

# POLICE CHIEF

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## ILLICIT MARKETS



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*Bonus articles are posted weekly at [policechiefmagazine.org](http://policechiefmagazine.org)*



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## Police Chief articles are written by law enforcement leaders and experts.

See the authors featured in this issue below.

<p>12</p>  <p><b>Captain Bryan Hollingsworth</b></p> <p>Captain Bryan Hollingsworth, MBA, is currently the commander of the Internal Affairs Bureau for the Toledo Police Department, Ohio. He has served with Toledo Police for 20 years and has worked in operations, mounted patrol, backgrounds and recruitment, and records. Just prior to internal affairs, he spent 7 years in the personnel section.</p>	<p>14</p>  <p><b>Jeff Thompson, PhD</b></p> <p>Jeff Thompson, PhD, is an adjunct associate research scientist in the Psychiatry Department at Columbia University Medical Center. He is also a 20-year law enforcement detective specializing in suicide prevention, mental health, resilience and well-being, and crisis communication; he currently serves as the mental health and wellness coordinator.</p> <p><a href="mailto:jt2768@cumc.columbia.edu">jt2768@cumc.columbia.edu</a></p>	<p>18</p>  <p><b>Lieutenant Jason North</b></p> <p>Jason North is a lieutenant with the Alexandria Police Department, Virginia. He has 18 years of law enforcement experience serving in numerous operational, administrative, and tactical capacities. Lt. North currently oversees the Alexandria Police Department Traffic Safety Section, which includes a motors unit, crash reconstruction team, and automated photo enforcement program.</p>	<p>22</p>  <p><b>James G. Barrett, PhD</b></p> <p>Dr. James Barrett is the director of the Clinical Support Unit at the Cambridge Police Department, Massachusetts, and an assistant professor of psychology in the Department of Psychiatry at Harvard Medical School. He is an NIJ LEADS Scholar and has published and presented nationally on violence prevention, juvenile diversion, and police-mental health partnerships.</p>	<p>22</p>  <p><b>Commissioner Christine Elow</b></p> <p>Christine Elow became the first woman ever to lead the Cambridge Police Department, Massachusetts, when she was named police commissioner in January 2022. She is a strong proponent of community-driven policing, juvenile justice issues, procedural justice, police training, and innovative hiring practices.</p>
<p>28</p>  <p><b>José Ferreira</b></p> <p>José Ferreira started his law enforcement career in 1998 and served as a criminal investigation coordinator at the Drug Investigation National Unit (UNCTE) of the Portuguese Judicial Police until July 2015. He is currently the MAOC (N) head of operations and brings over 20 years of experience leading operational investigations of drug trafficking by sea.</p>	<p>28</p>  <p><b>Sjoerd Top</b></p> <p>Sjoerd Top has more than 30 years of experience in law enforcement, including serving as a Dutch police commissioner. Between 2018 and 2021, he was the chief of the National Service of Infrastructure, focusing on law enforcement and crime prevention of the Dutch national infrastructure. Currently, he is the executive director of MAOC (N).</p>	<p>32</p>  <p><b>Godfrey Otunge</b></p> <p>Godfrey Otunge is the director of security operations in the Kenya Administration Police Service. He has worked in law enforcement for more than 25 years, starting his career after graduating from Kenyatta University with a degree in security management and police studies.</p>	<p>36</p>  <p><b>Steve K. Francis</b></p> <p>Steve K. Francis is the acting executive director for Homeland Security Investigations (HSI), where he oversees 10,000+ employees in 50 countries. His prior experience includes service as an HSI special agent in charge, the assistant director for the agency's Global Trade Investigations Division, and the director of the National Intellectual Property Rights Coordination Center.</p>	<p>42</p>  <p><b>Detective Todd Booth</b></p> <p>Detective Supervisor III Todd Booth is a 27-year veteran of the Los Angeles Police Department, California; he was also sworn in as a special deputy for the U.S. Marshals Office. Currently, he is the supervisor of the Illicit Pharmaceutical and Counterfeit Unit and the coordinator for the Southern California Intellectual Property Task Force.</p>
<p>48</p>  <p><b>Erick Ceresato</b></p> <p>Erick Ceresato is a product group senior manager at Genetec. He joined the company in 2021 and oversees the vision and product strategy for Genetec Clearance. Working in close collaboration with customers, he identifies technology trends that can help organizations overcome obstacles and turns new ideas into product roadmaps.</p>	<p>48</p>  <p><b>Jason D. Friedberg</b></p> <p>Jason D. Friedberg is commercial lead for the Cities &amp; Public Sector at Genetec. With more than 25 years of law enforcement, security, and technology experience, he is an established expert in public safety and security who has served as a police chief, sheriff's deputy, search and rescue leader, and emergency manager.</p>	<p>58</p>  <p><b>Christopher L. Williams</b></p> <p>As a public health analyst at RTI International, Christopher Williams works on several criminal justice-based projects. He has extensive experience coordinating the development, review, and dissemination of resources for practitioners, including briefs, webinars, virtual panels, and site visits. He also has experience in survey development, data analysis, research methodologies, and project management.</p>		



# POLICE CHIEF

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# Enhancing Emergency & Critical Incident Response



**Dwight E. Henninger**  
Chief of Police

*Vail Police Department, Colorado*

**AROUND THE WORLD, THE MONTH OF JUNE IS KNOWN FOR FLOODS, LANDSLIDES, CYCLONES, HURRICANES, BRUSHFIRES, AND WILDFIRES, SO LET'S TALK ABOUT POLICING'S ABILITY TO RESPOND TO NATURAL DISASTERS AND THEIR IMPACTS ON SAFETY, INFRASTRUCTURE, AND HOMELAND SECURITY.**

In this new era where disasters are increasing in frequency and ferocity, the toll is enormous. Climate change-related disasters can destabilize governments, make people more vulnerable to domestic threats and crimes, and cause mass displacements of individuals. Now is the time to have an honest and real conversation about how to bolster law enforcement/public safety partnerships and strategies to help us to be more resilient following disasters.

In the past, policing has provided evacuation, traffic control, and security operations at incidents. When these are at a small scale for a short time, with the number of officers not exceeding

normal operations, policing does a pretty good job in managing these responsibilities. The problem is that when these incidents expand over multiple days or operational periods and have significantly more personnel assigned than we are accustomed to supporting, we will likely not be at our best. Led by Past President Cynthia Renaud, the IACP's recent work on the U.S. response to the civil unrest after the death of George Floyd has given rise to many recommendations, which provide a starting point (see sidebar).

It is clear the policing profession must be better prepared to manage critical incidents that go beyond the scope of our typical daily operations. No matter the type of incident—man-made, natural, or a planned event—all levels of the organization must know the management system used in your country. In the United States, it is the National Incident Management System (NIMS), a key component of which is the Incident Command System (ICS). In the past, NIMS/ICS was seen as a fire service tool, but with increasingly complex events such as natural disasters and civil unrest, policing must do better at providing leadership and management of these incidents.

In Australia, the Australasian Inter-Service Incident Management System (AIIMS) is employed to manage incidents. New Zealand's system is the Coordinated Incident Management System (CIMS). In the United States, the Incident Management Team (IMT) Type 1–5 structure is used, depending on the complexity of the incident. IMTs are used to enhance or support the ICS during extended incidents.

The All-Hazards Incident Management Team (AHIMT) program, which has grown organically from the bottom up in the United States, is, in my opinion, the best capability that has been implemented in public safety since the terrible attacks 20 years ago on September 11, 2001. Currently, there

are more than 100 AHIMTs around the United States. Type 3 AHIMTs are doing great work managing planned events, natural disasters, and man-made disasters across the United States. They provide planning and logistical support in our local communities, while training team members in the critical skills of incident leadership. They bring order to chaos and management skills to difficult incidents, all while increasing individual team members' skills, which provides significant benefits to those members' home agencies. The most successful of these teams are multidisciplinary, including personnel representing fire, police, medical, public works, public health, emergency management, and other related disciplines. As security and safety chair of a world ski championships event in 2015, I helped establish partnerships with 160 traditional response agencies. That experience and my experiences as an IMT member, planning section chief, incident commander, and team coordinator for over 15 years has informed my belief that the cornerstone for preparedness, readiness, and recovery is an effective incident management system.

It is important to include local police officers, sheriff's deputies, state troopers, and other policing professionals in AHIMTs. This helps develop our members' critical incident management skills and their ability to work in an ICS environment. To those agencies that have assigned employees to the teams, thanks for being risk-takers and jumping into this exciting environment! You are setting the stage for significant improvements in our profession. Our ability to effectively manage critical incidents and significant planned events builds our communities' confidence and trust in public safety. I encourage police leaders to assist in developing IMTs in your community or region if there is not a team in your area or assign personnel to existing teams.

In 2010, the All-Hazards Incident Management Team Association



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(AHIMTA) was created to support teams and individual members in AHIMTs that have been formed at the local, regional, and state levels. The IACP has endorsed the work of the AHIMTA's *Interstate Incident Management Qualifications System (IIMQS) Guide*. (More details of the system and the association, as well as the guide and other resources, can be found at [www.ahimta.org](http://www.ahimta.org).)

There is a lot being done in policing regarding incident management, public order policing, and the use of ICS by the profession, particularly following the difficult summer of 2020. In addition to efforts by FEMA's National Coordination Group, Law Enforcement Subgroup, working groups of the IACP, and the work of other law enforcement associations, the AHIMTA has stood up a Law Enforcement Working Group.

The AHIMTA, in cooperation with the IACP, decided to review and understand what is hindering policing's use of and adherence to ICS protocols and what would help law enforcement become stronger proponents of these management systems. A group of dedicated and experienced law enforcement and ICS professionals, current and retired, worked together over several months to understand and address these issues.

Five primary areas of improvement were identified by the working group that impact policing's usage and commitment to the ICS and NIMS principles.

1. Law enforcement–focused NIMS/ICS (or the equivalent outside the United States) training
2. Law enforcement executive support for preparedness efforts
3. Nationally standardized Incident Action Plans to replace individual departmental operations and event plans
4. Skill development by use of emergency management systems at pre-planned events and incident shadowing by police personnel

## 5. Enhanced partnerships with emergency management professionals

These five principles can be used in any country to strengthen law enforcement's ability to respond to critical incidents and gain the support of your communities. I also encourage the use of after-action reports to maintain currency and skills and to be a learning organization. Please act on this idea before your community or region's next disaster! ♡

## RECOMMENDATIONS FOR RESPONSE TO CIVIL UNREST

### Preparation

1. Participate in critical incident drills.
2. Develop and refine agency policy on response to critical incidents.
3. Establish collaboration and communications with other law enforcement and public safety agencies.

### Management

1. Have a plan to manage the incident, including communication, tactical response, officer and community safety, mutual aid, rules of engagement, and training.

### Recovery

1. Plan for recovery before the incident, including internal and external communications.
2. Use after-action reporting process to better identify lessons learned.

For more details, go to [www.theIACP.org/news/blog-post/critical-incident-management](http://www.theIACP.org/news/blog-post/critical-incident-management).

## TO OUR MEMBERS

### Dear IACP Member:

We understand the deep value placed on *Police Chief* magazine as a member benefit. However, like many organizations and companies worldwide, the IACP is experiencing the effects of global supply chain challenges; unfortunately, a severe paper shortage is making it necessary for us to transition *Police Chief* magazine to a digital format until this unavoidable situation is resolved. Nonetheless, the IACP is committed to delivering the *Police Chief* magazine you have come to expect—just in a different format.

Over the next few months, you will see a transition from print to electronic formats—a link to a full version of *Police Chief* magazine will be distributed via email to all members to ensure you have this important resource at your fingertips. Only a condensed version of the magazine will be mailed to you through December. Full content will be available on the website ([policechiefmagazine.org](http://policechiefmagazine.org)) on the first of each month—with additional bonus articles posted weekly.

To avoid delay in your electronic delivery, please check your IACP account to confirm that your contact information, including your email, is up to date.

We look forward to returning to a print publication as soon as possible. Thank you for your understanding and for your continued support of the IACP.



### Vincent Talucci, CAE

Executive Director/Chief Executive Officer  
IACP



## IACPlern Education Opportunities



### • **Untangling Survivor Engagement: Promoting Comprehensive Collaboration (Webinar)**

This webinar will help participants articulate the historical context of survivor involvement in the anti-human trafficking movement over the last 20 years and how it has improved the response to trafficking; assess their anti-human trafficking task force's existing involvement with survivors; expand roles and expectations for multi-disciplinary approaches that include partners with lived experience; and implement effective strategies with partners who have lived experience to build and maintain a successful community response to human trafficking. *Free for both IACP members and nonmembers*

### • **What NCMEC Can Do for You: The National Center for Missing & Exploited Children's Free Resources to Help Law Enforcement and Families (Webinar)**

Staff from the National Center for Missing & Exploited Children (NCMEC) highlight all the free resources available to police and families when NCMEC is engaged on missing and exploited child cases. Presenters will also discuss online safety for children and the increased risk factors for children on the autism spectrum. *Free for both IACP members and nonmembers*

### • **Law Enforcement-Based Victim Services (Webinar Series)**

This series of webinars discusses foundational elements of law enforcement-based victim services program development. Sample topics include, but are not limited to, victims' rights, program development, documentation standards, developing partnerships, and program sustainability. *Free for both IACP members and nonmembers*

### • **Mass Violence Advisory Initiative: Healing in the Wake of Harm (Podcast)**

Join Chief (Ret.) Kristen Ziman and Max Schachter as they discuss lessons learned from their direct experiences with mass violence tragedies. They focus on empathetic engagement and mindful communication with victims and families. This podcast also highlights the IACP Mass Violence Advisory Initiative, a project that provides no-cost peer-to-peer assistance to law enforcement leaders following a mass violence incident. Funding for this podcast is provided by the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance. *Free for both IACP members and nonmembers*

Visit [learn.theIACP.org](http://learn.theIACP.org) to register for these and other training and education offerings.



## Q: How do illicit market crimes impact your local community?



**A:** This type of criminal activity, usually associated with organized crime, adversely affects members of the New York City community due to its inherent violence and negative economic impact. The illicit drug market, for instance, has fueled a dramatic increase in drug-related deaths by providing lethal fentanyl to dealers in New York City. The deaths caused by these illegal drugs are not only detrimental to the individual user but also cause great harm to the family. Illicit drugs are one of the main drivers of violence in the city and are a factor in a large percentage of the increase in shootings and homicides. The illicit market for unlicensed and counterfeit items ranging from food to goods pose a risk to the health of community members, as well as undercutting legitimate businesses and making it financially much more difficult for them to succeed.

**Christopher McCormack,**  
Assistant Chief  
New York City Police Department,  
New York



**A:** A frequent argument made regarding illicit markets is that government is the primary victim. In my experience, the consequences of short-sided governance of these markets are far broader and truly a negative influence on the quality of life within our communities. In the most egregious cases, these markets include the sale of trafficked humans, where the victims are apparent. For instances that are seemingly less shocking, these markets serve as impetus for other crimes that degrade our quality of life. As a profession, we can do better than simply increasing regulation, which tends to favor the profits of wrongdoers by driving away customers from legitimate markets.

**Matthew Packard, Colonel**  
Colorado State Patrol



**A:** Illicit market access through the dark web impacts public safety and national security in our local communities. The FBI and our local and state task force officers partner with other U.S. and international law enforcement organizations to identify and dismantle criminal enterprises and coordinate efforts to remove access to real, fake, and unregulated contraband from the depths of the web. The digital crime world lives in parallel with our physical world and is easy to access and use with limited technical knowledge. Users may feel a sense of anonymity; however, the dark web won't hide illegal activity forever, and we will continue our work to identify traffickers and bring them to justice.

**Matthew DeSarno, Special Agent in Charge**  
FBI Dallas, Texas



**A:** Brazil's frontier shares over 10,000 miles with neighboring countries. Many criminals use those borders to bring all kinds of illegal merchandise into the country. Electronics, drugs, cigarettes, medication, firearms, and others that—besides evading taxation and helping to finance criminal organizations—are potentially harmful to public health, the environment, legal merchants, and job creation. By using intelligence, technology, efficient patrolling, targeting suspect cargo vehicles, and special tactics to anticipate criminal activity, uniformed officers seized more than 21 million packs of cigarettes and more than 164 tons of drugs, with many criminals arrested during 2021.

**Mario Machado Jr., Lieutenant**  
São Paulo Highway Patrol, Brazil

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# 1Q3A

Experience is often said to be the best teacher. Each month, a question asked by a new chief of police or future law enforcement executive is answered by experienced leaders.

MEET

## THE MENTORS

**Q:** *What is a program that your department implemented, and what leadership skills were needed to create, develop, and run the program?*



Image by RiverNorthPhotography/Getty Images

**A1:** *Chief Swoboda:* Mental health impacts an enormous number of law enforcement calls. Fort Collins Police Services (FCPS) identified the need for integrated services to address the short- and long-term needs of people in crisis. After clearly defining the problem, FCPS leaders worked to sell the vision of a co-responder program, gaining support internally among staff and externally with elected officials, local businesses, and community members. This buy-in allowed our agency to build an iterative program, which began as a single co-responder in 2018 and expanded to a fully funded Mental Health Response Team with a sergeant and four officer-clinician teams that include a community paramedic. As a leader, my role has been to identify challenges, champion solutions, create a team, and ensure they have the right resources, then get out of their way so they can innovate and serve.

**A2:** *Interim Chief Kurz:* As leaders, we should all seek and appreciate win-win situations where the organization is achieving success and staff is grasping the nuances of what it takes to achieve success, all while being mentored and engaged in the process.

Creating a “training committee” composed of personnel from various levels of the organization including civilians is a concept designed to engage staff, teach them the elements of identifying appropriate training, eliminating the perceptions of favoritism that often permeates organizations

while achieving a critically important element of preparing staff to deliver professional policing services to the community. Giving and sharing power motivates the ability to harness the outstanding qualities of our staff while also addressing perplexing problems around retention and employee engagement.

**A3:** *Chief (Ret.) Riseling:* The theft of bicycles was a challenge for our department. An officer created a “bait bike” program using geofencing around a bike. Stickers saying “This could be a bait bike” were distributed to the community to place on their bikes. When a bait bike was stolen, the bike was tracked, and the thieves were arrested. Bicycle thefts plummeted.

To develop problem-solving in a department, officers need to be able to observe a problem, collect data on the problem, establish the causes of the problem, and tailor a solution to the problem—and then assess the solution for success. This type of independent thought should start in the academy, continue in field training, and be a part of the officer’s evaluation. Supervisors and commanders must support officers’ independent thought and allow officers to allocate time to create and implement programs. ♡



**Jeff Swoboda, Chief**  
FORT COLLINS POLICE SERVICES,  
COLORADO



**David Kurz, Interim Chief**  
SWAMPSCOTT POLICE  
DEPARTMENT, MASSACHUSETTS



**Sue Riseling, Chief (Ret.)**  
UNIVERSITY OF WISCONSIN,  
MADISON, POLICE DEPARTMENT

“Q”  
Do you have a question for our mentors? Email us at [EDITOR@THEIACP.ORG](mailto:EDITOR@THEIACP.ORG), and you might see it in a future issue!





**BY**  
Bryan Hollingsworth,  
Captain, Toledo Police  
Department, Ohio

# Suspects, Supplies, or Sufferers

**WOULD YOU PREFER BEING FORCED TO EAT ICE CREAM AFTER EVERY MEAL FOR A MONTH OR NOT BEING ALLOWED TO EAT ANY ICE CREAM FOR A MONTH? EVEN IF ICE CREAM IS YOUR FAVORITE DESSERT, EATING IT AFTER EVERY MEAL MAY NOT SEEM AS ENJOYABLE AS THE OCCASIONAL TURTLE SUNDAE OR BANANA SPLIT.**

Everyone makes choices, tough and easy, but there isn't a group of people who understand that better than police leaders. The more involved officers are in leadership, the more choices they must make; and the gravity of the repercussions from those choices increase as officers move up the ladder.

## A TOUGH CHOICE TO MAKE

The topic of illicit markets, particularly human trafficking, is an example of police leaders determining whether a person is a victim or a criminal.<sup>1</sup> Human traffickers often force their victims to commit crimes as part of their victimization, presenting a complex problem. In the context of sex trafficking, departments often attempt to tackle this issue by renting a couple of rooms at a hotel and performing a sting operation. The idea is for an individual to arrive to the hotel room in response to a placed advertisement, and, once a code word is said, she or he is arrested and offered leniency for helping prosecute his or her boss. Law enforcement officers make this choice. They intend to enter the person, who is now committing a nonviolent crime (prostitution), into the criminal justice system, creating leverage against the trafficked person in hope that he or she will provide information on their boss or other crimes.

Consider the scenario after the initial encounter: the individual must choose between a record with a one- or two-night stay in the jail (maybe with a

warm meal) or, if they cooperate, perhaps no charges and a night or two in a shelter. But then what? Victims, in many cases, whether sex or labor trafficking (both can include forced criminality), are lured in by the trafficker. Traffickers target vulnerable people and offer food, shelter, companionship, a place to belong, and a legitimate job. The trafficker, initially intending to keep the individuals around, might give them gifts, show them love and affection, help with housing or childcare, and take the time to build a relationship before turning on them. The trafficker may also allow them to have their children nearby, whereas law enforcement or other governmental authorities threaten to take their children from them.

Choosing to criminalize a victim to get to their trafficker places the victim in an impossible situation. They must either comply with police, receiving little to nothing in return, including no or little connection to long-term safety and assistance, or go to jail and back to their trafficker. Neither of these options solves the problem of human trafficking. Limited police budgets and a failure to recognize available resources contribute to law enforcement's inability to offer better options.

Until what law enforcement offers trafficking victims meaningfully outweighs the very real threats of their trafficker or the tangible benefits of where they are, law enforcement is fighting a losing battle.

## VICTIM CARE

Law enforcement leaders receive hours and hours of instruction on laws of arrest but very little time on victim care, which contributes to leaders' comfort with sting operations. Vice and gang officers often enter those units for the excitement of a significant arrest and the chance to be active and busy. The difficulty is that the officers who come with that mentality often find it challenging to work with human trafficking victims; this is because building rapport and relationships to make real connections with the people they encounter takes time, even though it is the most effective strategy. The time has come for leadership to reevaluate the system and consider making some significant adjustments.

When officers fail to consider or understand how victims get involved in trafficking situations and choose to criminalize them for forced criminal acts, officers fail to develop actionable, practical, and commonsense solutions to human trafficking. In this context, an officer's choices not only could be futile but also could cause additional harm to victims.

The way to fix this is to build better relationships with communities. Building community relationships gives police additional tools in the fight against human trafficking and more resources to assist victims. The effective use of these resources will lead to increased prosecution of human traffickers, allow for the stability and recovery of victims, and bring about safer communities.

The value of building a rapport with human trafficking victims cannot be overstated. Megan Mattimoe, JD, Executive

Director for Advocating Opportunity, has worked with these victims extensively and has been a subject matter expert for the Ohio Peace Officer's Training Commission since 2014. Ms. Mattimoe shared that most clients who succeed in escaping a trafficking situation share three common themes. First, the clients reach a point where they are willing to risk their lives to attempt an escape. The second factor was that someone in law enforcement or other social services took a *genuine* interest in their well-being. Genuine interest is more than offering to let them go if they give up information. It includes things like giving them a bottle of water on a hot day; a pack of crackers or a hot meal; transportation to a shelter on a cold, rainy night; a change of clothes; a warm blanket; or even just a conversation about life not related to an arrest or a citation. It means treating them with dignity because of their value as a human being. The third piece of the escape puzzle, invariably, was the ability of that person with whom the clients had established a connection to provide access to valuable resources and to continue to follow-up with them.<sup>2</sup>

Human trafficking victims often have extensive needs. While resources can include shelters, their needs typically go deeper than just a place to stay for a few days. Needed resources often include legal help for more than criminal defense (such as custody, landlord-tenant issues, as well as access to medical care), permanent housing, food, and other needs. It can also mean social support, job training, education, and child care access. Yet, while the resources are available, many law enforcement leaders—much less their frontline officers—are often unaware of how to access these resources or connect people with those resources. This is where police leadership can choose to use community-police relationship building and partner with local agencies and organizations to address and prevent human trafficking.

Detective Pete Swartz from the Toledo, Ohio, Police Vice Unit has worked for nearly 20 years in vice and 15 in human trafficking enforcement. Detective

Swartz states there is some success to be had with sting operations in finding children that are being trafficked. However, he also shared that they are becoming more challenging to operate, and their effectiveness with adults is sporadic at best.<sup>3</sup> The extent of offered assistance for adult victims is typically only the possibility of expungement of those charges. However, this opportunity is extremely limited in Ohio and elsewhere.<sup>4</sup>

Human trafficking, including forced criminality like prostitution, theft, and illegal drug sales, will not end overnight. There is a good chance it may never end entirely. However, law enforcement leaders may be able to minimize its adverse effects and provide safer communities for their jurisdictions by looking at it from a different angle. Police officers and organizations should not overlook every violation of the law, and no one is arguing for a free pass for everyone. They should, instead, return to the humanness and dignity of victims, even those involved in criminal activity, and attempt to meet their needs, which may produce more outstanding results than have been seen in decades. ♥

#### NOTES:

<sup>1</sup>22 U.S.C. Chap. 78 Section 7101 b (24)

<sup>2</sup>Megan Mattimoe (executive director, Advocating Opportunity), interview, March 22, 2022.

<sup>3</sup>Pete Swartz (detective, Vice Unit, Toledo Police Department, Ohio), 2022.

<sup>4</sup>Ohio's Safe Harbor Law, adults, O.R.C. 2953.38 (Expungement of certain crimes for victims of human trafficking), 2953.521 (Application for order to expunge records). Ohio's Safe Harbor Law for minors, O.R.C. 2152.021(F), offers more extensive opportunities to clear a juvenile record. Please contact the author for additional information on record clearing for victims in other states or jurisdictions.

#### ACKNOWLEDGEMENT

The author would like to thank Megan Mattimoe, JD, for her time, expertise, and significant contributions to this column.

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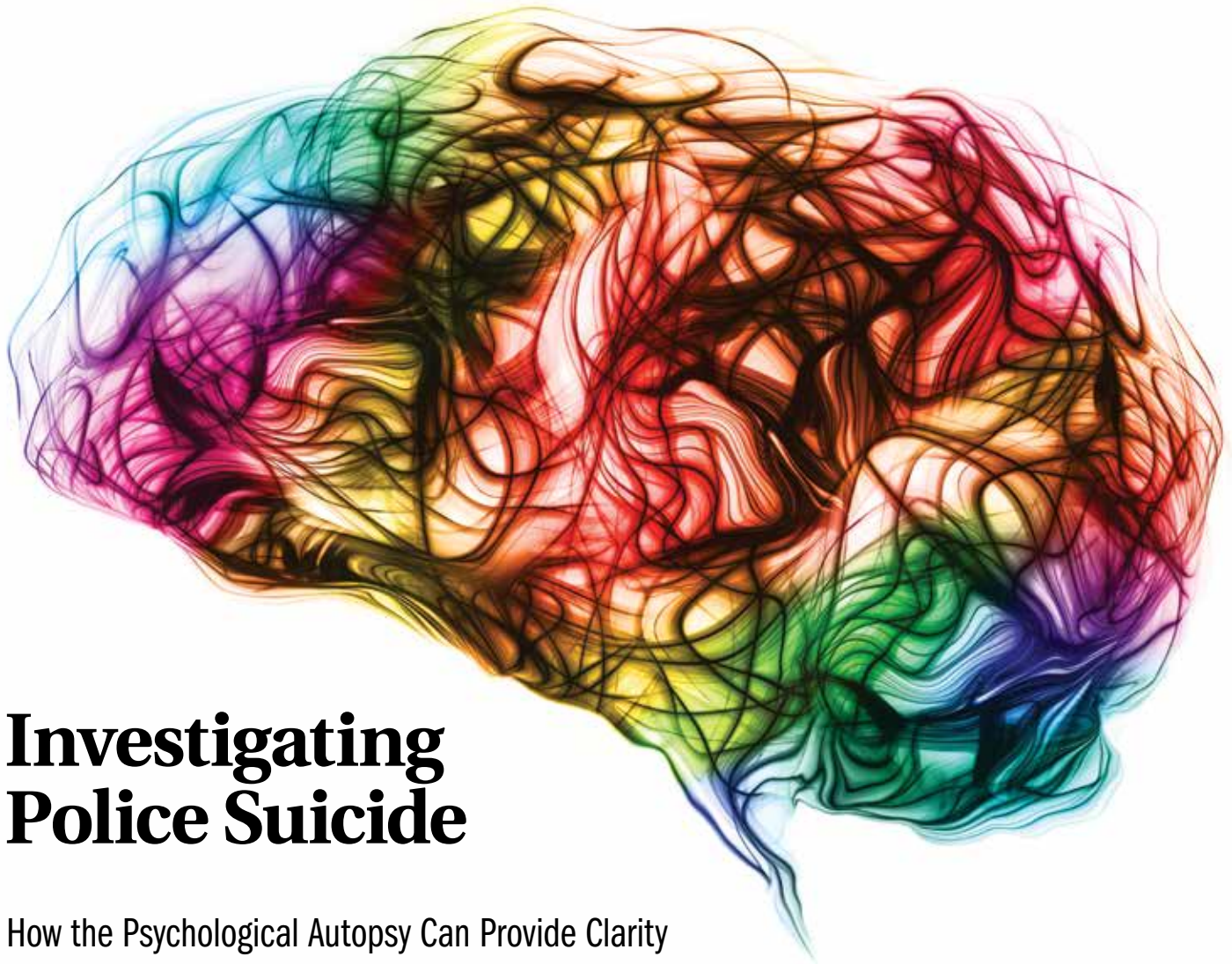
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# Investigating Police Suicide

How the Psychological Autopsy Can Provide Clarity

- The police officer killed himself because his wife left him.
- The sergeant's death by suicide was a shock to everyone. She had everything going for her, and she seemed so happy.
- Sure, he had some issues at work, but no one ever thought he'd kill himself.

**PEOPLE LIKE TO TRY AND EXPLAIN THINGS IN THE SIMPLEST OF TERMS. THIS IS NO DIFFERENT WITH SUICIDE. WHEN SOMEONE IN LAW ENFORCEMENT DIES BY SUICIDE, ONE MAY HEAR STATEMENTS LIKE THOSE IN THE SIDEBAR FROM SUPERVISORS, COWORKERS, INVESTIGATORS, AND FAMILY MEMBERS.**

Let it be clear—rarely is there a single cause that results in someone's suicide and rarely are there no warning signs. Look at the first example again. If the suicide really was caused by a relationship issue, there would be thousands of officers killing themselves due to the high divorce and separation rate in the policing profession. Clearly, there must have been much more going on in the officer's life that resulted in such a tragic end.

The causes of suicide are complicated. More times than not, a death by suicide is a result of numerous factors such as

- Mental illnesses (diagnosed or undiagnosed)

- Inability to cope with life stressors
- Family history of suicide
- Sleep issues
- Substance abuse
- Feeling like a burden to others

There is often a deep sense of helplessness and hopelessness within the suicidal individual, where he or she feels as though no one can do anything to help and that his or her situation will never get better. The emotional, psychological, and physical pain becomes so unbearable to the point he or she sees only one option to the cessation of it—end of life.



**BY**

Jeff Thompson, PhD, Detective, Adjunct Associate  
Research Scientist, Department of Psychiatry,  
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According to statistics from Blue H.E.L.P. and the FBI, more law enforcement officers in the United States have died by suicide than killed in the line of duty in recent years. To effectively prevent officer suicide, one must first understand why an individual chose to take his or her own life. This is called postvention, and conducting a psychological autopsy is an effective, scientific way to better understand why officers die by suicide.

The psychological autopsy—which was created in the 1950s—is a scientific investigatory procedure designed to help create a deeper understanding of what happened in a person's life leading up to when he or she died by suicide. A Law Enforcement Psychological Autopsy (LE-PA) has since been developed to meet the specific needs of the law enforcement profession.

**THE LE-PA EXPLAINED**

When conducting the LE-PA, the approach should be team-oriented, much like how other investigations are handled.

Given the unique scope of the investigation that is being conducted, a leading member of the team needs to be an expert in suicidology. Often, this means this person will be a licensed mental health professional, but that is not necessarily always the case. The in-depth knowledge of suicide should supersede the leading member's licenses or academic credentials.

Other team members should include investigators, a mental health professional, a law enforcement supervisor, and at least one member of the agency's wellness team. Therefore, the qualifications of the team include having a thorough knowledge of suicidology, mental health conditions, law enforcement culture, and an expertise in interviewing skills.

Generally, it is suggested the interviews be done in pairs of two: a detective investigator and the suicidologist. This

provides a balance of gathering the right information, professional and compassionate interviewing, and offering support and resources as needed.

The LE-PA members conducting the interviews must be able to develop enough trust and build a significant level of rapport with the interviewee for that person to feel comfortable enough to share what often is very personal information about the decedent (the person who died by suicide).

It is important to note that the one leading the LE-PA cannot simply know what to look for and ask the appropriate questions to gather data. He or she must be able to make sense of the information.

The LE-PA seeks to answer the following questions:

1. Why suicide?
2. Why that method?
3. Why that day?
4. Why didn't the protective factors in the decedent's life counter his or her wanting to die?
5. What, if anything, could have been done to prevent it?

To gather enough data and attempt to answer those questions, the LE-PA team must interview coworkers, friends, and family members. Additionally, reviewing sources, such as agency personnel records, social media postings, and

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## PRESENTING THE LE-PA

The LE-PA presents information that is collected through semi-structured interviews, makes assessments, and offers recommendations in a report divided into 13 sections. Each section includes subsections in which specific details are provided. The main sections are listed below:

1. Identifying information with a short summary that includes, based on the collected and examined information, (a) why the person died by suicide, (b) why by those means, and (c) why that day
2. Details of the death and attempt
3. Possible contributing risk factors and warning signs
4. Description of the decedent's personality and lifestyle
5. Decedent's typical pattern of reaction to stress and emotional incidents
6. The role of alcohol and drugs in the overall lifestyle of the decedent and his or her death (recently and historically)
7. The nature of the decedent's interpersonal relationships
8. Changes in the decedent's habits and routines before death
9. Information related to the "life side" of the subject and why the protective factors did not prevent the suicide
10. Assessment of intention and rating of lethality
11. Reaction of interviewees to the decedent's death and how they think it could have been prevented
12. Special features to the case
13. Recommendations (these can include increased training and outreach to families to raise awareness of suicide risk factors and warning signs, providing grief counseling specifically for suicide bereavement for officers and families and officer wellness and resilience workshops, and sharing with workforce members tips on getting sufficient sleep)

mobile devices, allows the team to gather information and discern its importance and relevance to those questions.

A psychological autopsy cannot change what happened, but it can help answer important questions and bring clarity to something that seems deeply rooted in mystery. The purpose is not to retrospectively place blame on people. Research has shown that when done correctly and by a qualified interviewer, the LE-PA is something the person close to the decedent is happy to participate in. A key reason is because participants believe it will contribute to preventing future suicides.

Additionally, participants appreciate the interviewer's professionalism and capabilities. The interviewer must create a trusting environment where rapport is developed so the interviewee feels comfortable sharing information on an incredibly uncomfortable moment of his or her life. A fellow brother or sister in blue died by suicide, and that is irrevocable. What the LE-PA can do is provide a deeper understanding of what was going on in the officer's life that led him or her to die by suicide. This knowledge is owed to fellow officers and must be provided to help prevent future police officer suicides.

## IMPLEMENTING THE LE-PA

The actual utilization of the LE-PA does not have to be universally applied in the same exact manner for all law enforcement agencies. This would not be practical due to the various sizes of agencies, budgets, and qualified personnel.

A one-day training has been designed to help introduce the LE-PA and dive deeper into how the process works. This training is the starting point for the individual who intends to conduct LE-PAs, but it is also practical for other agency members who are not planning to become psychological autopsy investigators.

For example, a detective assigned to investigating the suicide of a member of his or her agency will benefit from the training to help him or her with his or her assigned task. The training includes understanding the suicidal mind, recognizing risk factors and warning signs, as well as dispelling myths.

Additionally, other agency members, such as supervisors and leadership staff, will benefit from attending the training as it will help them better understand what can lead to a person dying by suicide, as well as helping them accurately develop best practices in their agency-wide prevention efforts.

Finally, the training can help agency members such as public information officers be better able to report internally and externally with the press and public by knowing what to say, what to avoid saying, and how to use evidence-based practices to say it.

## CONCLUSION

When conducted properly, the LE-PA can provide more clarity on an officer's suicide and offer strategic guidance regarding suicide prevention outreach efforts. This is an ambitious goal, yet it is owed to those who have died by suicide in the law enforcement profession. ♡



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BY

Jason North, Lieutenant, Alexandria  
Police Department, Virginia

# Addressing “Pothole Issues”

Extending Community Policing Strategies to Traffic Safety

**LAW ENFORCEMENT CAN ENHANCE ROADWAY SAFETY BY PURSUING MEANINGFUL SOLUTIONS TO EVERYDAY TRAFFIC SAFETY CONCERNS. GUIDED BY THE PRINCIPLES OF COMMUNITY-ORIENTED POLICING, LAW ENFORCEMENT SHOULD STRIVE TO BECOME MORE ACCESSIBLE, RESPONSIVE, AND IMPACTFUL TO TRAFFIC SAFETY MATTERS THAT PERSISTENTLY JEOPARDIZE PUBLIC SAFETY.**

Law enforcement is inclined to focus their traffic safety efforts on macro-level issues. They gravitate toward top crash locations and busy thoroughfares—and understandably so. This approach demonstrates officers’ devotion to addressing the most statistically significant problems that challenge their communities.

The tendency to focus on the big picture, however, unwittingly discards

the small issues. Departments often overlook the unremarkable traffic safety issues that lurk below the surface. These issues come in the form of speeding on a smaller residential street, disregarding a stop sign within an industrial complex, or failing to yield at a crosswalk that connects a community park. These matters are not found on heatmaps, discussed in roll call, mentioned by politicians, or championed by advocacy

groups. They are the proverbial *Where’s Waldo* of traffic safety.

## **HAZARDS AND FRUSTRATIONS ON ROADWAYS**

The consequences of unchecked traffic safety do not discriminate. Whether it takes place at a “hot spot” location, or a far corner of a residential neighborhood, reckless, careless, and other forms of improper driving are just as likely to kill, injure, or maim a person. Further, law enforcement must come to realize that traffic safety hazards that occur in unremarkable locations are no less meaningful to the individuals who experience them day in and day out.

The dangers and frustrations of living, walking, biking, or commuting next to a reoccurring traffic safety hazard are real and significant.

The author came to appreciate the challenges of having an unremarkable issue go ignored through an experience with a pothole on his street. After being sufficiently frustrated by this ever-present roadside crater, the author requested his local government to make a repair. The author was met by automated answering services, unreturned phone calls, disregarded emails, and general avoidance from staff. He was stonewalled, and to this day, the pothole remains. Although certainly a trivial issue, this pothole represents how unremarkable issues, if left ignored, can produce community frustration.

Imagine, however, if the issue with the road was something different? Something more significant? Something that endangered driver and pedestrian safety? This

experience caused the author to realize that “pothole issues” exist everywhere. These are not literal potholes, but rather, their functional traffic safety equivalents. These are the smaller, persistent issues experienced on roadways. These issues are not trivial—they can, and will, result in disastrous consequences if left ignored.

#### **POLICE RESPONSE**

It is incumbent on law enforcement to acknowledge the associated dangers and frustrations that come from unchecked traffic safety hazards—and, in response, better avail themselves to resolving these concerns. To do this, the author recommends law enforcement commit to being more accessible, responsive, and committed to pursuing impactful solutions. This is, after all, community policing.

Beginning with enhancing accessibility, law enforcement should establish a

mechanism for community members to report traffic safety hazards easily and efficiently. The goal of this effort is to establish a direct connection between community members and a traffic safety professional. A dedicated email address is a great place to start, but a devoted social media page; submission form on a department’s website; or, if resources permit, a software solution such as the Alex311 Portal used by the Alexandria, Virginia, Police Department can also be considered. Simply stated, the goal is to provide community members with a user-friendly experience for reporting their concerns directly to a traffic safety professional.

Beyond just receiving the complaint, officers should strive to be responsive to every incoming concern shared by the community. This is an opportunity to demonstrate that the concern has been heard and will be taken seriously. Avoid automated replies and impersonal

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communication. An officer should take the time to introduce oneself, ask clarifying questions, and share plans and expectations. This activity is best performed by a traffic safety supervisor or other supervisor who can be relied upon to correspond effectively. The involvement of a supervisor also allows for these complaints to be delegated to the appropriate traffic safety officer or beat officer.

Once the complaint is assigned to a specific officer, he or she is now expected to take ownership of the matter and devise a plan to facilitate a meaningful impact. The officer should assess the situation, diagnose the problem, and develop a plan to remedy the matter. It is important for command staff to impress upon officers that traffic safety issues are often cyclical. Roadways frequently develop their own “culture,” and non-compliance today is likely to be repeated tomorrow and the days after that. The

assigned officers should be prepared to revisit the complaint in the coming days, weeks, and perhaps, months. Addressing traffic complaints needs to become a part of daily activities, just as is done for reoccurring and emerging criminal activity. It should be the responsibility of the officers to prioritize and manage their traffic assignments, along with the other duties they are assigned.

Traditional officer presence and traffic engagement is often the most common and effective solution but be prepared to consider more creative approaches as well. Digital message boards, social media posts, and press releases are alternative ways of making an impact. Leadership may also find it useful to establish partnerships with local roadway engineers and departments of transportation. These traffic safety professionals can assist with improving signage, lighting, and roadway markings. They

can also make more involved roadway improvements, such as the installation of speed humps, repainting of crosswalks, or changing of lane patterns.

The bottom line is that this proposal delivers on effectiveness and fairness. Effective, in that any traffic safety issue can be remedied with sufficient effort and persistence. Fair, in that it provides service to any community member who contends with a relentless traffic safety issue. This is not another disconnected community policing strategy that fails to accomplish a meaningful impact. It is realistic, attainable, and capable of enhancing public safety while concurrently strengthening community relationships. ♡

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## BY

James G. Barrett, PhD, Director of Clinical Support, and Christine Elow, Commissioner, Cambridge Police, Massachusetts

# Police-Based Youth Diversion

## Highlighting the Success of a Youth Resource Officer Diversion Program

**A POLICE YOUTH RESOURCE OFFICER (YRO) DIVERSION MODEL HAS RECENTLY SHOWN SUCCESS IN THE CITY OF CAMBRIDGE, MASSACHUSETTS, NOT ONLY IN REDUCING JUVENILE ARRESTS BUT ALSO IN CONNECTING YOUTH TO SERVICES WHEN COMPARED TO YOUTH WITHOUT ACCESS TO POLICE-BASED DIVERSION. AMID THE DEBATE ACROSS THE UNITED STATES ON THE ROLE OF POLICE OFFICERS IN SCHOOLS, THE YRO MODEL AND DIVERSIONARY PROCESSES THROUGH THE CAMBRIDGE SAFETY NET COLLABORATIVE OFFERS A POTENTIAL MODEL FOR CITIES AND POLICE AGENCIES LOOKING TO IMPLEMENT SIMILAR INTERVENTIONS.**

The Cambridge Police Department (CPD) has 10 specially trained YROs who work in the schools and community in cooperation with mental health and social services providers in the Cambridge Safety Net Collaborative (Safety Net). Safety Net's mission is "to foster positive youth development, promote mental health, support safe school and community environments, and limit youth involvement in the juvenile justice system through coordinated prevention, intervention, and diversion services." The aims of the Safety Net model are to decrease youth arrest, decrease youth violence, improve school attendance and completion, and reduce symptoms of mental illness and psychological distress.<sup>1</sup> Previous studies have demonstrated the effectiveness of the Cambridge Safety Net model in reducing juvenile arrests and recidivism.<sup>2</sup> The study highlighted in this article focused on the goal of linking diverted youth to behavioral health services and whether youth diverted through Safety Net would show increased use of services when compared to a sample of juvenile justice-involved youth in communities without access to police-based diversion.

### RESEARCH METHODS AND SAMPLE

Researchers identified 70 youth participants between the ages of 5 and 18 years whose family consented to participate in Safety Net; this group formed the treatment group. A group of comparison control participants was identified using targeted limited medical chart review methods from a prior study, searching clinical notes in the electronic health records (EHR) for juvenile justice involvement and searching physicians' notes in the EHR for the following terms: *arrest*, *summons*, *diversion*, or *gang*. The final comparison group sample included 154 individuals. Requirements for service use were the same for the Safety Net and comparison groups, but there were differences in referral and follow-up.

Researchers used data from the electronic medical records of a local medical system, which serves more than 140,000 patients annually. The researchers used Chi square statistics to compare the characteristics of the Safety Net and comparison groups. The researchers then used a difference-in-differences (DID) approach with propensity score weighting to determine the average treatment effect of

the Safety Net intervention.<sup>3</sup> The DID method is used to subtract the average health service use among the Safety Net group, between the pre- and post-intervention periods, from the average health service use among the comparison group, also between the pre- and post-intervention periods. At the conclusion of this analysis, any remaining difference between the two groups can be ascribed to the intervention.<sup>4</sup>

### RESULTS

Propensity score weighting successfully balanced Safety Net and comparison groups on baseline characteristics during the pre-intervention period. The proportion of Safety Net participants who attended psychiatric outpatient visits increased from 53 percent in the pre-intervention period to 57 percent in the post-intervention period. Over that same time period, the comparison group's use of psychiatric outpatient visits decreased from 63 percent to 41 percent, which resulted in a weighted DID of 26 percentage points ( $p < 0.01$ ). Looking at a subset of the sample of only those participants with a diagnosed mental health condition, the Safety Net intervention was associated with an increase in the proportion of youth attending psychiatric outpatient visits, relative to the comparison group (DID=19 percentage points;  $p < 0.06$ ). The researchers also found a significant increase in the frequency of Safety Net participants having any primary care visits (DID=12 percentage points;  $p < 0.05$ ). When researchers looked at



inpatient psychiatric visits, emergency room visits, or medical visits to one's primary care physician, they found no significant differences between the Safety Net and comparison groups.

#### IMPLICATIONS FOR POLICY AND PRACTICE

A common contributing factor to youth who end up in the juvenile justice system is one or more untreated mental health conditions.<sup>5</sup> The results of this study indicate that youth diverted through a police-based juvenile diversion program experienced a significant increase in their use of outpatient psychiatry visits when compared to justice system-involved youth residing in a neighboring town with no access to police-based diversion. Engaging youth in police-based diversion, as opposed to court diversion, allows youth to maintain clean juvenile records, which may prevent further collateral consequences of justice system involvement. Police-based diversion is also less burdensome for families, as they do not have to maintain contact with the courts to manage the diversion process. These findings can be of benefit to communities deciding whether to invest resources in police-based juvenile

diversion programs versus emphasizing court-based diversion. Further, it is important that police departments partner with local mental health agencies to foster access to treatment as part of the diversion program.

#### CONCLUSION

Police-based juvenile diversion programs can help young people both avoid arrest and access needed support services that can address the underlying factors that promote juvenile delinquency. If there is a focus on YRO case management and follow-up, as there was in the Cambridge Safety Net diversion program, there may be a greater chance of follow-through with behavioral health treatment. This finding is particularly important given that treatment retention for at-risk youth has been a challenge for mental health providers.<sup>6</sup> Finally, the success of the Cambridge Safety Net diversion program lends important evidence to the preventative role that YROs play in diverting at-risk youth from the juvenile justice system and into needed treatment services. This finding is especially timely given the debate over the role of police in U.S. schools. ◊

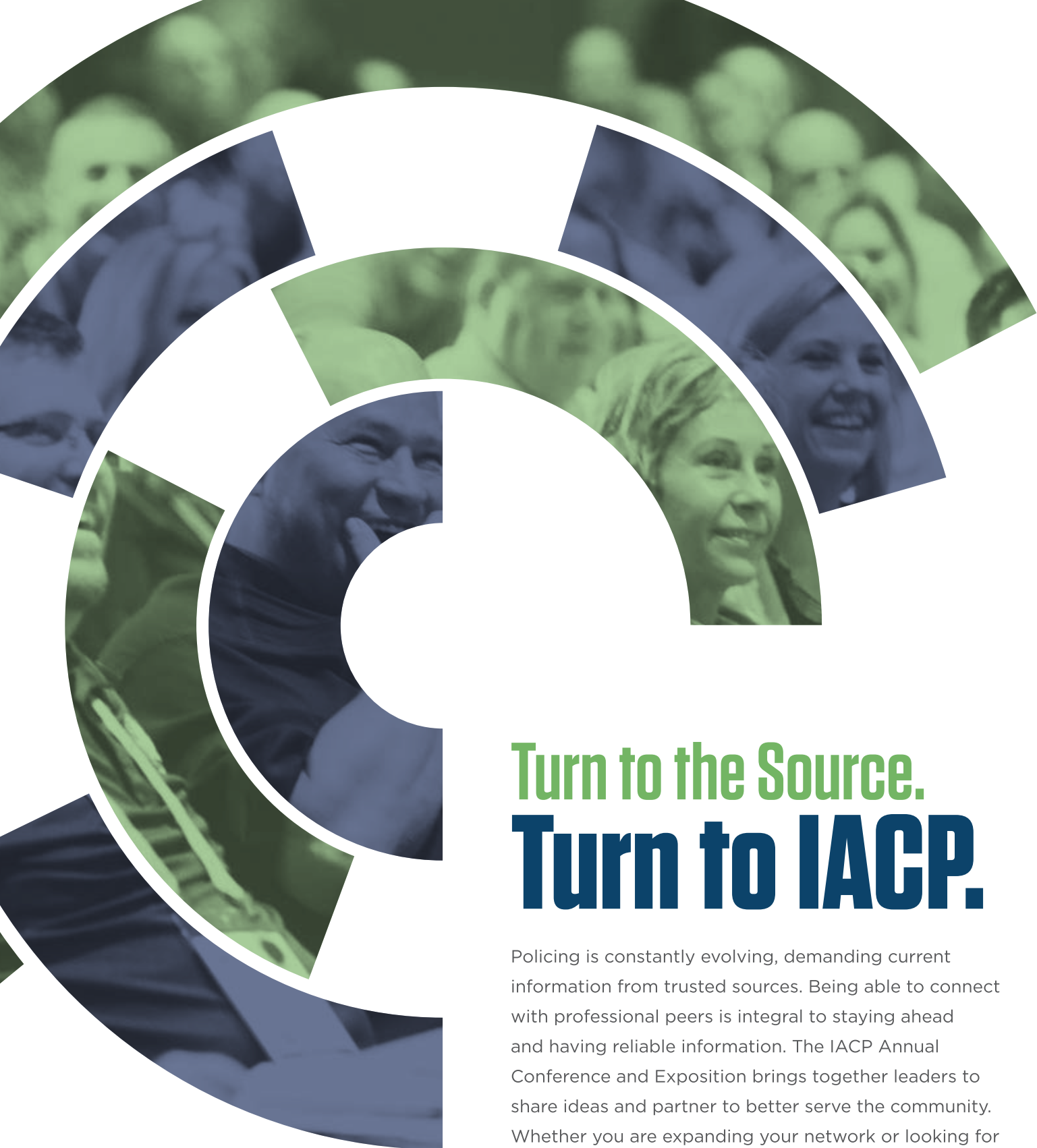
“  
**Engaging youth  
in police-based  
diversion... allows  
[them] to maintain  
clean juvenile  
records.**  
”

#### NOTES:

- <sup>1</sup>James G. Barrett and Chad D. Olle, “Social Justice Training in Action: A Counseling Psychologist’s Role in a Police-Mental Health Collaborative Serving Disadvantaged Youth,” *Journal for Social Action in Counseling and Psychology* 8, no. 2 (2016): 13–31.
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- <sup>3</sup>Elizabeth A. Stuart et al., “Using Propensity Scores in Difference-in-Differences Models to Estimate the Effects of a Policy Change,” *Health Services and Outcomes Research Methodology* 14 (2014): 166–182.
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- <sup>6</sup>Richard Dembo et al., “Enrolling and Engaging High-Risk Youth and Families in Community-Based, Brief Intervention Services,” *Journal of Child & Adolescent Substance Abuse* 20, no. 4 (September 2011): 330–350.

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## A Beacon of HOPE



**HOPE. IT'S A WORD THAT MANY LAW ENFORCEMENT OFFICERS ARE FAMILIAR WITH AS THEY TRY TO BRING IT TO THE COMMUNITIES THEY SERVE. BUT, FOR TWO CALIFORNIA-BASED AGENCIES, "HOPE" HAS AN ALTERNATIVE MEANING.**

Project HOPE (Homeless Outreach and Proactive Engagement) is a collaboration of social service workers, mental health providers, and neighboring police departments, housed under one roof at what is now known as the HOPE Center.

Fullerton Police Department and Buena Park Police Department are launching the new center together with the idea that other agencies will join them to further their efforts to police those experiencing homelessness with compassion while integrating new services. The plan is to also expand the HOPE Center's services by partnering with local hospitals and ambulance services to develop health care mobile response units that

will provide medical intervention for illnesses and chemical dependency.

For Fullerton Police Chief Robert Dunn, the HOPE Center is a project of passion inspired by his work with the North Orange County Public Safety Collaborative (the Collaborative), which was launched under a four-year state grant in 2017. The Collaborative's areas of focus were youth violence prevention and intervention, reentry services, and homeless outreach. The group commissioned a homeless census and developed technology to help police deliver immediate services and shelter beds to the vulnerable population. In addition, the Collaborative was instrumental in

the opening of three new Navigation Centers, which provided 400 beds to service the area's homeless population.

But in October 2020, Chief Dunn brought forth the concept of the HOPE Center as the end of the Collaborative's funding began to loom. "We didn't know if we were going to get funded again, so I started to think of ways we could keep the collaboration process going with other police departments and CBOs; that was the idea behind the HOPE Center," said Chief Dunn.

Due to their previous work together and similar viewpoints on responding to social service calls, Buena Park Police Chief Corey Sianez and Chief Dunn joined forces to create the model for the HOPE Center. "We had such a good working relationship, we started to brainstorm



ideas on how we could move toward a model where we can get our officers to step away from answering these calls,” Chief Sianez said. “We realize we need to leave it to the experts to answer these calls and take the focus off of law enforcement.”

The HOPE Center will follow the Collaborative’s model, which put the focus on metrics and information gathering, connecting the homeless to the right resources in the community. The team will also utilize Outreach Grid, a technology developed by the Collaborative, to provide individuals with adequate shelter and help them access resources from social and mental health providers.

Law enforcement officers will serve a support role to the operations at the HOPE Center. All officers will be trained and versed in holistic homeless outreach, but leadership has found that those who have previously filled the role of homeless liaison officer have a skill set that makes them particularly effective in communication and rapport building with the homeless population.

An outreach worker from either department will be partnered with a homeless liaison officer; they will be available to be dispatched on service calls to the region’s homeless community. Once dispatched, the partners will bring resources along, but if it’s a call where law enforcement would not be the most appropriate to send out, a case worker who specializes in homelessness will offer services.

“We found that more often than not, enforcement is the least effective tool when you are out in the streets engaging with our homeless neighbors,” said Chief Dunn. “Compassionately offering services usually has the most impact... Now that we know, we want to be prepared and have resources available. The HOPE Center will have all of this.”

The holistic law enforcement support response program is set to begin next month. ♡



## RECOMMENDATIONS

The Fullerton Police Department and Buena Park Police Department offer the following tips to developing a holistic law enforcement support response program:

- Find the right partner(s) so that appropriate services are provided to those in needs and the safety of those involved can be ensured during calls for service.
- Analyze data to measure success and identify areas to improve.
- Don't be afraid to course correct in order to get the right resources to the right people at the right time.

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# JOINING

## Multicountry Collaboration to Combat Drug Trafficking

### BY

José Ferreira, Head of Operations, and Sjoerd Top, Executive Director, Maritime Analysis and Operations Centre – Narcotics

**ON SEPTEMBER 30, 2007, MINISTERS FROM FRANCE, IRELAND, ITALY, THE NETHERLANDS, PORTUGAL, SPAIN, AND THE UNITED KINGDOM GATHERED IN LISBON, PORTUGAL, NOT ONLY TO ACKNOWLEDGE THE THREAT POSED BY BULK MOVEMENTS OF COCAINE ACROSS THE ATLANTIC TO EUROPE AND THE MOVEMENT OF CANNABIS ACROSS THE MEDITERRANEAN, BUT TO JOIN FORCES UNDER A CONCRETE INITIATIVE TO COUNTER THE THREAT.**

The signing of a treaty created the Maritime Analysis and Operations Centre – Narcotics (MAOC (N); the Centre), establishing a one-of-a-kind center in Europe that would develop into a trusted international platform for combating international drug trafficking.

Portugal is not only a valued partner of MAOC (N) for its contributions from the law enforcement and military perspectives. Flanking the eastern Atlantic seaboard, the country has hosted the Centre since its

inception. The Centre's physical presence in the most westerly European nation is no accident: it is a strategic location at the source of supply for Europe's cocaine market, positioning the Centre to play an important role in disrupting the maritime cocaine flow. Coupling this strategic location and proximity with international interdiction efforts with key political support in Portugal has made Lisbon the ideal setting for this cross-disciplinary coordination platform. That political support was exemplified in November 2014, when the Portuguese Parliament passed legislation providing a platform and vision for the Centre's future in the country.

In 2015, the Centre received a European Public Sector Award Best Practices Certificate, followed by recognition in June 2016 under the Lisbon Declaration (at the G7++ Friends of Gulf of Guinea Conference) as an example in setting the benchmark for international cooperation and operational platforms.





# FORCES

Photo by Eduardo Munoz Alvarez/Getty Images

The commitment of MAOC (N) and the Centre's partners speaks for itself through the tangible results seen in the operations coordinated or supported through the Centre. To date, MAOC (N) has coordinated or supported almost 300 interventions, resulting in the seizure of over 249 tons of cocaine and 649 tons of cannabis. More than 1,230 primary arrests, including people of 72 different nationalities, have been made, following interdictions representing a total of over €17.3 billion in assets denied to organized crime.

The MAOC (N) concept allows for the sharing of intelligence, supported by air and surface assets from all the partners. This fusion creates an operational platform that is flexible, dynamic, and effective. The success of the Centre is built on the physical collocation of liaison officers from police agencies, customs authorities, and military attachés from partner countries working together with a highly specialized team of analysts employed by MAOC (N). The United States holds the special status of Permanent Observer and has liaison officers from the Drug Enforcement

## SUCCESS STORY: INTERDICTION OF TRANS-OCEANIC COCAINE SMUGGLERS

On April 1, 2022, Cabo Verde authorities, assisted by U.S. military and Coast Guard personnel, interdicted a Brazilian-flagged fishing vessel carrying approximately 6,000 kilograms of cocaine (estimated street value of \$350+ million). The joint team worked with MAOC (N) and Cabo Verde's national Maritime Operations Center to board the vessel while it was in international waters of the Atlantic Ocean. Seven individuals aboard the vessel were detained, as well. MAOC (N) played a key role in coordinating the collaborative international operation.

Source: United States African Command, "U.S. Tri-maritime Services and Cabo Verde Authorities Interdict Large Trans-Oceanic Cocaine Shipment," news release, April 7, 2022.

Administration (DEA) and the U.S. Southern Command's Joint Interagency Task Force – South (JIATF-S), working out of the Centre's headquarters on a daily basis.

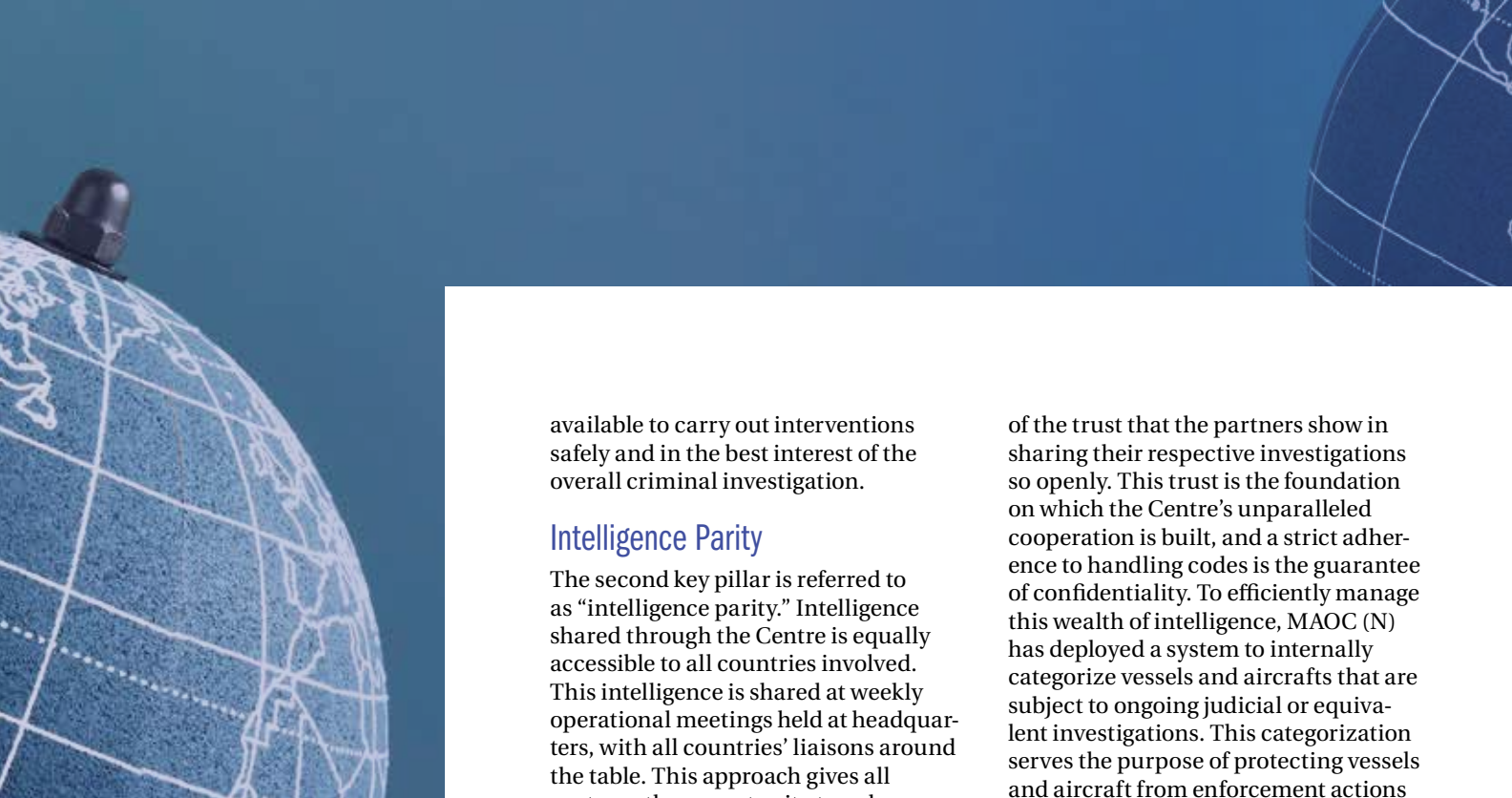
## THREE PILLARS OF SUCCESS

This harmonious working relationship and the very success of the Centre rely upon the commitment of its partners to three pillars.

### Collocation of Personnel

The first MAOC (N) pillar is the mixture of country liaison officers representing law enforcement (police, customs, etc.) working side-by-side with country liaison officers from the respective military services. This blend of experts gives MAOC (N) the tools to not only share confidential intelligence, but also to identify the assets





## SUCCESS STORY: “NARCO-SUBMARINE” SEIZED

In November 2019, a 20-meter semi-submersible craft was intercepted off the coast of Spain during a joint operation involving police from the United Kingdom, Portugal, the United States, and Brazil. The vessel was carrying 152 bales of cocaine, totaling 3,000 kg; two crew members were also arrested after they attempted to leave the boat and swim ashore.

The operation was the result of intelligence sharing between MAOC (N), the UK’s National Crime Agency, and Spanish authorities, and the tracking and surveillance of the vessel was coordinated through MAOC (N). According to Spain’s Guardia Civil, this was the first time a submarine had been used for drug-smuggling in the region, although their use was more common in the Americas, particularly by South American drug cartels.

Source: Paul Jacques, “First ‘Narco Submarine’ in European Waters Seized Carrying Tonnes Of Cocaine Bound For UK,” *Police Professional*, November 29, 2019; Sam Jones, “Cocaine Seized from ‘Narco-Submarine’ in Spain Was Likely Headed for UK,” *The Guardian*, November 27, 2019.

available to carry out interventions safely and in the best interest of the overall criminal investigation.

## Intelligence Parity

The second key pillar is referred to as “intelligence parity.” Intelligence shared through the Centre is equally accessible to all countries involved. This intelligence is shared at weekly operational meetings held at headquarters, with all countries’ liaisons around the table. This approach gives all partners the opportunity to enhance the intelligence of their peers and to deconflict investigations being conducted by their own national services. As a result, countries that, on the surface, have no particular interest in a vessel or aircraft have the opportunity to provide additional information and to contribute to the determination of the most effective strategy.

After this initial sharing process, intelligence is further developed by a group of analysts working in the MAOC (N) Joint Operations Coordination Centre. These analysts use a broad and diverse palette of resources and tools to enhance the intelligence and provide vital analytic support to the investigations and interdictions undertaken by the partner countries. This approach permits MAOC (N) to serve as a platform for identifying interdiction options, bringing together a picture of available assets, and developing an operational strategy that is consistent with efforts to simultaneously conduct further criminal investigations and prevent drugs from hitting the streets. When the time is right, operational plans are handed over to the country that will coordinate the final interdiction.

## Protection of Information

The third and final pillar is the methodology employed to protect sensitive intelligence shared through the Centre. MAOC (N) is successful only because

of the trust that the partners show in sharing their respective investigations so openly. This trust is the foundation on which the Centre’s unparalleled cooperation is built, and a strict adherence to handling codes is the guarantee of confidentiality. To efficiently manage this wealth of intelligence, MAOC (N) has deployed a system to internally categorize vessels and aircrafts that are subject to ongoing judicial or equivalent investigations. This categorization serves the purpose of protecting vessels and aircraft from enforcement actions when such actions could jeopardize an ongoing investigation. To provide the highest degree of assurance, all partner countries must unanimously agree that the vessel or aircraft should be afforded an unwavering level of protection from interference.

## GLOBAL PARTNERSHIPS

In addition to the commitment of MAOC (N) partner countries, bolstered by a stable funding stream from the European Union (EU), the success of the Centre is greatly amplified through concerted efforts to build relationships around the world. The Centre’s effective upstream engagement tackles trafficking organizations when the drugs are in bulk and of the highest purity, before reaching the European market. MAOC (N) has proactively sought to establish and develop partnerships with a variety of European countries including Belgium, Germany, and Greece, while also reaching out to many countries around the globe such as Argentina, Australia, Brazil, Canada, Cape Verde, Colombia, New Zealand, and Senegal.

MAOC (N) collaborates with the EU’s Border and Coast Guard Agency, particularly in the Mediterranean theater and is developing new areas for sharing expertise and capabilities. The Centre has agreements with the European Maritime Safety Agency to access technologies and receive critical training



that contributes to the fight against maritime drug trafficking. MAOC (N) also has an effective partnership with the European Fisheries Control Agency, providing key expertise on other activities and patterns of life found across the wider maritime domain. Likewise, the Centre works with the European Monitoring Centre for Drugs and Drug Addiction to share details of activity and support various initiatives. Finally, the Centre has a long-standing partnership with the European Union Agency for Law Enforcement Cooperation (Europol), including the regular exchange of operational intelligence.

MAOC (N) has partnerships and cooperation agreements with important partners such as INTERPOL, and support to the EU Global Illicit Flows Programme (in particular the SEACOP project) allows the Centre to contribute to the fight against illicit trafficking across other vectors. The Centre's participation in global initiatives helps partners to build capacity in their respective countries and establish capabilities that include the setting up of several maritime intelligence units across West Africa, the Caribbean, and South America.

A robust partnership with counterdrug allies from the United States, namely the DEA and JIATF-S brings unique capabilities. An intelligence analyst from the DEA and a liaison officer from JIATF-S are fully assigned to MAOC (N), giving the Centre access to support from DEA offices around the world and connectivity with U.S. combat commands across the SOUTHCOM, EUCOM, and AFRICOM regions.

The Centre's work prevents significant quantities of illicit drugs from entering its partner countries' markets and the wider European continent. However, this impact does not stop at the borders of the European Union. MAOC (N) seeks out opportunities to take an active role in the identification, disruption, and dismantling of the command-and-control structures of the higher echelons of transnational organized crime. These structures are responsible for crimes across multiple continents, and, with this in mind, the international cooperation spearheaded by MAOC (N) is key.

The Centre offers tangible evidence of what can be achieved when collective, altruistic efforts are made toward shared objectives. This fusion

**“The Centre offers tangible evidence of what can be achieved when collective, altruistic efforts are made toward shared objectives.”**

platform demonstrates the key role that civil and military partnerships have when working together to tackle security issues across the wider maritime domain. The Atlantic Ocean spans 20 percent of the Earth's surface; a region of such a vast scale requires effective working relationships to exploit every intelligence opportunity. Leadership and strong governance are essential to delivering on a mission mandate where the wider team approach provides commonsense solutions for the benefit of all partners.

MAOC (N) serves as a platform for this collaboration and showcases the commitment of its partners to common ideals. Looking ahead, the Centre will continue to play a key role in identifying and countering the threat posed by illicit drug trafficking by sea and air. ☐

#### IACP RESOURCES

- The International Drug Evaluation & Classification Program

#### theIACP.org

- “A Regional Approach on Organized Crime: The Colombia Experience—Police Leadership in the Security Transformation Process”
- “Opioid Distribution on the Dark Web”

#### policechiefmagazine.org



# A MENACE



## TO DEVELOPING ECONOMIES

**THE ILLEGAL POACHING OF ANIMALS—AND THE TRADE OF LIVE ANIMALS AND PRODUCTS DERIVED FROM ANIMALS—IS ESTIMATED TO BE A MULTIBILLION-DOLLAR BUSINESS.**

Wildlife is traded as skins, leather goods, or souvenirs; for use in food or traditional medicine; as pets; and in many other forms. This unlawful harvest and trade ranges from the illegal fishing of endangered marine life for food to the poaching of elephants for ivory.

Poaching is a security threat and a menace to developing economies. Most brutal conflicts and poaching activities in East Africa are carried out by armed combatants who prey upon both communities and wildlife. They are interrelated. Poachers with heavy weapons are a danger to lightly armed rangers and civilians, as well as to the animals that they target. They operate in remote territories and cross borders with impunity, wreaking havoc on villages and families. Increasingly, criminal gangs and militias are wiping out entire herds of wildlife and killing anyone who gets in their way.

Illicit entrepreneurs who engage in these crimes have become increasingly globally itinerant, navigating international borders and operating in very complex manners by expanding their markets and creating new frontiers. For example, multiple reports describe armed men coming across the border from Somalia into Kenya to kill elephants and smuggle out the ivory. In addition, the scope of lethality of the poaching industry is only increasing as armed groups expand their criminal networks and profit from the lucrative trade in conflict minerals and illegal timber.

**BY**  
Godfrey Otunge, Assistant  
Inspector General, Kenya  
National Police Service

## The Link between Illegal Poaching, Illicit Trade, and Terrorism





## SOPHISTICATED ILLICIT MARKETS

Illicit markets (often referred to as illegal trade), including those that traffic illegal wildlife or animal products, are a sophisticated global phenomena characterized by uncontrolled and unregulated illegal trading activities carried out by shadowy organizations and individuals who have mastered the art. Illicit markets are not controlled by the conventional market forces such as supply and demand.

Illicit trade is not a new occurrence. Modern dynamics like technology, mobility, and ease of communication have further propagated illicit markets to new heights. Illicit traders have taken advantage of these global advances to widen their scope and increase their influence on their customers and state officials. Impenetrable networks of secret organizations with local and foreign influence are behind most illicit markets.

### Illicit Trade in Sub-Saharan Africa

Poaching and the trade of illicit goods with sub-Saharan Africa continues for a number of complex reasons. While the following are directly specific to the sub-Saharan region, other countries facing a proliferation of poaching or similar illicit markets will likely have some of the same contributing factors.

- Lack of centralized markets and dependable supply chains, a challenge common to most sub-Saharan states, especially in the rural areas. This void is filled by illicit traders.
- Limited resource allocation in terms of finances to agencies that are responsible for combating

illicit trade. Illicit trade is conducted by well-connected cartels that have unlimited resources at their disposal.

- Bribery of government officials at ports of entry, roadblocks, and standardization bureaus.
- Engagement of some government officials in illicit trade by financing it and providing protection to illegal traders.
- Presence of armed militant groups and terror organizations among sub-Saharan states, especially Boko Haram, ISIS, Allied Defence Forces, and Al Shabaab, who directly engage in illicit trade, further complicating the crime. These militant organizations are ruthless and control some territories, which they have made ungovernable.
- Increasing population in sub-Saharan Africa, providing a guaranteed customer base for illicit markets. These markets are used to sell available goods whose quality is not guaranteed.
- Dependence of local communities on illicit trade for provision of supplies and basic needs.
- Bureaucratic government policies, taxes, and quotas imposed on states by international trade treaties. Most sub-Saharan governments have imposed high taxes on consumable goods that are exorbitantly too high for their citizenry, thus propagating poverty and unemployment and encouraging the growth of illicit markets.
- Poor relations between the community and law enforcement agencies.
- Political instability and weak law and order enforcement in neighboring countries.
- Competition and conflicts over natural resources (including water, pasture, and extractive resources) in border areas.
- Presence of organized criminal gangs in neighboring countries and cross-border cultural, ethnic, and kinship ties (or conflicts).
- Ready markets for illicit goods.

### Effects of Illicit Markets

Illicit markets have adverse effects on the local population and governments in the regions in which they operate, with primary implications in four areas:

- **Economic implications.** Loss of revenue and high unemployment rates in sub-Saharan Africa can be partly attributed to widespread illicit markets that states have had a difficult time eliminating. Illicit markets lead to decline and extinction of key wildlife species, which result in reduction of tourists visiting various destinations in sub-Saharan Africa that depend on tourism as part of their revenue. Loss of employment in the wildlife conservation field, hospitality industry, and tourism, among other industries, is to be expected with a decline in wildlife population as a result of poaching. Additionally, the funds that governments allocate and utilize in security operations to combat and deter illicit movement of wildlife trophies could have been otherwise injected into other development projects that would create employment opportunities and generate revenues.



## MOST-TRADED GOODS IN ILLICIT MARKETS

The range of items and services traded in illicit markets is wide; however, trade is particularly prolific in certain types of goods.

- Psychotropic substances and illegal drugs
- Small arms and light weapons
- Wildlife trophies and game meat
- Natural resources, especially timber
- Trafficking in persons and human smuggling
- Food items
- Intellectual property

- **Security implications.** Proceeds of illicit markets fund armed conflicts, terrorism, and unstable states. Constrained relations between states have come about following perceptions that some states are complicit in illicit trade, specifically human smuggling and trafficking in persons.
- **Health implications.** Trade in substandard medical supplies leads to increases in diseases like cancer and other terminal conditions affecting body organs.
- **Environmental implications.** Illegal poaching has led to the near extinction of some wildlife species that play important roles in sensitive ecosystems. Illegal logging has also led to environmental degradation, contributing to global warming and climate change.

## LINK BETWEEN POACHING AND TERRORISM

Terrorists are known to control smuggling routes and charge “protection” fees for passage through the same. As high-value commodities, the trafficking of wildlife typically carries higher fees by terrorist organizations, thus earning them significant revenues. This also provides an opportunity to disrupt terrorist funding, as shown by the liberation from control of the port of Kismayu in Somalia from the Al Shabaab terrorist group in October 2012. The loss of that port denied Al Shabaab significant revenues from the trade in wildlife trophies and endangered timber from the nearby Lag Badhana National Park in Somalia and Boni Forest in Kenya, ultimately downgrading their activities in the region.

Since criminal organizations, including terrorist groups, rarely “reinvent the wheel,” the same routes and personnel used for terrorism activities are exploited for the smuggling and trafficking of wildlife trophies, firearms, people, and illicit drugs. Long-running investigations have shown the interconnectedness of networks involved in these forms of illicit trade within Africa.

In the Sahel (an extensive region between the Sahara Desert and tropical savannah Africa), terrorist groups such as Boko Haram and Al Qaeda in the Maghreb have created mobility corridors that run from Senegal on the Atlantic coast to the Red Sea in Sudan (as far as 1,000 kilometers or 620 miles). These corridors are exploited to facilitate illicit trade including trade in wildlife trophies and trafficking in humans and illicit drugs. Consequently, revenues from extorted protection fees go into financing these terrorist organizations.

Money laundering is closely linked to illegal poaching since the proceeds from this illegal activity need to be concealed from government agencies. Poaching networks utilize informal money transfer services, set up front organizations, and sometimes bribe their way into evading detection. Laundered money negatively affects the concerned economies with outcomes such as rising inflation, high cost of real estate, and high rates of foreign exchange.

## COMBATING POACHING & ILLICIT TRAFFICKING

Security and law enforcement organizations have adopted a number of approaches to combat illegal poaching within the East African region, many of which can be modified and applied to illegal trade and trafficking of illicit goods in other regions.

- **One Stop Border Post (OSBP).** This concept combines security agencies from the concerned two countries at a common border post. Persons and goods are processed by this combined team, ensuring minimal waste of time and sealing any loopholes that can be exploited by illicit trade networks. Linked to this is the Border Management Authority, which coordinates border-related issues within the East African region.
- **Intelligence-led operations.** All security agencies inherently have an intelligence component to aid in their operations. Information of valuable intelligence obtained from such components is used to drive operations against identified threats. Most states in sub-Saharan Africa have embraced multiagency and a whole-society approach to security management, which has contributed to enhanced information and intelligence sharing among various agencies combating poaching. The agencies are empowered to use human intelligence both at the tactical and operational levels. Subsequently, due to limited resources, the agencies are encouraged to conduct operations that are intelligence led to avoid wasting scarce resources.

- **Multiagency Team (MAT) approach.** Various security agencies team up to tackle threats in a holistic way. An arrested illegal poacher would, for example, be investigated for potential involvement in other forms of crime such as money laundering and weapons smuggling.
- **Inland border control checks.** Mobility routes running to and from high-risk borders have multiple layers of security controls. These routes, plus adjacent minor ones, are routinely patrolled and random vehicle checkpoints are set up in order to deter, detect, and apprehend offenders.
- **Adoption of technology.** Incorporation of information and communication technology (ICT) architectures in import/export control mechanisms has greatly aided in the fight against illicit trade. Advanced passenger information and advanced cargo manifests are used to profile and flag down suspicious persons or cargo. Also, the use of drones in border surveillance cuts down on costs associated with vehicle patrols and mitigates risks by providing real-time imagery to teams on the ground.
- **Cooperation with strategic partners.** Capacity building of wildlife conservation agencies such as the Kenya Wildlife Service has been undertaken by the U.S. Office of Antiterrorism Assistance (ATA). The program also encompasses training of relevant security agencies in the East African region, which ensures interoperability between member states and guarantees successful joint operations when need arises. Setting up conservancies in rangelands has also led to the preservation of ecosystems benefiting both the local human population and the environment.

## Role of Police

As can be seen in the preceding solutions and approaches, the police have key roles in combating the trafficking of illicit goods in East Africa, as well as in other regions:

- Intercepting and interdicting criminals along borders
- Conducting operations through interoperability with neighboring states' or countries' security agencies
- Manning points of entry and inland border control checks
- Arresting and prosecuting suspects
- Sensitizing the public through community policing in support of policing
- Liaising with regional and international partners through various bodies created to support policing

## RECOMMENDATIONS FOR MOVING FORWARD

Despite strides being made in sub-Saharan Africa and elsewhere, serious work remains to be done to combat the trafficking of illegal wildlife/animal products and other illicit products, as well as the markets that drive those criminal acts. The following recommendations are key but not exhaustive by any means.

### LESSONS LEARNED

- Criminals, particularly those who participate in illicit markets, have a well-connected network with borderless boundaries.
  - Criminal networks share their information freely with no bottlenecks.
  - Criminal networks are interconnected in terms of movements and information flows.
  - There is a need to harmonize various regional legislations to provide simple interoperability among the police forces and to create liaison offices.
- Conduct additional training and sensitization of police dealing with border security on various aspects of illicit trade
  - Persuade all sub-Saharan states to come up with specialized units dedicated to border security
  - Perform legislative reviews to make illicit trade less lucrative by introducing punitive penalties, including the withdrawal of trade licenses, among other measures
  - Foster ties with nations that are sources or beneficiaries of illicit trade to collaboratively deal with the associated crimes

## CONCLUSION

The scope of illicit markets and the criminal organizations that exploit them for profit or to fund terrorism can make this area of crime intimidating to take on. However, all law enforcement agencies—local, national, border security, and others—have roles to play and need to work together to combat this menace to the safety, security, and economies of countries and communities around the globe. ♡

### IACP RESOURCES

- Transnational Crime Committee

#### theIACPOrg

- Low-Cost Aerial Surveillance for Law Enforcement: Lessons Learned from the Kenya Wildlife Service

#### learn.theIACPOrg

- “Under the Radar: Organized Environmental Crime Offenders”

#### policechiefmagazine.org





# FROM ALLEYWAYS TO ONLINE MARKETPLACES

## Exploiting Licit Markets to Sell Illicit Goods

BY Steve K. Francis, Acting Executive Associate Director, Homeland Security Investigations

**A MAN WALKS INTO A STORE WITH AN EMPTY BACKPACK AND LEAVES WITH MORE THAN \$1,000 IN OVER-THE-COUNTER MEDICATIONS WITHOUT PAYING A DIME, REPEATING THIS PROCESS AT FIVE OTHER STORES THROUGHOUT THE DAY.**

**A FOREIGN MANUFACTURER REVERSE-ENGINEERS AN AUTHENTIC AIR BAG AND BEGINS SELLING A COUNTERFEIT VERSION WITH SUB-PAR MATERIALS ON E-COMMERCE SITES.**

**A NEW MOTHER UNWITTINGLY BUYS EXPIRED INFANT FORMULA FROM A LOCAL RETAIL STORE, UNAWARE THAT IT WAS STOLEN, SHIPPED ACROSS THE COUNTRY, AND RELABELED WITH A “NEW” EXPIRATION DATE.**

There are a growing number of insidious ways counterfeit and stolen goods end up in the hands of unwitting consumers, and the boundaries between legitimate and illicit markets are becoming increasingly blurred.

Through counterfeiting and trafficking in stolen goods, governments lose billions of dollars in tax revenue, legitimate businesses lose billions of dollars in diverted income, and consumers are exposed to poorly made and expired products that often pose a threat to their health and safety. Law enforcement worldwide must continually evolve their techniques and approaches to combat the criminal organizations behind these activities and protect the public from the risks associated with these goods.

Within the United States, Homeland Security Investigations (HSI) is authorized to investigate a wide array of crimes related to counterfeiting, organized retail crime, and the associated illicit markets that support these activities. Formed under the Homeland Security Act of 2002, HSI's predecessor organization, Office of

Investigations, was empowered with authorities previously held by the dissolved U.S. Customs Service. This includes “border search authority,” which authorizes HSI special agents to “cause inspection, examination, and search to be made of the persons, baggage, and merchandise” entering the customs territory of the United States. It also provides access to the data underpinning the modern international trade system. The combination of these powerful authorities uniquely positions HSI to combat illicit goods and markets.

### THE EXPLOSION IN COUNTERFEITING

The trade in counterfeit goods is a multibillion-dollar per year global enterprise that often links many different crimes and transnational criminal groups. In 2019, the Organisation for Economic Co-Operation and Development (OECD) issued a report that estimated the total worldwide value of counterfeit and pirated goods at approximately \$509 billion, up from \$461 billion in 2013. Counterfeiting is a high-profit, low-risk endeavor when compared to other crimes that not only provides a source of revenue for criminals, but also offers a way to launder criminal proceeds with offenders facing comparatively low prison sentences and fines if convicted. A survey by the United Kingdom Intellectual Property Crime Group showed that 40 percent of respondents had worked on cases where counterfeiting was linked to drug crime, and 29 percent stated that they had found a connection between counterfeiting and organized crime.

### FLEA MARKETPLACE TO E-MARKETPLACE

Counterfeiting has evolved over the years and is accelerating due to the mass adoption of online shopping through e-commerce portals. It started with illicit



market activities operated out of alleys, trunks of cars, and flea markets. Traditional counterfeiting models include shipping counterfeits to the United States in bulk and using both witting and unwitting distributors and retailers to place the products into the legitimate supply. In other instances, the counterfeits may be openly sold as cheaper alternatives to their genuine counterparts. While these models still exist, modern counterfeiting involves the sophisticated integration of counterfeit supplies into the legitimate commerce stream in a manner not possible before the expansion of e-commerce.

The COVID-19 pandemic rapidly accelerated consumers' shift to online shopping. Lockdowns imposed for public safety limited consumers' access to brick-and-mortar stores. Consumers responded by replacing in-person shopping with online purchases. Between 2016 and 2019, business-to-consumer online sales rose by 82 percent to \$4.2 trillion. This trend continued in 2020 with a 25.7 percent surge in online sales, largely attributed to COVID-19, and is forecasted to rise to \$7.2 trillion by 2025. This would represent approximately 24.5 percent of total retail sales.

As e-commerce sales rose, so did counterfeiting. Information collected by the U.S. Department of Homeland Security between 2000 and 2018 shows that seizures of counterfeit goods at U.S. borders have increased 10-fold, from 3,244 seizures per year to 33,810.

One critical aspect of modern counterfeiting is third-party seller abuse of e-commerce portals. Recently proposed state legislation defined third-party seller as "any seller, independent of an operator, facilitator, or owner of an online marketplace, who sells, offers to sell, or contracts to sell a consumer product in the United

States through an online marketplace." In an April 2019 letter to shareholders, Jeff Bezos stated that third-party sellers' share of Amazon's merchandise sales had grown from 3 percent in 1999 to 58 percent in 2018. By 2020, third-party seller profits from product sales through Amazon were between \$25 billion and \$39 billion.

Many third-party sellers are legitimate businesses and represent smaller enterprises leveraging the name recognition and sophistication of e-commerce giants to compete in an increasingly globalized marketplace. Unfortunately, vendors of counterfeit products hide among legitimate third-party sellers. A 2018 Government Accountability Office (GAO) report found that "20 of 47 items GAO purchased from third-party sellers on popular consumer websites were counterfeit." The 2021 *Amazon Brand Protection Report* stated Amazon's verification processes stopped over 6 million attempts to create fraudulent selling accounts in 2020.

Vendors of counterfeit products reap the same, or better, benefits than legitimate third-party sellers when using e-commerce portals. Prior to e-commerce, counterfeits may have been cunning replicas, but the circumstances of the purchase made it clear to the consumer that the product was not genuine. Modern e-commerce portals, with significant name recognition and uniform product description pages, create a veneer of authenticity not possible in a flea market. Online vendors can easily lie in product descriptions or post pictures of an authentic product while shipping a counterfeit after purchase. Vendors selling counterfeits can charge at or near the full price since they claim they are selling the authentic product. Perversely, consumers will often interpret the full price of the item as a signal of authenticity. This has increased counterfeiting's profitability and funded investment in modern, state-of-the-art facilities capable of producing even more cunning replicas. In turn, this makes it even more difficult for the public to differentiate between counterfeit and authentic products.

These shifts in counterfeiting hurt legitimate enterprises, with an out-sized impact on small businesses who may experience losses beyond direct revenue. For instance, customers may believe the counterfeit they unwittingly purchased is the authentic product and post negative reviews against the legitimate company





noting substandard quality. Such damage to a small business's reputation can be difficult to overcome. Many e-commerce portals attempt to screen for bad actors; however, once a product is listed, the burden of documenting and requesting the removal of counterfeit products falls on the legitimate business. Small businesses may have less resources available to address this issue, and, even if the removal is successful, bad actors can easily reconstitute under a new seller profile or on a different e-commerce site.

## ONLINE SHOPPER AS IMPORTER

Online sales also provide perceived anonymity for criminals. Modern counterfeiting often involves small direct-to-consumer shipments purchased online and fulfilled outside the United

States. These illicit shipments are difficult to detect as they travel through established international shipping routes intermingled with billions of licit items. The difficulty in detecting illicit shipments is compounded by a reduction in small shipment documentation authorized by the Trade Facilitation and Trade Enforcement Act (TFTEA). Signed into law in 2016, the TFTEA amended Section 321(a)(2)(C) of the Tariff Act of 1930 to increase the value of imported articles qualifying as *de minimus* from \$200 to \$800. *De minimus* entries are exempted from customs duties and taxes and have reduced documentation requirements.

As opposed to traditional wholesale importation and retail sale in brick-and-mortar stores, with e-commerce, the importation of the product often occurs in response to the customer purchase online and is often small enough to

qualify as *de minimus*. As customers bought more online, the volume of small shipments with minimal documentation surged. From October 2019 through September 2020, the volume of *de minimus* shipments increased by 28 percent. This included a 218 percent increase in air cargo and a 123 percent increase in truck shipments.

The reduction in documentation intended to facilitate international trade has also had the adverse effect of limiting the data available for enforcement agencies to aid in targeting noncompliant shipments. During a 2017 address to the American Association of Exporter and Importers annual convention, then-acting U.S. Customs and Border Protection (CBP) Commissioner Kevin McAleenan noted, "The problem with *de minimis* is enforcement resources... as consumers shop online, counterfeiters are exploiting those vulnerabilities."



Seizure from HSI investigation into an online counterfeit airbag business

## CASE STUDY: COUNTERFEIT AIRBAGS INVESTIGATIONS

Criminals are willing to market and counterfeit any product that will sell, regardless of the potential dangers to the public. Counterfeit safety products are especially dangerous, as consumers often believe they are genuine. In certain situations, such as counterfeit vehicle airbags, the consumer may never physically see the product or have access to personally authenticate it. When consumers have an airbag replaced, there is an expectation the replacement will have the same standards as the original equipment or manufacturer device and will function as designed in the event of a car accident. Many counterfeit airbags do not work and may even have the potential to increase injury to passengers. According to the National Highway Traffic Safety Administration, "Counterfeit air bags have been shown to consistently malfunction in ways that range from non-deployment to the expulsion of metal shrapnel during deployment."

Counterfeit airbags reach consumers either through direct online purchases by buyers who think they are saving money or

through repair shops seeking to use cheaper parts to maximize profits. Consumer education can mitigate this to a point; however, the best way to attack this problem is by investigating the distribution networks. HSI works alongside federal partners at CBP and the U.S. Postal Inspection Service to combine trade data and international shipment interception to achieve investigative success. Some cases are initiated by automakers, consumers, or confidential informants, but many result from watchful CBP officers intercepting suspicious international shipments. In HSI's experience, investigations into counterfeit airbags can uncover a multitude of other illicit market activities, such as selling counterfeit or illegally refurbished seatbelt components, braking systems, bearings, diagnostic equipment, and other parts that are deemed essential to the safe operation of an automobile.

Investigations into illicit airbags, as well as other counterfeits, are greatly assisted by the National Intellectual Property Rights Coordination Center (IPR Center). The IPR Center was founded in 2000 to coordinate a comprehensive response to threats like this and other intellectual property-based crimes. The HSI-led IPR Center relies on partnerships with 28 key federal and international government agencies, as well as private sector partners, to protect the United States from intellectual property theft, fraud, and trade violations. The IPR Center has dedicated special agents and analysts who identify intellectual property threats within their agency's scope, share that information with involved parties, and partner with relevant government and intellectual property rights holders to investigate and stop predatory and illegal trade practices. This collaborative, holistic approach allows for resources and information to flow across organizations, bringing a broad spectrum of expertise to investigative efforts.



Commissioner McAleenan also noted that 43 percent of all shipments screened during a five-day operation at John F. Kennedy airport in New York were found to be noncompliant. CBP is currently running a nine-participant pilot to “accept advance data from e-commerce supply chain partners, including online marketplaces” with the goal “to perform more effective and efficient targeted screening with respect to Section 321 shipments.”

## EXPANSION OF ORGANIZED RETAIL CRIME

Organized retail crime (ORC) is another source of illicit goods entering licit markets. ORC may refer to relatively minor retail theft, such as shoplifting or employee theft, but it is increasingly conducted by sophisticated criminal enterprises operating numerous crews of professional thieves in multiple states. ORC teams, known as “boosters,” can steal from as many as 10 to 30 stores per day, often far from their own

neighborhoods, and may use rental vehicles to further complicate enforcement. A 2020 National Retail Federation (NRF) survey estimated that ORC results in the loss on average of \$719,548 per \$1 billion in sales, almost double the 2015 estimate, with most survey respondents noting the need for a coordinated federal response.

ORC is well-positioned to exploit the rise in e-commerce using techniques similar to counterfeiters. Prior to e-commerce, merchandise theft focused on high-value items that thieves then sold for pennies on the dollar to pawn shops and in flea markets. Now, leaders of ORC rings can exploit e-commerce portals to sell stolen property to unwitting consumers, frequently undercutting the full retail price to attract customers.

The products targeted for theft have also changed. ORC leaders may provide product lists for crews to target for theft, often focusing on beauty and health products, such as over-the-counter (OTC) medications. Using simple tools

and counterfeit labels, ORC gangs repackage expired products. ORC leaders gather stolen products from multiple crews operating across entire geographic regions to illegally acquire wholesale quantities, which they fraudulently reenter into the supply chain.

ORC theft hurts communities and consumers. Smash-and-grab or flash mob retail crime may frighten customers and hurt sales. Alarming, 57 percent of respondents to the NRF survey said ORC gangs are exhibiting “somewhat more” or “much more” violence than last year. As losses from theft mount, local stores may opt to close, impacting the local economy and residents’ access to goods, such as prescription medication. ORC also poses significant risks to the consumer. Some goods, such as meats, fish, and infant formula are transferred without proper storage and handling to prevent spoilage. Individuals involved in ORC are generally not concerned with using refrigerated or climate-controlled warehouses to store products properly.

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HSI is a directorate of U.S. Immigration and Customs Enforcement and the principal investigative arm of DHS, responsible for investigating transnational crime and threats, specifically those criminal organizations that exploit the global infrastructure through which international trade, travel, and finance move. HSI's workforce of over 10,000 employees consists of more than 6,800 special agents assigned to over 250 offices throughout the United States, and 86 overseas locations in 54 countries. HSI's international presence represents DHS's largest investigative law enforcement presence abroad and one of the largest international footprints in U.S. law enforcement.

## MOVING STOLEN GOODS INTO THE MARKETPLACE

ORC begins with teams of thieves stealing targeted products at the direction of organization leaders. Team members may be outfitted with stolen security keys and "booster bags" lined with heavy duty aluminum foil to thwart security scanners. ORC leaders may provide seed money for the theft team to rent a car and travel through multiple states, stealing from dozens of stores per day. Using alias names, boosters will ship the stolen goods to ORC leaders. ORC leaders, acting as the "fence," then compensate the thieves and amass the stolen merchandise at storage units or even in their private residences. If expired, the ORC members will relabel the goods and, when in sufficient quantity, palatize or otherwise package the stolen property to appear as wholesale. If the ORC does not have sufficient stolen merchandise to reach wholesale quantities, they may augment their stolen goods with counterfeit products. ORC leaders then sell the products to "diverters," illegitimate wholesalers who sell a mix of stolen, counterfeit, and legitimate products to retailers, often below the manufacturer's suggested retail price. Alternatively, the ORC leaders can elect to sell the goods online through e-commerce portals.

This system can be complicated for investigators to unravel because diverters often deal in both legitimate and illicit trade. Smaller chain and

mom-and-pop stores often cannot meet the minimum quantities required to order direct from manufactures. Instead, they may rely on "diverters" to buy smaller quantities of manufactured goods to stock their shelves or distribute to smaller stores. This can lead to the unwitting acquisition of stolen or counterfeit merchandise.

There are many variations on this model depending on the scale, scope, and sophistication of the ORC process. For example, criminals may take advantage of store return policies that allow for store credit. The stolen merchandise will be returned and traded in for a gift card, which is sold online for cash.

## CONCLUSION

Many countries around the world face the growing threat of counterfeiting and ORC. These illegal practices deprive governments of revenue and legitimate businesses of profit while exposing unwitting consumers to subpar and potentially dangerous goods. When left unchecked, counterfeiting and ORC can lead to shuttered stores, dissolved businesses, and harmed consumers.

Increasingly, e-commerce portals give criminals involved in counterfeiting and ORC new avenues to sell their illicit goods, widening their pool of prospective buyers and profit margins. Counterfeiting operations, once conducted in the shadows, increasingly take advantage of changing consumer preferences to move sales online. ORC fences and diverters use e-commerce portals to hide the illegal origin of their stolen merchandise. These emerging challenges are taking place against a backdrop of reduced customs documentation, which facilitates e-commerce but inadvertently hampers law enforcement efforts.

Within the United States, HSI plays a key role in investigating, disrupting, and dismantling these threats. HSI's history of investigating illicit market crime spans from its origin as the U.S. Customs Service to its present form as Homeland Security Investigations.





Drawing from this legacy, HSI combines its unique authorities, access to data, and commitment to partnerships at every level to combat counterfeiting and ORC. While the organizations engaged in this illegal activity often cross borders, their impact is felt in our communities, and this is where many cases begin. HSI is proud to partner with police departments across the United States and around the world to address this growing menace. ♡

## CASE STUDY: MULTISTATE ORC ORGANIZATION INVESTIGATION

In a recent case, HSI uncovered an organization with ties to the Middle East that employed professional shoplifters who traveled to the United States to steal millions of dollars' worth of specific merchandise, mainly over-the-counter medications, diabetic testing supplies, shaving razors, and other health and beauty items from retail stores and pharmacies. The stolen merchandise was then shipped to another city, cleaned of store markings, and sold to wholesale companies for profit. These wholesale companies resold the stolen items to unsuspecting consumers via e-commerce portals, to unwitting buyers from local and regional retail stores and pharmacies, and to other wholesale health and beauty companies.

As the investigation grew, HSI uncovered multiple other criminal conspiracies involving members of this organization, including a scheme to supply mail-order pharmacies with stolen diabetic supplies for dispensation to patients; a large-scale organization operating in another city suspected to be responsible for millions of dollars in theft from retailers and pharmacies; and various suspected trade-based money laundering schemes to transfer criminal proceeds to a foreign country. A prominent pharmaceutical company estimated that the organizations involved in this case were responsible for over \$30 million in lost revenue to retailers during the scope of the conspiracy.

### IACP RESOURCES

- Combatting the Global Black Market for Stolen Mobile Devices

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

- "The Mutation of the Illicit Trade Market"
- "The Digital Alleyway: Why the Dark Web Cannot Be Ignored"

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



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# **A SEEMINGLY HARMLESS CRIME**

*The Impacts of Transnational  
Intellectual Property Crime*

**BY**  
Todd Booth, Detective, Los Angeles  
Police Department, California

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**INTELLECTUAL PROPERTY CRIME—A MAJOR ELEMENT OF TRANSNATIONAL CRIME—POSES A THREAT TO THREE CRITICAL ISSUES IN THE UNITED STATES: NATIONAL SECURITY, PUBLIC HEALTH, AND THE ECONOMY.**

Although not every transaction in the black market touches upon every social vulnerability, they nonetheless have major cascading and overlapping effects that exacerbate social risks. On national security, transnational crime is strengthening insurgent groups (cartels, gangs, and terrorists) around the world—and activities from domestic criminals may fund operations of foreign organizations—which ultimately put U.S. national security interests at greater risk. On public health, counterfeit and other illicit products, particularly illicit pharmaceuticals, are endangering consumers' health and safety, while also causing long-term dangers to global public health and the environment. On the economy, the total costs of transnational crime on society and the ways deviant entrepreneurs navigate market opportunities illustrate the enormity of intellectual property crimes and transnational crime in general.

Deviant entrepreneurs are also accelerating their illicit activities online, taking advantage of new developments in technology. While federal and local law enforcement pursues efforts to combat these illicit activities, intellectual property crime must be viewed as part of a larger problem that is undermining not only the stability of the United States but the stability of other countries across the globe.

## **COUNTERFEITING, ORGANIZED CRIME, AND THE BLACK MARKET**

To better understand how seemingly harmless intellectual property crimes impact social institutions (such as national security, public health, and the economy), an understanding of the transnational dimensions of these activities must first be established.

Transnational crimes “involve more than one country in their planning, execution, or impact.” The goods and services exchanged in transnational crime markets include counterfeit, pirated, smuggled, or trafficked recreational and pharmaceutical drugs, people, arms, software, natural resources, wildlife, and cultural and intellectual property.

Just as necessities can be acquired during political-economic crises through the black market, so too can deviant goods and services (i.e., transnational crime).

Black markets are the hub of intellectual property crime. In other words, black markets are value neutral. Deviant entrepreneurs—the criminal operators of black markets—will meet any demand where there are monies to be made, regardless of laws, taxation, or social impact.

## **Enforcement Initiatives: Los Angeles, California**

In 2004, the Los Angeles Police Department (LAPD), California, implemented a dedicated unit to combat counterfeiting enterprises. Currently, the LAPD, Commercial Crimes Division, Illicit Pharmaceutical and Counterfeit Unit (IPCU) consists of a supervisor and three detectives deputized by the U.S. Marshalls Office and assigned as task force officers for the Federal Bureau of Investigation (FBI). The IPCU has partnered with the FBI, U.S. Department of Homeland Security, U.S. Customs and Border Protection, and numerous other federal and local agencies to form the Southern California Intellectual Property Task Force. The primary mission of the LAPD IPCU is to protect patients and consumers from hazardous and harmful products. To accomplish this mission, the unit aggressively targets the manufacture, sales, and distribution of counterfeit pharmaceuticals and merchandise to weaken the supply chains and disrupt the flow of money to criminal enterprises, street gangs, and terrorist organizations.

Since 2010, the Los Angeles City Attorney's Office—led by City Attorney Mike Feuer—has assigned a full-time attorney to prosecute intellectual property violations under state law via “civil enforcement actions.” A criminal prosecutor who alleges trademark violations and unfair-competition actions in state civil court pursues such actions. Through these actions, the prosecutor obtains restrictive injunctions and obtains civil penalties against those who illegally use trademarks registered with the California Secretary of State or the U.S. Patent and Trademark Office. The civil penalties can range from tens of thousands of dollars to tens of millions of dollars depending on the nature, seriousness, and volume of counterfeit goods.

In 2015, a second criminal prosecutor was added to the task force to prosecute misdemeanor trademark infringement cases. Defendants in the criminal and civil cases included counterfeit sellers, gang members, businesses, and property owners.



## CARTELS AND GANGS: TIES TO COUNTERFEITING

The global black market is utilized by insurgent groups that target countries throughout the world. These insurgent groups include organized gangs and terrorists. These groups are enabled in countries with high levels of corruption and weak rule of law. As these groups gain more power, the weakness of the governments only exacerbates the threat, giving rise to conflict and the spread of criminal activity beyond the country of origin's borders.

Counterfeiting and piracy are the perfect types of crimes for cartels, gang members, and other organized crime groups. The incentive is simple: these criminals face very low risks for crimes that offer extremely high rewards. Thus, the motivation to commit such crimes is the money.

Cartels found the sales of counterfeit goods, along with their normal narcotics trafficking and other violent crimes, as an easy way to make additional money. As an example, the notorious Sinaloa and Arellano Felix Cartels in Mexico have also made their way into intellectual property crime and use counterfeit businesses to launder their drug proceeds.

**“Manufacturers of counterfeit products are not beholden to rigorous materials and safety testing standards.”**

Gang members can make more money selling counterfeit goods than they can by committing robberies, selling narcotics, or carrying out other street hustling crimes. Counterfeiters can make tens of thousands of dollars a month hawking their counterfeit CDs or handbags. The high demand for counterfeit goods creates the “perfect storm” for gang members to make huge amounts of cash.

Gang members face little risk of going to prison; however, they are making money “hand over fist”

selling counterfeit goods. They are making the same amount of money as if they were selling kilos of cocaine. If selling kilos of cocaine can get a criminal 10 years in prison, why not sell counterfeit goods instead and make just as much money with less risk of imprisonment? The gangsters take advantage of every aspect of intellectual property crimes—in areas that have high concentrations of stores and street vendors, the gangsters have been known to “tax” the vendors (also criminals) in the area to allow these groups to sell their counterfeit goods.

In one Los Angeles case, two 18th Street Gang members were arrested after shooting and killing a three-week-old infant. It was reported that the gang members approached a vendor who was selling pirated DVDs on the street. The vendor had his newly born son with him. The gang members approached him and demanded that he pay them “tax” for selling the DVDs in their area. When the vendor refused, they shot at him, striking and killing his son.

In another case, gang members suspected that a “fellow” seller of counterfeit items had “ratted” them out to law enforcement about where they were making their counterfeit items. The gang members chased the subject down and stabbed him multiple times, set him on fire, and left him on the street to die.

There are many stories of hardcore gang members and their associates becoming involved in intellectual-property crimes. Counterfeiting and piracy laws are in place, but counterfeiters are rarely sentenced to lengthy prison terms. Until these gang members feel that counterfeiting is no longer worth the risk, they will continue to become deeply involved in counterfeiting and piracy and reap large financial benefits.

### Los Angeles Street Gangs

The LAPD has identified 64 street gangs in the Los Angeles area that are involved in the sale of counterfeit merchandise. In 2020, the LAPD, in conjunction with the Los Angeles City Attorney's Office and Los Angeles County Sheriff's Department, launched an operation called Gangs of Fashion. Through this joint operations, the most notorious gang members working in the downtown Los Angeles Fashion District were identified and served with civil lawsuits and 10-year “stay away” orders. This was a successful strategy and a different approach to disrupting and dismantling criminal operations in that part of the city.





## TERRORISTS AND EXTREMISTS: TIES TO COUNTERFEITING

Terrorism poses a significant threat to the world, and terrorist organizations rely on funds to operate and carry out their missions. Terrorist organizations have turned to the business of transnational crime to obtain those funds. There is clear and convincing evidence that terrorist organizations have used counterfeiting and piracy as a source of raising revenue for their causes.

Intellectual property crimes create a perfect opportunity for these terrorist organizations to raise exorbitant sums of money without attracting much attention from law enforcement officials. The very high consumer demand for counterfeit goods creates an easy avenue for terrorists to reap large rewards from their sales of counterfeit goods.

The common misperception of intellectual property crimes is that there is not much money to be made and that it is just “some guy trying to make a living.” This could not be further from the truth. These groups can make millions of dollars a year through the sales of counterfeit goods. There are numerous documented cases that have linked the sales of counterfeit goods and terrorists together. All types of terrorist groups have become involved in the sales and distribution of counterfeit and pirated goods. The following groups (identified by the U.S. government as foreign terrorist organizations) have been linked to various intellectual property crimes:

- Al-Qaeda
- Al-Shabaab
- Basque Fatherland and Liberty (ETA)
- Hamas
- Hezbollah
- ISIS/ISIL
- Northern Irish paramilitary groups

This is not an exhaustive list. For instance, the Kouachi brothers, who were responsible

for the 2015 attack in Paris on *Charlie Hebdo*, were involved in the sale of counterfeit goods. Numerous other perpetrators of terrorism, such as those of the “World Trade Center bombing in 1993 [who] sustained themselves in part from the sale of counterfeit T-shirts from a Broadway storefront,” in New York, while “the September 11, 2001, hijackers may have supported themselves by the tried-and-true cigarette scam.”

Several reports also suggest that seized al-Qaeda terrorist training manuals recommended selling counterfeit and other illicit goods as a way for sleeper cells to fund themselves. Investigators have located pirated music CDs with images of Osama Bin Laden on the cover. Hezbollah has also been known to traffic counterfeit pharmaceuticals.

## COUNTERFEIT AND UNSAFE GOODS AND SERVICES

Counterfeit and illicit pharmaceuticals—such as those that typically require a prescription or are sold outside of a legitimate (i.e., regulated) supply chain—are a danger to public health. In recent years, Los Angeles has witnessed a large increase in the prevalence of counterfeit pharmaceuticals, often mixed with the illegal sales of misbranded pharmaceuticals illegally provided by non-pharmacists. Los Angeles counterfeit sellers have also been involved in the distribution of counterfeit goods to other parts of the United States.

### Los Angeles Public Health Cases

#### *People of the State of California vs. Flavia Rodriguez*

The Los Angeles City Attorney’s Office prosecuted a civil enforcement action against Flavia Rodriguez and co-defendant Salvador Enrique





Velasco Sanchez, who illegally imported counterfeit and misbranded pharmaceuticals into the United States from El Salvador and Mexico. The defendants, who are not licensed medical professionals, sold the pharmaceuticals from their Los Angeles home and distributed them throughout the United States to cities including Los Angeles, Bakersfield, and San Francisco in California, as well as Atlanta, Georgia; Houston, Texas; and Reno, Nevada. The defendants also recruited others to sell illegal, dangerous, and misbranded pharmaceuticals, including a counterfeit injectable anti-inflammatory medicine.

The IPCU served a search warrant at the defendants' home and recovered more than 42,000 illegal, misbranded, and counterfeit pharmaceuticals. The Los Angeles City Attorney's Office filed an unlawful-competition action alleging trademark infringement and the illegal sale of dangerous and misbranded pharmaceuticals. The defendants were ordered to pay \$50,000 in civil penalties, restitution, and investigative costs and were permanently enjoined. The restrictive injunction obtained prevents them from being involved in any business related to pharmaceuticals or herbal remedies.

In another case in April 2018, three men in the Los Angeles area were charged for the manufacture and distribution of counterfeit pharmaceuticals containing synthetic fentanyl. The men used an illicit pill press for manufacturing and conducted transactions via the dark web. In April 2018, the LAPD IPCU "seized \$700,000 worth of bootleg cosmetics" which contained "high levels of bacteria and animal waste." Even counterfeit toys have been found to be made with hazardous levels of lead and unsafe chemicals.

### *Counterfeit Erectile Dysfunction (ED) Pills Contain Potential Human Carcinogen*

The LAPD IPCU investigated a subject who was selling counterfeit ED pills in the upscale area of West Los Angeles, California. It was soon learned that the subject was also selling cocaine, ecstasy, steroids, Adderall, and marijuana.

The counterfeit ED pills were found to contain a substance known as 2-MBT, a compound used in the vulcanization of rubber and a possible human carcinogen.



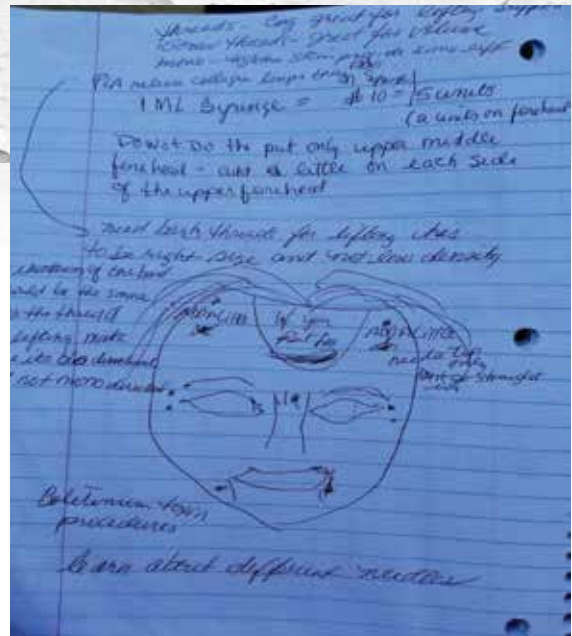
The LAPD made multiple arrests and recovered more than 1,500 counterfeit ED pills, a handgun, 126 grams of cocaine, 503 grams of alprazolam tablets, 78 grams of ecstasy, testosterone, steroids, and 40 pounds of marijuana.

### *Death, Injury, and Disfigurement*

Resulting deaths from the consumption of illicit goods and services has been documented in the field of public health. As the first case highlighted at the beginning of this work shows, even infants have become casualties from transnational crime.

A woman in Los Angeles died after receiving injections from an unlicensed person who was treating patients out of his home in California. The person had been convicted previously of practicing





medicine without a license. According to sources, the woman received two injections from the suspect. We know that the two injections she received are highly counterfeited and it is unknown if these injections caused her death. The woman died two hours after receiving these injections and her cause of death was ruled “undetermined.”

The LAPD IPCU arrested an individual for selling counterfeit Botox to undercover officers at her Palm Desert residence. The suspect set up an online store and a makeshift medical office within her residence. IPCU detectives also confiscated Juvederm and other pharmaceuticals that should be possessed only by licensed medical professionals. The Botox was improperly stored in her refrigerator with rotting food. The suspect was arrested and charged with selling prescription drugs without a license.

In another case, the LAPD IPCU arrested an individual for offering to administer counterfeit Botox to undercover officers at an upscale Los Angeles hotel. The suspect set up a makeshift medical office within the hotel room and offered to inject undercover detectives with counterfeit Botox and Juvederm. IPCU detectives confiscated Polydioxanone (PDO) threading needles, syringes, and other materials that should be possessed only by licensed medical professionals. The suspect was arrested and charged with practicing medicine without a license and furnishing a prescription drug without a license.

Evidence recovered in both Botox cases was sent to the laboratory for testing and deemed counterfeit by the manufacturer in violation of recorded and registered trademarks.

The purchase of counterfeit products may be hazardous to the consumer’s health. In many instances, counterfeit cosmetic materials have been known to cause serious adverse reactions such as infections, facial paralysis, tissue death, and blindness. Manufacturers of counterfeit products are not beholden to rigorous materials and safety testing standards.

In summary, intellectual property crimes enrich criminal organizations who profit from what many people view as a “victimless crime.” These are not victimless crimes. The proceeds from these crimes are used to fund other serious criminal activities that put all nations’ security, public health, and economies at risk. ♥



#### IACP RESOURCES

- Addressing Organized Retail Crime: Strategies for Law Enforcement

**theIACPOrg**

- “Organized Crime Has Gone High Tech”
- “Beer Cooler Biologics: The Dangers of Counterfeit Drugs”

**policechiefmagazine.org**



BY

Erick Ceresato, Product Group  
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# A Better Way to Manage Evidence from Cameras to Courtroom

**BUILDING CRIMINAL CASES THAT LEAD TO ARRESTS OR PROSECUTION ISN'T ALWAYS A STRAIGHTFORWARD PROCESS. FROM SECURITY CAMERAS AND BODY-WORN CAMERA RECORDINGS TO PHONE CAPTURES ON SOCIAL MEDIA, LAW ENFORCEMENT AGENCIES RELY ON INFORMATION FROM VARIOUS SOURCES TO HELP THEIR INVESTIGATIONS.**

Compiling and managing all that evidence gets cumbersome for investigators working through their caseload. Not only do they have to retrieve and review evidence from different types of systems, but they also must find efficient ways to store, classify, and disclose their data.

For example, sharing evidence with district attorneys can be a costly and time-consuming process in itself. Many law enforcement agencies will upload the evidence to a media storage device and then physically deliver the USB keys to necessary parties. These handovers drain valuable resources and heighten the risks of evidence getting lost or ending up in the wrong hands.

To tackle all these inefficiencies, law enforcement agencies are turning their attention to digital evidence management systems. And while these solutions

might seem like a golden opportunity to simplify evidence management and file sharing, there's much to consider before making the investment.

## THE IMPORTANCE OF A UNIFIED EVIDENCE MANAGEMENT SYSTEM

Today, law enforcement agencies use a variety of technologies to do their job. Since many of these solutions were implemented years ago, a good number of them are still proprietary and stand-alone. Not only do these closed architecture solutions create data silos, but city departments can't easily collect or share the gathered information.

Bringing policing technologies together enhances collaboration and saves a lot of personnel time throughout an investigation. This is why it's important for police agencies to consider how they can unify existing technologies

with their chosen evidence management system.

While older systems might make that seem impossible, building a unified platform doesn't happen all at once. It begins by investing in the right core technologies from which city agencies can build onto over time.

For example, an agency could start by connecting its video surveillance system with the digital evidence management solution. Later, they could consider integrating their computer-aided dispatch system or an existing record management system.

Working from one platform helps investigators seamlessly export video recordings and other evidence into case files. It also gives them a better way to visualize incidents and analyze trends over time.

## THE BENEFITS OF BUILDING CONNECTIONS WITH THE COMMUNITY

Connectivity shouldn't be limited to city-owned systems. A modern evidence management system can help

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*Investing in a cloud-based, collaborative evidence management system can make all the difference.*

”

agencies build community engagement programs by offering camera registry options to businesses and residents.

Investigators could then securely request access to recordings from anyone enrolled in the program without leaving their desk. A unified, map-based view ensures they can quickly locate devices or cases in the community, further assisting the investigation and accelerating retrieval of evidence.

Using a collaborative system, investigators can also send various users secure links via email to either upload evidence or access case files. Privileges are assigned to each user, and at any point throughout an investigation, those privileges can be changed or revoked. The system also tracks user activity and provides audit trails, ensuring that the proper chain of custody is upheld and evidence is admissible in court.

#### **NECESSITY FOR COLLABORATIVE FEATURES**

Having the ability to easily compile evidence from citywide systems is only one side of the coin. What about all the pictures from a crime scene, witness interviews, video from bystanders' cellphones, data from social media platforms, and various other evidence from public sources?

Investing in a cloud-based, collaborative evidence management system can make all the difference.

Before an investigator arrives on-scene, patrol officers can take photos with their cellphones and upload them directly into the evidence management system through an intuitive mobile app. This can help agencies to make better use of technology they already own, reduce the equipment detectives need to carry, and ensure evidence can be easily stored and centralized in the same repository that respects their established security guidelines.

When investigators need to get a statement from a witness at a scene, they can also use their cellphones to record the interview and then upload it directly to the case file. They can tag files and associated cases with relevant classifications, making it easier for them to find case files quickly and automatically apply retention policies based on the agency's mandates.

With a cloud-based evidence management system, all case files can be securely accessed using a standard web browser, without the need for recipients to install video players from several manufacturers. This means that an agency can simplify the sharing of case files with other individuals, such as prosecutors, while the recipient gets an easier and smoother experience upon reviewing the information.

#### **THE LONG-TERM FLEXIBILITY OF OPEN ARCHITECTURE SYSTEMS AND APIs**

The openness of the evidence management platform is equally important. As the use of body-worn cameras, in-car video, and onboard transit systems continue to surge, law enforcement agencies need to consider how the evidence management system can support these data sources.

For instance, having the ability to easily manage and import body-worn camera footage within an existing evidence management solution ensures agencies can further capitalize on their investment.

After all, wearable technologies are evolving quickly, and law enforcement agencies that invest in open evidence management solutions will be in a better position to embrace these advancements as they come to market.

Similarly, having access to built-in Application Programming Interfaces (APIs) can facilitate integrations with all kinds of

other policing technologies. For example, APIs can be used to link police with video systems that are onboard mass transit vehicles using the same digital evidence management solution. This helps eliminate the back-and-forth between law enforcement and urban transit agencies and frees up valuable resources for other important tasks.

Once these considerations about an evidence management system are made upfront, police officers will have the appropriate tools to streamline investigative workflows and quickly compile all case-related information for many years to come.

#### **REAL-WORLD TESTIMONIES**

In Galveston, Texas, switching to a modern digital evidence management system not only allowed the sheriff's office to free up terabytes of storage space on its servers but also improved collaboration with other agencies and attorneys in the county.

Previously, the department lacked a video evidence management system, and files were stored on a local hard drive. While that system worked well enough in the past, now that there are so many sources of video and photo evidence, the sheriff's office was at the limits of server capacity.

Worse, with so many files to keep track of, sometimes video or photos couldn't be found, and there was no way to tell if they had been removed, misfiled, or uploaded in the first place.

The new evidence management system ensured data were encrypted and authenticated, properly tagged and filed, and easily shared via secure email link. The system also provided the flexibility to integrate other sources of evidence, including body-worn camera and citizen-supplied video evidence.



Likewise, the St. Louis, Missouri, Police Department enhanced situational awareness across the city by implementing automatic license plate recognition and video surveillance technologies within one unified security platform. This gave them better visibility of incidents and helped crime center operators better support officers in the field.

More than that, the platform allowed the department to freely expand its efforts by building community programs and merging other crime-fighting technologies. Known as Operation Blue Light, the agency is now partnering with local businesses to implement security solutions that will connect back to the real-time crime center.

Another solution that caught the interest of the St. Louis Police Department was a digital evidence management system. The agency saw this technology

as a force multiplier—a solution that can help them build stronger cases and drive more in-depth investigations in less time.

They also know the evidence management solution is a tool that can help them streamline coordination between different agencies, enhance the community connection, and simplify data sharing with stakeholders in the judicial process.

#### **INVESTING TODAY**

Building cases today is far more complex a task than it used to be. Managing a large volume of evidence from many different sources and systems while ensuring a proper chain of custody is a growing challenge.

To remain effective, law enforcement agencies need to be able to collect, manage, and store evidence in one

central hub. They also need intuitive and collaborative tools to help them securely share information with authorized individuals, both inside and outside their departments.

That's why it's critical for law enforcement agencies to focus on unified, open, and collaborative evidence management solutions. It's these types of digital evidence management systems that will not only simplify investigative processes today but allow police agencies to become even more efficient and successful at fighting crime for decades to come. ♡



# Managing the Life Cycle of Digital Evidence

**AS TECHNOLOGY CONTINUES TO EXPAND, SO DOES THE TYPE OF INFORMATION THAT CAN BE COLLECTED AS EVIDENCE TO ASSIST IN AN INVESTIGATION. FROM BODY-WORN CAMERA, DASHCAM, AND CCTV FOOTAGE TO PHOTOS, EMERGENCY CALL RECORDINGS, AND MOBILE DEVICE DATA, THE LIST IS ENDLESS.**

This advancement can bring many benefits to an agency's reputation, but it can alternatively affect the evidence management department. The problem is that many law enforcement agencies are treating digital evidence similar to how they would physical evidence. These mass volumes must be managed effectively and shared securely, but in some cases, agencies do not have the capability to obtain evidence directly through one platform. They are instead driving to a scene, placing the evidence onto loose media such as a disc or thumb drive, and then transporting that evidence from the scene to the department to upload onto another digital platform. This creates a longer process and requires additional employees to complete a task.

Pile on the employee shortages and budget restrictions that many agencies are encountering, and this situation becomes even more problematic for agency leadership.

Luckily, multiple companies have recognized these inefficiencies and have set out to streamline the digital evidence process from collection to the courtroom.

## COLLECTION

The life cycle of digital evidence begins with collection.

A Massachusetts-based company, SIONYX, specializes in just that. They offer a family of high-resolution digital cameras that see exceptionally well at night.

The SIONYX Aurora PRO is the flagship full-color digital night vision optic. With what the company calls "moonless starlight," users can see well beyond human eyesight in low-light conditions. What makes this night vision camera stand apart from traditional night vision or thermal imaging is its full-color capability. Because of SIONYX's black silicon technology, while looking into the camera, an officer can gather pertinent information such as an individual's facial features, what color clothes they are wearing, and what color vehicle they may be driving.

Designed with a handheld video recorder in mind, the Aurora PRO can be used for quick and agile surveillance and observation missions. Due to an attachment on the

belly of the camera, it can also be attached to a tripod or pole to be utilized as a long-term, yet temporary, evidence gathering camera. The camera battery can last up to 2.5 hours of continuous run time, but it can be plugged into an external power source for longer use.

Although the camera performs best in dark conditions, it features day, twilight, and night modes. With the inclusion



Photos courtesy of SIONYX.



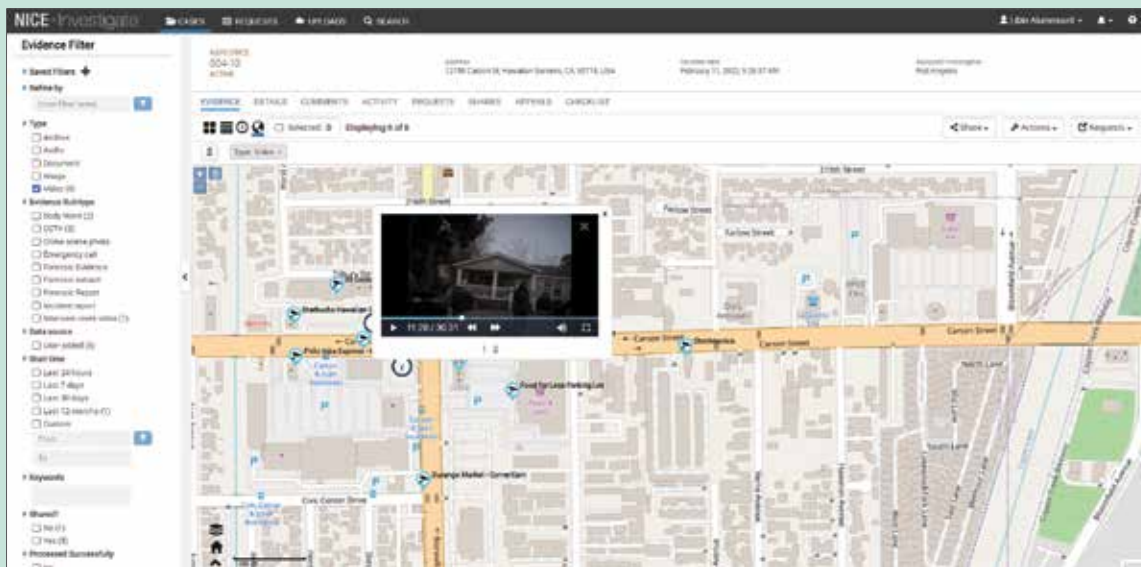


Photo courtesy of NICE Public Safety.

of a timestamp and GPS coordinates on the screen, the Aurora PRO footage is admissible in many courts.

Each camera within the Aurora family has its own Wi-Fi on board, and the camera itself serves as the host. This allows a user to connect to the Aurora PRO to any smart device—laptop, tablet, or phone—and wirelessly stream a live feed through a mobile app.

### MANAGEMENT

Once the video footage and images have been obtained, an agency needs to maintain and combine that evidence into one secure file.

A U.S.-based developer of data workflow solutions for large, complex datasets can help. Growing up on the route of the Boston Marathon, CEO and cofounder of Common Caches, Scott Landman, was deeply affected by the 2013 bombings. Following his review of the after-action report, what stood out were the challenges for law enforcement when managing digital evidence. This led to further research and, ultimately, the development of Media Share.

“Built as a force multiplier with an apex benefit to find the needle in the haystack faster, the application enables customers to process growing datasets without an unsustainable increase in time or resources,” explained Landman.

The stand-alone application is fit for multiple use cases, including data aggregation, crowdsource intelligence, and metadata enrichment among many others. By utilizing Media Share, officers can easily search and share the stored data. With the option to permanently or temporarily share information, an agency can control what is being shared, with whom, on what terms, and for how long.

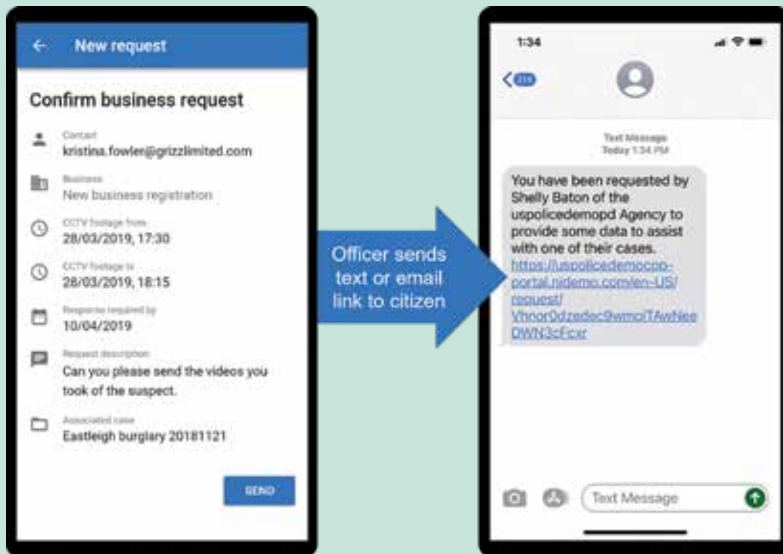
It adapts to existing and future workflows, policies, and budgets with a highly customizable interface based on the specific use cases of the department. Additional modules can be added to the system with zero downtime during the update.

Media Share can be expected on the market later this year. “After the full commercial release of Media Share, we hope that many of the limitations [in digital evidence management] will be addressed, resulting in faster time-to-evidence, lower storage costs, and greater transparency,” said Landman.

Also looking to automate the digital evidence process is CentralSquare Technologies, which is headquartered in Lake Mary, Florida.

CentralSquare’s Digital Evidence Management Solution (DEMS) collects digital evidence, automates associations between files and cases, manages data between CAD and RMS, and shares digital evidence based on established privileges and sharing policies in a seamless workflow. Powered by Genetec, CentralSquare DEMS allows workflow in either direction to support the collection and storage of evidence, as well as the sharing of evidence through permission-based access to assist police departments in solving cases in the community and prosecutors presenting evidence in the courtroom.

As agencies share evidence securely, they also have the option to redact information to mask personally identifiable information when needed. Additionally, CentralSquare DEMS automatically creates an audit trail for each case and individual piece of evidence within the system, identifying who touched the evidence and when.



Officer sends text or email link to citizen

“  
*As technology continues to expand, so does the type of information that can be collected as evidence to assist in an investigation.*  
 ”

Photo courtesy of NICE Public Safety.

## PRESENTATION IN COURT

The life cycle of digital evidence is finalized in court. NICE Public Safety is not only changing the law enforcement profession's evidence management workflow but jurisdictions as a whole.

Initially embraced in the United Kingdom and gaining traction in the United States, NICE Investigate operates as a hub for all the agency's digital evidence. When paired with NICE Justice, an entire jurisdiction can be transformed.

Knowing how much change these solutions can bring to a department, NICE Public Safety hopes to completely transform the evidence management department through the use of their platform. “We call it digital transformation,” said Vice President of Strategy and Business Development Rod Guy. “It's not just a place to store information; it's actually transforming how [agencies] do their work.”

When a case is created and assigned to an investigator, all the evidence is brought into the case folder automatically. Tools within NICE Investigate include reconstructing incidents; synchronizing playback of video, audio, and photos; annotating media; and uncovering connections within the data that may have been missed when using various media forms.

That case folder can then be shared electronically with internal or external stakeholders and partners, removing the step of making copies of the evidence to physically hand over. When it is time to share the case folder, the data are shared via a portal that gives a prosecutor access to stream or download. With NICE Justice, however, NICE

Investigate can hand off the package to the NICE Justice platform, which works in conjunction to the prosecutor's case management system.

There are a variety of digital collection and management systems available to the policing profession; each have their own unique benefits to meet the needs of a specific department. All, however, are working to streamline the digital evidence management process through the entire life cycle of a case. ♡

## SOURCE LIST

Please view this article online for contact information or visit [policechiefbuyersguide.org](http://policechiefbuyersguide.org) to request information from companies.

- CentralSquare
- Common Caches
- DATAPILOT
- ERAD Group
- Focal Forensics – Video Redaction Services
- Foray Technologies
- Forensic Technology
- GeoSpatial Technologies
- Halo Americas
- NICE Public Safety
- OpenText
- SIONYX



**Stay up to date on new products and advances in technology to ensure your officers are equipped with the tools they need.**

## POLARIS: UTILITY'S INTEGRATED EVIDENCE ECOSYSTEM

Polaris by Utility is a powerful, all-in-one evidence management system that makes it easy to search, play, manage, redact, and share video and data with a secure chain of custody, providing seamless transfer of information between various devices.

Polaris's media interface allows multiple related video and audio feeds to play simultaneously and has live video streaming allowing dispatchers and supervisors to have complete situational awareness. Polaris also provides an automatic real-time, map-based view of location and status of all mobile operations, including vehicles, personnel, and assets. Polaris provides geofence alerts, live tracking, traffic overlays, asset overlays, and street views.



Utility is an innovative technology company that has created a suite of groundbreaking products for frontline professions that promote officer safety and efficiency while building trust between law enforcement and the community with transformative transparency.

Our subscription model, informed by industry insiders and developed by best-in-class engineers, delivers long-range value by creating systems know for ease of use, efficiency, and revolutionary clarity.

At Utility, we partner with our clients to constantly respond to their needs and evolve our suite of products to meet the demands of an ever-changing world.

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

### Protective suit

3DX-Ray, specialists in X-ray imaging technology, introduces the 3DX-Search Suit. The 3DX-Search Suit has been designed specifically for personnel involved in the searching for, and clearing of, suspected explosive devices. This suit is light in weight, making it comfortable to wear and allowing virtually unrestricted movement. The outer material of the Search Suit is constructed of fire-retardant Kermel and includes Kevlar's aramid fibers. The suit has a front pocket into which an optional fragmentation plate can be inserted, upgrading the level of protection. A second pocket in the back allows a spare plate to be carried.



[www.3dx-ray.com](http://www.3dx-ray.com)

### Lighting

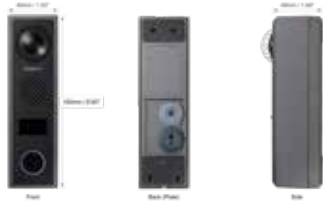
Evluma announces the RoadMax series, which comes in three sizes and a range of wattages designed to replace legacy HID 100w, 250w, and 400w cobra heads. The first model in the series, the RoadMax RX1, has wattages of 30W–70W and an estimated output range of 3,000 to 9,000 lumens. This sleek and stylish luminaire was designed with RP-8-18 roadway requirements in mind. The unique optical design offers a combination of roadway performance and glare control. Multiple luminaire configurations for Type II, Type III, and Type V, all with zero-uplight (U0), are offered.



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

### Touchless intercom

Hanwha Techwin announces the touchless TID-600R Network Intercom Station. The lens offers a wide 180° field of view while IR provides up to 16 feet of illumination from the station at night. The built-in speaker and microphone provide call clarity with up to 85dB of volume at 20 inches. The TID-600R features a touchless call system; users simply present their palm within six inches of the station to initiate a call. The station features echo cancellation, noise reduction, and a built-in tamper switch and relay for stand-alone door access. The slim form factor allows easy installation. Tilt mount, flush mount, and white and dark gray colors are available.



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

### Drone system

Skyward, a Verizon company, announces the Parrot ANAFI Ai, the first and only off-the-shelf drone powered by Verizon's 4G LTE network, as part of the Skyward Connected Drone Solution. Skyward enables mid-flight data transfer to begin processing of imagery into 2D orthomosaic maps while Parrot ANAFI Ai is still in the air anywhere within Verizon's 4G LTE coverage area. Skyward subscribers can fly Parrot ANAFI Ai and transfer data and imagery directly into Skyward over Verizon 4G LTE via Skyward's InFlight mobile app to create 2D maps and 3D models. A major feature of Parrot ANAFI Ai is its survey-grade accuracy.



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

### Body armor

RTS Tactical's Hero's Vest is a discreet, concealable, multi-threat resistant carrier level IIIA soft armor. The new Hero's vest was made primarily for law enforcement, security guards, and the average civilian who may operate in dangerous environments. The functional design provides the ideal balance of stealth, durability, and all-day comfort. While specifically designed to be worn under clothing, it can be comfortably and effectively worn over clothing as well. Constructed with nylon and Dupont Kevlar Armor, the vest is backed by RTS Tactical's lifetime guarantee. Front and back armor panels provide wrap-around protection, and a slim internal cummerbund provides comfort.



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

### Airborne video transceiver

Vislink announces the AeroLink Transceiver, a product addition to its next-generation Airborne Video Downlink System (AVDS). AeroLink is an aircraft-based unit that features an agile IP-based, fully bi-directional workflow and tight integration with other elements of the Vislink AVDS. It is a lightweight, full-featured 4K or 2 x 1080p 60 HEVC digital dual encoding video downlink solution, allowing the transmission of multiple video services over the same signal with bi-directional data transmission and includes an optional MANET (MESH) component as a node in an ad-hoc system. It incorporates a 5G transceiver that may be used as part of the 5G public infrastructure, and it includes key security features.



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

### Throwable robot

The tactical robotics suite from Sky-Hero, Aardvark Tactical, and PROJECT7 ARMOR offers the new SIGYN Mk1 Recon System, a compact, throwable robot. SIGYN Mk1 is an operator friendly robot that provides teams with scouting through two ultra-sensitive Day-Night cameras. While 150-degree views allow for an impressive scope, dimmable IR LEDs on the front, back, and top provide video clarity and NVG lighting. SIGYN Mk1 is purpose built with aviation-grade carbon fiber and reinforced with polycarbonate frames for a rugged but lightweight build, allowing the operator to deploy the bot with a single-handed throw. It seamlessly integrates into the Sky-Hero Tactical Robotics Suite.



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

### Rifle

Israel Weapon Industry announces the launch of the Ace Sniper S.A Rifle. The semi-automatic rifle with its advanced ergonomics design offers accuracy and rapid engagement, even in harsh environmental and weather conditions. The rifle empowers proficiency in accurate long-distance firing, while its semi-automatic capability enables multi-target acquisition and fast shooting. A foldable butt stock with adjustable cheek-rest provides a superior fit. The free-floating barrel enhances accuracy and extends barrel longevity. The two-stage trigger enables the user to adjust trigger-pull to personal preference. The muzzle brake mitigates recoil. Additional features include a full-length top Picatinny rail (460mm), an M-Lock system, and an adjustable folding bipod.



[iwi.net](http://iwi.net)

### Security management system

SureView Systems announces its new investigative and record management service platform: Cases. Cases' simple, flexible, and open architecture is developed specifically for security operation teams. Cases allows operations and investigations teams to share vital information immediately—even as a security event is unfolding—running an automatic audit trail in the background, recording everything a team sees, says, and does. This information is shared with investigators to provide an immediate understanding of the nature of any event. Cases is available as a part of the SureView Operations suite or as a stand-alone subscription service. Delivered as a SaaS (software-as-a-service), there are no upfront costs.



[sureviewsystems.com/cases](http://sureviewsystems.com/cases)



# 2022 IACP Member-to-Member Drive

## Why did you join the IACP?

Whether it was to sharpen your skills or enhance your knowledge, you are an integral part of the IACP's effort to advance officer and community safety worldwide through high-value education and cutting-edge education. By sponsoring a fellow chief, member of your command staff, or a future police leader, you are helping to **SHAPE THE FUTURE OF THE POLICING PROFESSION.**

When you sponsor five (5) new members by June 30, 2022, you will receive a **complimentary registration** to the IACP 2022 Annual Conference and Exposition in Dallas, Texas. New members should use the specially coded membership application or, when joining online, enter the coupon code **M2M99** in the checkout page to receive the discounted dues rate.

IACP membership is open to EVERYONE involved in the criminal justice field - both sworn and professional staff.

## 2022 IACP MEMBER-TO-MEMBER DRIVE RULES AND INFORMATION:

1. Applications must be received at the IACP headquarters by **5pm EDST June 30, 2022.**
2. Renewing members do not qualify for this drive.
3. One free Annual Conference and Exposition registration per person when sponsoring five or more new members.



# Sponsor a New Member today for as low as **\$99.**





# MEMBER TO MEMBER APPLICATION

(Please Print)

Name: \_\_\_\_\_  
*First Middle Initial Last*

Title/Rank: \_\_\_\_\_

Agency/Business Name: \_\_\_\_\_

Business Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Residence Address: \_\_\_\_\_

City, State, Zip, Country: \_\_\_\_\_

Send mail to my  Business  Residence Address

Business Phone: \_\_\_\_\_ Mobile: \_\_\_\_\_

Email: \_\_\_\_\_

Website: \_\_\_\_\_

Have you previously been a member of IACP?  Yes  No

Date of Birth: (MM/DD/YYYY) \_\_\_\_/\_\_\_\_/\_\_\_\_ I am a sworn officer.  Yes  No

My primary language (and dialect, if applicable) is: \_\_\_\_\_

The IACP currently offers many materials in five languages. Please select which language you would like to receive IACP communications:  Arabic  English  French  Portuguese  Spanish

I have an Active Member Sponsor (required). Their name and member number are:

I do not have an Active Member Sponsor. The IACP will review the application. Additional time will be required to process the membership.

Amount to be charged \_\_\_\_\_ (U.S. dollars only - Membership includes subscription to Police Chief magazine valued at \$30.)

I have enclosed:  Purchase order  Personal check/money order  Agency check

Charge to:  MasterCard  VISA  American Express  Discover

Cardholder's Name: \_\_\_\_\_

Card #: \_\_\_\_\_ Exp. Date: \_\_\_\_/\_\_\_\_ CVV# \_\_\_\_\_

Cardholder's Billing Address: \_\_\_\_\_

**Signature:** \_\_\_\_\_

By joining the IACP, I have reviewed and agree to the IACP's Privacy Policy which can be found at [www.theIACP.org/privacy-policy](http://www.theIACP.org/privacy-policy).

All memberships expire December 31 of each calendar year. Applications received after August 1 will expire the following year. Return completed application via mail, fax (703.836.4543) or email ([membership@theIACP.org](mailto:membership@theIACP.org)). Questions? Contact Membership at 800.THE.IACP.

## Membership Categories

Information on membership categories and eligibility can be found on the IACP web site [www.theIACP.org/membership-criteria](http://www.theIACP.org/membership-criteria)

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(sworn command level)

### Associate Member:

General **\$99 ~~\$199~~**

Academic **\$99 ~~\$199~~**

Service Provider \$500

Sworn Officer \$75  
(sworn non-command level)

Student \$30  
University name: \_\_\_\_\_

## Optional Working Group Memberships

(Membership in the IACP is a prerequisite for joining a working group. Additional qualifications for working group memberships may apply. Please see the website: [www.theIACP.org/working-group/sections](http://www.theIACP.org/working-group/sections)):

Capitol Police \$30

Defense Chiefs of Police \$15

Drug Recognition Expert (DRE) \$25

Indian Country Law Enforcement \$25

Intl. Managers Police Academy & College Training \$25

Law Enforcement Information Technology (LEIT) \$25

Legal Officers \$35

Midsize Agencies Division \$50

Police Chaplain \$50

Police Foundations \$20

Police Physicians \$35

Police Psychological Services—  
(initial processing fee) \$50

Police Research Advancement \$50

Private Sector Liaison \$50

Public Information Officers \$15

Public Transit Police No Charge

Railroad Police No Charge

Retired Chiefs of Police No Charge

Smaller Department \$20

S&P Police Alumni No Charge

University/College Police—  
Initial Member \$50

University/College Police—  
Additional members \$15

BY

Christopher L. Williams, Public Health Analyst, RTI International, and Amy Durall, Senior Project Manager, IACP

# Enhancing Conviction Integrity through Forensics

Resources to Support Fair and Substantiated Outcomes



**MAINTAINING THE INTEGRITY OF CASE OUTCOMES DEPENDS ON UNDERSTANDING AND EFFECTIVELY PRESENTING ALL TYPES OF FORENSIC EVIDENCE. THE ABILITY TO ACCURATELY DEPICT, AND EVEN RECONSTRUCT, CASE ELEMENTS REQUIRES STRONG COLLABORATION AMONG ALLIED PROFESSIONALS.**

Multidisciplinary teams often include law enforcement officials, attorneys, advocates, medical personnel, and crime laboratory representatives who serve as a sounding board for one another. When working together, these team members can effectively determine how to best navigate a case from start to finish. Transparency through information sharing is ideal when cases are reviewed and evaluated through an ethical framework.

Since 2019, the Bureau of Justice Assistance (BJA) has funded the *Enhancing Conviction Integrity through Forensics* series. Research Triangle Institute (RTI) International, the incumbent of BJA's National Sexual Assault Kit Initiative Training and Technical Assistance (SAKI TTA) award, has led the effort in developing multiple resources tailored to forensic practitioners to enhance fair and substantiated outcomes in justice proceedings. Project partners, including representatives from the International Association of Chiefs of Police (IACP) and AEquitas, play a pivotal role in the resource development process. Webinars, podcasts, and virtual regional trainings have been developed to advance the knowledge and tools for understanding and presenting forensic evidence in court. These resources directly impact outcomes for older, unresolved cases and death penalty cases and can assist in the reduction or elimination of wrongful convictions.

## WEBINARS

The *Enhancing Conviction Integrity through Forensics* series includes webinars on a variety of topics. Ballistics, bloodstain pattern analysis, fingerprints, DNA methodologies, preservation and collection of evidence, and expert and eyewitness testimony are examples of foundational content. Each webinar features the exploration of fundamental elements by field-experienced practitioners. Continuing in 2022, webinars in the series will include information on effective presentation of forensic evidence at trial and how to collaborate with forensic practitioners for effective testimony presentation at trial. These webinars are focused on providing training material to practitioners on all types of violent crimes, unresolved and current cases, and adult and juvenile cases.

## PODCASTS

During the summer of 2022, the series will launch a four-part podcast to discuss key concepts with listeners. Professionals from AEquitas, the IACP, and RTI International will discuss conviction integrity, the incorporation of advocacy into prosecution and how it enhances victims' interactions with criminal justice professionals, the law enforcement perspective on how to maintain case integrity, and how agencies and organizations can implement best practices and create sustainable change. The candid conversations held in each episode provide viewpoints from highly respected practitioners within their respective fields. This series of podcasts has been recorded and is scheduled to launch in July as part of the *Just Science* podcast.

## REGIONAL TRAININGS

Since the *Enhancing Conviction Integrity through Forensics* series began, virtual regional trainings have been held on an annual basis to explore larger themes that surfaced during webinars. To cap off 2020, the virtual regional training featured a presentation on the multidisciplinary team approach and a panel discussion facilitated by AEquitas colleagues with subject matter experts from each of the topic-specific webinars throughout the year. Participants learned about key concepts from the fields of ballistics, fingerprints, expert testimony, and DNA testing and analysis.

In December 2021, the virtual regional training featured information on the implementation of a case review process, a role-play mock case review session, and a presentation on considerations for advocacy during prosecution. The interactive nature of the regional training allowed attendees and viewers to obtain real-time feedback from subject matter experts on processes and strategies used by their respective agencies.

The next virtual regional training is planned for late summer this year.

### ACCESSING RESOURCES

To broaden the availability of critical information to the field, practitioners of all disciplines can access recordings of these events and additional information at [sakitta.org/conviction-integrity](http://sakitta.org/conviction-integrity). As a key project partner, the IACP routinely posts notifications of upcoming events to [www.theiacp.org/all-events](http://www.theiacp.org/all-events) to highlight educational, professional development, and networking opportunities for attendees. For more information about the resources presented in this article, please reach out to the SAKI TTA Team at [sakitta@rti.org](mailto:sakitta@rti.org).

This project was supported by Grant No. 2019-MU-BX-K011 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the U.S. Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the SMART Office. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.



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IACPnet is the top resource for effective practices, case studies, and other information to support police leaders as they navigate the ever-changing public safety landscape. Learn more and request a demo by visiting [theIACP.org/IACPnet](http://theIACP.org/IACPnet).

PAGE VIEWS

24,249



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Police professionals from agencies of all sizes utilize IACPnet

1,507

to enhance programs and operations, to develop data-driven solutions, and for professional development.



TOP SEARCHED TERMS



- > BEARDS
- > DISPATCH
- > OFFICER WELLNESS

TOP RESOURCES

- > **Job Descriptions**  
—Resource Library documents
- > **Internal Affairs - Sworn Officers**  
—Policy from the Bartlett, Illinois, Police Department Operations Manual
- > **Uniform and Appearance Standards**  
—Directive from the Chicago Police Department Directives System



RESOURCES ADDED & UPDATED

205

The Resource Library contains **policies, forms, and other publications**. Search results can be refined by criteria such as type, country, population, date, and more.

NEW DISCUSSION POSTS

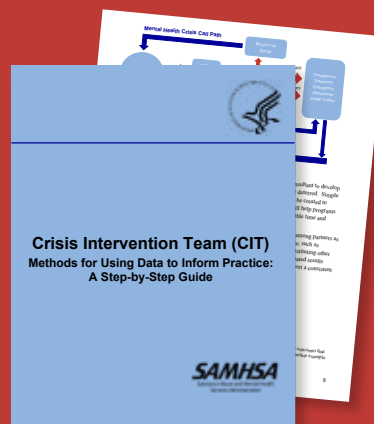
12

The IACPnet Discussion Board provides a **forum for users** to network, ask questions, and provide valuable expertise and guidance.

FEATURED RESOURCE

**Crisis Intervention Team (CIT) Methods for Using Data to Inform Practice: A Step-by-Step Guide**

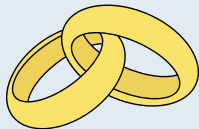
This resource provides local law enforcement agencies with guidance for collecting and using data to form and maintain an effective crisis intervention team program in response to incidents involving individuals in mental health crises.



Access these resources and more at [theIACP.org/IACPnet](http://theIACP.org/IACPnet). For more information, call the IACPnet team at 800.227.9640.



## TOP IACP BLOG POST



## The Law Enforcement Marriage: Knowing When It's Time to Get Help

Officers tend to work long non-traditional hours and encounter many on the job stressors that some traditional jobs might not. Healthy marriages can contribute to minimizing stressors and distractions that may affect judgement and focus in both partners. It is critical for the couple to recognize when it is time to seek help and receive care.



Read this and other blog posts at [theIACP.org/blog](http://theIACP.org/blog).

## POPULAR IACP RESOURCES



- » 7 DRUG CATEGORIES
- » LAW ENFORCEMENT CODE OF ETHICS
- » IACP TECH CONFERENCE



Find these and other important resources at [theIACP.org](http://theIACP.org).

## TWEET of the month



The IACP  
@TheIACP

IACP President Dwight Henninger attended and spoke at the Drug Recognition Expert (DRE) School graduation in Colorado.



## THIS MONTH'S QUOTE



Many countries around the world face the growing threat of counterfeiting and ORC. These illegal practices deprive governments of revenue and legitimate businesses of profit while exposing unwitting consumers to subpar and potentially dangerous goods.



*From Alleyways to Online Marketplaces*  
36-41

### FEATURED ITEM IN IACP MONTHLY APRIL NEWSLETTER



## Registration Open for IACP Impaired Driving and Traffic Safety Conference

Register now for the newly expanded IACP Impaired Driving and Traffic Safety (IDTS) Conference. Join drug recognition experts, law enforcement professionals, and traffic safety practitioners in San Antonio, Texas, August 21-23, 2022, for three days of education and networking. Visit the IDTS Conference page for more details. Register today.



Register today at [www.theIACP.org/IDTSconference](http://www.theIACP.org/IDTSconference).

### TOP POLICE CHIEF APRIL BONUS ONLINE ARTICLE



## Suggestibility in Police Interviews and Interrogation

By Jerrod Brown, PhD; Kimberly D. Dodson, PhD; Vanessa Spiller, PhD; and Megan N. Carter, PsyD, ABPP



View this and other online articles at [policechiefmagazine.org](http://policechiefmagazine.org).

# Leadership Institute to Combat Human Trafficking

**HUMAN TRAFFICKING IS NOT A NEW PHENOMENON, BUT VARYING IDEAS REGARDING WHAT HUMAN TRAFFICKING IS AND HOW TO ADDRESS IT HAVE BEEN OVERSIMPLIFIED AND INACCURATE IN THE PAST. THIS HAS MADE IT DIFFICULT TO IDENTIFY LABOR AND SEX TRAFFICKING AND PREVENTED MANY COMMUNITIES FROM ADOPTING EFFECTIVE ANTI-TRAFFICKING RESPONSES.**

Over the past 20 years, there has been an increased commitment to data-driven responses that have allowed for a better understanding of human trafficking. Communities, in collaboration with law enforcement and prosecutors, are working to debunk the misconceptions of human trafficking through improved identification efforts and the development of best practices aimed at assisting the most vulnerable and holding offenders accountable.

Across the United States, law enforcement and prosecutors have developed various strategies to identify, investigate, and prosecute human trafficking. Depending on the city, state, or region within the United States, there may be different strategies, trends, and complications surrounding the issue. Therefore, communication, collaboration, and information sharing are essential in helping leaders learn from each other and work together to combat human trafficking.

The IACP, in collaboration with AEQUITAS and the U.S. Department of

Justice, Office for Victims of Crime, has developed the Leadership Institute to Combat Human Trafficking (Institute) to convene police and prosecutorial leaders to collaboratively enhance their ability to assess and advance their agency's response to human trafficking. The Institute presents a highly interactive opportunity for cross-jurisdictional communication and collaboration in understanding and developing effective strategies, practices, and procedures to set up agencies for success in human trafficking investigations and prosecutions.

During this two-day, in-person event, attendees will examine and assess their agencies' efforts to address human trafficking; focus on developing and communicating priorities; network with colleagues to share challenges and solutions; and design a practical action plan to maximize agency and community efforts to address these crimes, assist victims, and successfully prosecute offenders. The Institute will highlight promising practices and innovative



Photo by vichinterlang/Getty Images

strategies to increase agency capacity for effective victim identification and successful investigations and prosecutions.

The Institute is the result of the work of a multidisciplinary team of subject matter experts from across the United States who built this curriculum over the last year and a half. The content centers on the importance of the role of leadership in setting agency and community standards for responding to human trafficking and identifying partnerships, tools, and resources to enhance anti-human trafficking responses.

The IACP will host the first Institute this summer in Washington, DC. A team of experienced faculty, including police and prosecutorial leaders, victim service providers, and human trafficking survivors will facilitate the event. There is no registration fee for attendees, but seats are limited. A limited number of travel scholarships may be available. The IACP will conduct an application process for police leaders and lead prosecutors to apply. Qualified applicants must be active, sworn, police or prosecutorial leaders in the United States, with the authority to make agency-level decisions that impact policy, structure, and process. ♡

For more information on the Institute or any of the IACP's anti-human trafficking resources, visit [www.theIACP.org/projects/anti-human-trafficking-training-and-technical-assistance](http://www.theIACP.org/projects/anti-human-trafficking-training-and-technical-assistance) or email [humantrafficking@theIACP.org](mailto:humantrafficking@theIACP.org).

This resource is produced by the International Association of Chiefs of Police under 2020-VT-BX-K002, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.



# CALENDAR

Visit [theIACP.org/all-events](https://theIACP.org/all-events) for a complete listing of upcoming IACP events, including conferences and training opportunities.

## 2022

JUL  
24  
—  
27

### State & Provincial Police Planning Officers Section (SPPPOS) and Academy Directors Section (SPPADS) Conference

The 2022 State & Provincial Police Planning Officers Section (SPPPOS) and Academy Directors Section (SPPADS) joint meeting encourages collaboration between sworn and civilian research and planning members as well as academy directors and instructors to exchange ideas, methods, practical experience, and to discuss critical issues.

[theIACP.org/events/conference/2022-state-provincial-police-academy-directors-sppads-and-planning-officers](https://theIACP.org/events/conference/2022-state-provincial-police-academy-directors-sppads-and-planning-officers)

AUG  
21  
—  
23

### Impaired Driving and Traffic Safety Conference (IDTS)

The IACP Impaired Driving and Traffic Safety Conference (IDTS) is the largest training conference for drug recognition experts and traffic safety professionals. It provides attendees with a forum to share information, countermeasures, and best practices for reducing drug- and alcohol-impaired driving and improving road safety.

[theIACP.org/IDTSconference](https://theIACP.org/IDTSconference)

OCT  
15  
—  
18

### IACP 2022 Annual Conference and Exposition

The IACP Annual Conference and Exposition is *the* law enforcement event of the year—more than 16,000 public safety professionals come together to learn new techniques, advance their knowledge and careers, and equip their departments for ongoing success.

[theIACPconference.org](https://theIACPconference.org)

## 2023

MAR  
3  
—  
5

### Officer Safety and Wellness Symposium

This symposium is for law enforcement professionals to learn from experts in the field about resources and best practices when developing comprehensive officer safety and wellness strategies. Participants will learn about building resilience, financial wellness, injury prevention, peer support programs, physical fitness, proper nutrition, sleep deprivation, stress, mindfulness, suicide prevention, and more.

[theIACP.org/OSWSymposium](https://theIACP.org/OSWSymposium)

## 2023 (CONT'D.)

MAR  
22  
—  
24

### IACP Division Midyear

The Division of State and Provincial Police, Division of State Associations of Chiefs of Police, and Midsize Agencies Division's Midyear meeting provides an opportunity to discuss critical issues facing the law enforcement community, identify best practices, and enhance relationships with colleagues.

[theiacp.org/events/conference/2022-division-midyear](https://theiacp.org/events/conference/2022-division-midyear)

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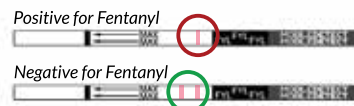


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Chief of Police  
*Pigeon Forge Police Department, TN*

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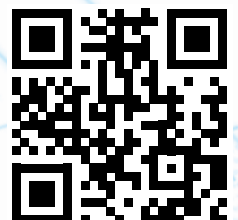
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