile Engineering.....	M-SC
USA Software Inc.....	M
✓ Verizon Wireless.....	DS-M-SC
VisionAIR.....	M
xwave	

B100 Mounting equipment/hardware

Gamber-Johnson.....	M
General Dynamics Itronix.....	M
Havis Inc.....	M
✓ Legacy Inmate Communications	
RoboVu LLC.....	D-DS-G-M
TW Mobile Engineering.....	M-SC

B110 Paging systems

Motorola	
Zetron Inc.....	M

B120 Public address equipment

Alertus Technologies.....	M
American Heart Association	
American Technology Corp.....	M
ASTRUM LLC.....	DS-M
Twitco Distributing.....	D-DS-M-MO
Whelen Engineering Co Inc.....	M

B130 Radios/accessories

54Ward Integrated Solutions.....	M-SR
Airaya Wireless Networks.....	M
Aker Intl Inc.....	M
Easy To Get Wireless.....	DS-M
EF Johnson Technologies Inc.....	M
FreeLinc.....	M
Frontline Communications.....	DS-M
✓ Harris PS&PC.....	M
MissionCritical Communications.....	P
Motorola	
Network Innovations.....	DS
Omnicon Electronics.....	M
Praecom Consulting.....	SC
Pryme Radio Products.....	M
Setcom Corp.....	M
SkyTerra Communications.....	DS
Thales Communications Inc.....	M
Twitco Distributing.....	D-DS-M-MO
Vertex Standard	
Wonwoo Engineering USA Inc	

B140 Recorders, audio

✓ ATN Corp.....	M
CVDS Inc.....	M
Enhanced Voice Solutions LLC.....	D-DS-SC-SR
ExhibitOne.....	D-SC-SR
Omnicon Electronics.....	M
✓ TASER Intl.....	M

B150 Repeaters

EF Johnson Technologies Inc.....	M
Midian Electronics Inc.....	M
Motorola	

B160 Scanners

✓ NEC Corporation of America	
------------------------------	--

B170 Scramblers

Midian Electronics Inc.....	M
-----------------------------	---

B180 Surveillance

✓ Aerovironment Inc.....	M
Airaya Wireless Networks.....	M
All-Trax.....	DS-M
American Heart Association	
Arecont Vision.....	M
ASTRUM LLC.....	DS-M

Avigilon Corp.....	M
Broadcast Microwave Services.....	M
FirstWatch.....	M-OL
Moonblink Communications.....	DS
Omnicon Electronics.....	M
On-Net Surveillance Systems.....	M-SC
Pryme Radio Products.....	M
RISCO Group USA Inc.....	M
SightLogix Inc.....	M-SC
Sikorsky Aircraft Corp.....	M
Specialty Vehicle Solutions.....	M
TW Mobile Engineering.....	M-SC
Twitco Distributing.....	D-DS-M-MO
Video IQ.....	DS-M
✓ Vigilant Video.....	M

B190 Switching/control equipment

ClarkPowell - AV Technologies.....	D
ExhibitOne.....	D-SC-SR
Kussmaul Electronics Co Inc.....	M

B220 Telephone

911-Inc.....	M
Inmarsat Govt Services Inc.....	D-SC
✓ Legacy Inmate Communications	
Network Innovations.....	DS
Praecom Consulting.....	SC

B230 Weather notification

Alertus Technologies.....	M
Climatronics Corp.....	M

Computer Hardware

C005 Client server workstations

ACS A Xerox Co.....	SR
Brazos Technology.....	M
Dell	
✓ SunGard Public Sector Inc.....	M
✓ WatchGuard Video.....	M

C007 Computer accessories

ACS A Xerox Co.....	SR
Brazos Technology.....	M
✓ Brother Mobile Solutions Inc.....	M
Dell	
Gamber-Johnson.....	M
General Dynamics Itronix.....	M
NuShield Inc.....	M
✓ SunGard Public Sector Inc.....	M
✓ TASER Intl.....	M

C010 Mainframes

Dell	
Motorola	

C020 Networks

Dell	
Firetide Inc.....	M
GETAC Inc.....	EI-M
ICVN Inc.....	D-DS-SC
Moonblink Communications.....	DS
Praecom Consulting.....	SC

C027 Peripherals

ACS A Xerox Co.....	SR
Brazos Technology.....	M
✓ Brother Mobile Solutions Inc.....	M
Dell	
✓ ELSAG North America.....	M
✓ SunGard Public Sector Inc.....	M
✓ Vigilant Video.....	M

C030 Personal computers

ACS A Xerox Co.....	SR
Aviation Specialties Unlimited.....	D-DS-EI-SC-SR
Brazos Technology.....	M
Defense Group Inc/CoBRA Software.....	DS
Dell	
General Dynamics Itronix.....	M
GETAC Inc.....	EI-M
✓ SunGard Public Sector Inc.....	M

C040 Portable/in-car

ACS A Xerox Co.....	SR
Auspex Technologies.....	DS-M
Autonet Mobile	
Brazos Technology.....	M
Broadcast Microwave Services.....	M
✓ Brother Mobile Solutions Inc.....	M
Dell	
Emergency Response Maps (ERM).....	D-G-M-P-SC-OL
EZ Tag Corp	
General Dynamics Itronix.....	M
GETAC Inc.....	EI-M
✓ L-3 Communications Mobile-Vision Inc.....	M
✓ Morpho Trak.....	M-SC
Motorola	
✓ NEC Corporation of America	
NuShield Inc.....	M

RoboVu LLC.....	D-DS-G-M
✓ SunGard Public Sector Inc.....	M
✓ TASER Intl.....	M
Two Technologies Inc.....	M

Computer Software

C045 911/E911

911-Inc.....	M
CritiCall Testing Software.....	M-P-SC
Digital Data Technologies Inc.....	SC-SR
ESI Acquisition Inc.....	M
✓ ESRI.....	DS-M-SC
GeoComm.....	DS-M-SC
Interact Public Safety Systems.....	M
Motorola	
✓ NEC Corporation of America	
✓ New World Systems Corp.....	M
OnStar.....	M-SC
PlantCML.....	M
✓ Priority Dispatch Corp.....	DS-M-SC
Rave Mobile Safety.....	D-DS
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
Zetron Inc.....	M

C050 AFIS

AFIS and Biometrics Consulting.....	M-SC
AFIX Technologies Inc.....	M
Cogent Systems.....	M
✓ Morpho Trak.....	M-SC
Motorola	
✓ NEC Corporation of America	
✓ SunGard Public Sector Inc.....	M
Thinkstream.....	M-P-SC

C060 Arrest/booking

3A Medical USA Inc.....	EI-M
✓ Morpho Trak.....	M-SC
✓ New World Systems Corp.....	M
Niche Technology Inc.....	M-P
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
Thinkstream.....	M-P-SC

C063 Artificial intelligence

SAINT Police Systems LLC.....	M
✓ SunGard Public Sector Inc.....	M

C070 Automatic vehicle locators

Advanced Public Safety Inc.....	DS-G
Autonet Mobile	
Digital Data Technologies Inc.....	SC-SR
✓ ESRI.....	DS-M-SC
In Motion Technology Inc.....	DS-M
Intergraph Corp.....	M
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M

C075 Case management

About LYNXPM LLC.....	DS-SC
Auri Group TAG Cite	
BlueBear LES Inc.....	DS-M
Booz Allen Hamilton.....	SC
✓ CI Technologies Inc.....	DS-SC-OL
Cyrun.....	M
Foray Technologies.....	DS-M-SR
HandySoft.....	D-DS
i2 Inc.....	M
MHS Inc.....	DS-P-OL
Motorola	
✓ New World Systems Corp.....	M
Panoscan Inc.....	DS-M
SMART Public Safety Software.....	M-SC
✓ Spillman Technologies Inc.....	M-SR
Sundance Systems Inc.....	D-DS-M
✓ SunGard Public Sector Inc.....	M
✓ TASER Intl.....	M
Thinkstream.....	M-P-SC
USA Software Inc.....	M
YHD Software Inc-ERN Systems.....	P-SC

C076 Communications management

Adobe Systems Inc.....	D-G
Digital Sandbox.....	SC
In Motion Technology Inc.....	DS-M
Inmarsat Govt Services Inc.....	D-SC
Radio IP Software Inc.....	M
TeleStaff by PDSI.....	G

C078 Community policing

✓ Coplogic.....	SC-SR-OL
✓ CrimeReports.....	SC-OL
✓ ESRI.....	DS-M-SC
Motorola	
Natl Assn for Shoplifting Prevention (NASP).....	DS-MO-OL
✓ Omega Group, The.....	DS-M-SC-OL
ShotSpotter Inc.....	DS-EI-M

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✓ SunGard Public Sector Inc.....M	BlueBear LES Inc.....DS-M	HandySoft.....D-DS
YHD Software Inc-ERN Systems.....P-SC	✓ Morpho Trak.....M-SC	Hub-Data 911.....M
C090 Computer-aided dispatch	✓ Total Recall Corp.....D-DS-M-SC	Intergraph Corp.....M
Computer Information Systems Inc.....SC-SR	C115 False alarm reduction	✓ New World Systems Corp.....M
CTS America aka SmartCOP Inc.....D-DS-M-SC-SR	Crywolf-Public Safety Corp.....M	Niche Technology Inc.....M-P
Cyrun.....M	PMAM Copsourc.....	PlantCML.....M
✓ ESRI.....DS-M-SC	C120 Fleet management	SMART Public Safety Software.....M-SC
General Dynamics Information Technology.....SC	3A Medical USA Inc.....EI-M	✓ Spillman Technologies Inc.....M-SR
Interact Public Safety Systems.....M	Autonet Mobile.....	✓ SunGard Public Sector Inc.....M
Intergraph Corp.....M	Bancorp Bank/Mears Leasing.....DS-G-SC-SR	YHD Software Inc-ERN Systems.....P-SC
Motorola.....	✓ ESRI.....DS-M-SC	C150 Information sharing/NCIC
✓ New World Systems Corp.....M	In Motion Technology Inc.....DS-M	ABM America Inc.....DS-EI-M-SR
OnStar.....M-SC	✓ LiveViewGPS Inc.....DS-M	Accident Support Services Intl.....SC
PlantCML.....M	NSim Technology.....	Advanced Public Safety Inc.....DS-G
PMAM Copsourc.....	✓ Spillman Technologies Inc.....M-SR	BIO-key Intl.....M
PowerPhone Inc.....SC	✓ SunGard Public Sector Inc.....M	Booz Allen Hamilton.....SC
✓ Priority Dispatch Corp.....DS-M-SC	✓ Verizon Wireless.....DS-M-SC	CodeCenters Intl.....
SMART Public Safety Software.....M-SC	C125 Forensics	Computer Information Systems Inc.....SC-SR
✓ Spillman Technologies Inc.....M-SR	Adobe Systems Inc.....D-G	General Dynamics Information Technology.....SC
✓ Sun Ridge Systems Inc.....SR	All-Trax.....DS-M	Global Pathogen Solutions Inc.....M
Sundance Systems Inc.....D-DS-M	BlueBear LES Inc.....DS-M	✓ Information Builders Inc.....M
✓ SunGard Public Sector Inc.....M	✓ Bode Technology Group.....DS-M-SC-OL	MissingPatient.com Alert & ID.....OL
Thinkstream.....M-P-SC	Digital Evidence Locker/JUDG.....M	✓ New World Systems Corp.....M
TriTech Software Systems.....DS	Foray Technologies.....DS-M-SR	NSim Technology.....
USA Software Inc.....M	Forensic Technology Inc.....DS-M-SC	SAINT Police Systems LLC.....M
VisionAIR.....M	HBGary Inc.....M	✓ Spillman Technologies Inc.....M-SR
xwawe.....	Linear Systems.....M	✓ SpeakWrite.....
C098 Crime analysis	Salient Stills.....	✓ SunGard Public Sector Inc.....M
✓ CI Technologies Inc.....DS-SC-OL	C130 Gang tracking	TriTech Software Systems.....DS
CodeCenters Intl.....	i2 Inc.....M	✓ Vigilant Video.....M
Computer Information Systems Inc.....SC-SR	ICVN Inc.....D-DS-SC	VisionAIR.....M
Corona Solutions.....SC-OL	✓ New World Systems Corp.....M	VisionTEK.....M
✓ CrimeReports.....SC-OL	Niche Technology Inc.....M-P	Visual Analytics Inc.....
✓ ESRI.....DS-M-SC	✓ Spillman Technologies Inc.....M-SR	YHD Software Inc-ERN Systems.....P-SC
FirstWatch.....M-OL	✓ SunGard Public Sector Inc.....M	C151 Intelligence-Led policing
GeoComm.....DS-M-SC	C140 Geographic information	✓ Information Builders Inc.....M
i2 Inc.....M	911-Inc.....M	C152 Internet services
✓ Information Builders Inc.....M	Digital Data Technologies Inc.....SC-SR	Autonet Mobile.....
✓ New World Systems Corp.....M	✓ ESRI.....DS-M-SC	✓ Coplogic.....SC-SR-OL
✓ Omega Group, The.....DS-M-SC-OL	General Dynamics Information Technology.....SC	Crown Pointe Technologies Inc.....D-DS-M
PMAM Copsourc.....	GeoComm.....DS-M-SC	✓ GEICO Direct.....O
Salient Stills.....	✓ Information Builders Inc.....M	Lexipol.....P
SpeedTrack.....	Intergraph Corp.....M	PMAM Copsourc.....
✓ Spillman Technologies Inc.....M-SR	NSim Technology.....	SAINT Police Systems LLC.....M
✓ SunGard Public Sector Inc.....M	✓ Omega Group, The.....DS-M-SC-OL	✓ SunGard Public Sector Inc.....M
Thinkstream.....M-P-SC	PMAM Copsourc.....	✓ TASER Intl.....M
Visual Analytics Inc.....	✓ Spillman Technologies Inc.....M-SR	C155 Investigative
C100 Crime scene analysis	✓ SunGard Public Sector Inc.....M	ABM America Inc.....DS-EI-M-SR
Linear Systems.....M	✓ TASER Intl.....M	ACE Software Techniques.....P
✓ New World Systems Corp.....M	C141 GPS	✓ CI Technologies Inc.....DS-SC-OL
C101 Data mining	247Security Inc - Patrol Witness.....M	CodeCenters Intl.....
CodeCenters Intl.....	3SI Security Systems.....M-S-SR	✓ FTR Ltd.....M
Corona Solutions.....SC-OL	Coban Technologies Inc.....DS-M	✓ New World Systems Corp.....M
✓ CrimeReports.....SC-OL	Digital Data Technologies Inc.....SC-SR	Niche Technology Inc.....M-P
Digital Sandbox.....SC	Emergency Response Maps (ERM).....D-G-M-P-SC-OL	SpeedTrack.....
✓ ESRI.....DS-M-SC	✓ ESRI.....DS-M-SC	✓ Spillman Technologies Inc.....M-SR
FirstWatch.....M-OL	Hub-Data 911.....M	STEN-TEL Transcription Svcs.....SC
i2 Inc.....M	In Motion Technology Inc.....DS-M	✓ SunGard Public Sector Inc.....M
✓ Information Builders Inc.....M	✓ LiveViewGPS Inc.....DS-M	Visual Analytics Inc.....
Insight Video Net.....M	Patrol Witness - 247Security Inc.....M	C156 Alarm billing and collections
SAINT Police Systems LLC.....M	Pryme Radio Products.....M	Crywolf-Public Safety Corp.....M
SpeedTrack.....	Radio IP Software Inc.....M	✓ New World Systems Corp.....M
✓ SunGard Public Sector Inc.....M	Rave Mobile Safety.....D-DS	✓ SunGard Public Sector Inc.....M
C102 Data recovery	✓ Supreme Specialty Vehicles.....	C157 License plate recognition
BlueBear LES Inc.....DS-M	✓ TASER Intl.....M	Avigilon Corp.....M
C105 Domestic violence tracking	C142 Gunshot location	✓ ELSAG North America.....M
✓ Spillman Technologies Inc.....M-SR	✓ ESRI.....DS-M-SC	EZ Tag Corp.....
✓ SunGard Public Sector Inc.....M	General Dynamics Information Technology.....SC	Genetec.....M
C110 Emergency management	ShotSpotter Inc.....DS-EI-M	✓ L-3 Communications Mobile-Vision Inc.....M
Adobe Systems Inc.....D-G	✓ Total Recall Corp.....D-DS-M-SC	NDI Recognition Systems.....D-DS-EI-M
Alertus Technologies.....M	C143 Image search and analysis	PIPS Technology/Federal Signal.....M
Aviation Specialties Unlimited.....D-DS-EI-SC-SR	About LYNXPM LLC.....DS-SC	SENSYS Traffic AB.....M
BowMac.com.....	AFIS and Biometrics Consulting.....M-SC	✓ Total Recall Corp.....D-DS-M-SC
Defense Group Inc/CoBRA Software.....DS	Avigilon Corp.....M	Two Technologies Inc.....M
Envisage Technologies.....	BlueBear LES Inc.....DS-M	✓ Vigilant Video.....M
ESi Acquisition Inc.....M	Digital Evidence Locker/JUDG.....M	Vitronic Machine Vision.....M
✓ ESRI.....DS-M-SC	EarthCam Inc.....DS-M-SC-OL	C158 Mapping
FirstWatch.....M-OL	Foray Technologies.....DS-M-SR	247Security Inc - Patrol Witness.....M
General Dynamics Information Technology.....SC	Insight Video Net.....M	911-Inc.....M
Lofack SafetyNet.....DS-M	Linear Systems.....M	Aviation Specialties Unlimited.....D-DS-EI-SC-SR
Motorola.....	On-Net Surveillance Systems.....M-SC	BIO-key Intl.....M
✓ New World Systems Corp.....M	✓ SunGard Public Sector Inc.....M	✓ CrimeReports.....SC-OL
NSim Technology.....	✓ TASER Intl.....M	Defense Group Inc/CoBRA Software.....DS
OSL Solutions Ltd.....DS-EI-SC-SR	VeriPic.....P-SC	Digital Data Technologies Inc.....SC-SR
PlantCML.....M	C145 Incident-Based reporting system	✓ ELSAG North America.....M
Public Safety Volunteer Inst.....SC-OL	Accident Support Services Intl.....SC	Emergency Response Maps (ERM).....D-G-M-P-SC-OL
Rave Mobile Safety.....D-DS	Aviation Specialties Unlimited.....D-DS-EI-SC-SR	ESi Acquisition Inc.....M
✓ Spillman Technologies Inc.....M-SR	Cardinal Tracking Inc.....DS-SC-SR	✓ ESRI.....DS-M-SC
✓ SunGard Public Sector Inc.....M	✓ Coplogic.....SC-SR-OL	✓ MSA Architects.....
TeleStaff by PDSI.....G	Corona Solutions.....SC-OL	✓ New World Systems Corp.....M
C113 Facial recognition	Cyrun.....M	NSim Technology.....
AFIS and Biometrics Consulting.....M-SC	Defense Group Inc/CoBRA Software.....DS	✓ Omega Group, The.....DS-M-SC-OL
ASP Inc.....	ESi Acquisition Inc.....M	Patrol Witness - 247Security Inc.....M

SkyTerra Communications.....	DS
✓ Spillman Technologies Inc.....	M-SR
✓ Sun Ridge Systems Inc.....	SR
Sundance Systems Inc.....	D-DS-M
✓ SunGard Public Sector Inc.....	M
✓ TASER Intl.....	M
VisionAIR.....	M
Visual Analytics Inc.....	

C180 Narcotics investigation

ABM America Inc.....	DS-EI-M-SR
✓ CI Technologies Inc.....	DS-SC-OL
ICVN Inc.....	D-DS-SC
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
✓ Supreme Specialty Vehicles Visual Analytics Inc.....	

C185 Network

✓ SunGard Public Sector Inc.....	M
✓ Verizon Wireless.....	D-DS-M-SC

C190 Offense records

✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
VisionTEK.....	M

C195 Online services

✓ ATN Corp.....	M
Complus Data Innovations Inc.....	SC
✓ Coplogic.....	SC-SR-OL
✓ CrimeReports.....	SC-OL
EarthCam Inc.....	DS-M-SC-OL
HS Mgmt Inst.....	S
✓ IACP Net.....	OL
iDictate.com & Quicktate.com.....	DS-OL
MHS Inc.....	DS-P-OL
Natl Assn for Shoplifting Prevention (NASP).....	DS-MO-OL
OT Solved LLC.....	SC
Public Safety Volunteer Inst.....	SC-OL
STEN-TEL Transcription Svcs.....	SC
✓ SunGard Public Sector Inc.....	M
TeleStaff by PDSI.....	G
✓ West/a Thomson Reuters Business.....	

C200 Personnel management

✓ CI Technologies Inc.....	DS-SC-OL
CritiCall Testing Software.....	M-P-SC
Crown Pointe Technologies Inc.....	D-DS-M
Envisage Technologies.....	
Global Pathogen Solutions Inc.....	M
HandySoft.....	D-DS
IDenticard.....	M
✓ Information Builders Inc.....	M
IntelliTime Systems Corp.....	D
InTime Solutions Inc.....	
Jivasoft Corp.....	M
✓ New World Systems Corp.....	M
Orion Communications Inc.....	M
OSL Solutions Ltd.....	DS-EI-SC-SR
OT Solved LLC.....	SC
Personnel Evaluation Inc.....	SC
✓ Police Evaluations Online.....	
Police Foundation.....	D-P-SC
Public Safety Volunteer Inst.....	SC-OL
SpeedTrack.....	
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
TeleStaff by PDSI.....	G
USA Software Inc.....	M

C202 Personnel scheduling

Envisage Technologies.....	
IntelliTime Systems Corp.....	D
InTime Solutions Inc.....	
Jivasoft Corp.....	M
✓ New World Systems Corp.....	M
Orion Communications Inc.....	M
OSL Solutions Ltd.....	DS-EI-SC-SR
OT Solved LLC.....	SC
Public Safety Volunteer Inst.....	SC-OL
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
TeleStaff by PDSI.....	G

C204 Photo identification

About LYNXPM LLC.....	DS-SC
Card Imaging.....	DS
Linear Systems.....	M
MissingPatient.com Alert & ID.....	OL
✓ New World Systems Corp.....	M
Plastic Card Systems.....	D-DS-M
Precision Dynamics Corp.....	M
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
TeleStaff by PDSI.....	G

C207 Predictive policing

✓ Information Builders Inc.....	M
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C210 Property/evidence management

ACE Software Techniques.....	P
✓ Bode Technology Group.....	DS-M-SC-OL
✓ Brother Mobile Solutions Inc.....	M
Digital Evidence Locker/JUDG.....	M
Foray Technologies.....	DS-M-SR
Forensic Technology Inc.....	DS-M-SR
HandySoft.....	D-DS
Insight Video Net.....	M
Linear Systems.....	M
✓ New World Systems Corp.....	M
Orion Communications Inc.....	M
PMI.....	D-DS-M-SC-SR
SmeadSoft.....	
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
USA Software Inc.....	M
Videx Inc.....	M
✓ WatchGuard Video.....	M

C215 Public records

Sundance Systems Inc.....	D-DS-M
✓ SunGard Public Sector Inc.....	M
✓ West/a Thomson Reuters Business.....	

C220 Records management

911-Inc.....	M
ABM America Inc.....	DS-EI-M-SR
About LYNXPM LLC.....	DS-SC
Accident Support Services Intl.....	SC
Booz Allen Hamilton.....	SC
CodeCenters Intl.....	
Complus Data Innovations Inc.....	SC
Computer Information Systems Inc.....	SC-SR
✓ Coplogic.....	SC-SR-OL
Corona Solutions.....	SC-OL
Crown Pointe Technologies Inc.....	D-DS-M
CTS America aka SmartCOP Inc.....	D-DS-M-SC-SR
Cyru.....	M
Envisage Technologies.....	
✓ ESRI.....	DS-M-SC
EZ Tag Corp.....	
HandySoft.....	D-DS
iDictate.com & Quicktate.com.....	DS-OL
Interact Public Safety Systems.....	
Intergraph Corp.....	M
MissingPatient.com Alert & ID.....	OL
Motorola.....	
✓ New World Systems Corp.....	M
Niche Technology Inc.....	M-P
Precision Dynamics Corp.....	M
SAINT Police Systems LLC.....	M
SMART Public Safety Software.....	M-SC
SmeadSoft.....	
✓ SpeakWrite.....	
✓ Spillman Technologies Inc.....	M-SR
✓ Sun Ridge Systems Inc.....	SR
Sundance Systems Inc.....	D-DS-M
✓ SunGard Public Sector Inc.....	M
TriTech Software Systems.....	DS
VisionAIR.....	M

C230 Report writing

Advanced Public Safety Inc.....	DS-G
BIO-key Intl.....	M
Cyru.....	M
Motorola.....	
✓ New World Systems Corp.....	M
✓ Spillman Technologies Inc.....	M-SR
STEN-TEL Transcription Svcs.....	SC
✓ Sun Ridge Systems Inc.....	SR
✓ SunGard Public Sector Inc.....	M
VisionTEK.....	M

C235 Supplies

OSL Solutions Ltd.....	DS-EI-SC-SR
✓ SunGard Public Sector Inc.....	M

C237 Terrorism

ABM America Inc.....	DS-EI-M-SR
ACEPEI, Certified in Homeland Security Program.....	P-5
Aviation Specialties Unlimited.....	D-DS-EI-SC-SR
BowMac.com.....	
Defense Group Inc/CoBRA Software.....	DS
Digital Sandbox.....	SC
✓ ESRI.....	DS-M-SC
FirstWatch.....	M-OL
i2 Inc.....	M
ICVN Inc.....	D-DS-SC
NDI Recognition Systems.....	D-DS-EI-M
YHD Software Inc-ERN Systems.....	P-SC

C238 Towing management

ACE Software Techniques.....	P
Orion Communications Inc.....	M
✓ SunGard Public Sector Inc.....	M

C240 Traffic crash investigation

4N6XPRT Systems.....	M
Accident Support Services Intl.....	SC

Auri Group TAG Cite.....	
Engineering Dynamics Corp.....	M
EZ Tag Corp.....	
✓ New World Systems Corp.....	M
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
VisionTEK.....	M

C250 Traffic/parking violation management

Auri Group TAG Cite.....	
Auspex Technologies.....	DS-M
✓ Brother Mobile Solutions Inc.....	M
Cardinal Tracking Inc.....	DS-SC-SR
Complus Data Innovations Inc.....	SC
CTS America aka SmartCOP Inc.....	D-DS-M-SC-SR
EZ Tag Corp.....	
Genetec.....	M
Motorola.....	
✓ New World Systems Corp.....	M
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M
VisionTEK.....	M

C260 Training

Adobe Systems Inc.....	D-G
Avion Solutions, Inc.....	DS
✓ Community Mediation Concepts.....	SC
CritiCall Testing Software.....	M-P-SC
Crown Pointe Technologies Inc.....	D-DS-M
Envisage Technologies.....	
✓ ESRI.....	DS-M-SC
Fair Warning Systems - FATS.....	DS-SC
Global Pathogen Solutions Inc.....	M
✓ IACP Net.....	OL
IES Interactive Training.....	M
Intl Assn of Voice Stress Analysts.....	
Lexipol.....	P
Looseleaf Law Publications Inc.....	
OSL Solutions Ltd.....	DS-EI-SC-SR
✓ Police Evaluations Online.....	
✓ Priority Dispatch Corp.....	DS-M-SC
Ring's Mfg Inc.....	M
✓ SunGard Public Sector Inc.....	M
Ti Training Corp.....	M-P-SC

C270 Uniform crime reports

✓ Information Builders Inc.....	M
✓ New World Systems Corp.....	M
✓ Omega Group, The.....	DS-M-SC-OL
SMART Public Safety Software.....	M-SC
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M

C275 Video analysis & enhancement

All-Trax.....	DS-M
Arecont Vision.....	M
Avigilon Corp.....	M
On-Net Surveillance Systems.....	M-SC
Salient Stills.....	
✓ TASER Intl.....	M

C280 Warrant records

BIO-key Intl.....	M
✓ New World Systems Corp.....	M
✓ Spillman Technologies Inc.....	M-SR
✓ SunGard Public Sector Inc.....	M

C290 Weapon tracking

Crown Pointe Technologies Inc.....	D-DS-M
✓ New World Systems Corp.....	M
Orion Communications Inc.....	M

Emergency Response

D010 Alarms, evacuation

American Technology Corp.....	M
✓ GEICO Direct.....	O
RISCO Group USA Inc.....	M

D020 Ambulances/accessories

Brattleboro Retreat.....	
Emergency Vehicles Intl.....	EI-M
First Line Technology LLC.....	DS-M
Knox Co.....	M

D030 Blankets

Raysics.....	M
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D050 CPR masks

✓ American Red Cross.....	P
MedProtect Inc.....	DS-M

D055 Defibrillators

✓ American Red Cross.....	P
Forestry Suppliers Inc.....	DS
ZOLL Medical Corp.....	M

D060 Fire controls/extinguishers

Click2Enter Inc.....	M
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STANDARD ISSUE.

SIGSAUER

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Circle no. 62 on Reader Response Card

D070 First aid products

- ✓ American Red Cross.....P
- Deenside LTD.....D-DS-EI-G-M-MO-OL
- Forestry Suppliers Inc.....DS
- Herkimer Industries.....DS-M
- MedProtect Inc.....DS-M

D080 Flares/guns/cases

- Americase Inc.....M
- Hardigg Storm Case.....M
- Packaging Strategies Inc.....D-DS-M
- PowerFlare Corp.....DS
- PSI Cases.....M
- TURBOFLARE.....M

D090 Flashers

- Code 3 Inc.....M
- Nova Electronics Inc.....M
- ✓ Solar Traffic Controls LLC.....M
- TURBOFLARE.....M
- Whelen Engineering Co Inc.....M

D095 Gas detectors

- Industrial Scientific.....M
- ✓ MSA.....M
- Nextteq LLC.....DS-M

D100 Generators

- Allmand SS.....M
- Power Innovations Intl.....M

D110 Hazardous materials equipment

- 1st Defense Group.....DS
- Ahura Scientific Inc.....M
- Clean Harbors Environmental Svcs.....M
- Communications-Applied Tech.....M
- DHS Technologies LLC.....DS-M-SC
- DQE Inc.....DS-M
- Ferrara Fire Apparatus Inc.....M

D120 Hospital equipment

- EDGECO America.....DS
- Western Shelter Systems.....DS-M

D125 Explosive detection systems

- 1st Defense Group.....DS
- Ahura Scientific Inc.....M
- DeltaNu.....M
- ✓ MSA.....M
- Panoscan Inc.....DS-M
- SAS R&D Services Inc.....M
- Team Detect LLC.....M

D130 Lights, emergency

- ✓ Adamson Industries Corp.....DS
- AE Light.....M
- Allmand SS.....M
- Andax Industries LLC.....DS-M
- Code 3 Inc.....M
- DQE Inc.....DS-M
- illuminationGear.com.....D-DS-MO
- Integrated Armor Systems.....M
- Lumenyte Security Systems.....DS-M
- Nova Electronics Inc.....M
- PowerFlare Corp.....DS
- PSI Cases.....M
- ✓ Solar Traffic Controls LLC.....M
- Squad-Fitters Inc.....DS-M
- Streamlight Inc.....M
- Superior Signals Inc.....DS-M
- TerraLUX Inc.....M
- Tomar Electronics Inc.....M
- TURBOFLARE.....M
- Whelen Engineering Co Inc.....M

D135 Portable weather stations

- Climatronics Corp.....M
- ACFEI, Certified in Homeland Security Program.....P-S
- Aeryone Labs Inc.....D-M
- Andax Industries LLC.....DS-M
- Broco Inc.....M
- ✓ Coleman Company, The.....M
- Communications-Applied Tech.....M
- DHS Technologies LLC.....DS-M-SC
- Elmridge Protection Products.....DS-M
- Emfinders Inc.....M
- ✓ E-Z UP Intl Inc.....M
- Ferrara Fire Apparatus Inc.....M
- First Line Technology LLC.....DS-M
- Herkimer Industries.....DS-M
- Hydroacoustics Inc.....M
- ✓ JTW Associates.....M
- Lofack SafetyNet.....DS-M
- ✓ RSDECON.....M
- Tex-Shield Inc.....M
- Western Shelter Systems.....DS-M
- Zistos Corp.....M

D142 Resuscitation equipment

- ✓ American Red Cross.....P-S
- ZOLL Medical Corp.....M

Investigation

E005 Barrier tape

- American Safety Vest.....D-MO-OL
- Banner Guard Div/Reef Industries Inc.....M

E010 Binoculars

- ✓ ATN Corp.....M
- Fraser-Volpe LLC.....M
- Steiner Binoculars.....DS-M

E018 Cameras, digital

- 247Security Inc - Patrol Witness.....M
- Aeryone Labs Inc.....D-M
- Coban Technologies Inc.....DS-M
- Digital Evidence Locker/JUDG.....M
- Forestry Suppliers Inc.....DS
- Fujifilm USA Inc.....M
- Panoscan Inc.....DS-M
- 247Security Inc - Patrol Witness.....M
- Penn Camera Professional.....D-DS-G-MO-S-SC-OL
- ✓ TASER Intl.....M
- ✓ Total Recall Corp.....D-DS-M-SC

E020 Cameras, general purpose/accessories

- Aeryone Labs Inc.....D-M
- EarthCam Inc.....DS-M-SC-OL
- Penn Camera Professional.....D-DS-G-MO-S-SC-OL
- ✓ TASER Intl.....M
- ✓ Total Recall Corp.....D-DS-M-SC
- Two Technologies Inc.....M

E030 Cameras, identification/mug

- Two Technologies Inc.....M

E040 Cameras, surveillance

- ✓ Aerovision Inc.....M
- Aeryone Labs Inc.....D-M
- All-Trax.....DS-M
- Arecont Vision.....M
- Avigilon Corp.....M
- Crime Point.....M
- Digital Mgt Solutions.....DS-M

WELCOME
TO OUR TOWN.

Our town is a community of the public projects we create, the partners we build with, and always, the people who use these buildings. It's also a team of inspired architects and project managers who live and breathe their work and believe a disciplined process can lead to transformational design. In the end, our town is built on promises. Like our buildings, these promises are built to last. Visit our town to see our extensive police portfolio at SRBLArchitects.com

SRBL ARCHITECTS. WHERE PROMISES ARE ALWAYS KEPT.

Circle no. 68 on Reader Response Card

EarthCam Inc.....	DS-M-SC-OL
Firetide Inc.....	M
FLIR Systems Inc	
Fraser-Volpe LLC.....	M
Fujifilm USA Inc.....	M
M Malia & Associates.....	SC
Moonblink Communications.....	DS
Motorola	
Natl Intelligence Academy.....	M
North American Video.....	SC
NSM Surveillance.....	M
✓ Panasonic.....	M
Panoscan Inc.....	DS-M
SightLogix Inc.....	M-SC
Supercircuits.....	DS-M
✓ TASER Intl.....	M
✓ Total Recall Corp.....	D-DS-M-SC
Video IQ.....	DS-M
✓ Vigilant Video.....	M
Wonwoo Engineering USA Inc	

E050 Cameras, video

Aeryone Labs Inc.....	D-M
ClarkPowell - AV Technologies.....	D
Coban Technologies Inc.....	DS-M
Decatur Electronics.....	M
✓ Digital Ally Inc.....	M
EarthCam Inc.....	DS-M-SC-OL
Hub-Data 911.....	M
Insight Video Net.....	M
K9 Storm Inc.....	M
Kustom Signals Inc.....	M
Motorola	
Penn Camera Professional.....	D-DS-G-MO-S-SC-OL
RoboVu LLC.....	D-DS-G-M
✓ TASER Intl.....	M
✓ Total Recall Corp.....	D-DS-M-SC
Wonwoo Engineering USA Inc	
Zistos Corp.....	M

E060 Countermeasure devices

Alcohol Countermeasure Systems.....	M
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E070 Crime scene processing equipment

Flexbar Machine Corp.....	M
Herkimer Industries.....	DS-M
Mobile Concepts by Scotty.....	M
ProForce Law Enforcement.....	DS
Renegade Specialty Vehicles.....	M
Scenesafe.....	DS-EI-G-MO

E075 DNA test kits

✓ Bode Technology Group.....	DS-M-SC-OL
McGruff Safe Kids	
Scenesafe.....	DS-EI-G-MO
Sorenson Forensics.....	DS-SC

E077 DNA testing services

✓ Bode Technology Group.....	DS-M-SC-OL
Orchid Cellmark	
Sorenson Forensics.....	DS-SC

E110 Evidence collection

ACE Software Techniques.....	P
✓ Bode Technology Group.....	DS-M-SC-OL
ClueFinders Inc.....	D-M-SC
Flexbar Machine Corp.....	M
Forensic Technology Inc.....	DS-M-SC
Fujifilm USA Inc.....	M
Hydroacoustics Inc.....	M
Prism Pak Inc.....	M
Raysics.....	M
Reeves ICP.....	M
Scenesafe.....	DS-EI-G-MO
✓ Southern Police Inst.....	S
Spectronics Corp.....	M
✓ TASER Intl.....	M

E120 Evidence storage/security

ACE Software Techniques.....	P
Digital Evidence Locker/JUDG.....	M
Foray Technologies.....	DS-M-SR
PMI.....	D-DS-M-SC-SR
Precision Locker Co.....	M
Prism Pak Inc.....	M
✓ Salsbury Industries-Lockers.com.....	D-DS-M
✓ TASER Intl.....	M
✓ Tiffin Metal Products.....	M
VeriPic.....	P-SC
Videx Inc.....	M

E140 Fingerprint kits

Criminalistics Inc.....	M
Flexbar Machine Corp.....	M
Penn Camera Professional.....	D-DS-G-MO-S-SC-OL

E145 Forensic DNA testing services

✓ Bode Technology Group.....	DS-M-SC-OL
Orchid Cellmark	
Sorenson Forensics.....	DS-SC

E150 Forensic test equipment/kits

Alcohol Countermeasure Systems.....	M
✓ Bode Technology Group.....	DS-M-SC-OL
ClueFinders Inc.....	D-M-SC
DeltaNu.....	M
Flexbar Machine Corp.....	M
Lifeloc Technologies Inc.....	M
Raysics.....	M
Savage Range Systems.....	M
Scenesafe.....	DS-EI-G-MO
Securetec Inc	
Spectronics Corp.....	M
Super Trap Inc	

E155 Gunshot residue test kits

Scenesafe.....	DS-EI-G-MO
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E160 Laboratory equipment/supplies

CMI Inc.....	M
Raysics.....	M
Shure Mfg Corp.....	M
Spectronics Corp.....	M

E170 Laboratory services

✓ Bode Technology Group.....	DS-M-SC-OL
ClueFinders Inc.....	D-M-SC
Forensic Technology Inc.....	DS-M-SC
Orchid Cellmark	

E180 Lights, special purpose

Allmand SS.....	M
FoxFury LLC.....	M
illuminationGear.com.....	D-DS-MO
Insight Technology.....	D-M
Packaging Strategies Inc.....	D-DS-M
PowerFlare Corp.....	DS
PSI Cases.....	M
Spectronics Corp.....	M
TerraLUX Inc.....	M
Torfino Enterprises Inc.....	M
Unity Mfg Co.....	M

E190 Marine/diving equipment

Cellcrypt Inc	
✓ Coleman Company, The.....	M
Dan Burns Associates Inc.....	DS
Hydroacoustics Inc.....	M

E202 Night vision systems

Aimpoint Inc.....	M
✓ American Defense Systems Inc	
✓ ATN Corp.....	M
FLIR Systems Inc	
Fraser-Volpe LLC.....	M
Insight Technology.....	D-M
Morovision Night Vision.....	DS-M
NSM Surveillance.....	M
ReconRobotics Inc.....	M
Supercircuits.....	DS-M
Wilcox Industries Corp.....	M

E205 Noise instruments

Casella USA	
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E210 Photography, darkroom equipment/supplies

Fujifilm USA Inc.....	M
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E220 Photography, film

Fujifilm USA Inc.....	M
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E240 Polygraph equipment

Academy for Scientific Investigative Training.....	D-S-SC
American Polygraph Assn.....	SC
ITVT Inst.....	M

E250 Recorders, audio

American Heart Association	
ASTRUM LLC.....	DS-M
CVDS Inc.....	M
Enhanced Voice Solutions LLC.....	D-DS-SC-SR
ExhibitOne.....	D-SC-SR
✓ FTR Ltd.....	M
Omnicon Electronics.....	M
STEN-TEL Transcription Svcs.....	SC
✓ TASER Intl.....	M
✓ Total Recall Corp.....	D-DS-M-SC

E260 Recorders, video

Crime Point	
Decatur Electronics.....	M
Enhanced Voice Solutions LLC.....	D-DS-SC-SR
✓ FTR Ltd.....	M
Super Seer Corp.....	M
✓ TASER Intl.....	M
✓ Total Recall Corp.....	D-DS-M-SC
✓ WatchGuard Video.....	M

E280 Surveillance equipment

✓ Aerovironment Inc.....	M
Airaya Wireless Networks.....	M

American Heart Association	
ASTRUM LLC.....	DS-M
Bell Helicopter-Textron.....	D-M-S-SR
Broadcast Microwave Services.....	M
Crime Point	
✓ Digital Ally Inc.....	M
Digital Mgt Solutions.....	DS-M
EarthCam Inc.....	DS-M-SC-OL
FLIR Systems Inc	
Intl Surveillance Technology.....	M-S
LenSec.....	M
✓ LiveViewGPS Inc.....	DS-M
M Malia & Associates.....	SC
Morovision Night Vision.....	DS-M
Natl Intelligence Academy.....	M
North American Video.....	SC
NSM Surveillance.....	M
On-Net Surveillance Systems.....	M-SC
✓ Panasonic.....	M
Portman Security Ltd.....	M
ReconRobotics Inc.....	M
Salient Stills	
SENSYS Traffic AB.....	M
ShotSpotter Inc.....	DS-EI-M
Specialty Vehicle Solutions.....	M
Steiner Binoculars.....	DS-M
Supercircuits.....	DS-M
✓ Total Recall Corp.....	D-DS-M-SC
TW Mobile Engineering.....	M-SC
Twitco Distributing.....	D-DS-M-MO
Video IQ.....	DS-M
✓ WatchGuard Video.....	M

E285 Thermal imaging systems

✓ ATN Corp.....	M
Bullard.....	M
Digital Mgt Solutions.....	DS-M
FLIR Systems Inc	
Insight Technology.....	D-M
Morovision Night Vision.....	DS-M
✓ MSA.....	M
Safety Vision	
Scott Health & Safety.....	M
SightLogix Inc.....	M-SC

E290 Tracking devices

3SI Security Systems.....	M-S-SR
✓ Bode Technology Group.....	DS-M-SC-OL
Electronic Tracking Systems	
Emfinders Inc.....	M
✓ LiveViewGPS Inc.....	DS-M
LoJack SafetyNet.....	DS-M
Portman Security Ltd.....	M
Pryme Radio Products.....	M
✓ Supreme Specialty Vehicles	

E300 Voice analyzers

ITVT Inst.....	M
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E305 Voice stress analysis

Intl Assn of Voice Stress Analysts	
ITVT Inst.....	M

Personal Equipment

F010 Badge cases

Boston Leather Inc.....	M
Commercial Emblem Co.....	D-DS-EI-MO-OL
Deenside LTD.....	D-DS-EI-G-M-MO-OL
DeSantis Holster & Leather.....	M
Smith & Warren.....	M
Stokes Intl.....	DS-M
✓ Strong Leather Co.....	M
✓ Sun Badge Co	
V & V Mfg Inc.....	M

F020 Badges/shields

Brodin Studios Inc.....	M
Brodsky's Uniforms & Equipment.....	D-DS-MO
Collinson Enterprises.....	M
CopShop.com.....	D-DS-EI-M-MO-SR-OL
Finish Line Badge & Emblem Inc.....	DS-M-OL
ISI Services Corp.....	D-DS
Jewelry Factory Mini Badges.....	D-M-MO-SC-OL
Point Emblems.....	DS-M
Smith & Warren.....	M
Stokes Intl.....	DS-M
✓ Sun Badge Co	
V & V Mfg Inc.....	M
✓ VH Blackinton & Co Inc.....	M
World Emblem Intl Inc.....	M

F030 Batons/baton carriers

AETCO Inc	
Armament Systems & Procedures.....	M
Boston Leather Inc.....	M
DeSantis Holster & Leather.....	M
Duckbill Law LLC.....	M-OL
HWC Hamburger Woolen Co Inc.....	DS-M

Olde Master Batons	M
✓ Tru-Spec by Atlanco	

F040 Belt buckles

Duckbill Law LLC	M-OL
Finish Line Badge & Emblem Inc	DS-M-OL
Northwest Territorial Mint	M
Stokes Intl	DS-M
✓ Sun Badge Co	
V & V Mfg Inc	M

F055 Duty equipment, accessories

AETCO Inc	
Aker Intl Inc	M
Auspex Technologies	DS-M
Boston Leather Inc	M
Dana Safety Supply Inc	D-DS
Duckbill Law LLC	M-OL
Easy To Get Wireless	DS-M
FreeLinc	M
Gould & Goodrich Inc	M
Helmet House Inc	DS-M
Hiatt Thompson Corp	M
HWC Hamburger Woolen Co Inc	DS-M
illuminationGear.com	D-DS-MO
Peerless Handcuff Co	
ProForce Law Enforcement	DS
Smith & Warren	M
✓ Strong Leather Co	M
✓ Tru-Spec by Atlanco	

F060 Flashlights

AE Light	M
Andax Industries LLC	DS-M
Armament Systems & Procedures	M
✓ ATN Corp	M
✓ Coleman Company, The	M
✓ Digital Ally Inc	M
FoxFury LLC	
HWC Hamburger Woolen Co Inc	DS-M
illuminationGear.com	D-DS-MO
Insight Technology	D-M
Lumenyte Security Systems	DS-M
OSI Batteries	
Packaging Strategies Inc	D-DS-M
✓ Sig Sauer Inc	M
Streamlight Inc	M
TerraLUX Inc	M
Torfinio Enterprises Inc	

F070 Infectious disease protection equipment

Bio-Safe Skin Protection	DS
Hiatt Thompson Corp	M
MedProtect Inc	DS-M
Scott Health & Safety	M

F080 Lock-opening devices

Slide Lock Tool Co	D-DS-M-P-SR-OL
Steck Mfg Co	M

F085 Notebooks

GETAC Inc	EI-M
✓ Strong Leather Co	M

F087 Personal protective equipment

Bio-Safe Skin Protection	DS
Blauer Mfg Co Inc	M
✓ Coleman Company, The	M
Defenshield Inc	M
DQE Inc	DS-M
Elmridge Protection Products	DS-M
First Line Technology LLC	DS-M
Flak Vest Hangers	D-DS-G-M-MO-SR-OL
HallMark Cutlery	DS-M
Lion Apparel	
MedProtect Inc	DS-M
Nextteq LLC	DS-M
Patriot 3 Inc	M
Personal Safety Corp	DS-M
Remploy Frontline	M
Revision Eyewear	
Scott Health & Safety	M
Tex-Shield Inc	
Z-Medica Corp	M

F090 Restraint/defense devices

AETCO Inc	
Armament Systems & Procedures	M
DeSantis Holster & Leather	M
Hiatt Thompson Corp	M
HWC Hamburger Woolen Co Inc	DS-M
✓ Myers Enterprises Inc/Stun-Cuff	D-DS-EI-M
Peerless Handcuff Co	
Personal Safety Corp	DS-M
Smith & Wesson	DS-M

F100 Weapons, personal impact

AETCO Inc	
Armament Systems & Procedures	M
Metal Storm Inc	M
✓ RSDECON	M

Security

G010 Access control devices/systems

✓ American Traffic Solutions Inc	
Click2Enter Inc	M
Cogent Systems	M
Defenshield Inc	M
✓ ELSAG North America	M
Genetec	M
IDenticard	M
Imprivata	
Knox Co	M
LenSec	M
✓ Morpho Trak	M-SC
NDI Recognition Systems	D-DS-EI-M
✓ NEC Corporation of America	
North American Video	SC
✓ Panasonic	M
PMI	D-DS-M-SC-SR
Precision Dynamics Corp	M
RISCO Group USA Inc	M
Slide Lock Tool Co	D-DS-M-P-SR-OL
Team NiSCA	EI
✓ Total Recall Corp	D-DS-M-SC
Videx Inc	M

G020 Alarm systems/intrusion detection systems

✓ Total Recall Corp	D-DS-M-SC
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G030 Cameras, CCTV/security

All-Trax	DS-M
Arecont Vision	M
Crime Point	
Digital Mgt Solutions	DS-M
Firetide Inc	M
FLIR Systems Inc	
Genetec	M
Insight Video Net	M
LenSec	M
M Malia & Associates	SC
Moonblink Communications	DS
North American Video	SC
NSM Surveillance	M
✓ Panasonic	M
RoboVu LLC	D-DS-G-M
Safety Vision	
ShotSpotter Inc	DS-EI-M
SightLogix Inc	M-SC
Supercircuits	DS-M
✓ Total Recall Corp	D-DS-M-SC
Video IQ	DS-M
Wonwoo Engineering USA Inc	
Zistos Corp	M

G040 Communications security systems

Alertus Technologies	M
American Heart Association	
American Tactical Imports	EI
American Technology Corp	M
ASTRUM LLC	DS-M
ClarkPowell - AV Technologies	D
CTA Communications	SC
Firetide Inc	M
Mutualink Inc	
Safety Vision	
✓ Total Recall Corp	D-DS-M-SC

G050 Deterrent systems

American Technology Corp	M
Digital Mgt Solutions	DS-M
✓ Myers Enterprises Inc/Stun-Cuff	D-DS-EI-M
RISCO Group USA Inc	M

G060 Enclosures/guard houses

✓ E-Z UP Intl Inc	M
Glass Tech Security LLC	DS-SR

G070 Glass, bullet-resistant

Glass Tech Security LLC	DS-SR
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G080 ID systems/badges

✓ Bode Technology Group	DS-M-SC-OL
Card Imaging	DS
Commercial Emblem Co	D-DS-EI-MO-OL
Imprivata	
LenSec	M
✓ NEC Corporation of America	
Plastic Card Systems	D-DS-M
PMI	D-DS-M-SC-SR
Precision Dynamics Corp	M
Team NiSCA	EI
✓ VH Blackinton & Co Inc	

G090 Metal/weapons detectors

Adams Electronics Inc	M
American Science & Engineering Inc	M
SAS R&D Services Inc	M
Torfinio Enterprises Inc	

G100 Mirrors

Criminalistics Inc	M
SAS R&D Services Inc	M

G110 Monitors, radio/TV/telephone

✓ Legacy Inmate Communications	
Omnicon Electronics	M

G120 Security devices/systems

3SI Security Systems	M-S-SR
American Science & Engineering Inc	M
Arecont Vision	M
Click2Enter Inc	M
Cuffsafe Industries	D-EI-M
EarthCam Inc	DS-M-SC-OL
Electronic Tracking Systems	
Imprivata	
Knox Co	M
LenSec	M
M Malia & Associates	SC
✓ MSA Architects	
North American Video	SC
On-Net Surveillance Systems	M-SC
✓ Panasonic	M
Portman Security Ltd	M
Precision Dynamics Corp	M
RISCO Group USA Inc	M
ShotSpotter Inc	DS-EI-M
SightLogix Inc	M-SC
Supercircuits	DS-M
✓ Supreme Specialty Vehicles	
✓ Total Recall Corp	D-DS-M-SC
Video IQ	DS-M

Tactical & Protective Equipment

H010 Armor, architectural

Integrated Armor Systems	M
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H015 Armor

Armored Solutions Inc	M
Damascus Protective Gear/DPG Corp	M
Defenshield Inc	M
ForceOne LLC	M
Integrated Armor Systems	M
K9 Storm Inc	M
Lenco Armored Vehicles	M
Patriot 3 Inc	M
Teijin Aramid USA Inc	M

H020 Armor, soft body

Armor Express	M
Damascus Protective Gear/DPG Corp	M
Dana Safety Supply Inc	D-DS
DSM Dyneema LLC	M
Flak Vest Hangers	D-DS-G-M-MO-SR-OL
ForceOne LLC	M
Kevlar DuPont Co	DS
MarkI Supply Co Inc	D-DS
✓ MSA	M
ProForce Law Enforcement	DS
Teijin Aramid USA Inc	M
US Armor Corp	M
US Shooting Academy	

H040 Armored shields

Armor Express	M
Armored Solutions Inc	M
Defenshield Inc	M
DSM Dyneema LLC	M
Kevlar DuPont Co	DS
Patriot 3 Inc	M
Teijin Aramid USA Inc	M
US Armor Corp	M

H050 Ballistic materials

DSM Dyneema LLC	M
Glass Tech Security LLC	DS-SR
Kevlar DuPont Co	DS
Pro-gard Products LLC	M
Super Trap Inc	
Teijin Aramid USA Inc	M
US Armor Corp	M

H070 Bomb detection

1st Defense Group	DS
Ahura Scientific Inc	M
American Science & Engineering Inc	M
Team Detect LLC	

H080 Bomb disposal

Criminalistics Inc	M
Renegade Specialty Vehicles	
US Armor Corp	M

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H085 Cases, protective

Andax Industries LLC.....	DS-M
Hardigg Storm Case.....	M
Moduline Cabinets.....	M
Packaging Strategies Inc.....	D-DS-M
PSI Cases.....	M

H090 Chemical munitions

All State Police Equipment Co	
Markl Supply Co Inc.....	D-DS

H100 Entry devices

Broco Inc.....	M
Dortronics Systems Inc.....	M
Knox Co.....	M
Morse Watchmans Inc.....	M

H110 Gas masks/accessories

All State Police Equipment Co	
First Line Technology LLC.....	DS-M
MedProtect Inc.....	DS-M
Nextteq LLC.....	DS-M
✓ RSDECON.....	M
Scott Health & Safety.....	M

H120 Goggles, safety

FoxFury LLC	
MissingPatient.com Alert & ID.....	OL
Revision Eyewear	
Spectronics Corp.....	M
Walkers Game Ears.....	M

H130 Grenade launchers

Metal Storm Inc.....	M
----------------------	---

H140 Helmets

Armor Express.....	M
Damascus Protective Gear/DPG Corp.....	M
DSM Dyneema LLC.....	M
ForceOne LLC.....	M
Helmet House Inc.....	DS-M
Kevlar DuPont Co.....	DS
✓ MSA.....	M
Oregon Aero Inc.....	M
Super Seer Corp.....	M
Teijin Aramid USA Inc.....	M
✓ Tru-Spec by Atlaco	

H150 Helmets, communication systems

Easy To Get Wireless.....	DS-M
Setcom Corp.....	M
Squad-Fitters Inc.....	DS-M
Super Seer Corp.....	M

H160 Helmets, face shields

AETCO Inc	
Armor Express.....	M
Deenside LTD.....	D-DS-EI-G-M-MO-OL
Super Seer Corp.....	M
US Armor Corp.....	M

H170 Hoods, fire retardant

Damascus Protective Gear/DPG Corp.....	M
Kevlar DuPont Co.....	DS

H180 Lights, special purpose

AE Light.....	M
Code 3 Inc.....	M
FoxFury LLC	
Insight Technology.....	D-M
Lumenyte Security Systems.....	DS-M
Nova Electronics Inc.....	M
PowerFlare Corp.....	DS
✓ Solar Traffic Controls LLC.....	M
Streamlight Inc.....	M
Torfino Enterprises Inc	

H185 Post-disaster recovery

Broco Inc.....	M
✓ E-Z UP Intl Inc.....	M

H190 Robots, tactical

ReconRobotics Inc.....	M
Zistos Corp.....	M

H200 Scopes/sights

Aimpoint Inc.....	M
✓ ATN Corp.....	M
Fraser-Volpe LLC.....	M
Kimber Mfg Inc - Meproflight Inc.....	M
Morovision Night Vision.....	DS-M
✓ Sig Sauer Inc.....	M

Traffic Enforcement

J010 Alcohol/drug detection devices

Alcohol Countermeasure Systems.....	M
American Science & Engineering Inc.....	M
Bestest Inc.....	DS-M

CMI Inc.....	M
Intoximeters Inc.....	M
Lifeloc Technologies Inc.....	M
Mobile Concepts by Scotty.....	M
SAS R&D Services Inc.....	M
Securetec Inc	

J020 Immobilizers

✓ Myers Enterprises Inc/Stun-Cuff.....	D-DS-EI-M
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J030 Measuring devices

Alcohol Countermeasure Systems.....	M
CMI Inc.....	M
✓ JAMAR Technologies Inc.....	M

J040 Parking enforcement equipment

Advanced Public Safety Inc.....	DS-G
Cardinal Tracking Inc.....	DS-SC-SR
Complus Data Innovations Inc.....	SC
Criminalistics Inc.....	M
✓ ELSAG North America.....	M

J050 Parking meters/supplies

OSI Batteries	
Trikke Tech Inc.....	DS
Videx Inc.....	M

J053 Pedestrian safety equipment

✓ GEICO Direct.....	O
✓ Solar Traffic Controls LLC.....	M

J054 Red light enforcement

AmChar Wholesale Inc.....	DS-EI
ASP Inc	
✓ ATN Corp.....	M
Auspex Technologies.....	DS-M
LaserCraft Inc	
RedFlex Traffic Systems Inc.....	D-DS
Redspeed USA.....	DS
SENSYS Traffic AB.....	M
Vitronic Machine Vision.....	M

J055 Red light cameras

All Traffic Solutions.....	DS-M
AmChar Wholesale Inc.....	DS-EI
GATSO USA.....	M-SC
LaserCraft Inc	
RedFlex Traffic Systems Inc.....	D-DS
Redspeed USA.....	DS
SENSYS Traffic AB.....	M
Vitronic Machine Vision.....	M

J060 Signs

All Traffic Solutions.....	DS-M
Magnaplan Corp.....	D-DS-M-MO
✓ Salisbury Industries-Lockers.com.....	D-DS-M
✓ Solar Traffic Controls LLC.....	M

J070 Speed detection equipment

All Traffic Solutions.....	DS-M
AmChar Wholesale Inc.....	DS-EI
Decatur Electronics.....	M
GATSO USA.....	M-SC
✓ JAMAR Technologies Inc.....	M
Kustom Signals Inc.....	M
LaserCraft Inc	
Radar Shop Inc, The.....	SC
RedFlex Traffic Systems Inc.....	D-DS
Redspeed USA.....	DS
RU2 Systems Inc.....	M
SENSYS Traffic AB.....	M
✓ Solar Traffic Controls LLC.....	M
Vitronic Machine Vision.....	M

J075 Standardized field sobriety test

CMI Inc.....	M
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J080 Templates, crash reconstruction

Institute of Police Tech & Mgmt.....	S
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J085 Tint meters

✓ Laser Labs Inc.....	DS-M
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J087 Tire deflation devices

MagnumSpike! - Phoenix Intl.....	M
Stinger Spike Systems.....	M

J090 Traffic batons

Torfino Enterprises Inc	
TURBOFLARE.....	M

J095 Traffic calming device

All Traffic Solutions.....	DS-M
✓ JAMAR Technologies Inc.....	M
Kustom Signals Inc.....	M
RU2 Systems Inc.....	M
✓ Solar Traffic Controls LLC.....	M

J100 Traffic control systems

All Traffic Solutions.....	DS-M
Allmand SS.....	M
Auspex Technologies.....	DS-M
Decatur Electronics.....	M
ICOP Digital Inc.....	M
Nova Electronics Inc.....	M
✓ Solar Traffic Controls LLC.....	M
Superior Signals Inc.....	DS-M
Tomar Electronics Inc.....	M

J110 Traffic markers/cones/flashers

Forestry Suppliers Inc.....	DS
Lumenyte Security Systems.....	DS-M
PowerFlare Corp.....	DS
✓ Solar Traffic Controls LLC.....	M
TURBOFLARE.....	M

J120 Traffic ticket forms

Advanced Public Safety Inc.....	DS-G
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J130 Whistles

Hiatt Thompson Corp.....	M
Personal Safety Corp.....	DS-M

Training

K010 Books/manuals/periodicals

Academy for Scientific Investigative Training.....	D-S-SC
✓ American Military University.....	S
American Polygraph Assn.....	SC
ASIS International	
✓ CALEA.....	SC
✓ Charles C Thomas Publisher Ltd.....	P
DOJ/OJP/NIJ Commtech Program.....	G
Doron Precision Systems Inc.....	M
Emergency Film Group.....	M
John E Reid & Associates Inc	
Lexipol.....	P
Looseleaf Law Publications Inc	
National Sheriffs' Assn.....	P
Northwestern Univ Ctr for Public Safety.....	S-SC
Phil Chalmers.....	SC
Police & Security News.....	P
✓ Police Evaluations Online	
Police Foundation.....	D-P-SC
PowerPhone Inc.....	SC
Slide Lock Tool Co.....	D-DS-M-P-SR-OL
Snipercraft Inc.....	S
Stephen A Laser Associates.....	SC

K020 Courses/schools/seminars

Academy for Scientific Investigative Training.....	D-S-SC
ACEFI, Certified in Homeland Security Program.....	P-S
✓ American Military University.....	S
American Polygraph Assn.....	SC
✓ American Red Cross.....	P-S
✓ Architects Design Group Inc.....	SC
Bell Helicopter-Textron.....	D-M-S-SR
Bellevue University.....	S
Beretta USA Corp.....	M
✓ Bode Technology Group.....	DS-M-SC-OL
✓ Brinkley Sargent Architects.....	SC
Capella University.....	S
ClueFinders Inc.....	D-M-SC
College of St. Elizabeth	
Columbia Southern University.....	S
ConsultUs Group, The.....	O
Emergency Film Group.....	M
✓ GEICO Direct.....	O
HS Mgmt Inst.....	S
Industrial Scientific.....	M
Institute of Police Tech & Mgmt.....	S
Intl Assn of Voice Stress Analysts	
Intoximeters Inc.....	M
John E Reid & Associates Inc	
Lexipol.....	P
McClaren Wilson & Lawrie Inc.....	SC
National Sheriffs' Assn.....	P
Natl Assn for Shoplifting Prevention (NASP).....	DS-MO-OL
Northeastern Univ College of Prof Studies.....	S
Northwestern Univ Ctr for Public Safety.....	S-SC
Norwich University.....	S-OL
Personnel Evaluation Inc.....	SC
Phil Chalmers.....	SC
Police Foundation.....	D-P-SC
PowerPhone Inc.....	SC
PRiorLAW LLC Media Relations.....	SC
✓ Priority Dispatch Corp.....	DS-M-SC
Public Safety Consultants Inc.....	SC
✓ Purdue Pharma LP.....	M
Response Network, The.....	S-OL
✓ Roger Williams University.....	S
✓ Seton Hall University - Police Studies.....	S
Smith & Wesson.....	DS-M
✓ Southern Police Inst.....	S
Stephen A Laser Associates.....	SC
✓ TASER Intl.....	M

TUI University.....	S
Univ of Wisconsin-Platteville Distance Learning Ctr...S-OL	
University of Louisville.....	S
University of Oklahoma.....	G-S-OL
Wilmington University.....	S-OL

K025 Crime Prevention

✓ Southern Police Inst.....	S
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K030 Defensive tactics training

Doron Precision Systems Inc.....	M
Fair Warning Systems - FATS.....	DS-SC
US Shooting Academy.....	

K035 Devices/aids, training

Doron Precision Systems Inc.....	M
IES Interactive Training.....	M
Innocorp Ltd.....	D-DS-M-MO
Ring's Mfg Inc.....	M
✓ Robotronics Inc.....	

K036 Distance Learning

Adobe Systems Inc.....	D-G
✓ American Military University.....	S
Bellevue University.....	S
California University of PA.....	G-P-S-OL
College of St. Elizabeth.....	
Columbia Southern University.....	S
Emergency Film Group.....	M
Northwestern Univ Ctr for Public Safety.....	S-SC
Norwich University.....	S-OL
Response Network, The.....	S-OL
✓ Roger Williams University.....	S
✓ Seton Hall University - Police Studies.....	S
✓ Southern Police Inst.....	S
TUI University.....	S
University of Louisville.....	S
University of Oklahoma.....	G-S-OL
Wilmington University.....	S-OL

K037 DNA

✓ Bode Technology Group.....	DS-M-SC-OL
Sorenson Forensics.....	DS-SC

K040 Driver training

Doron Precision Systems Inc.....	M
Drunk Busters of America LLC.....	D-DS-MO
FAAC Inc.....	M
✓ Harley-Davidson Motor Co.....	M
MPRI/L-3 Division.....	M

K050 Emergency medical devices training

Capella University.....	S
MissingPatient.com Alert & ID.....	OL
✓ Priority Dispatch Corp.....	DS-M-SC

K060 Equipment, training

1st Defense Group.....	DS
✓ American Defense Systems Inc.....	
ClarkPowell - AV Technologies.....	D
✓ Hufcor Inc.....	M
Innocorp Ltd.....	D-DS-M-MO
MagnumSpikel - Phoenix Intl.....	M
Patriot 3 Inc.....	M
Team Detect LLC.....	
Ti Training Corp.....	M-P-SC

K070 Films/slides/videos

Doron Precision Systems Inc.....	M
Drunk Busters of America LLC.....	D-DS-MO
Emergency Film Group.....	M
John E Reid & Associates Inc.....	
Phil Chalmers.....	SC
Smith & Wesson.....	DS-M
Snipercraft Inc.....	S
Ti Training Corp.....	M-P-SC

K080 Firearms training

Fair Warning Systems - FATS.....	DS-SC
FNH USA.....	M
Forensic Technology Inc.....	DS-M-SC
GLOCK Inc.....	
IES Interactive Training.....	M
Precision Locker Co.....	M
Ring's Mfg Inc.....	M
✓ Sig Sauer Inc.....	M
Snipercraft Inc.....	S
Ti Training Corp.....	M-P-SC
US Shooting Academy.....	

K085 Forensics

✓ Bode Technology Group.....	DS-M-SC-OL
College of St. Elizabeth.....	
Northwestern Univ Ctr for Public Safety.....	S-SC
✓ Roger Williams University.....	S
Sorenson Forensics.....	DS-SC

K087 Graduate and undergraduate degree

✓ American Military University.....	S
Bellevue University.....	S
California University of PA.....	G-P-S-OL
College of St. Elizabeth.....	
Columbia Southern University.....	S
HS Mgmt Inst.....	S
Johns Hopkins Div of Public Safety.....	S
Norwich University.....	S-OL
✓ Roger Williams University.....	S
✓ Southern Police Inst.....	S
TUI University.....	S
Univ of Connecticut.....	S
University of Louisville.....	S
University of Oklahoma.....	G-S-OL
Wilmington University.....	S-OL

K088 Homeland security

✓ American Military University.....	S
California University of PA.....	G-P-S-OL
Digital Sandbox.....	SC
HS Mgmt Inst.....	S
Parrish Strategic Solutions LLC.....	SC
Sikorsky Aircraft Corp.....	M
Team Detect LLC.....	
Univ of Connecticut.....	S
Wilmington University.....	S-OL

K090 Interrogation/investigation training

Academy for Scientific Investigative Training.....	D-S-SC
BowMac.com.....	
ITVT Inst.....	M
John E Reid & Associates Inc.....	
✓ Southern Police Inst.....	S
US Shooting Academy.....	
✓ USIS.....	SC

K095 Law enforcement schools

✓ American Military University.....	S
Bellevue University.....	S
California University of PA.....	G-P-S-OL
College of St. Elizabeth.....	
Columbia Southern University.....	S
Institute of Police Tech & Mgmt.....	S
Intl Assn of Voice Stress Analysts.....	
✓ Southern Police Inst.....	S
TUI University.....	S
University of Louisville.....	S

K100 Legal training

✓ Roger Williams University.....	S
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K110 Management training

Avion Solutions, Inc.....	DS
Bellevue University.....	S
BowMac.com.....	
✓ CALEA.....	SC
Capella University.....	S
✓ Community Mediation Concepts.....	SC
Global Pathogen Solutions Inc.....	M
Institute of Police Tech & Mgmt.....	S
Johns Hopkins Div of Public Safety.....	S
Law Enforcement Accreditation Consultants Inc.....	SC
Northwestern Univ Ctr for Public Safety.....	S-SC
✓ Police Evaluations Online.....	
Police Foundation.....	D-P-SC
Public Safety Volunteer Inst.....	SC-OL
✓ Southern Police Inst.....	S
Univ of Wisconsin-Platteville Distance Learning Ctr...S-OL	
University of Oklahoma.....	G-S-OL

K115 Polygraph training

Academy for Scientific Investigative Training.....	D-S-SC
American Polygraph Assn.....	SC

K120 Rescue training

Emergency Film Group.....	M
Emfinders Inc.....	M
Lojack SafetyNet.....	DS-M

K130 Tactical training

1st Defense Group.....	DS
✓ Aerovironment Inc.....	M
Aimpoint Inc.....	M
✓ ATN Corp.....	M
BowMac.com.....	
✓ Hufcor Inc.....	M
IES Interactive Training.....	M
Institute of Police Tech & Mgmt.....	S
Snipercraft Inc.....	S
US Shooting Academy.....	

Transportation

L010 Aircraft/accessories/parts

✓ American Defense Systems Inc.....	
Bell Helicopter-Textron.....	D-M-S-SR

Insignia Mats.....	M
Oregon Aero Inc.....	M
Sikorsky Aircraft Corp.....	M

L015 Alarms

Superior Signals Inc.....	DS-M
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L020 Batteries/auto parts

BLI Intl.....	
OSI Batteries.....	
Pulsetech Products.....	DS-M
Raybestos Brake & Chassis.....	M

L030 Bicycles

Trikke Tech Inc.....	DS
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L050 Boats/accessories

Brunswick Commercial & Govt Products.....	M
EdgeWater Power Boats.....	M
Insignia Mats.....	M
MetalCraft Marine Inc.....	DS-M
NuShield Inc.....	M
Ribcraft USA.....	M
SeaArk Marine Inc.....	
SVI Emergency Vehicles.....	M
Zodiac of North America Inc.....	

L060 Command centers, mobile

ACFEI, Certified in Homeland Security Program.....	P-S
✓ ATN Corp.....	M
Bancorp Bank/Mears Leasing.....	DS-G-SC-SR
BLI Intl.....	
DHS Technologies LLC.....	DS-M-SC
Dodgen Mobile Technologies.....	M
✓ E-Z UP Intl Inc.....	M
Ferrara Fire Apparatus Inc.....	M
Matthews Specialty Vehicles.....	D-M
Mobile Concepts by Scotty.....	M
Mohawk Ltd.....	DS-M
OBS Inc Specialty Vehicles.....	D-DS-M
OnStar.....	M-SC
Power Innovations Intl.....	M
ReconRobotics Inc.....	M
Reeves ICP.....	M
Renegade Specialty Vehicles.....	
Specialty Vehicle Solutions.....	M
SVI Emergency Vehicles.....	M
Western Shelter Systems.....	DS-M

L070 Consoles

Gamber-Johnson.....	M
Havis Inc.....	M
RAM Mounting Systems.....	M
Tuffy Security Products.....	M

L080 Decals

Graphic Designs Intl Inc.....	M
ISI Services Corp.....	D-DS

L090 Helicopters

✓ American Defense Systems Inc.....	
Bancorp Bank/Mears Leasing.....	DS-G-SC-SR
Bell Helicopter-Textron.....	D-M-S-SR
Sikorsky Aircraft Corp.....	M

L100 Lights, mounted

✓ Adamson Industries Corp.....	DS
AE Light.....	M
Code 3 Inc.....	M
Dana Safety Supply Inc.....	D-DS
Federal Signal.....	M
Havis Inc.....	M
Nova Electronics Inc.....	M
Superior Signals Inc.....	DS-M
Unity Mfg Co.....	M
Whelen Engineering Co Inc.....	M

L110 Motorcycles/accessories

3A Medical USA Inc.....	EI-M
Bancorp Bank/Mears Leasing.....	DS-G-SC-SR
✓ Harley-Davidson Motor Co.....	M
Helmet House Inc.....	DS-M
Kawasaki Motors Corp USA.....	M
RAM Mounting Systems.....	M
Setcom Corp.....	M
Sparta Commercial Services Inc.....	SC
Squad-Fitters Inc.....	DS-M

L130 Mounting hardware

54Ward Integrated Solutions.....	M-SR
Gamber-Johnson.....	M
RAM Mounting Systems.....	M
TransCOR Information Technologies.....	D

L140 Partitions/screens/shields

✓ Adamson Industries Corp.....	DS
Pro-gard Products LLC.....	M

L150 Recording systems, audio/video, in-car

247Security Inc - Patrol Witness	M
Apollo Video Technology	M
Broadcast Microwave Services	M
Coban Technologies Inc	DS-M
CVDS Inc	M
Decatur Electronics	M
✓ Digital Ally Inc	M
Enhanced Voice Solutions LLC	D-DS-SC-SR
Hub-Data 911	M
ICOP Digital Inc	M
Kustom Signals Inc	M
✓ L-3 Communications Mobile-Vision Inc	M
Patrol Witness - 247Security Inc	M
Safety Vision	
TransCOR Information Technologies	D
✓ WatchGuard Video	M

L160 Seat organizers

✓ Strong Leather Co	M
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L161 Seats, specialty

AEDEC Intl Inc	M
Integrated Armor Systems	M
Oregon Aero Inc	M
Pro-gard Products LLC	M
Wraptr Industries LLC	DS-M

L170 Sirens

✓ Adamson Industries Corp	DS
Code 3 Inc	M
Federal Signal	M
Squad-Fitters Inc	DS-M
Tomar Electronics Inc	M
Whelen Engineering Co Inc	M

L180 Theft prevention devices

Kussmaul Electronics Co Inc	M
Morse Watchmans Inc	M
Natl Assn for Shoplifting Prevention (NASP)	DS-MO-OL
OnStar	M-SC
Portman Security Ltd	M
Tuffy Security Products	M

L200 Trunk organizers

Americase Inc	M
✓ Ford Motor Co	M
Insignia Mats	M
Odyssey Emergency Vehicles	
Tuffy Security Products	M

L210 Vehicle accessories

54Ward Integrated Solutions	M-SR
✓ Adamson Industries Corp	DS
AEDEC Intl Inc	M
BLI Intl	
Farber Specialty Vehicles	M
Force 911	DS
ICOP Digital Inc	M
Insignia Mats	M
Kussmaul Electronics Co Inc	M
MacNeil Automotive Products Ltd	M
Module Cabinets	M
✓ Myers Enterprises Inc/Stun-Cuff	D-DS-EI-M
NuShield Inc	M
RAM Mounting Systems	M
Slide Lock Tool Co	D-DS-M-P-SR-OL
Steck Mfg Co	M
Superior Signals Inc	DS-M

L220 Vehicle modification/custom design

54Ward Integrated Solutions	M-SR
Armored Solutions Inc	M
Brattleboro Retreat	
Farber Specialty Vehicles	M
Frontline Communications	DS-M
GATSO USA	M-SC
Insignia Mats	M
Intl Surveillance Technology	M-S
Matthews Specialty Vehicles	D-M
Mobile Concepts by Scotty	M
OBS Inc Specialty Vehicles	D-DS-M
Odyssey Emergency Vehicles	
Power Innovations Intl	M
Specialty Vehicle Solutions	M
Western Shelter Systems	DS-M

L225 Vehicle tracking systems

3SI Security Systems	M-S-SR
✓ LiveViewGPS Inc	DS-M
OnStar	M-SC
Portman Security Ltd	M
✓ Supreme Specialty Vehicles	
TransCOR Information Technologies	D

L230 Vehicles, armored

3A Medical USA Inc	EI-M
✓ ATN Corp	M
Armored Solutions Inc	M
Bancorp Bank/Mears Leasing	DS-G-SC-SR
DSM Dyneema LLC	M
Frontline Communications	DS-M
Glass Tech Security LLC	DS-SR
Integrated Armor Systems	M
Lenco Armored Vehicles	M
Oshkosh Defense	D-M

L235 Vehicles, electric

3A Medical USA Inc	EI-M
Bancorp Bank/Mears Leasing	DS-G-SC-SR
Global Electric Motorcars	M
Power Innovations Intl	M
Trikke Tech Inc	DS

L240 Vehicles, patrol

✓ Ancom Storage Solutions	DS-M
Bancorp Bank/Mears Leasing	DS-G-SC-SR
✓ Chrysler Group LLC	
Force 911	DS
✓ Ford Motor Co	M
✓ General Motors	DS-M
Glass Tech Security LLC	DS-SR
Global Electric Motorcars	M
✓ Myers Enterprises Inc/Stun-Cuff	D-DS-EI-M
Oshkosh Defense	D-M
Sparta Commercial Services Inc	SC
Wraptr Industries LLC	DS-M

L250 Vehicles, prisoner transport

✓ ATN Corp	M
Dodgen Mobile Technologies	M
Force 911	DS
✓ Ford Motor Co	M
✓ General Motors	DS-M
Havis Inc	M
✓ Myers Enterprises Inc/Stun-Cuff	D-DS-EI-M
OBS Inc Specialty Vehicles	D-DS-M
Odyssey Emergency Vehicles	
Pro-gard Products LLC	M
SVI Emergency Vehicles	M

L260 Vehicles, special purpose

54Ward Integrated Solutions	M-SR
Armored Solutions Inc	M
✓ ATN Corp	M
Brattleboro Retreat	
DHS Technologies LLC	DS-M-SC
Dodgen Mobile Technologies	M
Emergency Vehicles Intl	EI-M
Farber Specialty Vehicles	M
Ferrara Fire Apparatus Inc	M
Force 911	DS
✓ Ford Motor Co	M
GATSO USA	M-SC
✓ General Motors	DS-M
Global Electric Motorcars	M
Intl Surveillance Technology	M-S
Kawasaki Motors Corp USA	M
Lenco Armored Vehicles	M
Matthews Specialty Vehicles	D-M
Mobile Concepts by Scotty	M
✓ Myers Enterprises Inc/Stun-Cuff	D-DS-EI-M
Natl Intelligence Academy	M
OBS Inc Specialty Vehicles	D-DS-M
Odyssey Emergency Vehicles	
Oshkosh Defense	D-M
Power Innovations Intl	M
Renegade Specialty Vehicles	
Slide Lock Tool Co	D-DS-M-P-SR-OL
Wraptr Industries LLC	DS-M

L270 Video surveillance

✓ Aerovironment Inc	M
Airaya Wireless Networks	M
Broadcast Microwave Services	M
Crime Point	
✓ Digital Ally Inc	M
EarthCam Inc	DS-M-SC-OL
Firetide Inc	M
Genetec	M
ICOP Digital Inc	M
Intl Surveillance Technology	M-S
Kustom Signals Inc	M
Natl Intelligence Academy	M
NSM Surveillance	M
ReconRobotics Inc	M
Safety Vision	
Salient Stills	
Specialty Vehicle Solutions	M
✓ WatchGuard Video	M
Wonwoo Engineering USA Inc	
Zistos Corp	M

Uniforms

M010 Apparel, fire retardant

5.11 Tactical Series	M
Blauer Mfg Co Inc	M
Brodsky's Uniforms & Equipment	D-DS-MO
Emblem Authority, The	M
First Line Technology LLC	DS-M
KAOS Worldwide LLC	
Remploy Frontline	M
✓ Tru-Spec by Atlanto	
Western Shelter Systems	DS-M
WL Gore & Associates Inc	M

M020 Apparel, fluorescent/reflective

American Safety Vest	D-MO-OL
Blauer Mfg Co Inc	M
Eiseman-Ludmar Co Inc	DS-M-OL
Finish Line Badge & Emblem Inc	DS-M-OL
Forestry Suppliers Inc	DS
INTAPOL Uniforms	D-DS-M-MO-OL
Moccan	M

M030 Apparel, rainwear

Blauer Mfg Co Inc	M
Dupont Teflon Fabric Protector	
Flak Vest Hangers	D-DS-G-M-MO-SR-OL
Force, The	DS-M
Helmet House Inc	DS-M
INTAPOL Uniforms	D-DS-M-MO-OL
Moccan	M
Olympic Uniforms/J Marcel Ent	M
✓ Tru-Spec by Atlanto	
WL Gore & Associates Inc	M

M035 Apparel, undergarments

5.11 Tactical Series	M
Accenture	SC
Boyt Tactical	M
KAOS Worldwide LLC	
Moccan	M
✓ Tru-Spec by Atlanto	

M037 Duty equipment, accessories

Aker Intl Inc	M
Boston Leather Inc	M
Cellcrypt Inc	
Dan Burns Associates Inc	DS
DeSantis Holster & Leather	M
Duckbill Law LLC	M-OL
Gould & Goodrich Inc	M
Helmet House Inc	DS-M
Hiatt Thompson Corp	M
Peerless Handcuff Co	
Red the Uniform Tailor	
Revision Eyewear	
✓ Strong Leather Co	M
✓ Tru-Spec by Atlanto	

M040 Emblems/insignia/nameplates

Baida Jewelry	D-DS-M-MO-OL
Collinson Enterprises	M
Commercial Emblem Co	D-DS-EI-MO-OL
CopShop.com	D-DS-EI-M-MO-SR-OL
Eiseman-Ludmar Co Inc	DS-M-OL
Emblem Authority, The	M
Fiberlok / High Voltage Graphics	M
ISI Services Corp	D-DS
Point Emblems	DS-M
Reeves Co Inc	M
Smith & Warren	M
Stokes Intl	DS-M
✓ Sun Badge Co	
V & V Mfg Inc	M
✓ VH Blackinton & Co Inc	
World Emblem Intl Inc	M

M050 Footwear

5.11 Tactical Series	M
ALTAMA Footwear	M
Bates Footwear	M
Brodsky's Uniforms & Equipment	D-DS-MO
Haix North America Inc	M
INTAPOL Uniforms	D-DS-M-MO-OL
KAOS Worldwide LLC	
Lighthouse Uniform Co	D-M-MO
Oregon Aero Inc	M
Original SWAT Footwear Co	DS-M
Red the Uniform Tailor	
ROCKY	M
Timberland PRO	M
✓ Tru-Spec by Atlanto	
WL Gore & Associates Inc	M

M060 Gloves

Accenture	SC
American Safety Vest	D-MO-OL

Boyt Tactical	M
Damascus Protective Gear/DPG Corp	M
Eiseman-Ludmar Co Inc	DS-M-OL
Force, The	DS-M
Glendale/Paradestore.com	D-MO-OL
WL Gore & Associates Inc	M

M071 Name badges

Finish Line Badge & Emblem Inc	DS-M-OL
ISI Services Corp	D-DS
Plastic Card Systems	D-DS-M
Reeves Co Inc	M
V & V Mfg Inc	M
✓ VH Blackinton & Co Inc	M
World Emblem Intl Inc	M

M072 Motorcycle

INTAPOL Uniforms	D-DS-M-MO-OL
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M080 Uniform accessories

Bates Footwear	M
CopShop.com	D-DS-EI-M-MO-SR-OL
Eiseman-Ludmar Co Inc	DS-M-OL
Finish Line Badge & Emblem Inc	DS-M-OL
Flak Vest Hangers	D-DS-G-M-MO-SR-OL
FreeLinc	M
Glendale/Paradestore.com	D-MO-OL
Gould & Goodrich Inc	M
INTAPOL Uniforms	D-DS-M-MO-OL
Smith & Warren	M
✓ Tru-Spec by Atlanco	M
World Emblem Intl Inc	M

M090 Uniform belts

Aker Intl Inc	M
Boston Leather Inc	M
Duckbill Law LLC	M-OL
Glendale/Paradestore.com	D-MO-OL
Gould & Goodrich Inc	M
✓ Strong Leather Co	M
✓ Tru-Spec by Atlanco	M

M100 Uniform blazers

Lighthouse Uniform Co	D-M-MO
Red the Uniform Tailor	

M110 Uniform caps/hats

Lighthouse Uniform Co	D-M-MO
Perfection Uniforms	M-SC-SR
Red the Uniform Tailor	
Stokes Intl	DS-M
✓ Tru-Spec by Atlanco	

M120 Uniform coats/jackets

Blauer Mfg Co Inc	M
Brotsky's Uniforms & Equipment	D-DS-MO
Force, The	DS-M
INTAPOL Uniforms	D-DS-M-MO-OL
Lighthouse Uniform Co	D-M-MO
Lion Apparel	
Mocean	M
Olympic Uniforms/J Marcel Ent	M
Red the Uniform Tailor	
✓ Tru-Spec by Atlanco	

M123 Uniform fabrics

Dupont Teflon Fabric Protector	
Eiseman-Ludmar Co Inc	DS-M-OL
HWC Hamburger Woolen Co Inc	DS-M

M130 Uniform pants/shirts/skirts

Brotsky's Uniforms & Equipment	D-DS-MO
Dana Safety Supply Inc	D-DS
Deenside LTD	D-DS-EI-G-M-MO-OL
Dupont Teflon Fabric Protector	
Force, The	DS-M
Herkimer Industries	DS-M
Lion Apparel	
Mocean	M
Olympic Uniforms/J Marcel Ent	M
Perfection Uniforms	M-SC-SR
✓ Tru-Spec by Atlanco	

M140 Uniforms, custom design

Force, The	DS-M
KAOS Worldwide LLC	
Lighthouse Uniform Co	D-M-MO
Olympic Uniforms/J Marcel Ent	M
Perfection Uniforms	M-SC-SR
Remploy Frontline	M
✓ Tru-Spec by Atlanco	

M160 Uniforms, riot/SWAT

5.11 Tactical Series	M
Flak Vest Hangers	D-DS-G-M-MO-SR-OL

FreeLinc	M
KAOS Worldwide LLC	
Lion Apparel	
Olympic Uniforms/J Marcel Ent	M
Tex-Shield Inc	
✓ Tru-Spec by Atlanco	
WL Gore & Associates Inc	M

Weapons

N010 Ammunition, components/reloaders

Century Intl Arms Inc	EI-M
Ema Tactical	EI-M
ExtremeShock Ammunition	M
Squad-Fitters Inc	DS-M
Winchester Ammunition	

N020 Ammunition, sidearm/shotgun/rifle

All State Police Equipment Co	
✓ BobCOP	
Century Intl Arms Inc	EI-M
ExtremeShock Ammunition	M
Markl Supply Co Inc	D-DS
Metal Storm Inc	M
✓ TASER Intl	M
Winchester Ammunition	

N030 Holsters

Aker Intl Inc	M
Century Intl Arms Inc	EI-M
DeSantis Holster & Leather	M
GLOCK Inc	
Gould & Goodrich Inc	M
Markl Supply Co Inc	D-DS
✓ Sig Sauer Inc	M
✓ Strong Leather Co	M

N040 Knives

5.11 Tactical Series	M
GLOCK Inc	
HallMark Cutlery	DS-M
Smith & Wesson	DS-M
Spyderco Knives	M

N045 Scopes/sights

Aimpoint Inc	M
✓ BobCOP	
Brownells	DS-M-MO-OL
Century Intl Arms Inc	EI-M
Del-Ton Inc	M
FNH USA	M
Fraser-Volpe LLC	M
Kahr Arms	M
Kimber Mfg Inc - Meprolight Inc	M
MasterPiece Arms	M
Morovision Night Vision	DS-M
✓ Sig Sauer Inc	M
Trijicon Inc	M

N050 Shooting ranges/equipment

Boyt Tactical	M
Ema Tactical	EI-M
Fair Warning Systems - FATS	DS-SC
IES Interactive Training	M
MT2 LLC	SC
Savage Range Systems	SC
Super Trap Inc	
Ti Training Corp	M-P-SC

N051 Shooting ranges/protective equipment

Revision Eyewear	
Savage Range Systems	M
Super Trap Inc	
Walkers Game Ears	M

N070 Weapon accessories

Accenture	SC
Aimpoint Inc	M
All State Police Equipment Co	
Beretta USA Corp	M
✓ BobCOP	
Boyt Tactical	M
Century Intl Arms Inc	EI-M
Del-Ton Inc	M
Ema Tactical	EI-M
FNH USA	M
FoxFury LLC	
illuminationGear.com	D-DS-MO
Kahr Arms	M
✓ Leupold & Stevens Inc	
MasterPiece Arms	M
O F Mossberg & Sons	M
✓ Sig Sauer Inc	M
Streamlight Inc	M
✓ TASER Intl	M

Trijicon Inc	M
Wilcox Industries Corp	M

N078 Weapon cleaning equipment

Brownells	DS-M-MO-OL
ExtremeShock Ammunition	M

N080 Weapon conversion components

Beretta USA Corp	M
✓ BobCOP	
Brownells	DS-M-MO-OL
Del-Ton Inc	M
Ema Tactical	EI-M
MasterPiece Arms	M

N090 Weapons, firearms

All State Police Equipment Co	
American Honda Motor Co Inc	M
✓ BobCOP	
CO Arms	
Dana Safety Supply Inc	D-DS
Del-Ton Inc	M
Fair Warning Systems - FATS	DS-SC
FNH USA	M
Kahr Arms	M
Kimber Mfg Inc - Meprolight Inc	M
Markl Supply Co Inc	D-DS
MasterPiece Arms	M
Metal Storm Inc	M
O F Mossberg & Sons	M
ProForce Law Enforcement	DS
✓ Sig Sauer Inc	M
Smith & Wesson	DS-M

N100 Weapons, firearms repair/parts

Beretta USA Corp	M
Brownells	DS-M-MO-OL
Kahr Arms	M
MasterPiece Arms	M
Savage Range Systems	M

N110 Weapons, grips

Brownells	DS-M-MO-OL
Del-Ton Inc	M
Ema Tactical	EI-M
Kahr Arms	M

N120 Weapons, less-lethal

American Technology Corp	M
FNH USA	M
Kimber Mfg Inc - Meprolight Inc	M
Metal Storm Inc	M
✓ Myers Enterprises Inc/Stun-Cuff	D-DS-EI-M
Personal Safety Corp	DS-M
ProForce Law Enforcement	DS
Security Equipment Corp	M
✓ TASER Intl	M

N130 Weapons, personal impact

Armament Systems & Procedures	M
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N135 Weapons, safety locks

Big Sky Racks Inc	M
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N140 Weapons, storage/security

Accenture	SC
✓ American Traffic Solutions Inc	
Americase Inc	M
Andax Industries LLC	DS-M
Beretta USA Corp	M
Boyt Tactical	M
DeBourgh Mfg	M
Hardigg Storm Case	M
Morse Watchmans Inc	M
MTM Case-Gard	M
Odyssey Emergency Vehicles	
Precision Locker Co	M
Pro-gard Products LLC	M
Raysics	M
✓ Salisbury Industries-Lockers.com	D-DS-M
Savage Range Systems	M
Shure Mfg Corp	M
✓ Tiffin Metal Products	M
Tuffy Security Products	M

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 Web site (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 family and coworkers left to carry on without them.

Robert B. Ellison, Chief of Police (ret.), Colonial Heights, Virginia (life member)

Roland R. Renshaw, Chief of Police (ret.), Los Altos, California; Healdsburg, California (life member)

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Product update

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Emergency visor light

Code 3 Inc.'s easy-to-install LED Visor Flip Light provides a powerful punch of emergency light when needed. It can be hidden from view until the visor is flipped down—perfect for undercover applications. The combination of 26 flash patterns, low amp draw, economical price, and quick operation provide an ideal solution for undercover vehicles. The unit has a five-year warranty and meets SAE and California Title 13 specifications. Available with both clear and colored lenses that match the LED color, the Visor Flip Light mounts with two Velcro straps and a nine-foot lighter plug with an on/off switch.

For more information, circle no. 88 on the Reader Service Card or enter the number at www.theiacp.org/freeinfo.

Evaluation forms

CFI Research announces the Law Enforcement Evaluation Digital Form Program, an employee evaluation software program developed specifically for law enforcement agencies. This full-featured and intuitive form program makes the employee evaluation process easier, faster, and more effective. It eliminates the paper chase and greatly reduces the amount of time departments need to spend on evaluations. The performance appraisal process becomes convenient, quick, and easy, and the

content and the quality of reports improve with standardized categories and performance descriptions included.

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Tactical zoom lever

MGM Targets announces the release of the MGM Switchview tactical lever: a small, lightweight lever that clamps around the power adjustment ring of variable power scopes. Made from anodized 6061/T6 aluminum, the Switchview allows its user to quickly and easily adjust the scope's power setting with a push or pull of the lever. The product is ideal for law enforcement, military, or competition shooters, working equally well on telescopic sights for AR-15 to long-range bolt actions. Only slightly higher than most target-style turrets, the lever is easy to use and enables the user to change magnification settings in seconds.

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Chemical detection cassettes

Morphix Technologies presents a new tool for detecting dangerous toxic

agents: the Chameleon. It is lightweight and field configurable, allowing users to load one chemical cassette if the specific threat is known or fill the armband with 10 different cassettes for unknown environments. The reusable armband is designed to be worn around the forearm and fits over everything from bare arms to turnout gear to Level-A suits. If two colors appear in a cassette's sensor window, a chemical is present.

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Firearms tripods

BOGgear's TAC Series, the newest addition to the company's BOG-POD tripod offerings, is available in two models: the TAC-3—a tall tripod, and the TAC 3S—a short tripod and the only one of its kind on the market that is designed for the prone shooting position. These products feature BOGgear's own Vel-Coat finish on the top tubes to cut glare and reduce noise. The TAC Series is one of the quietest shooting platforms made for sportsmen, law enforcement, and competitors. The rapid-adjust lever locks make adjusting to any height quick and quiet with noise-reducing rubber ring guards.



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Vehicle software manager

Mentor Engineering announces that the latest version of XMobile Manager

(XMM) has passed the high standards of compatibility, reliability, and performance of the Windows 7 operating system. XXM remotely programs, updates, and manages software running on Mentor's in-vehicle computer, Mentor Ranger. It also tracks current software of each vehicle. This replaces the time-consuming and costly task of physically updating each vehicle's device individually. XXM 3.0 features an improved user interface with elements such as the Windows 7 ribbon, lending a fresh, clean look; improved functionality; and a better reporting structure.

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Military and uniform footwear

Bates Footwear has launched its new C3 boot, containing a patented technology that provides unmatched footwear breathability. C3 joins an already impressive portfolio of military and uniform footwear. Designed for hardwearing comfort, the C3 boots feature patented cross-channel circulation technology to keep feet cooler and more comfortable. As the wearer moves, air is forced through the patented construction, providing superior breathability. C3 boasts a durable leather and 1680 Denier nylon upper, as well as a resilient



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Update on the Prison Rape Elimination Act

By Michael S. McCampbell, Project Director, Circle Solutions Incorporated, McLean, Virginia

National standards released in June 2009 by the National Prison Rape Elimination Commission (NPREC), pursuant to the Prison Rape Elimination Act of 2003 (PREA),¹ apply to police departments operating temporary lockup, holding facilities for adult arrestees, jails, and juvenile lockups, in addition to departments contracting with outside agencies to hold arrestees. Officers must be aware of the impact the standards will have on their agencies, as no police chief wants to lead an organization that allows sexual abuse of arrestees or staff sexual misconduct. That said, PREA may fundamentally alter individual agencies' operations.

Legislators signed PREA into law (P.L.108-79) on September 4, 2003. The goal of PREA is to eradicate sexual assaults in all "correctional" facilities in the United States. Police chiefs must note that, under PREA, prison is defined as "any confinement facility of a federal, state, or local government, whether administered by such government or by a private organization on behalf of such government, and includes any local jail or police lockup and any juvenile facility used for the custody or care of juvenile inmates." A lockup is further defined as "[a] temporary holding facility of a federal, state, or local law enforcement agency to hold

- inmates pending bail or transport to jail,
- inebriates until ready for release, or
- juveniles pending parental custody or shelter placement."²

In addition, the law addresses all forms of sexual abuse including: sexual acts between a man and another man, a woman and another woman, a man and a woman, a staff member and a detainee, or a detainee and another detainee. Staff includes all police personnel (sworn and nonsworn), volunteers, clergy, correctional staff, and contracted staff, such as nurses, doctors, food service personnel, and mental health workers.³

According to the latest information from the Bureau of Justice Statistics, 25 percent of local police departments operate temporary lockup facilities for overnight detention of adults in a location separate from a jail, 13 percent operate juvenile lockups, and 9 per-

cent of local police departments are responsible for operating a jail.⁴

Standards Applicable to Police Agencies

The national standards were developed by the nine-member NPREC, chaired by the Honorable Reggie B. Walton, U.S. District Court Judge, District of Columbia. The commission included no law enforcement practitioners. After several years of hearings, NPREC published draft standards in June 2008 for adult prisons and jails, facilities for immigration detainees, lockups, juvenile facilities, and community corrections. After receiving numerous comments from the field, NPREC released 165 final standards on June 23, 2009.⁵

As provided under the law, the U.S. attorney general has one year from the publication of the draft standards to publish a final rule adopting national standards for the detection, prevention, reduction, and punishment of prison rape. The statute also states that neither NPREC nor the U.S. attorney general shall establish a national standard that imposes substantial additional costs on federal, state, or local prison authorities.⁶

The standards are available for review and downloading at <http://nprec.us/publication/download>. Thirty-three mandatory standards exist for the prevention, detection, response, and monitoring of sexual abuse in lockups:⁷

- Prevention and response planning (11 standards)
- Training and education (3 standards)
- Detection and response (14 standards)
- Monitoring (5 standards)

Police chiefs are advised to review all standards, not only to assess their impacts, but also to provide comments to the attorney general.

Zero tolerance of sexual abuse. The agency has a written policy mandating zero tolerance toward all forms of sexual abuse and enforces that policy by ensuring all of its lockups comply with the PREA standards. The agency employs or designates a PREA coordinator to develop, implement, and

oversee agency efforts to comply with the PREA standards.

Contracting with other entities for the confinement of detainees. If law enforcement agencies contract for the confinement of their detainees, they do so only with private agencies or other entities, including other government agencies, committed to eliminating sexual abuse in their lockups, as evidenced by their adoption of and compliance with the PREA standards. Any new contracts or contract renewals include the entity's obligation to adopt and comply with the PREA standards and specify that the law enforcement agency will monitor the entity's compliance with these standards as part of its monitoring of the entity's performance.

Limits to cross-gender viewing and searches. Except in the case of an emergency, the agency prohibits cross-gender strip and visual body cavity searches. Except in the case of an emergency or other extraordinary or unforeseen circumstances, the agency restricts law enforcement staff from viewing detainees of the opposite gender who are nude or performing bodily functions and similarly restricts cross-gender pat-down searches. Any examination to determine the genital status of a detainee must be conducted in a private setting by a medical practitioner and only when the genital status is unknown to the agency.

Accommodating detainees with special needs. The agency ensures that detainees who have limited English proficiency (LEP), are deaf, or are disabled are able to report sexual abuse to staff directly, through interpretive technology, or through non-detainee interpreters. Accommodations are made to convey all written information about sexual abuse policies—including how to report sexual abuse—verbally to detainees who have limited reading skills or who are visually impaired.

Assessment and use of monitoring technology. The agency uses video monitoring systems and other cost-effective and appropriate technology to supplement its sexual abuse prevention, detection, and response efforts. The agency assesses, at least annually, the feasibility of and need for new or



additional monitoring technology and develops a plan for securing such technology.

Evidence protocol and forensic medical exams. When investigating allegations of sexual abuse in a lockup, the agency follows a uniform evidence protocol that maximizes the potential for obtaining usable physical evidence for administrative proceedings and criminal prosecutions. The protocol must be adapted from, or otherwise based on, the 2004 U.S. Department of Justice's Office on Violence Against Women publication, *A National Protocol for Sexual Assault Medical Forensic Examinations, Adults/Adolescents*,⁸ subsequent updated editions, or similarly comprehensive and authoritative protocols developed after 2004. As part of the agency's evidence collection protocol, all victims of detainee-on-detainee sexually abusive penetration or staff-on-detainee sexually abusive penetration are provided with access and transportation to a community medical provider served by qualified forensic medical examiners. Forensic medical exams are provided free of charge to the victim. The agency

makes available a victim advocate to accompany the victim through the forensic medical exam process.

Employee and volunteer training. The agency trains all lockup employees and any volunteers who have contact with detainees to be able to fulfill their responsibilities under agency sexual abuse prevention, detection, and response policies and procedures; the PREA standards; and relevant federal, state, and local law. The agency trains all lockup employees and volunteers who have contact with detainees to communicate effectively and professionally with all detainees. Current lockup employees and volunteers are educated as soon as possible following the agency's adoption of the PREA standards, and the agency provides periodic refresher information to all lockup employees and volunteers to ensure that they know the agency's most current sexual abuse policies and procedures. The agency maintains written documentation showing lockup employee and volunteer signatures verifying that they understand the training they have received.

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Specialized training: Investigations. In addition to the general training provided to all employees and volunteers, the agency ensures that law enforcement staff members who investigate sexual abuse in lockups have received comprehensive and up-to-date training in conducting such investigations in confinement settings. Specialized training must include techniques for interviewing sexual abuse victims, proper use of *Miranda*- and *Garrity*-type warnings, sexual abuse evidence collection in confinement settings, and the criteria and evidence required to substantiate a case for administrative action or prosecution referral. The agency maintains written documenta-

tion that investigators have completed the required specialized training in conducting sexual abuse investigations.

Duty to investigate. The agency investigates all allegations of sexual abuse, including third-party and anonymous reports, and notifies victims and other complainants in writing of investigation outcomes and any disciplinary or criminal sanctions, regardless of the source of the allegation. All investigations are carried through to completion, regardless of whether the alleged abuser or victim remains at the lockup.

Data collection. The agency collects accurate, uniform data for every reported incident of sexual abuse using a standard-

ized instrument and set of definitions. The agency aggregates the incident-based sexual abuse data at least annually. The incident-based data collected includes, at a minimum, the data necessary to answer all questions from the most recent version of the Bureau of Justice Statistics Survey on Sexual Violence. Data are obtained from multiple sources, including reports, investigation files, and sexual abuse incident reviews. The agency also obtains incident-based and aggregated data from every agency with which it contracts for the confinement of its detainees.

Data storage, publication, and destruction. The agency ensures that the collected sexual abuse data are properly stored, securely retained, and protected. The agency makes all aggregated sexual abuse data, from lockups under its direct control and those entities with which it contracts, readily available to the public at least annually through its Web site or, if it does not have one, through other means. Before making aggregated sexual abuse data publicly available, the agency removes all personal identifiers from the data. The agency maintains sexual abuse data for at least 10 years after the date of its initial collection unless federal, state, or local law allows for the disposal of official information in fewer than 10 years.

Audits of standards. The public agency ensures that all of its lockups, including

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contract facilities, are audited to measure compliance with the PREA standards. Audits must be conducted at least every three years by independent and qualified auditors. The public or contracted agency allows the auditor to enter and tour lockups, review documents, and interview staff and detainees, as deemed appropriate by the auditor, to conduct comprehensive audits. The public agency ensures that the report of the auditor's findings and the public or contracted agency's plan for corrective action are published on the appropriate agency's Web site if it has one or are otherwise made readily available to the public.

Conclusion and Next Steps

Compliance with the standards as written may be expensive for agencies. The standard requiring an audit every three years is bound to be costly because qualified, independent auditors must be hired from outside the agency. Also, video technology required for monitoring lockup areas will have a fiscal impact on many agencies. Requirements for training, reporting, and investigating sexual abuse in lockups will also add to agencies' budgets. Finally, while many police agencies do not have their own lockups and use other agencies (for example, jails operated by sheriff's offices or regional authorities) to hold their arrestees, they will be required to ensure the contracting agency complies with PREA standards. It remains to be seen if this is a realistic, workable, or cost-effective approach.

As stated in PREA, the governor of each state must certify that agencies are in compliance with applicable standards. Those states with noncompliant agencies will face a 5 percent reduction of their federal correctional funding for each year they fail to meet the standards. Failure to comply could also be evidence in a civil trial that the agency is not meeting the national standard of care necessary to ensure arrestee and detainee safety.

The Office of the Attorney General held a series of listening sessions in early 2010 to gather information and ensure

that all stakeholders had the opportunity to provide input in identifying and examining all options before the standards are adopted. Although many in the field have been immersed in PREA since before the law's passage, police departments that will be impacted by standards have not been as involved or educated and need to be specifically asked to provide input. Police chiefs should work with their state associations, their congressional delegations, the IACP, and other criminal justice partners to ensure their voices are heard. Otherwise, the standards will be imposed on police agencies without the benefit of their input and expertise. ❖

Notes:

¹*The Prison Rape Elimination Act of 2003*, Public Law 108-79, 108th Cong., 1st sess., www.nprec.us/docs/Prison_Rape_Elimination_Act_of_2003.pdf (accessed August 3, 2009).

²*Ibid*, Sec. 10(6) & (7).

³National Prison Rape Elimination Commission, "Glossary," in *Standards: For the Prevention, Detection, Response, and Monitoring of Sexual Abuse in Lockups*, last updated August 17, 2009, nprec.us/publication/standards/lockups/glossary.php (accessed September 3, 2009).

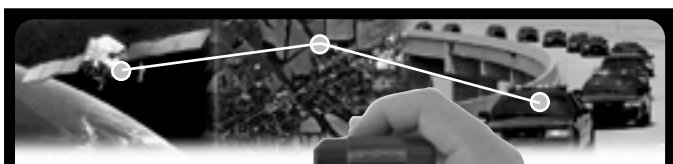
⁴Matthew J. Hickman and Brian A. Reaves, *Law Enforcement Management and Administrative Statistics: Local Police Departments, 2003*, NCJ 210118 (Washington, D.C.: Bureau of Justice Statistics, May 2006), 17, <http://bjs.ojp.usdoj.gov/content/pub/pdf/lpd03.pdf> (accessed February 23, 2010).

⁵National Prison Rape Elimination Commission, *Standards: For the Prevention, Detection, Response, and Monitoring of Sexual Abuse* (June 2009), <http://nprec.us/publication/download/> (accessed Aug 3, 2009).

⁶*The Prison Rape Elimination Act of 2003*, §§ 7e(3) & 8a(3).

⁷National Prison Rape Elimination Commission, *Standards*.

⁸U.S. Department of Justice Office on Violence Against Women, *A National Protocol for Sexual Assault Medical Forensic Examinations Adults/Adolescents*, September 2004, NCJ 206554, www.ncjrs.gov/pdffiles1/ovw/206554.pdf (accessed August 9, 2009).



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Selection Interviews:

Understanding the Psychology of First Impressions

By Lieutenant Brian Fitch, Ph.D.,
Los Angeles, California, Sheriff's Department

Selection interviews continue to be one of the most popular tools used by organizations to choose prospective candidates for entry-level positions and promotion.¹ Because the evaluations that law enforcement administrators and managers make have important implications for applicants, their agencies, and the community, the ability to judge candidates is an important skill. Evaluating candidates objectively, however, is not as simple as it might seem. People's judgments and decisions can be influenced by subtle, yet powerful forces, which can have a profound impact on the ways individuals form social judgments—commonly referred to as first impressions.

Upon meeting someone for the first time, individuals know within a fraction of a second whether they like the person or not. These judgments are commonly called gut reactions—positive or negative feelings toward another person that are often difficult to articulate or justify. The feeling might not be precise, but it is always there, influencing judgment and interaction with the person in a host of subtle yet powerful ways. Unlike objective judgments, however, the affective reactions experienced toward others cannot always be consciously controlled. Still, people trust their gut reactions because they believe these reactions are true and accurately represent the person's character—or, in the case of a selection interview, offer a valid representation of the candidate's ability, potential, and work ethic.

While interviewers often deceive themselves into thinking they are judging the person objectively, more often than not, this is not the case. The information that people collect after formulating a

first impression is seldom evaluated impartially, but rather is used to rationalize preliminary judgments. This is because many of the processes involved in making social judgments—as well as many other types of decisions—occur automatically, outside of one's conscious awareness or intent, and are shaped in important ways by a host of mental short-cuts, biases, and affective reactions.

Law enforcement managers who understand—either explicitly or implicitly—how these processes work are in better positions to judge prospective candidates objectively, thereby improving their chances of selecting the best applicant. The purpose of this article is to explore how the perception process works, examine some of the factors that contribute to social judgments, and offer practical advice on making the selection process more objective.

Automatic Evaluations

Most people recognize that with enough time and practice, many complex motor skills such as operating a vehicle or riding a bicycle can become automatic—that is, they occur without the need for conscious awareness or intent. What most people fail to realize, though, is that with enough time and practice, the way individuals form social judgments also becomes automatic.

A growing body of evidence from social psychology suggests that human beings are not neutral observers. Rather, they automatically evaluate virtually all stimuli—including people, events, and things—as either good or bad upon encountering them. In fact, studies have demonstrated that people evaluate many of the features that they observe about others in trait-like terms (good versus bad) within a fraction of a second (250 milliseconds or less) of meeting the person—a phenomenon that might help explain why individuals often form preferences for certain people without being able to explain why.²

Studies suggest that the human brain relies on two distinct approaches to processing information and forming judgments, called System 1 (S1) and System 2 (S2). These processes roughly correspond to the commonsense notions of intuitive and analytical modes of thinking.³ These two systems learn and operate in quite different ways, are activated by different parts of the brain, and have different evolutionary origins. S1 processes are characterized as fast, automatic, inflexible, and emotional—concerned mostly with pattern recognition and gut reactions. In contrast, S2 is believed to be slow, deliberate, flexible, and logical—typically limited to no more than one or two pieces of information at a time, while requiring considerable cognitive energy.

While the connections necessary for S1 require considerable training, once these associations have been formed, S1 has the ability to process large amounts of information and communicate intuitive judgments quickly and effortlessly. Considering the processing limitations faced by most people, it makes sense to rely on the gut-level, emotional responses produced by S1 for most day-to-day decisions, while reserving the more energy-intensive thinking associated with S2 for more important judgments. However, unlike the logical, conscious judgments associated with S2, S1 processes are prone to a variety of cognitive errors and judgment biases.⁴ Thus, while S1 processing may not always lead to the best decision, it usually leads to decisions that are good enough.

The automatic judgments produced by S1 processes are important because they set the stage for the rest of the encounter. While interviewers might be able to hide their initial reactions, they cannot control their responses. The expectations formed by an interviewer's

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first impression can distort attention and recall of information in ways that confirm the preliminary judgment and expectations, as well as influence the evaluator's questioning strategy in ways that confirm their pre-existing beliefs—a phenomenon termed a self-fulfilling prophecy.⁵

Categorical Thinking

During an interview, it is virtually impossible for an evaluator to attend to every detail of the encounter. Therefore, they need some way to simplify and structure the decision-making process, especially when the evaluator is pressed for time, questioning several candidates, or otherwise distracted. This is accomplished by thinking categorically. Rather than focusing on the unique aspects of each candidate, interviewers perceive everyone in a given category as essentially equal.⁶

Categories influence the perception process by linking networks of information and affects that have been learned through experience with similar people. Each person probably has thousands of networks for judging others—each of which contains beliefs, feelings, and information that are connected in long-term memory. Additionally, the information and affects contained in a given category can be triggered automatically upon mere exposure to a person.⁷ Once activated, these traits, as well as any

feelings—positive or negative—come to mind automatically. Using categories allows people to go beyond the information given, fill in gaps, and form global impressions of others with little, if any, cognitive effort.

While the information that interviewers use to form categorical judgments can come from a variety of sources, first impressions seem especially vulnerable to visual cues, such as gender, age, ethnicity, clothing, posture, and facial expressions. Research on nonverbal communication indicates that 55 percent of the emotional impact of a communicator's message comes from nonverbal sources, with an additional 38 percent accounted for by paralinguistic, that is, the tone, pitch, and volume of a person's voice.⁸ Since S1 judgments are emotional in nature, candidates' emotional sway can have a profound impact on the way they are viewed by others.

Categorical thinking and nonverbal behavior are important because many judgments formed about others are based on appearance. During a selection interview, one of the first things a prospective employer notices is the applicant's clothing, bearing, and grooming—a finding that is particularly true of interviews conducted in uniform. Candidates' clothing communicates messages about their socio-economic statuses, education levels, trustworthiness, social positions, levels of success, and moral

characters.⁹ Although a person's appearance becomes less significant with familiarity, nonverbal behavior seems to be especially important when forming first impressions. And, while this applies to interpersonal relationships and casual meetings, it also appears to be a critical factor during selection interviews when a candidate's appearance can impact the type of impression that evaluators form, as well as the ways subsequent information is evaluated.

Other Factors

An interviewer's judgment of a prospective applicant is influenced by a number of sources, yet certain factors seem to carry more weight than others. Four factors that deserve further discussion are pre-interview impressions, types of information, attribution bias, and the order of events.

Pre-interview impressions. This first factor refers to the judgments raters make about an applicant prior to the actual interview. Although first impressions can have lasting and profound impacts on a candidate's rating, the image created by a prospective applicant can occur long before the formal interview begins. Prior to actually meeting a candidate, interviewers often gather information from the person's application and résumé. This information—however slight or incomplete—can have a significant impact on an interviewer's expectations and on the way the applicant is eventually evaluated.

Studies on the job interview process have consistently demonstrated how evaluators behave in ways that confirm their pre-interview impressions.¹⁰ For example, interviewers are more likely to follow up positive pre-interview impressions (formed by viewing a candidate's application and paper credentials) by showing positive regard, "selling" the position, providing more job-related information, and gathering less personal data. Studies have demonstrated a similar phenomenon with applicants who present negative first impressions. Not surprisingly, such candidates tend to be asked more difficult and fewer positive questions, receive more negative ratings, and spend less time being interviewed.

Bad versus good. As a general principle, psychologists have found that bad or negative information carries more weight than positive information in the same category. While it is certainly true that many good events can overcome the effect of a single negative experience, research has consistently demonstrated the profound and lasting impression caused by negative information.¹¹ The psychological effects of negative information on first impressions seem to have a much greater influence than similar measures of good information—a finding that has been supported by a number of studies on person perception. For example,

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when people are presented with both negative and positive traits, they are twice as likely to remember bad traits as they are to recall the good ones. Similarly, the processing and recall of negative information tends to be more vivid and longer lasting than the recall of good information.¹²

Attribution bias. This third factor refers to the natural human tendency to look for consistency in a person's behavior across a variety of contexts. The definition of personality implies a high degree of unity and consistency in a person's behavior. Thus, when forming judgments, individuals expect people to be the same—with the same behaviors, traits, attitudes, and

values—yesterday, today, and tomorrow.¹³ If, for example, a person is outgoing and friendly in one context, similar behavior is expected in other situations as well. Because people naturally anticipate a high degree of unity, they assume that a person's behavior in a given context reflects a more general underlying explanation of the person's character—that is, a symptom of deeper, more fundamental dispositions.

People prefer stable dispositional characteristics because they provide a way to describe, explain, and predict the behavior of others. When evaluating candidates, interviewers use their initial observations as starting points, or anchors, for judging later

behavior. As we have seen, an interviewer's opening observations—whether formed before or during the actual interview—are critical because they create expectations that are used to judge subsequent information.¹⁴ If interviewers' opening observations are positive, they are more likely to notice information and behaviors that confirm their initial impressions, while dismissing negative conduct. If, on the other hand, evaluators' initial reactions are negative, they will be prone to pay special attention to unfavorable actions or words that support their preliminary reactions—again, while being less likely to notice positive behaviors.

Primacy and recency. The order that information is presented seems to be another factor that influences what people notice, as well as what they remember about an encounter. Behavioral scientists have discovered that we tend to pay closer attention to our first and last encounters with a person or event.¹⁵ This phenomenon—referred to as the laws of primacy and recency—may help explain why negative first impressions are so difficult to overcome. Primacy refers to the tendency to remember the first things noticed, while recency concerns the last things observed about a person. It appears that the first detail an interviewer notices about a candidate establishes a frame of reference—and therefore the specifics the interviewer should focus on in the future. In contrast, the last thing an evaluator sees tends to be freshest in memory because it was processed last.

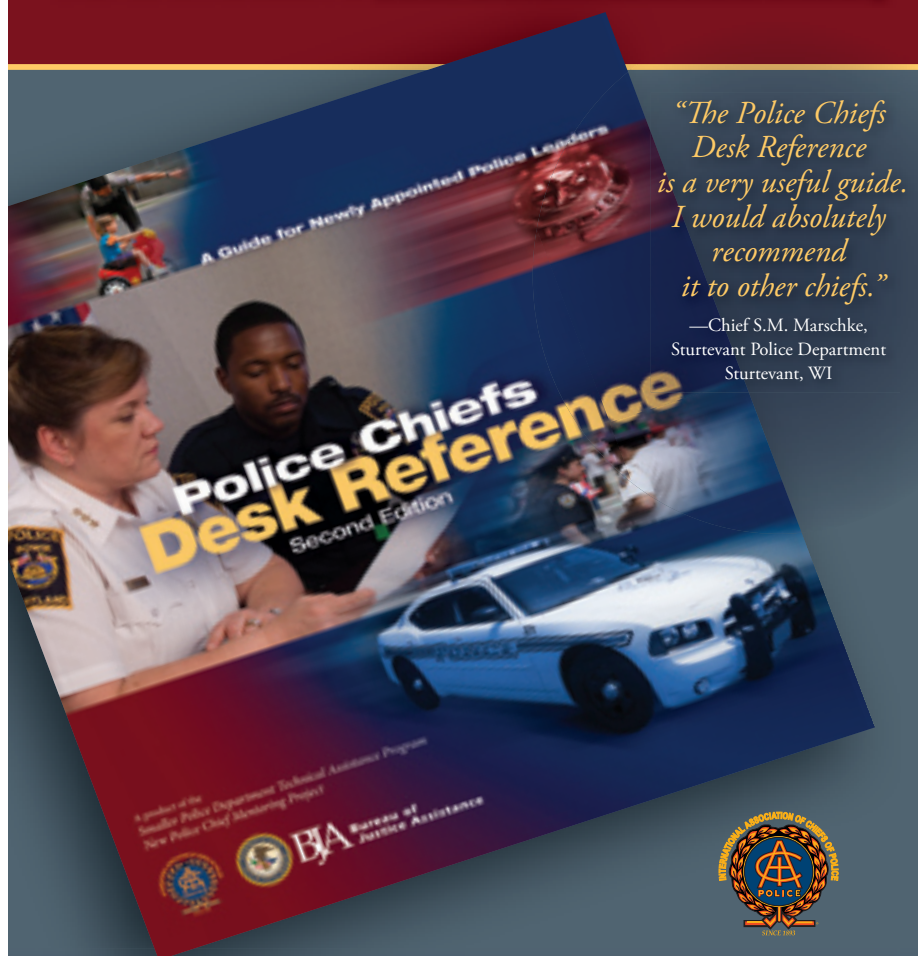
Creating a More Objective Process

The first impressions that interviewers form of prospective candidates are shaped by a number of automatic processes, including categorical thinking, pre-interview impressions, negative information, attribution bias, and the order of events. Perhaps even more important, the initial impression that an evaluator forms sets the tone for the rest of the interview, potentially biasing the ways that interviewers evaluate subsequent information. Most of these problems, however, are most closely associated with unstructured interviews—that is, unscripted dialogues between the interviewer and interviewee. Fortunately, there are a number of steps that interviewers can take to make the process more objective, including the establishment of specific job criteria, a written assessment, a focus on relevant experience, and the use of a standard set of questions.

The first criterion, establishing specific job characteristics, makes it possible to assess the explicit job knowledge and personality attributes necessary to perform the assignment and allows for the development of an instrument—most preferably a written examination—to test prospective candidates' relevant expertise. Next, candidates

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should be rated on their applicable experience or lack thereof, instead of on the first impressions they emanate. Candidates with more relevant experience should be looked at more favorably than applicants who lack such understanding. Finally, interviewers should adopt a standard set of situational questions that, again, focus on the specific characteristics of the job by asking applicants to address potential tactical, administrative, or technical issues that they are likely to encounter.¹⁶ Realistic, situational questions provide the evaluator with a way of objectively assessing a candidate's pertinent job knowledge, problem-solving skills, and ability to make decisions under pressure—

all important criteria for selecting the best candidate and for making the process more objective for everyone. ❖

Brian Fitch is a lieutenant and 28-year veteran of the Los Angeles Sheriff's Department. He holds faculty positions in the Psychology Department at California State University, Long Beach, as well as in the Organizational Leadership program at Woodbury University in Burbank, California. He can be reached for comments at bditch@lasd.org.

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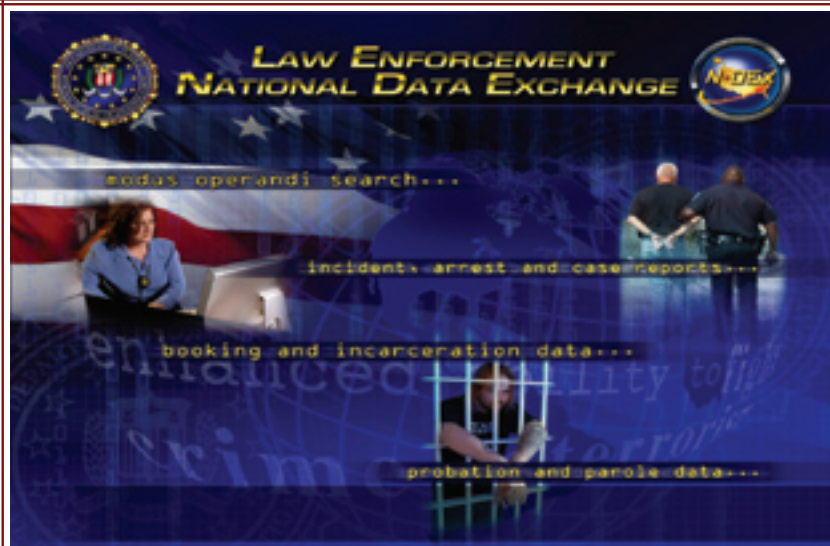
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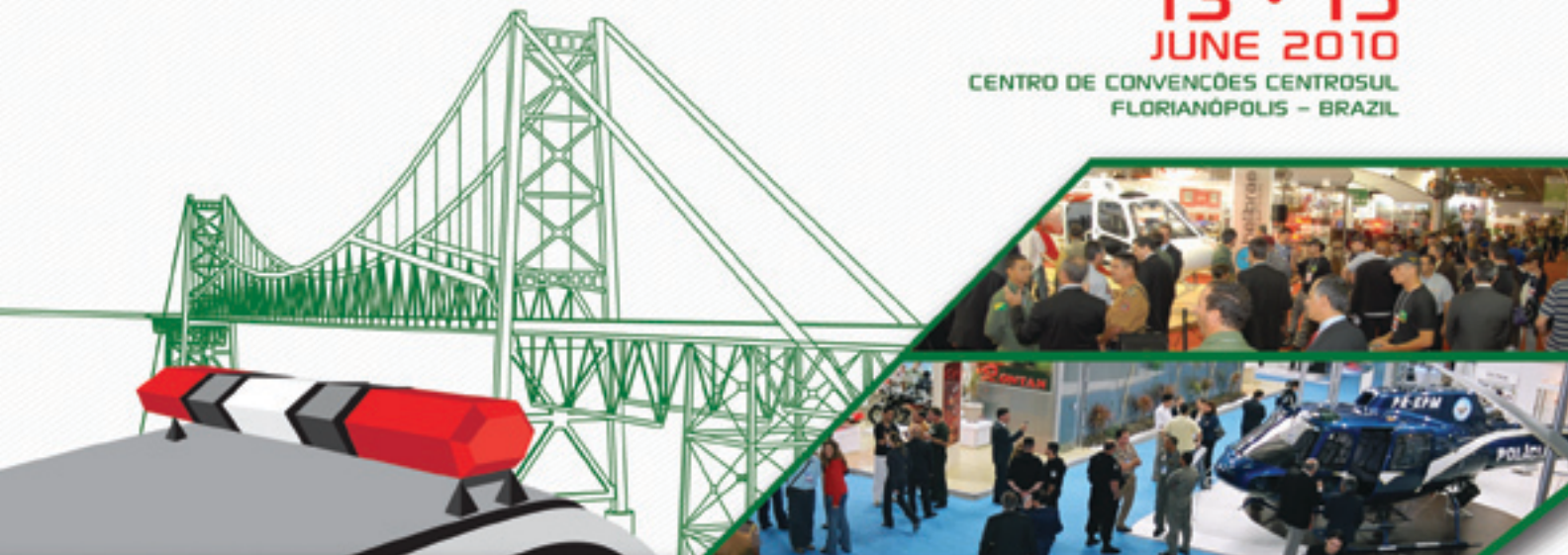
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Strategies to Improve Recruitment

By Albert Antony Pearsall III, Senior Policy Analyst, U.S. Department of Justice Community Oriented Policing Services; and Kim Kohlhepp, Manager, IACP Center for Testing and Career Development

The IACP, in collaboration with the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), has released a new publication to assist agencies with their recruitment efforts. The Law Enforcement Recruitment Toolkit comprises four reports, each focusing on a different area of recruitment:

- **Police Recruitment: Foundation Concepts.** Provides an overview of the current state of police staffing and a summary of common recruitment obstacles and how to overcome them.
- **Recruiting for Diversity.** Outlines the importance of diversity in law enforcement and strategies for effective minority recruitment.
- **Agency Collaboration in Police Officer Recruitment and Selection.** Contains case studies of successful regional and intra-agency recruitment collaboratives across the country.
- **Community Partnerships in Police Recruitment.** Discusses why and how to engage the community and civic organizations in the recruitment and selection process.

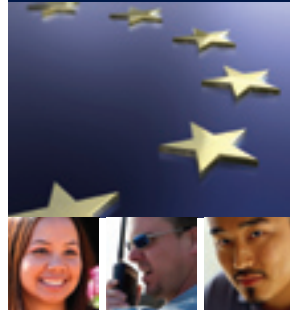
Below is an excerpt from the toolkit:

The policing profession's effectiveness relies on its ability to attract quality people. Law enforcement officers are the foundations of their respective organizations. Quality officers are increasingly needed to work with community and government stakeholders to address quality-of-life issues, to answer non-emergency 3-1-1 and emergency 9-1-1 calls, and to prevent crime. The employees—the officers on the beat and the front-line supervisors, all the way up to chief executives—are the lifeblood of the police organization. Since employees are the deliverers of service within law enforcement organizations, proper recruitment and selection of officers is paramountly important. If police organizations cannot recruit, select, and retain quality individuals, the citizens they are sworn to serve and protect will ultimately endure substandard police service.

An organization's success begins with its recruitment strategies. Recruiting and staffing shortfalls that have long plagued law enforcement agencies across the United States persist today, even during a period of high unemployment. Many candidates traditionally recruited for policing are now being successfully recruited by other industries. Another significant gap is the inability of small, rural, and tribal departments to compete against larger agencies in their recruiting and hiring efforts. As the national demographics continue to change, law enforcement agencies need to make sure that their department staffs continue to represent the communities



Law Enforcement Recruitment Toolkit



they serve, including the underrepresented populations by race, religion, and gender. New challenges of the 21st century, including military call-ups, homeland security obligations, and increased competition, have combined to make the problem more acute. While many agencies are struggling, others are moving forward with innovative approaches.

The IACP has partnered with the U.S. Department of Justice, COPS in the COPS/IACP Collaborative Leadership Project to bring these innovative recruitment techniques to the forefront through a new publication, the *Law Enforcement Recruitment Toolkit*.

While many effective recruitment practices are described more fully in the toolkit, the following excerpts can serve as starting points for agencies seeking both more and better applicants.

Engage the Community

The increasing challenges that law enforcement agencies are facing in attracting quality candidates for policing careers present unique opportunities for tapping citizens as resources in the recruitment and selection processes. Citizen involvement should be approached as a method of improving the functioning of the organization. Community engagement can lead to a greater sense of trust in and respect for the law enforcement agency by citizens, while strengthening the organization's ability to identify and attract individuals who can serve as competent law enforcement personnel.

The city of Hartford, Connecticut, experimented with community engagement as a means to improve police recruitment of minority officers. Citizen focus groups helped police identify a primary barrier to recruitment: the lengthy period between an applicant's expression of initial interest and the offer of a job.

In the mid-1990s, Lexington, Kentucky, lost some community support in the wake of an officer-involved shooting, two lethal-force



incidents, and a charge of biased traffic enforcement. The chief of police supported a move to overhaul the police recruitment, selection, and training program and enlisted the help of a citizen minority-recruitment committee.

The lesson learned in both Hartford and Lexington is that police leaders can benefit by making police recruitment a community concern. Community support can help break down obstacles to progress, and shared responsibility can increase the likelihood of political support for needed changes.

Streamline Recruitment and Selection

Agencies should evaluate their hiring processes to assess if they are getting not simply the candidates they want, but also the candidates the community needs. Agencies need to look at the relevance of traditional disqualifying factors, such as credit ratings, to assess if they are unfair impediments to hiring quality police officers. Police departments are often burdened with cumbersome recruitment and selection processes that can frustrate applicants and drive them to seek employment elsewhere. Common characteristics of weak recruitment processes included systems that were designed to select out (exclude) rather than select in (include) a candidate. The most effective recruitment and selection processes are those that are completed quickly and allow

a candidate to move swiftly from application to employment decision points.

Tell the Police Story

Perhaps the greatest task facing the police community is telling the police story. Many Americans undervalue police service. Police leaders must develop and implement plans to communicate an honest portrayal of police work directly to the American people. This is not an easy task and the greatest challenge likely will be obtaining broad support, consensus, and cooperation from police executives. Developing a marketing communication strategy that tells the true story of policing will offset media accounts of policing that could be negatively slanted or sensationalized. Telling factual stories of dedicated service by honorable police officers also values those who serve in the profession and increases the likelihood that potential applicants will be drawn to a career in police service.

Enlist the Support of the Media

A positive public image is important in luring new employees and retaining current employees, and effective use of the media is one important way of generating a positive perception of the agency. Many members of the media are aware of police staffing problems, but generally do not understand their shared responsibility to solve the problem.



Police executives should reach out to their media contacts to discuss the nature and scope of the police recruitment challenges. Staffing shortfalls sometimes expose a police executive to media-driven criticism that officers are leaving the profession because of poor pay and benefits, low morale, excessive overtime, or officers' safety concerns, and that the community is being endangered because of police personnel shortages. Proactive intervention with the media may rectify or blunt such criticism and serve to engage the media in finding workable and affordable solutions.

Reach Out to the Young

Nurturing respect for the important role of law enforcement in a democratic society and promoting interest in law enforcement as a career choice to children should be considered essential components of an agency's long-term recruitment strategy. Children tend to think of police officers as friends and protectors, and many express

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Recruiting and staffing challenges, affected by military call-ups, retirements, homeland security obligations, and increased competition, exist for many law enforcement agencies across the United States. The Law Enforcement Recruitment Toolkit developed by the International Association of Chiefs of Police (IACP) comprises four reports, each focusing on a different area of recruitment. The lead piece, *Police Recruitment: Foundation Concepts*, describes police departments' changing recruitment needs, the obstacles that stand between the departments and their recruitment goals, and the strategies that some jurisdictions are using to overcome those obstacles. Each subsequent report, *Recruiting for Diversity*, *Agency Collaboration in Police Officer Recruitment and Selection*, and *Community Partnership in Police Recruitment*, explores a specific approach to recruitment and provides specific examples of successes in these areas.

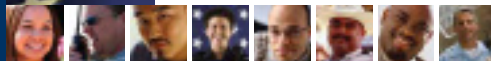
This toolkit is one step among many in addressing the recruitment needs of the field. The issues of police recruitment, selection, and retention are critical to the advancement of community policing and the policing profession in general. We hope this toolkit will serve as a valuable resource for law enforcement agencies, their administrators, and others in the community committed to advancing community policing.



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a desire to be one someday. But, as they grow up, many lose interest in policing, and some even lose their faith in the police. It is in the best interests of the police and community safety to change that trend. Children who maintain positive perceptions of police grow to be law-abiding citizens. Agencies have built on children's positive view of police officers using a variety of tactics. They include participation in National Police Athletic Leagues/Activities Leagues Incorporated, police cadet programs, and the Law Enforcement Explorers program, among others. At the least, police officers will help a future generation of citizens and taxpayers understand the importance of law enforcement. Better still, they could nurture a budding crop of future officers.

Hire Younger—and Older

Some agencies have modified their personnel employment rules to permit hiring applicants before they reach the minimum hiring age, which commonly is 21. Young hires are often enrolled in the police academy with a scheduled graduation date that coincides with their age requirement, allowing them to be commissioned as police officers at that time. Other agencies find nonsworn support positions where a qualified applicant can work, earn, learn, and be available to continue in the selection process.

Laws and regulations in many jurisdictions bar agencies from hiring entry-level police officers beyond a specific age. Some agencies have lifted these restrictions and have discovered success in hiring recruits much older than the traditional age for new officers. Police executives in those jurisdictions with restrictions should use their influence and collective voice to bring about a change in those laws if they exclude potential candidates for reasons that are not warranted.

Achieving Diversity

Many agencies are struggling to maintain a workforce that is diverse and reflects the community to which they are sworn to serve and protect. One of the most effective recruitment techniques is to perpetuate a positive perception of the law enforcement

agency within the community. One way of generating a positive perception is to ensure that all citizens hired by the agency, regardless of gender, race, sexual orientation, age, or ethnicity, are faring well in promotions and high-profile job assignments. A diverse and competent workforce is essential to the operation of a successful police agency.

Hire Transitional Workers

The police industry needs to take a hard look at hiring transitional workers. Many skilled professionals who have left careers in fields such as teaching, aviation, and medicine because of mandatory or preferred retirement dates still have a desire to serve. Others have grown stale in their current jobs and are seeking new challenges. Empty nesters may be another group seeking a new opportunity as family and financial obligations decrease. They have the judgment, the knowledge, and the skills that are desperately needed by the police industry. The police community would do well to welcome them to police work, as long as they meet duty requirements.

Mentor Applicants through the Process

In addition to streamlining its application process, police agencies need to establish personal relationships with applicants from the start. After all, these people will become coworkers and eventually leaders of the organization. A welcoming and supportive attitude will pay dividends in the long run. Supporting applicants includes accepting the fact that some may fall short at first, but they should be encouraged to continue involvement. A promising applicant need not always be excluded from employment because of a deficiency that could be overcome with additional preparation. An agency mentor working with such an individual should focus on building on the applicant's strong attributes and fortifying detected weaknesses.

To obtain an electronic or hardcopy of the *Law Enforcement Recruitment Toolkit*, please visit <http://www.theiacp.org/recruitment> toolkit or call 1-800-421-6770. For information call Kim Kohlhepp at 1-800-THE-IACP, extension 237. ♦

Join the Discover Policing Movement

One tangible way the IACP is actively working to improve recruitment is through the Discover Policing initiative and its associated Web site, <http://discoverpolicing.org>.

Discover Policing is a nationwide law enforcement recruitment program managed by the IACP and funded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. The goal of this initiative is to bring more of the right kind of people into police service—diverse, service-minded applicants from all walks of life. The cornerstone of this effort is the Discover Policing Web site, which offers comprehensive information on law enforcement careers combined with a full-service career center.

Discover Policing's Web site offers a variety of no-cost resources for both law enforcement employers and employees. Following are some ways to get involved and support the Discover Policing movement:

- Post vacancy announcements to the Career Center—full- or part-time, sworn or civilian, entry-level or command positions. Customize them by adding a photo or logo.
- Tap into the Discover Policing résumé bank to access hundreds of potential candidates.
- Highlight employees by submitting a profile to the Real People/Real Stories section of the site.
- Refer those interested in policing to the site as a source of comprehensive career information.
- Request Discover Policing brochures and bumper stickers to distribute at career fairs and other recruiting events.
- Use the job board to search for chief executive vacancies, IACP headquarters jobs, and entry/mid-level positions nationwide.
- Connect with the Discover Policing team through its new blog and on Facebook and on Twitter to receive updates on newly posted jobs and other police recruitment news and information.

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The driving force behind PAL is the belief that forming bonds between youths and police officers will lead to a strong moral character throughout life; that is, if adolescents respect officers on the playing field or in the classroom, they are more apt to respect the laws that those officers are charged with enforcing.

school, are less likely to commit delinquent acts.³ The Police Athletic League (PAL) program provides these individuals with a constructive way to spend their free time. Through PAL programs, youths engage in social activities that encourage education and physical activity. Involvement in these activities leads to a stronger respect for social norms that encourage youths to stay in school and not commit delinquent acts.

The History of PAL

Former New York City Police Commissioner Arthur Woods introduced an early version of PAL in 1914 when he used his officers to create a program designed to give children an alternative to playing in the streets—an activity that Woods believed would lead to a delinquent lifestyle. He converted 29 blocks of vacant lots into playgrounds and banned traffic from these areas in the afternoons. The idea gained popularity and 75 new “playstreets” were added during the 1920s. Later that decade, the New York City Police Department organized a baseball league for young boys in the city. The Twilight Athletic League helped form the framework for PAL programs in their modern form.

The New York PAL program quickly expanded to include other sports such as football, boxing, and women’s basketball. The program’s popularity grew as legendary baseball great Babe Ruth joined the PAL steering committee and former First Lady Eleanor Roosevelt attended a game. Radio stations broadcasted weekly educational programs featuring PAL members and celebrity endorsements became plentiful. PAL showcased a display at the 1939 World’s Fair and, eventually, the New York City Board of Education elected to cooperate with PAL to address truancy issues.

PAL radio programs won two Freedom Foundation awards for community service and received a gold medal from the foundation for radio and television work with young children. Furthermore, PAL members began competing in high-level competitions and participating in other PAL offerings, such as career guidance and treatment plans for troubled youths. Over the course of two decades, the New York PAL program expanded to manage 69 indoor centers and 70,000 members. By the 1940s and 1950s, other police departments were eager to learn how they could replicate the city’s successful PAL program.

Today, PAL is a national organization with more than 400 chapters operated in individual communities by local police departments and volunteers. These chapters are found in more than 700 cities, utilize 1,700 facilities, and involve more than two million youths in athletic, recreational, and educational activities. The driving force behind PAL is the belief that forming bonds between youths and police officers will lead to a strong moral character throughout life; that is, if adolescents respect officers on the

An Evaluation of the Waterbury Police Activity League

By Benjamin Tyson, Ph.D., Department of Communication, Central Connecticut State University; Shamir Ratansi, Ph.D., Department of Criminology and Criminal Justice, Connecticut State University; Stephanie Sfiridis, graduate student, Central Connecticut State University; Aileen Keays, Research Specialist, Institute for Municipal and Regional Policy, Central Connecticut State University; and Lyndsay Ruffolo, Research Specialist, Institute for Municipal and Regional Policy, Central Connecticut State University, New Britain, Connecticut

Many studies show a correlation between school dropout rates and delinquency. Nearly one-third of first-year U.S. high school students and one-half of African American and Hispanic students do not earn their diplomas on time. Students of lower socioeconomic status who reside in urban school districts are approximately 20 percent more likely to drop out of high school than students in suburban schools. High school dropouts are more likely to be unemployed, receive public assistance, and become teenage parents, compared to those who graduate high school.¹

Additionally, high school dropouts are more likely to be involved in criminal behavior. A study by Dr. Caroline Harlow for the U.S. Department of Justice shows that roughly 68 percent of state prison inmates did not obtain a high school degree.² These studies do not show that dropping out of school causes delinquency; however, they do display a link between youth that have dropped out of school and criminal acts.

Studies show that youths who are bonded to conventional social activities, including social institutions such as family and

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

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

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playing field or in the classroom, they are more apt to respect the laws that those officers are charged with enforcing.

PAL in Waterbury, Connecticut

The Waterbury Police Athletic League formed in October 1966 under the direction of officers John Andrews, Charles Bordner, William Knuchel, and Frank Shepis and thanks to a \$1,500 donation from the Police Mutual Aid Fund. The Waterbury PAL's early primary function was to form a marching band, in addition to facilitating some athletic events. The Waterbury PAL marching band traveled and competed against other bands

in a tristate area and helped membership grow to 700 youth.

By the 1980s, Waterbury PAL had transitioned from its ceremonial roots to a competitive athletic program. Baseball was the primary focus, but other sports such as boxing and basketball also were offered. But the program's success was short lived—during the late 1990s, financial problems forced PAL funding to be cut severely, and, by 2001, the City of Waterbury was bankrupt and PAL membership had plummeted to just 70 members.

The year 2003 marked a significant change for the Waterbury PAL. Acting Police Chief Neil O'Leary and Lieutenant



Mike Gugliotti sought out to revive PAL by identifying three areas of concern:

1. There were only 70 members and most of these children were competitive athletes who were recruited to PAL for their sports skills.
2. Latinos dominated PAL membership, although that demographic was not representative of the community as a whole.
3. PAL offered only sports, primarily baseball.

Chief O'Leary and Lieutenant Gugliotti addressed these issues while reorganizing the PAL program by, for example, focusing their efforts on children who normally would not try out for a sports team—children who could “easily fall through the cracks,” according to Chief O'Leary. Athletes already had self-confidence; it was the non-athletes he was worried about—those with no structure in their lives and little confidence. The officers renamed PAL, originally the Police Athletic League, the Police Activity League to signify the broadening scope of its mission. The new philosophy of PAL put education, community, and athletics on an equal level.

Recruitment began in the classroom. Officers asked teachers to identify “at risk” children in their classrooms and encourage them to join the PAL program. Each child received a police officer as a mentor. By 2005, the program had expanded to serve approximately 1,700 children.

PAL requires that youths participate in both community-sponsored events and educational programs, including computer safety; nutrition; and drug, gang, and peer-pressure awareness. During this expansion, PAL also launched its payroll deduction campaign for police officers. Of the 300 sworn officers and 70 civilian officers, 97 percent elected to contribute to the program. One year later, this campaign expanded to include the Board of Education; 500 teachers chose to take the payroll deduction.

Through 2005, PAL borrowed school gymnasiums and athletic fields for events as needed. In 2006, the program acquired Saint Lucy's school and recreation center in Waterbury, through funds raised during a capital campaign. By February 2007, the program had raised over \$800,000 from individual and corporate donations. Volunteers and police officers spent several months renovating the two buildings, and more than 40



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educators developed a new curriculum and learning modules for the program's now 2,900 youthful participants.

PAL continues to expand its impact on the community. For example, volunteers now work with the Special Olympics organization to pair PAL children as mentors with Special Olympics youths. Volunteer educators supervise Homework Haven, an after-school homework assistance program, and facilitate the Accuplacer program for high school students preparing for SAT exams and for college. A partnership with the local health department teaches youths about safety and wellness. Literacy programs promote reading for all age and skill levels, and gatherings to benefit less-fortunate and homeless community members occur frequently.

Research Methods

The research project was conducted for the Waterbury PAL by the Institute for the Study of Crime and Justice at Central Connecticut State University between March and June 2009. Researchers used the following methods to assess satisfaction with the program, facilitating factors and barriers, perceived benefits, perceived problems, and ideas for improvement.

Part 1: Two focus groups with (a) 10 PAL staff (police); and (b) 12 PAL program teachers

Part 2: Ten, one-hour personal interviews with students enrolled in PAL

Part 3: Ten, one-hour personal interviews with parent/guardian of students from Part 2

Part 4: A self-administered survey of 110 youths (ages 10–18) enrolled in PAL

Part 5: A self-administered survey of 121 parent/guardian of youths enrolled in PAL

Part 6: Analysis of police and school data sources (ages 5–18) (2007-2008) to compare 1,569 students enrolled in PAL with 2,000 students not enrolled in PAL (Evaluation variables included truancy, grades, disciplinary infractions, contacts with police, and arrest rates.)

Summary Findings

- The PAL program helps to occupy youths with structured activities, giving them less idle time to get into trouble.
- The PAL program provides youths with a sense of belonging.
- The PAL program provides a context in which youths are held accountable for

the consequences of their actions.

- The PAL program allows youths to see police officers in a new light—not as adversaries, but as positive role models.
- The PAL program improves academic performance by instilling a sense of personal responsibility.
- The PAL program encourages academic excellence by requiring youths to maintain good grades to participate in PAL sports.
- Most PAL youths intend to go to college.
- The PAL program improves personal life.

A significant number of PAL youths do the following:

- Have improved their grades since joining PAL
- Go to school more often since joining PAL
- Have improved their homework performance since joining PAL
- Have better communication skills since joining PAL
- Have more self-discipline since joining PAL
- Have better interpersonal relationships since joining PAL
- Have better physical health since joining PAL
- Have better team work and sportsmanship skills since joining PAL
- Spend more time exercising since joining PAL
- Spend less time watching television and playing computer games since joining PAL

The PAL program decreases the following:

- Instances of trouble with other youths
- Instances of trouble at home
- Instances of trouble in school
- Instances of trouble with police ❖

Notes:

¹Gary Sweeten, Shawn Bushway, and Raymond Paternoster, "Does Dropping Out of School Mean Dropping Into Delinquency?" in *Criminology* 47, no.1 (February 2009): 47, 49-50.

²Caroline Wolf Harlow, "Education and Correctional Populations," Special Report, NCJ 195670 (Bureau of Justice Statistics, January 2003): 1, http://www.policyalmanac.org/crime/archive/education_prisons.pdf (accessed March 9, 2010).

³Thomas Winfrey and Howard Abadinsky, *Understanding Crime: Theory and Practice* (Belmont, Calif.: Thomson Wadsworth, 2003).

Program Evaluation

Strengths:

- Findings from Institutional Records suggest that PAL is targeting the right youths—individuals with slightly higher-than-normal arrest rates.
- Supporters of the program, including the chief of police, PAL supervisors and coordinators, volunteers, and local program sponsors, maintain a strong commitment to its success.
- Respondents agree that the PAL program creates positive changes in the community and that these changes are sustainable and create an atmosphere less conducive to juvenile crime.
- Nearly all respondents believe that PAL activities are offered at the right place, at the right time, and for the right duration and that the instructors, volunteers, facilities, and materials are beneficial.
- Sports programs, especially baseball, softball, and basketball, are the most popular programs, but a full array of other types of programs and events, including arts, academics, skill-building programs for youths, and community celebrations for families, also are offered.

Weaknesses:

- Nearly all respondents believe that the PAL program is under-resourced; there are approximately 2,800 youths in PAL with just five officers dedicated to their supervision. Respondents identify the most critical limiting factor as volunteer assistance.
- Several respondents suggest that the PAL program needs improved communication with parents.
- Several respondents suggest that refereeing is not always good and that coaches should be better trained.
- Respondents believe that it would be beneficial to conduct PAL programs at additional schools in the city, especially at those far from the PAL Learning Center.
- The following PAL activity ideas garnered support from respondents.
 - A greater variety of educational and vocational programs for youths not interested in sports
 - More activities for 15 to 18 year-olds
 - More Special Olympic activities
 - More basketball for younger youth
 - More activities for girls, such as volleyball, tennis, art programs, and cooking classes
 - More activities during the summer and on weekends
 - A swimming program

Show Your Leadership!

Sponsor New Members during the 2010 President's Membership Drive

Honor current and future leaders in the law enforcement profession: Sponsor new IACP members during the 2010 President's Membership Drive. The IACP offers many opportunities for personal growth and learning through our many regional training programs, annual conference, *Police Chief* magazine, and a network of over 20,000 law enforcement professionals from around the world.

Remember—law enforcement professionals at every level can qualify for membership in the IACP. Those in command-level positions qualify for active membership; others may be eligible for associate membership. See the application for details.

Every member who sponsors at least one new member will receive an Official IACP Gift.

In addition, more rewards are available for sponsoring more than one member.

Sponsor 3 new members: Free registration to the 117th Annual IACP Conference being held October 23 – 27, 2010 in Orlando, Florida, USA. (A \$275 Value!)

Sponsor 5 new members: IACP Model Policy CD ROM—One full volume of your choice complete with 20 policies and research papers. (A \$150 Value!)

In order to qualify for prizes and incentives the specially coded 2010 President's Membership Drive application MUST be used.



"You are a Leader by the virtue of your position in law enforcement. And, as you know, leadership is a key element in our future success as individual members of our profession. IACP helps create leaders through education, advocacy and information sharing. Show your support of the law enforcement profession by sponsoring new IACP members during the 2010 President's Membership Drive."

President Michael J. Carroll

2010 President's Membership Drive Rules and Information:

1. The new members you sponsor must use the 2010 President's Membership Drive application. Photocopies are acceptable.
2. Applications must be received at IACP Headquarters by the close of business August 1, 2010.
3. Renewing members do not qualify for this drive.
4. Prizes are non-transferable.
5. Winners of a free IACP Model Policy CD ROM will be able to make their choice at the conclusion of the drive.
6. The 117th Annual IACP Conference will be held in Orlando, Florida, USA October 23 – 27, 2010.
7. Members will be sent/notified of all prizes & incentives following the conclusion of the drive.
8. The first 500 members to sponsor a new member in the drive will receive the Official IACP gift. The item sent will be at the discretion of the IACP.



IACP President's Membership Drive Application

International Association of Chiefs of Police
P.O. Box 90976
Washington, DC 20090-0976
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E-mail: _____

Web Site: _____

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

Send mail to my Business Residence Address | I am a sworn officer. Yes No

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

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

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

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

Education (Highest Degree): _____

Date elected or appointed to present position: _____

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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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All memberships expire December 31 of each calendar year.
Applications received after October 1 will be credited to the following year.

**For further information on membership benefits and eligibility,
visit the IACP Web site www.theiacp.org.**

Membership Requirements

Active Membership

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

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

Police chiefs of private colleges and universities who are qualified as law enforcement officers within their respective states/provinces.

Officers who command a division, district or bureau within the department. Command must be specified on the application.

Chief executive officers of railroad police systems and railway express company police systems.

Associate Membership

Police officers employed by police agencies below the rank of lieutenant.

Superintendents and other executive officers of prisons.

Chief executives, departmental officers and technical assistants of city, county, state, provincial and national agencies with administrative or technical responsibility for police-related activities.

Prosecuting attorneys, their deputies and deputy sheriffs.

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

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

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

Employees of companies providing services to law enforcement agencies.

Associate members enjoy the same privileges as active members except those of holding office and voting.

Texting to 9-1-1 in Black Hawk County Consolidated Communications

By Thomas Jennings, Chief of Police (Retired), Waterloo, Iowa; and Judy Flores, Director of Consolidated Communications Center, Blackhawk County, Iowa

Iowa's Black Hawk County Consolidated Communications Center (BHCCC) broke new ground in 2009 in an effort to better serve its citizens. Realizing that there had been an increase in text messaging among the general population, coupled with a large hearing-impaired community within its jurisdiction, Black Hawk County recognized that a service gap existed when a citizen needed to reach a 9-1-1 operator but was unable to place a voice call. To bridge this gap, BHCCC implemented the solution of text messaging to 9-1-1.

BHCCC, located in Waterloo, Iowa, is an eight-position Public Safety Answering Point (PSAP), providing 9-1-1 call-taking and dispatch services for law enforcement, fire, and emergency medical services to the county's more than 128,000 residents. The fourth largest populated county in the state, Black Hawk County has a long history of progressive thinking.

With an eye toward the future, the county made the decision several years ago to advance its communications technology with Next Generation-enabled radio, telecommunications, and data infrastructure, in alignment with the Next Generation 9-1-1 (NG9-1-1) initiative to improve wireless and mobile public emergency communications services in the United States and Canada. This upgrade served as the foundation to bring NG9-1-1 capabilities into the BHCCC and enabled text messaging in the 9-1-1 call flow.

Making 9-1-1 Texting a Reality

To support direct texting to 9-1-1, BHCCC needed to make a simple network and software upgrade to its 9-1-1 call-handling equipment with the assistance of service providers RACOM and Intrado/Positron. The advanced

Internet protocol (IP) network allowed traffic to run across a dedicated, public safety-grade network that was reliable and provided for continuity of operations. This secure IP connectivity, unlike the public Internet, is provided through a private network that ensures greater functionality and security.

Upgrading the county's network and software was only part of the equation. The county also needed to partner with a wireless carrier that could provide a single mobile switching area and a service footprint that could be geographically defined. This allowed for a controlled environment in which 9-1-1 text messaging traffic could be better monitored, analyzed, and evaluated.

This text messaging in Black Hawk County utilizes short message service (SMS) to establish a text conversation directly between the caller and a BHCCC operator. While SMS was not initially developed for public safety use—it has a much larger audience in text messaging among the general public—it has gained widespread acceptance and is becoming an increasingly popular form of communication.

When a Black Hawk County resident sends a text message to 9-1-1, the SMS is routed into the 9-1-1 network and prompts the caller to provide the closest city or ZIP code. Once location is determined, the text for help is received at the geographically-appropriate PSAP. This process is similar to a voice call but the dialogue occurs in the text message display on the citizen's phone and at the PSAP's computer terminal concurrently and in real time.

Defining the Future of 9-1-1 Texting

In order to ensure a public safety-grade, reliable solution, this technological approach mirrors the phased-in solutions used to implement callback number and location information in wireless enhanced 9-1-1 operations. The current text solution will evolve and enable the "caller" to be located automatically by cell-tower location. Eventually, as part of the

implementation phase, a location application will be fully integrated into the "caller's" handset so that latitude and longitude information is available. Since the SMS call flow is similar to a voice call queue, that same location technology can be leveraged for text messaging.

As a result of this process, text messages are delivered directly into 9-1-1 to the correct PSAP. The Black Hawk County Text to 9-1-1 Project has been successful because the solution was deployed within existing parameters of both the agency's carrier network and the 9-1-1 network.

The Next Generation of 9-1-1

While it is important to note that a voice call remains the best way to contact 9-1-1, text messaging to 9-1-1 provides much needed assistance to speech- and hearing-impaired citizens. This solution will also help those in special circumstances where making a voice call to 9-1-1 is not possible or could compromise a caller's safety.

Black Hawk County, Iowa, has taken the first big step into Internet communication for NG9-1-1 delivery. This advanced solution will continue to enable the PSAPs to communicate with individuals who rely mainly on text messaging.

This successful deployment demonstrates that text messaging and other NG9-1-1 delivery technologies can be implemented by agencies to provide an additional public safety service to their communities. ❖

Save the Date!

IACP 2010



October 23-27, 2010 Orlando, Florida

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

www.theiacpconference.org

REGISTRATION & HOUSING

IACP 2010 housing and registration opens May 12. Be sure to check the Web site under the "Attendee" tab for registration information including reduced rates, membership deals, and housing/travel information.

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

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



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

Annual IACP Conference Rotation Plan

The annual IACP conference is a working conference, initiated in 1893, and today it is the world's largest meeting of law enforcement executives in the world. Each year, thousands of law enforcement professionals meet to review trends and solutions in policing worldwide.

During the conference, delegates share their lessons learned with their peers. They participate in carefully selected educational seminars and assemblies concerning a wide variety of key law enforcement issues. These educational opportunities—meetings, general sessions, discussion groups, and workshops—offer the delegates valuable learning and networking opportunities with both their national and international colleagues.

A significant element of the conference is the law enforcement exhibition, which is host to cutting-edge technology, equipment, and services, as well as policing essentials for agencies of all sizes and jurisdictions. The world's leading manufacturers fill the exhibit hall to produce the largest display of law enforcement equipment and services in the world.

In addition to education, information, and networking opportunities, the conference features a hospitable atmosphere for delegates, spouses, and guests. They can take advantage of area tours and hospitality rooms with amenities and entertainment. Spouses are encouraged to participate in all conference activities.

Through a concentrated effort, over time, the association has been able to assume full responsibility for financing the conference, thereby relieving host police departments of a significant financial challenge. Today the association finances all of the major expenses including Host Chief's Night, bus transportation, and entertainment. This enables the host police departments to focus on security; opening ceremony; showcasing the community; and special events such as the 5K run/walk, golf, worship services, and hospitality.

Exhibitors Subcommittee Promote Concept

The subject of a rotation schedule of cities emerged as a formal discussion topic during

the 2003 annual meeting of the IACP conference committee in Philadelphia, Pennsylvania. The exhibitors subcommittee promoted the rotation concept.

Given the knowledge that only 10 to 14 cities can meet IACP's requirements for exhibit space and the positive feedback received from other associations who use the cities rotation schedule approach, including the fire chiefs associations, staff set about researching and developing a similar concept for presentation to IACP's governing body for consideration.

The concept was briefed initially to the governing body in August 2006 at their meeting in Colorado Springs, Colorado. Following the briefing, a decision was made to place the concept on the agenda for the governing body's October 2006 meeting during the Boston, Massachusetts, conference. The concept was discussed and approved by the IACP governing body at that meeting.

Concept Development

Early in 2006, IACP staff, using information about convention centers, developed a grid of the convention centers with significant square footage to accommodate the IACP exposition and meeting space requirements.

The following guidelines were then developed and used for selecting the cities for consideration:

- First-tier cities in population centers
- A balance of cities around the country
- Environmental considerations impacting the conference's cyclical time scheduling
- Ability for future growth of conference in terms of exhibit space and hotel rooms
- Previous IACP conference experience, with positive results
- Hotel availability and packages near the convention center, factoring in the attrition requirements

Once this was accomplished, a meeting specification document was developed and sent to cities in compliance with the identified criterion. Information provided by the cities was made into a comparison chart. Meeting the established criterion were the cities of Philadelphia,

Pennsylvania; Orlando, Florida; Chicago, Illinois; and San Diego, California. These cities became the choices for future conference sites. From each city, the chief of police, city manager or mayor, and the convention and visitors bureau endorsed the conference.

Benefits to IACP

Rotation between four cities benefits the association by enabling the following:

- Establish long-term contracts for services and venues
- Facilitate planning and marketing the conference
- Maintain working relationships with the city and police department
- Provide for regional planning by police organizations to participate in the conference (enhancing the conference-within-a-conference concept)
- Enhance the association financially by these factors:
 - Hotel clusters save on shuttle bus costs.
 - Locations, environmentally, are not recurring targets for severe weather situations.
 - Approach facilitates savings on conference center rental costs and hotel fees.
 - Rotation cities save staff travel costs, time, and preparation activities attendant to the bidding process.

Benefits to the Host Cities

The rotation also benefits the host cities by these factors:

- Repeat revenue source for the city
- Able to build on lessons learned for accommodating IACP needs
- Labor, contractors, and caterers become aware of IACP needs and better able to accommodate them

Future Conference Sites

The rotation schedule is between the cities approved by the IACP governing body in 2006 and the future conferences are scheduled to be held in the following locations and on the following dates:

117th	Orlando, Florida	October 23 – 27, 2010
118th	Chicago, Illinois	October 22 – 26, 2011
119th	San Diego, California	September 29 – October 3, 2012
120th	Philadelphia, Pennsylvania	October 19 – 23, 2013
121st	Orlando, Florida	October 11 – 15, 2014
122nd	Chicago, Illinois	October 24 – 28, 2015
123rd	San Diego, California	October 15 – 19, 2016
124th	Philadelphia, Pennsylvania	October 21 – 25, 2017
125th	Orlando, Florida	October 13 – 17, 2018
126th	Chicago, Illinois	October 26 – 30, 2019

Conference within a Conference

Within the IACP structure, several divisions such as the Division of State Associations of Chiefs of Police and the State and Provincial Police hold their annual conferences during the annual IACP conference. In addition, several other organizations hold major meetings and activities within the concept of a conference within a conference. Among the conference-within-a-conference groups are the Major Cities Chiefs Association, High Intensity Drug Trafficking Areas, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), and the Drug Enforcement Administration (DEA). The four-city rotation plan enables the IACP to better serve the concept of conferences within a conference.

Of major concern is the attrition clause in hotel contracts. Attrition is a contract issue where IACP asks the hotel to take sleeping and meeting rooms out of their inventory and hold these rooms for IACP attendees. The rooms are then not available for sale to others. The hotel expects conference attendees to book the rooms reserved under IACP's name. If IACP does not meet the agreed upon pickup number, there is financial liability to the association. By maintaining an ongoing relationship and demonstrating the actual room pickup over time, the IACP and the hotels are able to make realistic predictions for fulfilling needs and mitigate liability under attrition. These long-term relationships with the hotel industry in the selected cities ensure the needs of all attendees are better served.

Mark Your Calendar Now

Members are encouraged to mark their calendars and start planning to attend the future conferences. Look ahead and use the annual IACP conference and these locations to hold meetings and events that benefit



your organization. IACP has reserved meeting space and sleeping rooms at key properties in these cities to benefit the members and their organizations. Staff can assist anyone in making all the necessary arrangements.

Internet Crime Report Released

The Internet Crime Complaint Center (IC3), a partnership between the FBI and the National White Collar Crime Center (NW3C), released the 2009 annual report about fraudulent activity on the Internet, which can be accessed at http://www.ic3.gov/media/annualreport/2009_IC3Report.pdf.

In 2009, online crime complaints totaled 336,655, a 22.3 percent increase from 2008. The total loss linked to online fraud was \$559.7 million; this is up from 275,284 complaints with \$265 million lost in 2008. In 2007, there were 206,884 complaints amounting to \$239.09 million lost; in 2006, there were 207,492 complaints amounting to \$198.44 million lost; and, in 2005, there were 231,493 complaints resulting in \$183.12 million lost.

Although the complaints consisted of a variety of fraud types, advanced fee scams that fraudulently used the FBI's name ranked number one (16.6 percent). Nondelivery of merchandise and/or payment was the second most reported offense (11.9 percent).

The 2009 Annual Report details information related to the volume and scope of complaints, complainant and perpetrator characteristics, geographical data, most frequently reported scams, and results of IC3 referrals.

"Law enforcement relies on the corporate sector and citizens to report when they encounter online suspicious activity so these schemes can be investigated and criminals can be arrested," said Peter Trahon, Section Chief of the FBI's Cyber Division. When local police executives speak to community groups, they should encourage computer users to maintain up-to-date security protection on their devices and evaluate e-mail solicitations they receive with a healthy skepticism—if something seems too good to be true, it likely is.

The IC3 is a joint operation between the FBI and the NW3C. IC3 receives, develops, and refers criminal complaints regarding cybercrime. The IC3 gives the victims of cybercrime a convenient and easy-to-use reporting mechanism utilized to alert authorities of suspected criminal or civil violations. For law enforcement and regulatory agencies at the federal, state, local, and international levels, the IC3 provides a central referral mechanism for complaints involving Internet-related crimes. ❖



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.

Deputy Sheriff Francis David Blake
Burnet County, Texas, Sheriff's Office
Date of death: October 3, 2009
Length of service: 5 years

Sergeant Maylond Thompson
"Tommy" Bishop Jr.
Guntersville, Ala., Police Department
Date of death: January 1, 2010
Length of service: 4 years

Deputy Sheriff John Mark Bernard
Grant County, Wash., Sheriff's Office
Date of death: January 3, 2010
Length of service: 4 years

Corporal James Szuba
Mishawaka, Ind., Police Department
Date of death: January 9, 2010
Length of service: 7 years, 11 months

Lieutenant Eric Shuhandler
Gilbert, Ariz., Police Department
Date of death: January 28, 2010
Length of service: 16 years

Trooper Andrew C. Baldridge
Ohio State Highway Patrol
Date of death: February 4, 2010
Length of service: 2 months

Deputy Sheriff William "Bill"
Frederick Schuck III
Oconee County, S.C., Sheriff's Office
Date of death: February 7, 2010
Length of service: 4 months

Deputy Sheriff Davy Wayne Crawford
Carroll County, Ga., Sheriff's Office
Date of death: February 12, 2010
Length of service: 29 years

Lieutenant Michael Vogt
Chattahoochee Hills, Ga., Police Department
Date of death: February 15, 2010
Length of service: 30 years

Police Officer Kevin B. Wilkins
Atlantic City, N.J., Police Department
Date of death: February 18, 2010
Length of service: 2 years, 1 month

Sergeant Alan Haymaker
Chicago, Ill., Police Department
Date of death: February 22, 2010
Length of service: 21 years, 2 months

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Federal Highway Administration Issues 2009 Manual on Uniform Traffic Control Devices

By Richard J. Ashton, Chief of Police (Retired), Frederick, Maryland; and Grant/Technical Management Manager, IACP

The *Manual on Uniform Traffic Control Devices* (MUTCD), which defines the standards for signs, signals, and pavement markings in the United States, is an important guidebook for local communities seeking information about how to install and maintain traffic control devices. But are law enforcement executives impressed that the Federal Highway Administration (FHWA) issued the 2009 MUTCD, which took effect January 15, 2010, and is replacing the 2003 MUTCD? Perhaps not; they probably do not even care what fluorescent pink means (read on). However, to the degree that they are responsible for traffic control devices in the jurisdictions they serve, these executives should be paying close attention to this document containing national standards, since every state must be “in substantial conformance” with the 2009 MUTCD within two years.¹ It contains a plethora of detailed material intended to provide consistency to the signals, markings, and signs adorning the nation’s highways, and that material is presented in terms of a standard (“requires” or “prohibits”—that is, “shall” or “shall not”), a guidance (“recommends” or “discourages”—that is, “should” or “should not”), an option (“permits” or “allows”—that is, “may”), or a support (“informs” or “suggests”).²

Part 6 of the 2009 MUTCD, entitled “Temporary Traffic Control,” establishes the basis for temporary traffic control (TTC) and, like the 2003 MUTCD, enumerates 46 typical applications.³ Typical applications essentially are TTC templates that may be adapted to the myriad situations that law enforcement officers encounter on a daily basis.⁴ Chapter 6I, entitled “Control of Traffic through Traffic Incident Management Areas,” probably is the MUTCD chapter most pertinent to law enforcement executives, and a number of its provisions are discussed subsequently.⁵ Significantly, it contains no standards—only guidance, option, and support statements.

High-Visibility Apparel

Law enforcement officers directing traffic; investigating crashes; or handling lane closures, obstructed roadways, and disasters on all public roads—rather than only on federal aid highways, as previously—must wear high-visibility safety apparel meeting either the Class 2 or 3 ANSI/ISEA 107-2004 standard in the “American National Standard for High-Visibility Safety Apparel and Headwear” or the ANSI/ISEA 207-2006 standard in the “American National Standard for High-Visibility Public Safety Vests.”⁶ The IACP Highway Safety Committee (HSC) and its Law Enforcement Stops and Safety Subcommittee (LESSS) successfully worked with the FHWA in 2006 to ensure the activities addressed by the high-visibility safety apparel rule reflected the reality that law enforcement officers, by nature of their multiple and diverse responsibilities, are the only highway workers who need to be visible at certain times and inconspicuous at others.⁷ Between 1996 and 2008, an average of one law enforcement officer was struck and killed each month,⁸ so the increased conspicuity of officers performing traffic-related duties is beneficial to their safety and reduces the chances of their not being seen by motorists.

In a similar vein, adult school crossing guards are required to wear high-visibility safety apparel meeting the Class 2 ANSI/ISEA 107-2004 standard⁹ and to use a stop paddle.¹⁰ However, they are not permitted to “direct traffic in the usual law enforcement regulatory sense. In the control of traffic, they shall pick opportune times to create a sufficient gap in the traffic flow. At these times, they shall stand in the roadway to indicate that pedestrians are about to use or are using the crosswalk, and that all vehicular traffic must stop.”¹¹ The traditional school sign with a yellow background will be phased out and replaced with one with a fluorescent yellow-green background.¹²

Safe Emergency Parking

An abundance of vehicles with emergency lights activated at any incident can cloud the message they are attempting to convey, distract and confuse drivers, and jeopardize the safety of first responders. Similarly, the random parking of emergency vehicles can needlessly divert drivers’ attention, endanger those working at

incidents, and contribute to secondary crashes. Accordingly, the new term “safe-positioned” was inserted in the 2009 MUTCD to generate discussion between public safety agencies about the desirability of parking emergency vehicles in an organized fashion that promotes first responders’ ability to discharge safely the important tasks at hand and that decreases the likelihood of unnecessarily hampering the flow of traffic. Safe-positioned is defined as “the positioning of emergency vehicles at an incident in a manner that attempts to protect both the responders performing their duties and road users traveling through the incident scene, while minimizing, to the extent practical, disruption of the adjacent traffic flow.”¹³ Like the support statement emphasizing that the purpose of emergency-vehicle lighting is to warn drivers,¹⁴ safe-positioned encourages public safety agencies to work in concert with one another to develop procedures and training for the benefit of all concerned. The HSC supported this concept.

Here are several key provisions that may heighten the interest of law enforcement officials in the 2009 MUTCD:

- A new phrase, “private road open to public travel,” is introduced and includes the roadways of airports, recreational facilities, shopping centers, sports arenas, and toll roads that are privately owned, but where the public is allowed to travel without access restrictions.¹⁵ The responsibility for traffic control devices on this type of property rests with the private owner or private official having jurisdiction, but the devices installed must be substantially compliant with the MUTCD.¹⁶ However, the MUTCD is inapplicable to parking garages, parking spaces, and driving aisles within parking lots, whether they are publicly or privately owned.¹⁷
- Military bases no longer are exempt from the provisions of the MUTCD.¹⁸
- Traffic incidents are classified as major (with an expected duration of more than two hours), intermediate (with an expected duration of 30 minutes to two hours), or minor (with an expected duration of under 30 minutes).¹⁹ The classification system can serve as a basis for policy development and training, the aim of which is to expeditiously and safely move the

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greatest volume of traffic. The classification system presents a practical scheme for law enforcement officers interacting with other public safety and highway workers to provide stability, for example, at traffic crashes or chemical spills.

- Law enforcement, fire, or emergency medical services vehicles that respond to emergencies from midblock locations, such as fire stations, now can stop other vehicles to facilitate their egress and establish their right-of-way by employing emergency-vehicle hybrid beacons that meet the standards set forth in the 2009 *MUTCD*.²⁰
- Law enforcement officers and other emergency responders are exempted from the rule prohibiting the use of hand signals alone to control traffic.²¹
- Flares and light sticks are intended to be deployed initially at traffic incidents; replaced by, or supplemented with, channelizing devices; and removed at an incident's conclusion.²² Light sticks were added to the 2009 *MUTCD* in recognition of their increasing use and of the problems inherent in employing traditional flares. While traditional flares are highly visible on the ground at distances of three-quarters of one mile to one mile,²³ they are detrimental to first responders' health, especially because they can cause burns;²⁴ are hazardous at spills involving gasoline or other combustibles;²⁵ and pose a fire danger when stored in cruisers' trunks.²⁶ When they are left in roadways at the end of incidents, flares' metal spikes or wire stands create road hazards to passing vehicles.²⁷ They also can be quite harmful to the environment: "A single unburned 20-minute flare can potentially contaminate up to 2.2 acre-feet of water."²⁸
- The FHWA now recommends that TTC procedures for planned special events impacting traffic, such as parades, street fairs, or farmers' markets, be developed and approved "by the agency or agencies that have jurisdiction over the affected roadways."²⁹ Originally, TTC procedures were to be accepted by the appropriate "highway" agency. However, "highway" was eliminated in the final rule so law enforcement agencies can become more involved in the formation and acceptance of TTC procedures for these events.
- Yield signs were added in the 2009 *MUTCD* to the existing guidance that stop signs should not be used for speed control.³⁰ Instead, the FHWA recommends a system of alternating two-way stops to control neighborhood traffic.³¹

Fortunately for law enforcement, the number of typical *MUTCD* applications has remained at 46. There was, however, a strong effort to add 9 "typical traffic incident management applications" to the 2009 *MUTCD*.³² The HSC unanimously voted on June 7, 2008, to oppose the inclusion of these typical applications in the 2009 *MUTCD*, where they conceivably could be interpreted as standards rather than as recom-

mendations. While the IACP HSC is not against their voluntarily adopting and utilizing the proposed typical applications to promote consistency in incident management, its concerns, which follow, center around enumerating them in the 2009 *MUTCD*:

- Although the use of "should" in the proposed typical applications would have made carrying five cones and one sign "guidance," the legal distinctions between "may," "shall," and "should" frequently become blurred during litigation and conceivably could create legal troubles for police officers and the jurisdictions in which they are employed. This point remains problematic to officers who often are the first to arrive at traffic crashes and whose cruisers physically lack the available space to carry five cones and one sign—in addition to all of the other equipment they need. Nonetheless, were an officer asked by the plaintiff's attorney at a civil trial which of the proposed typical applications had been employed and the officer responded that none of them had been used, that response could provide the plaintiff's attorney with fodder. The "may," "shall," and "should" distinctions in the *MUTCD* could be trumped by the fact that the officer failed to use any typical application and someone was killed or seriously injured. Such an argument often persuades a jury to favor the family of the decedent or the injured person, even though the officer did nothing wrong by handling a traffic incident based on training and experience rather than on applying an inappropriate and discretionary typical application.
- A police officer, especially one assigned to a rural area, may be the only law enforcement officer at a traffic collision. The officer, as the first-arriving unit, cannot reasonably be expected to ignore a crash victim with life-threatening injuries in order to place five cones and one sign, for example, up to 100 feet beyond the crash scene in both directions (in a 40-mile-per-hour or lower speed zone).
- Traffic incidents are dynamic, unlike work-zones that tend to be more predictable, and do not fit neatly into the proposed typical applications. Unfortunately, individuals, including police officers and other responders, are killed or seriously injured on occasion. However, police officers and their employing jurisdictions should not be penalized for handling traffic incidents on the basis of officers' training and experience and without regard to the proposed typical applications.

The proposed typical applications were not in law enforcement's best interests and were not included in the 2009 *MUTCD*. This is another occasion on which the FHWA considered and supported an HSC recommendation.

Hopefully, the few provisions discussed have stimulated law enforcement executives' interest in the importance of the 2009 *MUTCD* and have motivated other first-response disciplines to promote uniformity across the country for every-

one's benefit. But, in the event anyone's curiosity has not been sufficiently satisfied, fluorescent pink is the standard color specifically reserved for incident management³³—a fact about which some may not have been aware. ♦

Notes:

¹FHWA, *Manual on Uniform Traffic Control Devices for Streets and Highways*, (2009), I-1, I-3, <http://mutcd.fhwa.dot.gov/pdfs/2009/mutcd2009edition.pdf> (accessed February 25, 2010).

²*Ibid.*, 10.

³*Ibid.*, 547–729.

⁴*Ibid.*, 619, 631–725.

⁵*Ibid.*, 726–29.

⁶*Ibid.*, 564, 566.

⁷For additional information, see Richard J. Ashton, "New Federal Rule Seeks to Improve Officer Visibility at Roadside," in the July 2007 issue of the *Police Chief* at http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1227&issue_id=72007 (accessed February 19, 2010).

⁸Federal Bureau of Investigation (FBI), *Law Enforcement Officers Killed and Assaulted 2008*, October 2009, table 61, http://www.fbi.gov/ucr/killed/2008/data/table_61.html (accessed February 26, 2010); FBI, *Law Enforcement Officers Killed and Assaulted 2005*, October 2006, table 59, <http://www.fbi.gov/ucr/killed/2005/table59.htm> (accessed February 26, 2010).

⁹FHWA, *MUTCD*, (2009), 745.

¹⁰*Ibid.*

¹¹*Ibid.*

¹²*Ibid.*, 10, 33, 734, 743.

¹³*Ibid.*, 19.

¹⁴*Ibid.*, 729.

¹⁵*Ibid.*, 18.

¹⁶*Ibid.*, 2.

¹⁷*Ibid.*, 11, 18.

¹⁸*Ibid.*, 3.

¹⁹*Ibid.*, 726–28.

²⁰*Ibid.*, 514.

²¹*Ibid.*, 573.

²²*Ibid.*, 728.

²³Dr. Charlie Mesloh, Dr. Mark Henych, Dr. Ross Wolf, Komaal Collie, Brandon Wargo, and Chris Berry, "Evaluation of Chemical and Electric Flares," National Criminal Justice Reference Service, Document No. 224277, <http://www.ice4safety.com/sitebuildercontent/sitebuilderfiles/roadflareevaldoj.pdf> (accessed March 1, 2010).

²⁴*Ibid.*, 7–8.

²⁵*Ibid.*, 7.

²⁶*Ibid.*, 10.

²⁷*Ibid.*, 7.

²⁸*Ibid.*, 42.

²⁹FHWA, *MUTCD*, (2009), 619.

³⁰*Ibid.*, 50.

³¹FHWA, "23 CFR Part 655: National Standards for Traffic Control Devices; the Manual on Uniform Traffic Control Devices for Streets and Highways; Revision; Final Rule," *Federal Register* 74, no. 240 (December 16, 2009): 66743, <http://edocket.access.gpo.gov/2009/pdf/E9-28322.pdf> (accessed February 26, 2010).

³²*Ibid.*, 66843.

³³FHWA, *MUTCD*, (2009), 10.

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