

The Police Chief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

MAY 2010

IN MEMORY OF
FALLEN LAW
ENFORCEMENT
OFFICERS

National Peace Officers
Memorial Day

Inside:

Improve Services during a Recession

Take Control of Social Networking

Use Parking Technologies
to Fight Crime

Develop Effective Interactions
during Agency Investigations



My Life History.

241 shifts
237 meals on the run
172 arrests
1 high-speed chase
2 CPR saves
1,007 reports written
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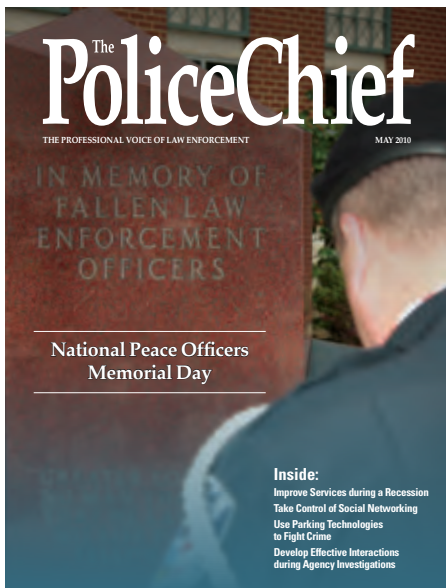
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Communities across North America have built memorials to honor peace officers who have died or become disabled in the line of duty. May 15 has been designated National Peace Officers Memorial Day, and most local communities hold a memorial service in remembrance of police officers who have made the supreme sacrifice for their communities. Cover photo courtesy of Adam Holland, former sergeant, Criminal Investigations Division, Cybercrime Unit, Fort Smith, Arkansas.

The Police Chief

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Seeking to Improve Officer Well-Being

During the week of May 9—National Police Week—citizens from across the United States honor police officers who have died in the line of duty. During this period, members of the law enforcement profession unite with survivors and other members of our communities to remember and pay tribute to those we have lost.

National Police Week also provides us with the opportunity to reflect on our responsibilities as chiefs to ensure the safety of officers and our duty to ensure that the sacrifices that our fellow officers make are recognized and appreciated by the citizens and communities they serve.

It is our responsibility, as police leaders, to provide our officers with the best training and equipment available to ensure their safety in the face of the numerous and varied threats they face each and every day. It is a critical and unfortunately growing problem. According to the National Law Enforcement Officers Memorial, over the last decade the United States has, on a yearly basis, averaged 58,659 assaults against officers, 16,188 injuries, and 164 line-of-duty deaths. Tragically, this trend seems to be accelerating. So far this year, law enforcement fatalities are up 47 percent from 2009. This cannot and must not continue.

That is why I am determined to use the breadth and depth of the IACP to make officer safety my primary goal.

I believe that there are several things that we can do to reduce officer loss and injury. Approximately 3,000 officers have been saved from death or serious injury by protecting themselves with body armor. Facts support that wearing body armor while carrying out the duties of a police officer will greatly reduce the risk of death and injury that our officers face on a daily basis. But sadly, less than 60 percent of the chiefs and heads of agencies require their officers to wear this lifesaving protection while working.

This is a serious leadership issue. It is our responsibility as police leaders to provide our officers with the best training and equipment available to ensure their safety in the face of the numerous and varied threats they face each and every day. No step we can take is more fundamental or, frankly, easier than ensuring our officers are provided with and required to wear body armor.

We are responsible for giving our officers the best chance of survival while they protect our communities. I would not want to be in the position of notifying the next of kin of the death or injury of their loved one while the new vest hangs in his or her locker. To those officers that complain that their vests are uncomfortable, I have a simple message: Death is more uncomfortable to your families than wearing a vest that will save your life while you work.

Additionally, it is imperative that our officers be properly trained to face the multiple dangers, violence, and advanced weaponry on the streets today. If you study the incidents where our officers are shot, you will find that more times than not, they are late to react to the degree of violence that they face and this split-second delay gives adversaries a huge advantage over the officers.

It is my firm belief that if we carefully study and evaluate the incidents of violence against police officers in a consistent and structured fashion, we will be able to identify

predictive behaviors or actions that precede violence. These indicators could then be incorporated into our basic and in-service training programs to ensure that our officers know what to look for. This will allow our officers to recognize indicators of violence, what I call “an expectation of violence;” allow them to avoid placing themselves in harm’s way unnecessarily; and provide them with a split-second advantage over an adversary.

To that end, IACP is in the process of establishing the Center for the Prevention of Violence against the Police. I am happy to report that the Northwestern University Center for Public Safety has agreed to partner with the IACP on this important initiative.

The center will gather comprehensive data from all 18,000 state, local, and tribal law enforcement agencies in the United States on assaults and other acts of violence toward police officers. Center staff will then analyze that data to provide meaningful, lifesaving information and direction to the field on how to minimize officer injury and death. The essential role of the center will be to learn from the violent-encounter data gathered to enhance the safety of all officers across the country.

It is the IACP’s hope that this research will provide a solid foundation from which we can develop and improve equipment, policies, procedures, training, and best practices designed to reduce the frequency and severity of all injuries suffered by police officers.

The center will work hand in hand with IACP leadership, in particular the IACP Division of State Association of Chiefs of Police (SACOP) SafeShield program. Part of the center’s mission will be to incorporate the body of knowledge the SafeShield project has produced related to the mitigation of duty-related injuries, disabilities, and deaths. Once a nationwide database has been created, the fully integrated work of the proposed center, working in close conjunction with SACOP’s SafeShield project, will offer a tremendous improvement to the safety and well-being of all law enforcement officers worldwide. ❖



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

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Police Chief
Erlanger, Kentucky Police Department



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IACP Supports Legislation Allocating D Block to Public Safety

By Meredith Mays, Legislative Representative, IACP

In mid-April, Representative Peter King (NY-3rd) and Representative Yvette Clarke (NY-11th) introduced the Broadband for First Responders Act of 2010 (H.R. 5081), which will allocate the D Block spectrum to public safety professionals for the development of a national interoperable public safety broadband network. The IACP strongly supports this legislation.

For many years, the IACP has been a leader in promoting the development of a nationwide wireless broadband data network for law enforcement and public safety. On March 17, 2010, the Federal Communications Commission (FCC) sent their National Broadband Plan to Congress; as a result, the IACP faces a difficult challenge.

The FCC Plan has many good aspects and does support the overall goal of implementing a nationwide public safety broadband network. However, it also supports auctioning the 700 MHz D Block spectrum solely for commercial purposes.

For the past year, the IACP has been urging Congress to pass legislation to remove the auction requirements for the D Block and allocate that spectrum to public safety. The IACP has joined the National Sheriffs' Association (NSA); the Major Cities Chiefs Association (MCCA); the Major County Sheriffs' Association (MCSA); the International Association of Fire Chiefs (IAFC); the National Emergency Management Association (NEMA); the Association of Public-Safety Communications Officials-International (APCO); and the National Emergency Number Association (NENA) in this effort.

The current challenge is that the FCC is actively promoting support for the D Block to be auctioned for commercial purposes by reaching

out to governors, mayors, and county officials to reject IACP efforts to have the D Block allocated for public safety.

The FCC is promising that billions of dollars will be forthcoming to build out the nationwide network if public safety gives up its push to have the D Block allocated for public safety. In these tough economic times, any promise of money to state, local, and tribal leaders usually gets their attention and support. State, local, and tribal government leaders must be informed that this promise of funds by the FCC has not resulted in any support from Congress. Although law enforcement does need funding, it has seen no congressional leaders express their support for this funding. Law enforcement must make sure state, local, and tribal elected officials understand that it needs the D Block spectrum for the nationwide network to ensure sufficient bandwidth to serve its needs. A promise of money in exchange for the spectrum is a bad idea. Once the D Block spectrum has been auctioned for commercial purposes, it is gone forever.

Many of the national organizations that represent law enforcement's state, local, and tribal officials, such as the National Governors Association (NGA); National Association of Counties (NACo); National Council of State Legislators (NCSL); U.S. Conference of Mayors (US Mayors); and National League of Cities (NLC), recently issued position statements in support of the reallocation of the D Block to public safety. Others organizations, including the National Criminal Justice Association (NCJA), also have issued supporting statements. Major companies and carriers, such as Motorola, Harris, Alcatel-Lucent, Northrop Grumman, Verizon Wireless, and AT&T, also have issued statements in support of IACP's efforts.

The IACP is convinced that law enforcement and public safety require a minimum of 20 MHz of broadband spectrum to meet current and

future needs. This includes the D Block spectrum (10 MHz) in addition to the already allocated public safety spectrum (10 MHz) that is licensed nationwide to the Public Safety Spectrum Trust (PSST). The IACP position is based on the advice of trusted engineers that 4th Generation (4G) broadband technologies will not provide the needed robust broadband network on less than 20 MHz of spectrum and on observations of the rapid expansion and use of broadband applications by the public using commercial networks. Law enforcement and public safety must have access to these new technologies to perform increasingly complicated duties. These technologies must have adequate and dedicated spectrum that is managed and controlled by public safety to ensure greater security and reliability than commercial systems.

For more information on why the D Block spectrum is so critical, please visit the IACP Web site at <http://www.theiacp.org>.

The IACP will continue to work with Congress to pass H.R. 5081 and will work with the administration and the FCC to gain common ground on a successful conclusion to this conflict. The IACP urges members' continued support in these efforts. ❖

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Foundation Pays Tribute to Heroes through Scholarship

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

For eleven months a year, law enforcement officers across the United States carry out a daily ritual of dedication, protection, and commitment to service in their communities. However, with the arrival of the month of May comes a singular opportunity for colleagues, friends, and family to recognize these officers as they step back from the day-to-day focus of their jobs to reflect on the meaning and significance of being a part of professional policing.

National Police Week, May 9-15, 2010, is an especially appropriate time for the IACP Foundation to continue its three-year tradition of providing tuition assistance through the Survivors' Education Law Enforcement Trust (SELECT) scholarship program. The SELECT program was established to honor the contribution made by law enforcement officers fallen or permanently disabled in the line of duty.

The SELECT program supports the continuing education needs of dependant family members by helping to defray costs for undergraduate and graduate studies. The scholarship process is open to dependant family members, such as spouses and children under 26 years of age, of officers killed or disabled in the line of duty. Applicants must be high school graduates or in possession of a high school equivalency diploma and must be registered to attend an accredited undergraduate or graduate college or post-high school vocational or technical institution.

SELECTed Stories

Last year's SELECT recipients reflect a diverse and powerful series of stories that display the true nature of sacrifice in the law enforcement profession: Raven Hollins, whose father, Detective John Smith of the Bastrop, Loui-

siana, Police Department, was killed in the line of duty while investigating a homicide; Taylor Fuhrmann, whose father, Officer Jerry Fuhrmann of the Huntington Beach, California, Police Department, was struck and permanently disabled by

a drunk driver; Severin Erickson, whose father, Trooper Byron Erickson of the Michigan Department of State Police, died as a result of injuries sustained in a crash; and Michael "Lukey" Woods, whose father, Michael Woods of the Diplomatic Security Service, was permanently disabled in the line of duty.

The IACP Foundation is proud to demonstrate its appreciation for the dedicated members of its law enforcement family by awarding three scholarships for the 2010-2011 academic year.

The Dave Cameron Memorial Scholarship

Through his professionalism, dedication, and personality, Chief Dave Cameron of the Jackson, Wyoming, Police Department influenced law enforcement throughout his career as well as during his tenure on the IACP Executive Committee.

IACP Executive Director Dan Rosenblatt and his wife, Lonie Hassel, have chosen to demonstrate their support of the IACP Foundation and the SELECT program by permanently endowing this scholarship, which will provide a \$1,000 award to one recipient annually.

The Charles and Claire Blauer Scholarship

For three generations, Blauer Manufacturing Incorporated has developed and manufactured high-performance, protective uniform apparel for the public safety market. Founded by Louis Blauer in the early 1930s, the company's leadership passed onto sons Maurice and Charles Blauer in the 1950s. Today, Charles's children, Michael, Stephen, Bill, and Sharyn,



Left to right: Raven Hollins, Taylor Fuhrmann, Severin Erickson, and Michael Lukey Woods

actively and passionately run the organization and are proud partners of both the IACP and the IACP Foundation.

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

The IACP Foundation Scholarship

As a result of a significant, anonymous donation, and through the continued support of donations from the IACP membership, the IACP Foundation is fortunate to offer an additional endowed scholarship that provides for assistance with tuition and fees in the amount of \$2,500 annually to a successful applicant.

How to Apply

The SELECT application form, along with additional application criteria and deadline information, can be downloaded from the Foundation's Web site at <http://www.theiacpfoundation.org>. Every application received will be considered for all three scholarship opportunities listed above. ♦

The IACP Foundation is a not-for-profit, 501(c) organization established to solicit, receive, administer, and expend funds for law enforcement related-charitable and educational purposes. Donations may be tax deductible; please check with your personal tax advisor. Federal Tax ID #54-1576762.



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Social Networking Policies: Just Another Policy?

By Eric P. Daigle, Attorney,
Halloran & Sage, LLP,
Hartford, Connecticut

Law enforcement standards across the United States clearly set forth the need for specific policies to govern the actions and decision making of officers. In the age of Internet use and online social networking, has law enforcement provided the proper policies and procedures to take viable disciplinary action against the officers who utilize such social networking sites at the detriment of their departments? People of all ages have begun using social networking sites to interact with each other. Web sites such as MySpace and Facebook provide the opportunity to post minute-by-minute updates on activities, thoughts, and opinions. What implication does this create for law enforcement operations?

In 2009, an Indiana state trooper faced an Internal Affairs investigation for what was termed "compromising" photographs and statements that he posted on the Internet. An investigation conducted by a news organization found that the trooper had photographs in which he was posed with a .357 Magnum pointed at his head, drinking what he described to be lots of beer with his buddies, and lewd horseplay. The investigation showed that the trooper's Facebook page was used to brag of heavy drinking along with updates about his activities at work.

This officer was not shy about sharing his views about police work, referring to himself not as a state trooper but as a "garbage man." His Facebook page said, "I pick up trash for a living." In fact, it is reported that the trooper went so far as to criticize and threaten people who resisted arrest and threatened police officers. He allegedly referred to an incident in California in which officers punched a homeless man during an arrest, and he wrote "Let someone, homeless or not, try and stab me with a pen, knife, spoon, etc., not only will he fail, he'll probably end up shot. These people should have died when they were young anyway, I'm just doing them a favor." [sic]

Once the trooper was identified by the media, he got the attention of the Indiana State Police. An investigation revealed that not only were these statements and photographs on the

IACP Social Media Project

In partnership with the Bureau of Justice Assistance, the IACP has launched a new initiative to build the capacity of law enforcement to use social media to prevent and solve crimes, strengthen police-community relations, and enhance services. The IACP will be creating practical tools and resources to enable law enforcement personnel to develop or enhance their agency's use of social media and integrate Web 2.0 tools into agency operations. For more information on the Web 2.0: Community Policing Online in the 21st Century project, please contact Nancy Kolb, Senior Program Manager, at 1-800-THE-IACP extension 813 or kolbn@theiacp.org.

trooper's Facebook page, but he would continually provide updates as to his location and what he was doing while allegedly working. The biggest concern for the state was that the trooper was "Facebooking" while on duty. It was alleged that records show multiple occasions when the trooper was on duty Facebooking about what he was doing and how he was doing it.¹

This conduct is obviously unacceptable in the law enforcement workplace. Not only does this officer's agency have investigation and disciplinary issues to contend with as a result of his behavior, it also must consider how this conduct reflects on his credibility.

Impeachment by MySpace

Consider the example of a New York officer who utilized his MySpace account to express his views. This became a concern for the officer when a man he had arrested for carrying a loaded gun went on trial in the State Supreme Court in Brooklyn. A large portion of the prosecution's case relied on the credibility of the officer who arrested him. The man on trial claimed that the officer and his partner stopped him, beat him, and planted a gun on him to justify breaking three of his ribs. On cross-examination, the attorney for the accused, who had done his research and had viewed the MySpace page for the arresting officer, asked him questions regarding why he had posted a description of his mood on his MySpace account as "devious." Moreover, jurors learned that a few weeks before the trial, the officer had posted this status on his Facebook page: "[I am] watching 'Training Day' to brush up on proper police procedures." What the jury's actual take was on the officer's posting a description of his mood as devious, and the officer's response to questions regarding "Training Day," is unknown. What is known is that the accused, who was on parole for a burglary conviction when he was arrested, was acquitted of the most serious charge—felony possession of a weapon and a bag full of ammunition—and was convicted only of resisting arrest.²

In addition to the comments listed on MySpace, the defense attorney had tracked down comments that the officer had made on the Internet about video clips of an arrest in which an officer punched a handcuffed man. The officer

stated, "If he wanted to tune him up, he should have delayed handcuffing him." He added, "If you're going to hit a cuffed suspect, at least get your money's worth because now he's going to get disciplined for 'a relatively light punch.'"

In New Bedford Massachusetts, the police chief recently initiated an internal affairs investigation after he received information that an officer had uploaded a crime scene photograph of a deceased male on her Facebook page. This dissemination of crime scene evidence is obviously improper for many reasons, but it is reasonable to expect that chiefs will see more of this conduct with officers carrying private cell phones and the interest such photographs generate on the Web.

Specific Regulation Is Needed

What is the lesson to be learned here? Law enforcement managers must convey to officers that comments and statements made in the cyber world are openly public and are preserved for everyone to see in perpetuity. Whether items are posted on a Facebook page, MySpace page, or blogs commenting on a newspaper article or YouTube video, specific rules need to be put in place to protect not only the officer, but the officer's credibility, and the image of the agency. Most agencies have policies relating to the dissemination of information, protecting the integrity of investigations and maintaining the integrity and image of the department that apply to these situations. Every police chief should consider adopting a specific electronic social networking policy.

The question then becomes, "What conduct should be governed in a social networking policy?" While departments have policies regarding the proper use of the Internet and e-mail within the organization, the use of social networking should be more precisely addressed. Such policy direction should include but not be limited to the following:

- Ensuring officers do not indicate their affiliation with the agency when networking
- Prohibiting posting photographs that are taken on department property and/or while in uniform, including official department training, activities, or work assignments
- Ensuring that utilization of social networking Web sites, blogs, Twitter, or other medium

or electronic communication is not done during office-duty time, and that any proof that this has occurred on duty and/or on department computers will result in discipline

- Prohibiting posting confidential and sensitive information along with photographs of ongoing criminal or administrative investigations
- Advising officers that an appropriate level of professionalism should be followed so as not to be detrimental to the mission and the function of the agency³


While agencies take specific interest in the Facebook, MySpace, and Twitter accounts of new applicants to law enforcement employment, agencies must also provide guidance to the officers who are currently employed and utilizing these sites. Officers should be notified that during an administrative investigation, employees may be ordered to provide the agency with access to social networking sites when the subject of the investigation is directly, narrowly, and specifically related to an employee's performance or ability to perform his or her function within the operation, or when the subject in the investigation is potentially adverse to the operation, morale, and efficiency of the agency. In a time where the legal standards as to privacy issues are being interpreted at all levels, the need to ensure clear standards are in place is more important than ever. ❖

Notes:

¹Bob Segall, "Trooper in Trouble over Facebook Photos," *Indianapolis WTHR13*, updated, March 30, 2009, <http://www.wthr.com/global/story.asp?s=10066071> (accessed April 12, 2010).

²Jim Dwyer, "The Officer Who Posted Too Much on MySpace," *New York Times*, March 10, 2009, <http://www.nytimes.com/2009/03/11/nyregion/11about.html> (accessed April 12, 2010).

³For additional recommendations about the contents and scope of social networking policies, see <http://www.ConnectedCops.net> and <http://www.AELE.org>.




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ADVANCES & APPLICATIONS

Where do the good ideas come from?

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



Pennsylvania Uses Harris Corporation Technology for Public Safety Communications Backbone during G-20 Summit

Harris Corp. announced its VIDA network and OpenSky technology were used successfully as the communications backbone for the fall 2009 G-20 Summit in Pittsburgh, Pennsylvania.

Built with proven Harris technology, Pennsylvania's STARNet system allowed federal agencies and state and local police—along with Allegheny County, the city of Pittsburgh, and emergency medical personnel—to work together, using a single communications tool.

Charlie Brennan, deputy secretary for the Pennsylvania Office of Public Safety Radio Services, said, "The G-20 Summit was the kind of event where the PA-STARNet system provided the critical ability for federal, state, and local officials to communicate in order to maintain public safety. PA-STARNet is a robust statewide network and our G-20 experience demonstrated the system's tremendous capability."

The PA-STARNet system processed more than 100,000 calls during the G-20 Summit, according to the Pennsylvania Office of Safety Radio Services. The Pennsylvania State Police Department was the largest user of the system, relying on the network to coordinate communications between police on the ground and police helicopters and airplanes.

Harris Public Safety and Professional Communications is a leading supplier of assured communications systems and equipment for public safety, federal, utility, commercial, and transportation markets. Its products range from the most advanced IP voice and data network to industry-leading multiband, multimode radios to public safety-grade broadband video and data solutions. With more than 80 years of experience, Harris supports more than 500 systems around the world. Harris RF Communications is also the leading global supplier of secure radio communications and embedded high-grade encryption solutions for military, government, and commercial organizations.

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

PDSI Awarded Major Contract by Los Angeles County to Automate Employee Scheduling

Principal Decision Systems International (PDSI), a provider of automated workforce management solutions for public safety through its product TeleStaff, announced it has been selected by the county of Los Angeles Sheriff's Department, on behalf of the county sheriff, fire, and probation departments, for the Automated Employee Scheduling System (AESS) software solution project. In an effort to align with the county's goals to improve operational effectiveness and increase scheduling efficiencies, the county sheriff, fire, and probation departments will use TeleStaff to automate their complicated scheduling, deployment, and time management requirements while reducing the data entry workload for staff.

With this award, PDSI and the county of Los Angeles embarked on a Phase 1 deployment at selected pilot sites earlier this year. Phase 1 focuses on deploying TeleStaff at six locations within three participating departments, and comprises implementation, configuration, testing, training, and maintenance services.

End users will be able to request time off; sign up for work; review pay information; and check their schedules through touch-tone phone, Internet, or stand-alone personal computer. Scheduling personnel take advantage of TeleStaff's decision-making capabilities and inbound and outbound communication features. County management benefits from TeleStaff's ability to adhere to county scheduling policies and rules when making staffing decisions, resulting in the delivery of real-time reports and allowing managers to make better, more-informed decisions at all appropriate levels. In addition, TeleStaff will help the county manage employee leave, automate supervisory tasks, and offer extensive auditing abilities. Finally, the public served by Los Angeles County further benefits from the system's emergency recall capabilities and cost-saving features.

"The sheriff's department is committed to maximizing department efficiencies in every facet of our operation," said Glen Dragovich, Assistant Division Director for the Los Angeles, California, County Sheriff's Department and the AESS Project Executive. "The implementation of the AESS Phase 1 project is a step in the right direction."

For more information, visit <http://www.pdsi-software.com>.

ESRI Northeast Africa Tapped for Bahrain Security Expansion

The kingdom of Bahrain's strategic location in the Persian Gulf has allowed it to broaden its cultural perspective and increase its prosperity through trade and travel. Among its many duties, Bahrain's Ministry of the Interior (MOI) is responsible for the country's homeland security, infrastructure, natural resources, and the maintenance of safe and secure passage in and around the kingdom.

In 2006, MOI decided to strengthen its defensive capabilities and expand the use of its existing geographic information system (GIS). The ministry selected the Geographic Security System (GSS) developed by ESRI Northeast Africa for this major expansion of its use of GIS technology.

"This GIS-based national security implementation is the first of its kind in the Gulf region," said Brigadier Basim Al-Hamer of the MOI. "Applying GIS in public safety and law enforcement systems at the Bahrain MOI will optimize our emergency response efficiency and accuracy."

GSS is a comprehensive solution for safety and security built on state-of-the-art GIS technology. It is comprised of a set of suites, each of which includes several modules. The emergency management suite monitors traffic flow and control. The task force management suite is a comprehensive program that ranges from the initial task planning through fleet monitoring. Situational awareness provides a common operational picture. Surveillance manages the real-time surveillance cameras positioned throughout the country. Mission planning provides support in planning and developing operational drawings. The coastal surveillance suite provides effective monitoring of Bahrain's coasts and marine activities through surveillance cameras and tracking devices.

Said General Abdul Latif bin Rashid Al Zayani, chief of public security at MOI, "With the implementation of our GSS, Bahrain now has an integrated security system that links and analyzes data between the various directorates and headquarters of the Ministry of the Interior. This facilitates the provision of services, develops ways of providing security for people and establishments, and increases efficiency in dealing with disasters and crises." ♦

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

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May 17-21, 2010 (Louisville, KY) \$675/40 Hours

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Contact SPI for Your End-of-Year Training Budget Contract Needs

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International Association of Chiefs of Police Leadership in Police Organizations (LPO)SM Course

The IACP Leadership in Police Organizations (LPO)SM course uses a foundation of behavioral science theories and focuses on the principles of dispersed leadership. More than 220 local, state, and federal law enforcement agencies have participated in the program.

In January 2010, a yearlong effort to update and enhance the LPOSM curriculum culminated in the rollout of new training materials. The updated program caps a 12-year effort to provide training that is practical, relevant, academically sound, research- and behavioral science-based, and affordable.

Leadership in Police Organizations (LPO): (Three-Week Course)

This three-week course emphasizes applied learning; is very interactive; and utilizes small group case studies, videos, role-playing, and class exercises to reinforce learning. The course is typically offered one week at a time over a three-month period.

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WEEK 2: Leading Groups

WEEK 3: Leading Change and Organizations

Leadership in Police Organizations: (One-Week Executive Course)

This one-week course focuses on core concepts and topics contained in the three-week course. The specific lessons included during the five-day course can be tailored to meet the needs of the agency.

If you are interested in bringing this leadership training to your agency or for more information about IACP's LPO program, contact Jennifer Porter at 1-800-THE-IACP or porter@theiacp.org.

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New Brunswick, NJ

Tactical Patrol Officer
8/9/2010 - 8/13/2010
New Brunswick, NJ

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6/2/2010 - 6/4/2010
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White Bear Lake, MN

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Generation X,Y, Boom
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Dayton, OH

Advanced Supervision Skills
6/14/2010 - 6/16/2010
White Bear Lake, MN

Advanced Supervision Skills
6/22/2010 - 6/24/2010
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Managing the Training Function
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Managing Generational Change-
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7/1/2010 - 7/2/2010
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Council Bluffs, IA

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The training division of the IACP is currently seeking additional co-host agencies with which to partner to offer training in a cost-effective manner throughout the United States. To obtain information on any of the above courses or on the benefits of co-hosting training, please visit our Web site at <http://www.theiacp.org> and click on TRAINING or call 1-800-THE-IACP ext. 221 or 325.

Safety Officer Program Makes Officer Protection a Priority

By Maggie A. DeBoard, Major, Fairfax County, Virginia, Police Department

In Fairfax County, Virginia, the police department has taken a progressive and unique step in the direction of officer safety. Through the establishment of its full-time Safety Officer Program, the department has made a deep commitment to institutionalize and instill a culture of safety within all levels of the organization. This involves dedicating resources and putting mechanisms in place to manage risk, prevent accidents, and decrease injury.

The cultural shift towards organizational safety has not come easily, despite a recent departmental training accident that ended in tragedy and highlighted the critical need for change. Complacency and officers' feelings that newly established protocols are not always needed have hindered the rapid acceptance of the program, but officers are now beginning to see firsthand the value of its dedicated Safety Officer Program and understand that its purpose is to look out for their health and well-being.

Program Origins

Initially established in 2004 under the umbrella of the department's Civil Disturbance Unit, the Safety Officer Program was formed to maintain officer safety while law enforcement personnel were wearing personal protective equipment for situations

involving weapons of mass destruction (WMD). The program began as a non-standing unit with officers assigned to the safety program on a part-time basis as a supplement to their regular assignments. In these initial stages, the specific function served by the Safety Officer Program and the lack of a dedicated program and staff forced the department's WMD coordinator to take a central role in the program's development and leadership.

Developing a comprehensive law enforcement Safety Officer Program was uniquely challenging. National research to determine best practices in the field found that few agencies provided model structures to guide development of this new program. Research also revealed that most law enforcement agencies that had an existing safety program performed many of the administrative tasks associated with Fairfax County's program, but did not incorporate response to operational incidents or proactive involvement in training exercises. Furthermore, although fire and rescue departments have long-standing safety programs, the job functions between the two public safety agencies are significantly different. As a result, the Safety Officer Program developed within the Fairfax County Police Department is unique to law enforcement and comprehensive in scope.

Training police safety officers became a difficult challenge. There are few courses specifically designed for safety officers in the law enforcement field outside of established incident command structure (ICS) courses. The department chose to utilize these existing ICS training courses, as well as the traditional safety officer courses intended for fire and rescue personnel, to form the initial foundation of the training curriculum. The department developed a training plan that included mandated courses in a wide variety of areas including WMD response, ICS, personal protective equipment, respiratory protection and fit testing, HAZMAT, and risk management-related topics. Safety officers are not intended to become experts in any one area, but rather should develop a broad range of knowledge in a variety of areas involving safety.

Since its inception, the program has evolved into an all-encompassing risk management-based program, focusing on preventive issues in addition to supporting operational response and training. The Fairfax County Police Department's Safety Officer Program is designed to take a broad look at safety issues affecting all personnel across all areas of responsibility. The program is currently overseen by a full-time supervisor under the department's patrol bureau, supported by a team

Research also revealed that most law enforcement agencies that had an existing safety program performed many of the administrative tasks associated with Fairfax County's program, but did not incorporate response to operational incidents or proactive involvement in training exercises.

of eight supplemental safety officers and one supplemental supervisor assigned on a part-time basis. These supplemental officers rotate call-out responsibilities, coverage on operational and training assignments, and administrative tasks as needs dictate. Duties of safety officers include response to operational incidents and training exercises, identification of safety-related hazards within the agency, development of solutions to eliminate or mitigate those hazards, and other administrative and risk management-based duties as defined in the program.

Integration of IACP's SafeShield Principles

Fairfax County's Safety Officer Program takes guidance from the IACP's SafeShield program by incorporating the IACP program's eight principles for a safe work environment into its design and structure. These principles are applied in unique and innovative ways within the police department, with the goal of enhancing officer safety. The Safety Officer Program is supported by other established programs within the agency, such as the Special Operations Medical Program, Injury Care and Prevention Program, and Exposure Control Program, all working cooperatively with each other to ensure the safest possible work environment for all personnel. The program continues to evolve through continual networking and outreach with partnering agencies.

Responsible management. Central to the successful implementation of an effective safety officer program is support from senior leadership in the organization. Without it, the value of a safety program will not be supported and embraced by line-level personnel. Support from the top is critical to affect necessary cultural change within the organization.

Top-level support in the Fairfax County Police Department was demonstrated through the establishment of a dedicated, full-time position to lead the Safety Officer Program. The creation of this new position came during a difficult budget year in which some existing police department positions were being eliminated. Colonel David M. Rohrer, chief of police in Fairfax County, saw tremendous value in the Safety Officer Program and placed a priority on the program and its mission. His leadership and vision in the forma-

tion of the program have set the tone for its acceptance and success.

Control of operating exposures. Significant efforts have been made over the past several years to ensure officers are protected against a variety of potential dangers. An ongoing effort has been made

to purchase the most effective personal protective equipment (PPE) available to limit officer exposure to danger and minimize risk during operational response.

The safety officer administers the department's Respiratory Protection Program and works cooperatively with the



Photo Courtesy of: Robert Kalfus

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Safety Officer Program

WMD coordinator to ensure both annual fit testing of all personnel and selection of proper PPE such as Air Purifying Respirators (APRs), Self-Contained Breathing Apparatus (SCBA) for select units, and N-95 masks.

Issuance of PPE is not done without proper training. Officers who are not proficient in issued equipment use pose additional safety problems and negatively impact the agency's ability to provide effective response. The safety officer assists with PPE training and ensures officers are properly outfitted and medically monitored while working in operational or training environments. This responsibility is shared by the safety officer, the WMD coordinator, and the Special Operations medical personnel.

Medical monitoring is performed by departmental EMTs or paramedics to ensure the safety of personnel when wearing specific PPE. This function is overseen by the Special Operations Medical Program (SOMP), which also provides tactical medics and EMTs during operational incidents and training exercises involving high risk. Baseline medical standards have been established to ensure officers wearing PPE are fit to perform the duties assigned. Officers are monitored before donning PPE as well as after performing their assigned duties. In the interest of officer safety, those who do not meet baseline medical standards are withheld from participating in the operation or training exercise.

The Exposure Control Program is operated out of the Administrative Support Bureau and provides personnel who are exposed to a variety of infectious diseases immediate medical treatment, testing, and follow-up. Detectives assigned to work these exposures are available 24 hours and rotate on-call assignments to ensure coverage. Officers who become exposed to infectious diseases such as Hepatitis, Tuberculosis, AIDS, blood-borne pathogens, or a host of other potential contagions take comfort in the fact that someone has been personally assigned to their case to provide immediate care, education, and guidance. The safety officers have begun to work closely with these detectives and act as personal liaisons, when necessary, between affected officers and the Administrative Support Bureau.

More unique issues, such as the H1N1 outbreak, have provided additional opportunities for the safety officer to network and partner with outside agencies. Working with Fairfax County's Pan Flu Committee, the safety officer serves

as the liaison for the department on the dissemination of information from the health department. Best practices were shared with departmental personnel regarding practices to minimize exposure to the flu virus; information and education on flu vaccines was disseminated; and the safety officer worked to ensure a ready supply of disposable gloves and disinfectant wipes was distributed to all patrol stations.

Safety as a condition of employment.

To ensure that the proper message is sent to new employees regarding the importance of safety, police academy recruits are exposed to strict rules and procedures regarding perpetuating a safe working environment at the firearms range, driving track, or in physical hands-on training such as defensive tactics. A zero-tolerance policy is in place with regard to safety violations to prevent injuries and reinforce the importance of safety in all aspects of the job. Repeated safety violations, or those of a severe nature, often result in discipline or termination. This policy continues throughout an officer's career, beyond initial recruit training.

Training employees to work safely.

To properly educate employees on workplace safety, the department's safety officers spent months visiting each division's roll calls and provided information on the purpose, mission, and direction of the safety program. Training first was provided to all command staff officers to lay the foundation for support from senior leadership.

Since the establishment of a dedicated safety officer position, information has been gathered and gaps identified on needed safety procedures and protocols, resulting in several improvements to workplace safety. Examples include the creation and standardization of decontamination procedures for police vehicles, the standardization of equipment and training for all employees operating chain saws for emergency response, and the creation and placement of medical response bags and trauma kits in each police cruiser and in select police work locations. In addition, a dedicated safety page has been established on the department's intranet site to allow employees unlimited access to information on safety-related issues and contact information for each safety officer. The Safety Officer Program continues to develop solutions to address many of the deficiencies identified.

To ensure that training is conducted in the safest possible manner while also allowing for participation in realistic



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Leadership at NUCPS

The Northwestern University Center for Public Safety (NUCPS) contributes to the development of law enforcement leaders by providing quality continuing education at all stages of the profession.

The NUCPS Management Training Division offers four leadership programs for law enforcement professionals: Supervision of Police Personnel, the School of Police Staff and Command, the Executive Management Program, and the Senior Management Leadership Program. Each can be taken as a self-contained course or as part of a logical sequence. All programs are continually revised to address up-to-date law enforcement issues, and can be tailored to meet the specific needs of individual agencies.

All NUCPS leadership programs are offered on campus in Evanston, Illinois or can be brought on-site to agencies around the country and throughout the world.

For a list of current offerings, or to learn more about hosting a course or program on-site at the location of your choice, please visit nucps.northwestern.edu/policechief.

Supervision of Police Personnel (SPP)

The two-week SPP program teaches the soon-to-be/newly promoted supervisor how to make a successful transition from officer to supervisor. Students study motivational principals, communication, ethics, professionalism, planning, decision-making, leadership, community image and much more. Courses are taught by nationally renowned police administrators who combine extensive personnel and management experience with solid academic credentials.

Students are awarded approximately 3 hours of Northwestern University undergraduate credit upon successful completion of the program.

Executive Management Program (EMP)

Participation in the EMP provides the policy-making executive with effective skills to manage today's changing law enforcement environment.

The three-week program addresses the need for intensive management curriculum that is affordable and convenient while maintaining the traditionally high standards of NUCPS. Together, students examine management principles and emerging law enforcement issues in order to better prepare themselves and their organizations to respond proactively to ever-changing public safety environments.

School of Police Staff and Command (SPSC)

SPSC is a ten-week leadership development program that prepares mid-level managers for senior-level positions within law enforcement organizations. Participation in SPSC helps students to develop an understanding of organizational behavior; examine the police role with an emphasis on the responsibility for traffic enforcement, crime reduction and provision of services; develop leadership and managerial skills and techniques; and prepare for future career advancement.

Upon successful completion, students are awarded approximately 21 hours of Northwestern University undergraduate credit.

Senior Management Leadership Program (SMLP)

The ten-session SMLP addresses issues critical to law enforcement executives. Past session topics include managing high-profile investigations, why good chiefs fail to make an impact and budgeting in a stressed economy.

Sessions are held at NUCPS in Evanston, Illinois on the first Wednesday of the month from 9 a.m. to noon. For those unable to travel to Evanston, SMLP sessions are also offered as webcasts that can be viewed anytime from anywhere with a computer and an internet connection.

Safety Officer Program

scenarios to enhance operational readiness, a standard operating procedure (SOP) is in development for departmental training safety guidelines. This SOP requires the use of a training safety officer (TSO) on all training exercises. The role of a TSO is to promote a safe training environment and prevent injury to participating personnel. TSOs are not permitted to participate in the training exercise, to ensure their entire focus remains on the safety of those involved in the exercise. TSOs have the authority to immediately stop an exercise if safety becomes a concern.

Supervision for safety. For continued safety in the workplace, supervisors and commanders are expected to provide the necessary oversight during operations and training. Operations are normally highly supervised and structured, but training can be informal and often creates a greater concern for safety and oversight. Complacency can also become a concern when training is done repetitively and without incident over a period of time.

To combat this, training notification forms have recently been developed for specific specialty units and are in development for use department-wide. These notification forms require review and signature from commanders before training is initiated. Commanders are expected to review the type of training being conducted, the mechanics of the training delivered, and the safety measures to be utilized. This form of accountability is intended to engage commanders in all activities and ensure safety requirements are being implemented.

Prompt correction of deficiencies. To prevent accidents and injuries and ensure that identified problems do not recur, corrections must be made to known deficiencies. A true learning agency must address issues surrounding safety, as well as traditional issues of education and training. Learning from mistakes is critical to the effective growth of an agency; however, before attention can be given to the correction of deficiencies, mechanisms need to be in place to identify them.

The Fairfax County Police Department uses a variety of mechanisms to identify safety gaps and related problems. After-action reports, debriefing sessions, site safety inspections, equipment inspections, and issues raised through the county's Risk Management Division have all contributed to procedures and protocols in place to cultivate a safe and effective working environment for department personnel.

A recent example of how this process has been implemented in Fairfax County involves workplace deficiencies identified at the county's animal shelter. The safety officer, working in cooperation with the Risk Management Division and Virginia Occupational Safety and Health (VOSH), addressed a number of physical workplace safety issues affecting employees in the building. Through newly established protocols, additional employee training, and improvements to personal protective equipment, positive changes have been made to workplace safety in that unit.

Sometimes recommendations come from disciplinary cases or incident critiques in which issues are identified as contributing to negative performance or outcomes. When this occurs, departments are obligated to make the necessary changes to address safety issues and mitigate risk before future incidents arise. "Departments have an obligation and duty to do everything possible, within reason, to protect their personnel from known hazards" said Lieutenant David Goldberg, lead safety officer for the Fairfax County Police Department. Not all injuries can be prevented, but the risk associated with exposure to injuries during operations and training must be clearly identified, eliminated whenever possible, and minimized at the very least.

Effective solutions to problems or deficiencies cannot always be made immediately. Sometimes the process involved in making those corrections requires time and money. Priorities have to be established when funding is limited, and alternative sources of funding such as grants must be identified for procurement. Last year, Fairfax County identified the need for an electronic personnel-accountability system to be used on operational incidents. This need had been discussed for years but rose to a critical level after a five-day incident involving local, state, and federal agencies that overwhelmed the department's ability to track personnel and resources arriving at the scene of the incident. Logging names by pen and paper has proved inefficient and ineffective, especially during large-scale incidents. The safety officer is currently spearheading a project to purchase a personnel accountability system—one that ties in with existing internal computer programs and ensures compliance with National Incident Management System (NIMS)/ICS protocols.

The most important element: people. The concept that "we are all safety officers" has become the Fairfax County Police Department's safety mantra and is core to involving all personnel in the successful implementation of the program. All employees are expected to take an active role in safety during both operations and training. The majority of safety-related issues raised come from officers and commanders working in the field. As a result, safety-officer liaisons have been established at each patrol station to facilitate communication with line-level officers. Liaisons have also been established within specialty bureaus, and suggestions are sought for improvements in safety from all levels of the organization.

The department is also exploring the creation of a safety hotline to alert management to potential safety-related issues. Although employees are expected to report safety violations and concerns, the reality is that personnel are sometimes afraid of being identified as whistle-blowers. An anonymous hotline provides employees with an alternative method of communication to identify problems and allows for preventive measures to be implemented before safety is compromised.

Safety while off duty. Understanding that off-duty injuries or illnesses suffered by department employees can have as serious an impact on police department staffing and operations as on-duty injuries, the Fairfax County Police Department has established resources to assist employees more efficiently with health issues and injury rehabilitation and prevention.

The department's Injury Care and Prevention Program was piloted in 2005 and was permanently established in 2006. This program provides a dedicated athletic trainer to the police department, housed in the Fairfax County Criminal Justice Academy. The athletic trainer works closely with the county's Risk Management Division to provide the following: primary injury evaluation and immediate care; referrals to the employee's appropriate workers' compensation physician, private physician, or health-care provider; administration of any medical care plans; monitoring of the progress of the employee; and administration of physical performance tests to advise physicians on duty status.

Services provided by the department's athletic trainer are available to employees whether injuries occur on duty or off duty. Providing access to a health-care professional for minor off-duty injuries that may have gone untreated in the past has prevented problems from escalating into health issues affecting an officer's ability to remain in an active duty status. Rehabilitation sessions held at work have improved attendance and facilitated



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speedy recovery. Additionally, the Injury Care and Prevention Program, working closely with the Safety Officer Program and county's Risk Management Division, serves as an available educational resource to address all Fairfax County law enforcement employees' health and wellness concerns.

Effecting cultural change does not occur quickly. Education and training, along with support and clear expectations from senior leadership, must be in place to cause lasting and positive change. As with any new program, skepticism is often present during the implementation phase. This is especially true for a program that is relatively new to the law enforcement profession. With continued exposure and proactive response to the needs of departmental personnel, however, the value and the need for a safety program become evident.

Whether responding to support officers on a major flood, hostage barricade incident, tactical team-training exercise, or a request to decontaminate a station locker room because of a MRSA exposure, safety officers have become a critical resource in the Fairfax County Police Department's crusade to make safety a number 1 priority. ❖

Reference:

International Association of Chiefs of Police. *SafeShield Project: Eight Principles for a Safe Working Environment*. <http://www.theiacp.org/About/Governance/Divisions/StateAssociationsOfChiefsOfPoliceSACOP/CurrentSACOPProjects/SafeShieldProject/EightPrinciples/tabid/471/Default.aspx> (accessed March 14, 2010).

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National Peace Officers Memorial Day

May 15, 2010

On October 1, 1962, U.S. President John F. Kennedy signed into public law a joint resolution of the 87th Congress (Public Law 87-726) designating May 15 as Peace Officers Memorial Day in honor of federal, state, and municipal peace officers who have been killed or disabled in the line of duty. Each year, the calendar week in which May 15 falls is called Police Week.

In 1994, U.S. President William J. Clinton signed into public law a joint resolution of the 103rd Congress (Public Law 103-322) directing that the U.S. flag be flown at half-staff on all government buildings on May 15.

Flying the national colors at half-staff on National Peace Officers Memorial Day honors police officers who died in service to the community and the country. Unfortunately, observations suggest that many local governments and business communities are unaware of the authorization to lower the national flag to half-staff on this day each year; local police executives can overcome this lack of awareness with an educational effort.

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

Community Observances

Communities across North America have built memorials to honor peace officers who have died or become disabled in the line of duty. Each year during Police Week, departments hold open houses, conduct tours of their facilities, and hold community activities to celebrate police officers and their duties. On National Peace Officers Memorial Day, most local communities hold a memorial service in remembrance of police officers who have made the supreme sacrifice for their communities.

Public Safety Officers' Benefits

Enacted in 1976, the Public Safety Officers' Benefits (PSOB) Act (codified at 42 U.S.C. 3796 et seq.) provides death benefits in the form of a one-time payment to the eligible survivors of public safety officers when those deaths are the direct and proximate result of a traumatic injury sustained in the line of duty. As of October 1, 2009, the benefit amount totals \$311,810. Since October 15, 1988, the benefit has been adjusted each year on October 1 to reflect the percentage of change in the Consumer Price Index. For each death and disability claim, the award amount is determined solely by the actual date of the officer's death or disability.



Photos courtesy of the National Law Enforcement Officers Memorial Fund; Adam Holland, former Sergeant, Criminal Investigations Division, Cybercrime Unit, Fort Smith, Arkansas, Police Department; and David Antedomenico, Police Officer, Danbury, Connecticut, Police Crime Scene Unit



The PSOB program also provides disability benefits for public safety officers who have been permanently and totally disabled by a catastrophic personal injury sustained in the line of duty if that injury permanently prevents the officer from performing any substantial and gainful work. Medical retirement resulting from a line-of-duty disability does not automatically establish eligibility for PSOB. In addition to the PSOB program, a benefit established by the Public Safety Officers' Educational Assistance Act provides financial assistance for higher education for the spouses and children of federal, state, and local public safety officers who have been permanently disabled.

Hometown Heroes Survivors Benefits Act of 2003

Regulations governing the Hometown Heroes Survivors Benefits Act were finalized September 11, 2006, expanding the circumstances under which public safety officer deaths resulting from heart attacks and strokes may be covered by the PSOB program. This act establishes a statutory presumption that public safety officers who die from a heart attack or stroke following a nonroutine stressful or strenuous physical public-safety activity or training are granted the designation of "died in the line of duty" for benefit purposes. The Hometown Heroes

presumption may be overcome by "competent medical evidence to the contrary." The act excludes actions of a "clerical, administrative, or nonmanual nature" from consideration.

PSOB Contact Information

For more information about the PSOB program or to obtain forms, contact the Benefits Office of the Bureau of Justice Assistance, 810 Seventh Street, NW, Washington, D.C., 20531. The office can be reached by phone at 202-307-0635 or toll-free at 888-744-6513; by e-mail at AskPSOB@usdoj.gov; or on its Web site at <http://www.psob.gov>. ♦

Police Week in Fort Smith, Arkansas

Each year, during the third week of May, the Fort Smith, Arkansas, Police Department holds an annual memorial service for its officers who have lost their lives while in the line of duty. The memorial service is held near the front entrance of the department, near a monument that contains the names of 10 lost heroes. The service is in remembrance of lost-but-not-forgotten peace officers. Officers in attendance are dressed in either suits or Class A "dress" uniform. The immediate family members of the fallen and honored officers are invited to attend, in addition to various community leaders and officials. During the memorial week, officers wear a mourning shroud covering their badges at all times.

The service begins with a welcome from the mayor of Fort Smith, followed by the Presentation of Colors with the assistance of the department's Honor

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Guard. The local Fraternal Order of Police, Lodge 39, presents a memorial wreath and places it onto the monument. Usually, the organizer of the memorial service or a volunteer will give roll call. At that time, the name of each officer listed on the monument is announced, followed by the chiming of a bell.

Chief Kevin Lindsey introduces the selected or volunteer keynote speaker for the ceremony. The speaker stresses the importance of law enforcement officers to a community and gives thanks for their commitment to protect and serve. The speech focuses on remembering the families of the officers who lost their lives while serving the community they loved.

After the keynote speaker, the traditional 21-gun salute is performed by the Fort Smith Police Department's Honor Guard. A talented, local musician performs "Taps" in the background. Following Taps, and in the distance, a local bagpiper can be heard playing Amazing Grace. The music is designed to sound as if moving toward and then away from the crowd. The ceremony is concluded by a benediction by a local clergyman or chaplain.

A View from the Heart

A tradition in Fort Smith, Arkansas, that gives citizens a view from their patrolmen's dashboards ultimately gave them a view from their patrolmen's hearts. For years, men and women going through the annual Leadership Fort Smith program¹ have completed a 10-hour ride-along with a law enforcement officer from the Fort Smith Police Department. The 25 members of each year's class all have a desire to serve the community and gain exposure to current local issues and leadership skills. The ride-along is an important outside assignment for their educational sessions on law enforcement and the judicial system.

"Before the class members participate in the ride-along, they secretly dread it, because riding with a police officer for such a long time brings so many questions of the unknown," says Leadership Fort Smith Executive Director Julie Moncrief. "They are anxious because they don't know what to expect."

After the ride-along, each class member turns into a "new biggest fan" of the

police force, Moncrief says. "They come away with a deep respect for the profession, for the person they rode with, for the whole police department. They've seen the professional, caring, human side of our police officers and how hard they work, and they become deeply honored to be served and protected by them."

Heartbreak was an added resulting emotion from the ride-along experience for the Leadership Fort Smith Class of 2007. One member had the honor of accompanying 33-year-old Officer Daniel C. Martinez, who two weeks afterward was shot and killed while helping a mother retrieve her child from a residence.

Shock and grief filled the Leadership class, and its members decided their team project would be to honor Officer Martinez and all other fallen officers—past, present, and future—of Sebastian County. Two members of the class had close ties to law enforcement: one was the vice president of the local Fraternal Order of Police, Lodge No. 39, and another was the Sebastian County prosecuting attorney.

After raising more than \$9,000, and contracting with Cotner Monuments of Fort Smith, the class gave the community a granite fallen officer memorial, which stands prominently in front of the new county courthouse, paid for by citizen contributions. The gift to the Fort Smith community draws daily attention and directs reverence to the police and to fallen officers.

On May 15, 2009, members of the community joined the class and the Fort Smith Police Department and other law enforcement members to celebrate the new memorial. Its geometric shapes, unique red and black granite, and laser replication of the officers' badges creates a memorable reminder of the sacrifice made by those who lost their lives in the line of duty.

Note:

¹For information about Leadership Fort Smith, visit its Web site: <http://www.leadershipfortsmith.com>.




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Police Week in Danbury, Connecticut

By Alan D. Baker, Chief of Police

The City of Danbury, Connecticut, has a storied past in U.S. history. The community was settled in 1685 and served as an arsenal for the colonists during the American Revolution. During Britain's early efforts to quell the revolution, British soldiers burned Danbury to the ground. Furthermore, one of the first major battles of the Revolutionary War was fought just outside of the city's borders.

An organized police department in Danbury dates back to April 1889. At that time, the city received its charter from the State of Connecticut that made the mayor the *ex-officio* chief of police. A common council resolution at the same time created a police force that consisted of "a captain, a sergeant, and not more than eight patrolmen."

The Danbury Police Department suffered its first line-of-duty death on August 8, 1896. Police Officer Florence B. Sullivan succumbed to injuries suffered on December 1, 1895, when he was severely beaten by five intoxicated men while attempting to take one of the men into custody. Danbury's new police building, built in 2009, bears the name of Officer Sullivan. Over the years, three others have paid the ultimate sacrifice in service to the people of Danbury: Robert Keating (October 16, 1955); Steven Michalko (November 11, 1976); and Dennis Cooney (September 12, 1994).

With such a rich history and such a great tradition of service, Police Week is a solemn and important time for the Danbury Police Department. Planning for Police Week activities begins in January of each year. All employees are asked to reflect on the actions of their fellow officers during the previous year and submit nominations to the awards board for formal recognition during the week. Similarly, the awards board considers the heroic actions and pub-

lic service of citizens during the previous year in support of their police department.

Danbury service clubs then become involved in preparing for the Police Week celebration. The Danbury Sunrise Rotary Club and the Danbury Exchange Club both hold banquets prior to Police Week to honor an officer they designate Danbury Police Officer of the Year. The awards board faces difficult choices in selecting from the many instances of heroic actions, public service, exceptional devotion to duty, or just plain good old police work by officers in the previous year. Selection at the local level also allows officers to compete in a statewide competition sponsored by the same clubs.

Because the names of three Danbury police officers appear on the walls of the National Law Enforcement Memorial in Washington, D.C., a delegation of Danbury officers always attends the National Police Week observance there. These officers don't ever want to forget the sacrifices their fellow officers made for their country and for their community so that they can have the quality of life they enjoy in Danbury and in the United States. By their presence in Washington, D.C., Danbury officers recognize the sacrifices of their predecessors, support the survivors of fallen comrades, and participate in the rich brotherhood of the law enforcement community.

Local Remembrance Service

After the national Police Week celebration, Danbury turns to the local celebration, normally on the Friday following National Police Week (this year, it is May 21, 2010). Flags at all public buildings in Danbury fly at half-staff on the day of the local Police Week memorial service.


The local celebration starts with a memorial service outside of police headquarters. The Danbury Police honor guard leads the assembled ranks into the courtyard. The chaplain and the chief make brief remarks, the protocol officer reads the honor roll of fallen officers, and the honor guard fires a 21-gun salute. "Taps" and the presentation of a wreath at the flag pole conclude the memorial ceremony.

Participants then step inside police headquarters for the annual awards presentation ceremony: a time for peer recognition and the chance to celebrate accomplishments with family and friends. Besides the presentation of medals and plaques, those in attendance hear and read about some pretty amazing actions by Danbury police officers over the past year. After the ceremony, all adjourn to a luncheon, sponsored by the Danbury Police Union Local 891, at the Police Activity League (PAL) building.

So why does the Danbury Police Department spend almost five months preparing to celebrate Police Week? A few years back, I read an article that should help to explain. It was posted to the National Law Enforcement Officers Memorial Web site, written by David Kerr of the *Stafford County Sun* in Stafford, Virginia. Kerr described law enforcement as "a different kind of struggle. It's a war that may never end, but for centuries, men and women have readily and willingly put themselves in harms way, right here at home, to keep the peace." That's why we gather in celebration of Police Week, "to think about the sense of duty and self-sacrifice of an army, fighting a war that will never end, right here on the home front,"¹ as Kerr said, right here in Danbury, Connecticut.

Note:

¹David Kerr, "Soldiers in a War that Never Ends," Tribute Stories, National Law Enforcement Officers Memorial Fund, http://www.policegifts.com/TheMemorial/tributes/stories/stories_kerr.htm (accessed April 14, 2010).



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IACP Program Pays tribute to *Slain*

Officers



IACP Tribute to Slain Officers APPLICATION

Qualifying Guideline:

Active-duty officers who die by felonious or accidental means during the course of performing police functions while on or off duty.

Slain Officer

Name _____

Date of Birth _____

Date of Death _____

Please show name, birth date, and date of death exactly as they should appear on the tribute. Do not include rank or title.

Nominating Police Executive

Name _____

Rank _____

Agency _____

Mailing address _____
(No P.O. Boxes, please)

City _____

State _____ Zip Code _____

Telephone _____

Fax _____

I attest that the slain officer meets the IACP qualifying guideline, and I am requesting that the IACP send me the IACP Tribute to present to the surviving family. I understand that there is no cost for the IACP Tribute.

Signature of Nominating Police Executive

The IACP Tribute to Slain Officers program (see picture of the tribute below) is administered through the association's Division of State Associations of Chiefs of Police (SACOP), which actively seeks information about slain officers. There is no cost to the department for participating in the tribute program.

Participating in the program is easy. A simple application process verifies that the slain officer meets the qualifying criterion: *active duty officers who die by felonious or accidental means during the course of performing police functions while on or off duty. Due to unfortunate demand, we limit application to those officers who have died within the past year.*

Although guidelines for presenting the IACP tribute, as well as sample comments to use at the ceremony, are available, the association does not require strict adherence to these guidelines. The suggestions are provided only to assist in planning the ceremony. Naturally, the family's wishes should be paramount.

The IACP Tribute to Slain Officers program has grown since it was

established in March 1995. As word spreads and tributes are awarded, the IACP hopes that every slain officer can be honored in this manner.

For more information, contact Beth Currier, IACP Division of State Associations of Chiefs of Police, 515 North Washington Street, Alexandria, VA 22314-2357; (703) 836-6767 or (800) THE-IACP; fax (703) 836-4543.



A Fitting Tribute

to the memory of a fallen hero.

This solid walnut memorial box is available to law enforcement agencies from the IACP to honor the memory of officers killed in the line of duty. It houses a sunstone marker adorned with a silver rose and the inscription of Proverbs 28:1.

Inside the hinged lid, a memorial plate is etched with the name of the fallen officer, and laser engraved on the top with the IACP logo. The Tribute is provided free of any charges through the IACP Division of SACOP.

Approximate dimensions
8" x 4.375" x 5.375"

State and Provincial Police Address the State of State Police at Midyear Meeting



By Colonel Mark Dunaski, Chief of Minnesota State Patrol and General Chair, Division of State and Provincial Police

The 2010 IACP Division of State and Provincial Police (S&P) held its midyear meeting March 9–12 at the Hilton Alexandria Old Town hotel in Alexandria, Virginia. Representatives attended from 41 of the 52 member agencies, marking an unprecedented level of participation at an S&P conference. Each year, this midyear meeting offers an outstanding opportunity to engage with state police superintendents, highway patrol commissioners, and provincial police chiefs who share critical responsibilities.

While in the Washington, D.C., area, the S&P members joined with members of the IACP Legislative Committee and the Division of State Associations of Chiefs of Police (SACOP) on March 9 for the IACP's biennial Day on the Hill. IACP representatives held individual meetings with members of Congress and their staffs to explain IACP's position on issues important to the law enforcement community.¹

The State of State Police

On Wednesday and most of Thursday, the S&P members hosted the State of State Police, a strategic planning session.

Despite the depth and breadth of state police responsibilities, S&P members have been concerned that there is an inherent lack of understanding of what the state and provincial agencies are and the integral role they play in law enforcement's efforts to protect citizens and establish safer communities. In addition to providing traditional law enforcement functions and answering calls for service throughout their states, these agencies also serve as the primary providers or the sole sources for such specialized services as emergency management, government security and executive protection, marine, aviation, canine, SWAT, explosive detection, and urban search and rescue units.

Planned in partnership with the Bureau of Justice Assistance (BJA), the State of State Police session was designed to gauge the sta-

tus of state police today, provide a blueprint for future operational and policy directions, and educate key stakeholders on the essential roles state police play in public safety.

The session opened with addresses from IACP President Chief Michael J. Carroll and BJA Acting Director James Burch. Each voiced support of the S&P as an essential resource for information and direction on critical law enforcement issues. Acting Director Burch also encouraged information sharing among all justice stakeholders through initiatives such



OPPOSITE, TOP TO BOTTOM:

Robert S. Mueller III, director, Federal Bureau of Investigation

From left: Debora Courtright, Motorola; Colonel Frank E. Pawlowski, commissioner, Pennsylvania State Police; Trooper Robert Lombardo, Pennsylvania State Police; Colonel Mark Dumaski, general chair, Division of State and Provincial Police; Michael J. Carroll, IACP President

During the State of State Police discussions, "doing more with less" was a challenge voiced by many of the attendees.

Michael J. Carroll, chief of police, West Goshen Township Police Department, West Chester, Pennsylvania, and IACP President

PROTECT THEM ASK THE RIGHT QUESTIONS



as Suspicious Activity Reporting (SAR) and Data-Driven Approaches to Crime and Traffic Safety (DDACTS).

When surveyed during the session on what they thought were the top critical issues, S&P members responded that budget difficulties, increased operational responsibilities, and technology were the most critical issues, not only today but also for the past 10 years and for 10 years in the future. "Doing more with less" was a challenge voiced by many of the attendees and some examples offered included networking with other state agencies to share best practices and saving money by consolidating with other agencies on responsibilities such as SWAT, bomb squads, and training.

A majority of the members said that their agencies are in a weaker financial position compared to 10 years ago. Some of the ramifications for budget deficits have been staff reductions, furloughs, training reductions, and equipment maintenance—all of which may affect officer safety.

A collective plan for the division's future direction includes expanded use of Web-based collaboration among S&P agencies,

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From left: Trooper Michael Gillis, Alabama Department of Public Safety; Trooper Robert Lombardo, Pennsylvania State Police; Trooper Kevin Caldwell, Michigan State Police; and Officer Joshua Hatfield, California Highway Patrol

Colonel Mark Dunaski, chief, Minnesota State Patrol, and general chair, Division of State and Provincial Police



engaging retired members for their input and participation in S&P activities, benefiting from regional meetings as feedback for agenda topics for the S&P annual conference, and promoting the value of S&P membership with states that don't attend the meetings.

Memorial Service for Fallen Troopers

Each year, S&P holds a memorial service for those fallen in the line of duty. Joining S&P for this annual service was Craig Floyd, chairman and chief executive officer of the National Law Enforcement Officers Memorial Fund. The ceremony honored and remembered 12 state police officers who were killed in the line of duty in 2009.

Trooper of the Year Award

For 15 years, S&P has recognized the IACP/Motorola Trooper of the Year. This award acknowledges the dedication and courage of state and provincial law enforcement officers. Nominations for the 2009 award recognize officers for either a single event or multiple or interrelated events occurring between January 1, 2009, and December 31, 2009.

At the beginning of the award process, one nominee from each state police or highway patrol agency, one nominee from each of the provincial police agencies of Ontario and Quebec, and one nominee from each of the Royal Canadian Mounted Police (RCMP) four regions are selected, and their nominations are submitted to the appropriate S&P regional chair. The S&P members of each region then select one finalist to represent the region. All participating member agencies have one vote when selecting a candidate to represent their regions. A panel of appointed judges reviews the nominations of the four finalists submitted by the regions and makes the final selection for the Trooper of the Year. The panel consists of one representative from each of the four S&P regions and one panel member from either the RCMP or one of the provincial police agencies. Members of the final judging panel are selected from agencies that do not have a finalist under consideration. The recipient of the Trooper of the Year designation remains secret until announced at an awards banquet held at the conclusion of the S&P midyear meeting.

At this year's banquet, Trooper Robert Lombardo of the Pennsylvania State Police was named Trooper of the Year for his heroic actions in response to a suspect who had threatened his wife with a handgun and abducted their nine-year-old son. Trooper Lombardo and Trooper Joshua Miller, also of the Pennsylvania State Police, pursued the abductor for approximately 40 miles and brought the vehicle to a sudden stop. As the two troopers approached the disabled vehicle and began to shatter the driver's side window, the suspect opened fire, striking Trooper Lombardo in the left shoulder and Trooper Miller in his neck and right thigh. To secure the safety of the child, Trooper Lombardo—despite knowing that Trooper Miller was wounded and that his own arm was paralyzed from the force of the impact—did not seek cover but instead apprehended the suspect with only one arm. Trooper Lombardo received medical attention for his wounds and Trooper Miller was airlifted to a local hospital where he died from his wounds. Trooper Lombardo is dedicated to service at Pennsylvania State Police and remains hopeful that he will return to active duty.

All four regional winners and their spouses were guests of the division at the midyear meeting. Each of the finalists

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received an eagle's head bust inlaid with gold and silver and mounted on a marble base.

Keynote Presentations

An engaging part of the S&P meeting is the opportunity to hold face-to-face discussions with heads of important federal agencies. Delivering keynote addresses to S&P members were Robert S. Mueller III, director of the Federal Bureau of Investigation; Ray LaHood, secretary of the Department of Transportation; and Bart R. Johnson, principal deputy under secretary for Intelligence and Analysis of the Department of Homeland Security (DHS).


S&P Business Meeting

On March 12, S&P members wrapped up the midyear conference with their business meeting on Friday, during which they discussed organizing, directing, coordinating, and promoting IACP programs relating to the needs of state and provincial police agencies. The division is a membership organization comprising 49 state law enforcement agencies, the RCMP, and the Ontario and Quebec provincial police agencies. S&P business is conducted throughout the midyear meeting, with committees meeting and reporting to the membership on their findings.

At the request of the Resolutions Committee, S&P members voted to submit a resolution to the IACP Highway Safety Committee regarding DUI child endangerment statutes to protect children by fighting recidivism. The members also passed three resolutions of gratitude: one to the Virginia State Police and the Maryland State Police for their hospitality; and a second one to Gwen Boniface, commissioner (retired), Ontario Provincial Police, and Steven Paré, colonel (retired), Rhode Island State Police, for leading discussions during the State of the State Police. The third resolution was presented to Acting Director Burch in recognition of BJA's unyielding

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support of the S&P and the strategic planning event.

A Canadian report was provided as part of the business proceedings. In addition to the committees, there are three sections within the S&P that meet and report to membership:

1. The State and Provincial Police Planning Officers Section facilitates the exchange of planning information and experiences among its member agencies.
2. The State and Provincial Police Academy Directors Section creates and sponsors activities that advance the principles and competence of professional law enforcement instructors.

3. The State and Provincial Police Retired Officers Section provides a ready source of knowledge and experience to members in advisory and assessment capacities.

Meeting Schedule

Every year, the division holds an annual meeting in conjunction with the annual IACP conference, in addition to its midyear (spring) conference in the Washington, D.C., metropolitan area. The four regions of the division (North Atlantic, North Central, Mountain Pacific, and Southern) conduct regional meetings at their discretion during the summer months.

The S&P Division recognizes and appreciates the corporate sponsors who played a major part in making this year's midyear conference and banquet successful. They appear below. ❖

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From left: Chief Mark Marshall, Smithfield, Virginia, Police Department, IACP first Vice President; Chief Michael J. Carroll, West Goshen Township Police Department, West Chester, Pennsylvania, at a region meeting; Chief Carroll at general business meeting



2010 SACOP Midyear Conference

By Elizabeth Currier, Manager, IACP Division of State Associations of Chiefs of Police, Alexandria, Virginia

The IACP Division of State Associations of Chiefs of Police (SACOP) recently concluded its 2010 midyear conference in Alexandria, Virginia. Fifty-eight delegates representing 30 states met March 6–8 to address the concerns of law enforcement administrators and the state associations. Terry Milam, chief of police in St. John, Missouri, and general chair of SACOP, led the conference.

SACOP, one of three IACP membership divisions, regularly brings together the leaders of the state associations to help them establish new levels of communication, coordinate state association activities, and create a forum for balancing states' views on significant law enforcement issues.

SACOP Educational Program

SACOP provided the attendees with a robust training program during the midyear meeting, focusing on two main areas: intelligence-led policing and innovative traffic strategies.

The intelligence-led policing training consisted of four segments.

Thomas O'Reilly, senior policy advisor, Department of Justice, Bureau of Justice Assistance, provided an overview of the National Suspicious Activity Reporting (SAR) Initiative. In addition to discussing how the process can be initiated in an agency, O'Reilly covered the current efforts to implement SAR within the information-sharing environment, and highlighted success stories.

Lieutenant (retired) Pete Fagan, Virginia State Police, explained how the IACP Law Enforcement National Data Exchange (NDEX) project works as an operational legacy system of the Federal Bureau of Investigation (FBI) Criminal Justice Information Sharing division. He explored how the IACP and the FBI partnership evolved and how the resource can serve the entire criminal justice community and reviewed the process for involvement in the NDEX project.

Chief Mark Marshall, Smithfield, Virginia, Police Department, IACP first vice

president, explained the importance of information sharing and the new SLT101 grant, State, Local, and Tribal Information Sharing: Building Information Sharing Capacity from the Ground Up. Chief Marshall brought the perspective of a local law enforcement executive officer to the subject matter and was able to demonstrate why information sharing should be a priority for every municipal chief.

Finally, the question of how the various intelligence projects all work together was answered by Bart R. Johnson, principal deputy under secretary, Department of Homeland Security, Intelligence and Analysis. He also provided insight into how the various federal agencies interpret their partnerships with local law enforcement.

SACOP maintains an active role in encouraging and supporting committed traffic enforcement, especially for sustained enforcement efforts in three priority areas: impaired driving, speed, and occupant restraints. As part of that commitment, the midyear meeting examined several areas of traffic safety.

Captain Howard Hall, Baltimore County, Maryland, Police Department and Earl Hardy, Enforcement and Justice Services Division, National Highway Traffic Safety Administration, presented successful case studies of the Data Driven Approaches to Crime and Traffic Safety (DDACTS) project. This project is focused on reducing social harm and improving the quality of life within local communities by providing a local law enforcement operational strategy built around timely and accurate data collection, mapping techniques, and analysis to identify the nexus of crime and traffic safety. The presentation demonstrated how any agency, regardless of size, can implement this analytical tool.

Traffic enforcement by agencies that are experiencing staffing and budget shortfalls is a challenge. Ted Graef, president, All Traffic Solutions, State College, Pennsylvania, gave the attendees a demonstration on using the Internet to extend resources, respond to

escalating traffic safety challenges, and make communities safer.

Further addressing budget shortfalls, Steve Sanderson and Bob Gutwein, Accident Support Services International, Toronto, Ontario, discussed centralized Collision Reporting Centers (CRCs). In Canada, these reporting centers have cut police involvement from an average of 120 minutes per traffic collision to about 5 minutes per collision. By clearing roads faster and reducing the risk of secondary collisions, agencies can realize significant cost savings.

SafeShield Project

The SafeShield project is a long-term SACOP initiative that examines existing and cutting-edge technology, training, and policy with the goal of providing officers with a protective environment so that they can return home safely every day.

During the midyear meeting, the SafeShield Committee discussed the Reducing Officer Injuries: Developing Policy Responses grant from the Bureau of Justice Assistance, Department of Justice. This 18-city pilot study will collect and organize data on officer injuries and provide the basis for sound decisions regarding officer safety, whether in equipment design, training programs, or policy development.

SafeShield Committee members also discussed the business plan of the project—specifically, how it can receive greater publicity and acceptance in the law enforcement community—and the establishment of an officer safety award. The committee also heard presentations on current and proposed injury research projects.

Smaller Department Section

The SACOP Smaller Department Section, chaired by Chief Milam, focuses on the needs of police departments that serve populations smaller than 25,000 or have fewer than 25 sworn officers. Those concerns include training, budgets, recruitment, annual IACP conference attendance, and retention.



The main project of this section has been the formation of a scholarship program to allow chiefs from smaller agencies to attend the annual IACP conference. The Police Chief's Scholarship Program is designed to allow several police chiefs who are members in good standing of their state chief's associations to attend the annual IACP conference for the first time. It is a common problem that police chiefs from smaller agencies, who constitute a large majority of the IACP's membership, do not attend because of funding difficulties. The Police Chief's Scholarship provides complimentary conference registration, hotel accommodations up to four nights, and airfare. Additional costs, such as meals and local transportation, are borne by the recipients. Eight chiefs will be awarded scholarships for the IACP annual conference in October in Orlando, Florida.

Executive Directors Committee Meeting and Roundtable

Executive directors of the state associations value the opportunity to have an open forum for discussion. A good portion of their time together was spent discussing their biggest challenges in managing state associations as well as their best ideas, practices, and programs. The Executive Directors Committee works to strengthen each state association by exchanging these ideas to better serve members. Additionally, specific topics were discussed, such as providing Web-based advocacy tools for legislative initiatives, conducting more effective meetings at the SACOP midyear and annual meetings, and making state annual conferences stronger.

IACP Board of Officers

Members of the IACP Board of Officers attended the SACOP meeting. President Michael J. Carroll addressed the members during the general business meeting on his presidential initiative of officer safety, specifically the Center for the Prevention of Violence Against the Police. Chief Russell B. Laine, IACP Past President, addressed the membership on the activities of the IACP Foundation. Also contributing their support, advice, and insight to the division's deliberations were first vice president Chief Mark Marshall; fourth vice president Chief Yost Zakhary; vice president at large Chief (retired) Ed Mosca; and Colonel Mark Dunaski, general chair of the State and Provincial Police Division.

Supporting Partnerships

The SACOP midyear conference enjoyed the support of many industry leaders and law enforcement partners. Assisting the division with its work were DynCorp International, the Security Industry Alarm Coalition, All Traffic Solutions, Crime Prevention Outreach, Motorola, DuPont Advanced Fibers Systems, FIGHT CRIME: INVEST IN KIDS, Cisco, D.A.R.E. America, and W. L. Gore and Associates.

The Virginia Association of Chiefs of Police hosted the event, providing a hospitality room for networking and much-

deserved relaxation after the daily meeting and training. Significant logistical support was provided by Northern Virginia agencies: Alexandria Police Department, Arlington County Police Department, and Fairfax County Police Department.

The New Jersey State Association of Chiefs of Police will host the next midyear meeting of the division in Atlantic City, New Jersey, in March 2011.

SACOP encourages all IACP members to become active in their state associations. State associations can have a tremendous impact on the focus and direction of the IACP. ♦

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Developing Leaders through Leadership

By Cecelia Rosser, Director of Training, IACP, Alexandria, Virginia

In February 2009, the IACP realized its goal to create and maintain a division to focus on leadership training, research, and information dissemination for law enforcement. The Center for Police Leadership and Training (CPLT) was created to encompass both one- to five-day tuition training programs and IACP's nationally recognized leadership training course, Leadership in Police Organizations (LPO)SM. The LPOSM course uses a foundation of behavioral science theories and focuses on the principles of dispersed leadership. More than 220 local, state, and federal law enforcement agencies have participated in the program.

In January 2010, a yearlong effort to update and enhance the LPOSM curriculum culminated with the rollout of new training materials to 18 partner agencies throughout the United States. The updated program caps a 12-year effort to provide training that is practical, relevant, academically sound, research- and behavioral science-based, and affordable.

Following are details on the evolution, content, structure, and delivery methods of the LPOSM program. Different models used by participating agencies to successfully adopt the program, integrate it into their departments, and sustain it locally are highlighted.

The Evolution of the LPOSM

In 1998, the IACP sponsored a leadership conference to develop a strategy to assist chiefs to lead their organizations and to establish guidelines for employees who aspire to become police chiefs. The resulting report included a recommendation that the IACP continue to develop the principle that "Every Officer Is a Leader" by creating and delivering a law enforcement-specific leadership training program to as many officers as possible, at every level, and at every rank.

In order to develop a curriculum, hold an academic summit, and pilot the basic program and a follow-on faculty development workshop (FDW), the IACP obtained three grants from the Community Oriented Policing Services (COPS) office of the U.S. Department of Justice (DOJ) from 2000 to 2004. As a part of this initial effort, IACP developed a text, basic PowerPoint slides for instructors, training bulletins, and reading lists.

From 2000 to 2010, more than \$1.4 million was devoted to developing, piloting, and refining the LPOSM curriculum and associated training materials. When grant

funding ended in 2006, the IACP Foundation, the IACP, and the Motorola Foundation provided financial support to sustain and update the program. In addition, the IACP developed a tuition-based training program that allowed agencies to contract with the IACP to host the 15-day LPOSM class followed by a faculty development workshop (FDW) or train-the-trainer to develop their own instructional cadre to maintain and grow the program locally. The IACP has delivered the training to law enforcement departments in 24 states. In 2010, departments in 19 states entered into partnership agreements with the IACP to continue the program locally, using instructors and instructional materials developed through the IACP. Additional departments are participating in FDWs this summer for the purpose of developing their faculty.

Program Content and Structure

The origin of the LPOSM program lies in a leadership course previously offered by the U.S. Military Academy (USMA) at West Point and designed by Dr. Howard Prince while he served as head of the USMA's Department of Behavioral Science and Leadership. A group of law enforcement and academic consultants then modified the West Point curriculum to meet the unique needs of law enforcement while retaining the behavioral science foundation.

As a result of feedback from more than 2,000 participants, a group of law enforcement and academic professionals convened in March 2009 to review, update, and revise the curriculum. They added new topics, such as leading in a diverse community, and expanded others, such as communication and counseling skills. Their efforts are reflected in the new, three-volume text available from Balmar Press that provides updated research and real-life scenarios depicting the use of the principles learned in the classroom. The CPLT also developed a SharePoint Web site maintained by the IACP exclusively for trainers in partner agencies across the country. The Web site contains new PowerPoint slides, lesson plans, class exercises, case studies, and video clips that department trainers can download for use in the classroom. It also provides a forum for trainers to share best practices and lessons learned in the classroom.

The LPOSM course gives students an in-depth understanding of dispersed leadership, clarifying and reinforcing the principle that "Every Officer Is a Leader." It demonstrates that leadership is not the exclusive

domain of senior or executive ranks; rather, people in all ranks are expected and trained to be leaders. This course is presented to a cross-section of sworn and non-sworn personnel ranging from the chief to senior patrol officers (in general, 36 individuals per class), thus enabling students to benefit from vertical team-building skills and increase confidence in themselves and in each other.

Classes are typically taught by senior IACP instructors at the police department, a hotel, or the academy in five-day increments typically delivered one week at a time over a three-month period, depending on the operational needs of the participating agencies. The IACP follows this initial instruction with FDWs for 10 days at a time and a location of the department's choosing. In the workshop, prospective LPOSM instructors study the educational theory that underpins the LPOSM course, teach the material, and receive peer and instructor critiques. After completing the workshop, students return to the classroom, where a senior instructor mentors them to successfully deliver the program within their own agencies or regions.

The LPOSM course employs facilitated adult-learning techniques including lecture, role playing, interactive class exercises, small group discussion, videos, case studies, and student journals. The first week's lessons focus on leading individuals and cover such topics as attribution, expectancy and equity theories, generational differences, and followership. Students also learn the leader thought process, a problem-solving approach to leadership, and the fundamental process that supports each lesson throughout the course.¹ Week two focuses on leading groups and explores group development, socialization, decision making, group cohesion, and intergroup conflict. Topics in the final week include communication and counseling skills, strategies for leading in a diverse community and for leading change, shaping organizational culture, and creating an ethical environment.

Several states have obtained Peace Officer Standards and Training (POST) board accreditation for the program and have partnered with local educational institutions to obtain three hours of graduate or undergraduate credit for the curriculum.

Although tuition for the initial three-week class varies according to hotel and airfare costs, the cost of the course tuition averages about \$380 per student per week. To keep travel costs down, the IACP has utilized Web-based conferencing for class orientations that involve participants from throughout a state or region.

in Police Organizations (LPO)SM

During the last three years, as the program has become more geographically dispersed, IACP staff has worked with each agency to find a delivery model that will work for its situation. The following examples show how departments have financed, delivered, and expanded the program in their areas. As the following models show, the LPOSM program is not limited to large or small agency participation, since the behavioral science principles are applicable to both. Sworn and non-sworn personnel from departments of varying sizes have participated in the program.

Training and Delivery Models Employed by Different Departments

Small agency training consortium. To help defray the costs of hosting a class and to bring diverse perspectives to the classroom, several smaller departments have collaborated to contract with the IACP. For example, the Athens-Clarke County Police Department in Athens, Georgia, joined with the University of Georgia Police Department to host and offer classes for other agencies throughout Georgia. They then participated in an FDW and mentored and developed

their own trainers. They have now completed their fifth regionally based program. Police departments in Garden Grove, California; Jacksonville, North Carolina; Wisconsin; and Lufkin, Texas, have replicated this model.

"This course is a road map for success as a leader," said a lieutenant from the Georgia Police Department. "I can only imagine what a tremendous difference could have been made in my life if this road map had been provided 22 years ago when I started my career. It is my strong opinion that this program must be taught at every level of leadership."

State police model and a focus on training at all levels in the organization. The Minnesota State Patrol hosted a class that included both local departments and surrounding state police organizations. Having completed the FDW, these instructors are being mentored by IACP in the classroom and are partnering with other local and state agencies for future classes. Pennsylvania, Delaware, Washington, and New Mexico state police also have adopted the updated LPOSM program. The Wisconsin State Patrol and Vermont State Police will

be partnering with IACP to run programs this summer. Reciprocal agreements among some of the states have helped them diversify their training cadre and reduce their out-year costs. Some departments have also offered portions of the program, such as the module on followership, to recruits in the basic academy.

The Minnesota State Patrol began using LPOSM curriculum as its core leadership training program during 2009. Feeling strongly about the need for diversity in thought and experience, as well as collaboration, we developed a multistate/agency approach. We've continued this cooperation with surrounding states as well as with agencies in Minnesota. An emphasis has been placed on providing this training from the top of the command structure first, working down from there to facilitate the implementation of LPOSM concepts into everyday business within the organization. A demonstration of this commitment was shown in the first LPOSM class hosted in Minnesota, which the agency's entire command staff attended. The LPOSM program has facilitated tremendous opportunity personally and professionally for each of

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our employees, while providing a platform for additional collaboration with our allied agencies both in and beyond Minnesota. (Colonel Mark Dunaski, Minnesota State Patrol)

Major city and large department models. Montgomery County, Maryland; Tulsa, Oklahoma; and Milwaukee, Wisconsin, have participated in the LPOSM program and have developed their own instructional cadre to sustain the program and embed it in the organizational culture.

Our police department, along with the surrounding municipal agencies, is greatly benefiting from the opportunities created through the LPOSM. We are in the early stages of implementation and the visible changes are already evident. Our LPOSM graduates are engaging in a productive dialogue that has assisted us in re-examination of some of the important challenges we face. Leadership is a skill that takes lots of intentional time and effort to improve on and this class is a substantial vehicle that is enhancing our department's effectiveness. We are thankful for this training and are pleased to have chosen this thoroughly researched and scenario-based teaching method. (Chief Thomas Manger, Montgomery County, Maryland)

To facilitate implementation in large departments, IACP also developed a one-week program for command staff, which was taught in large departments and made available to the larger law enforcement community.

POST and state chiefs association facilitate statewide participation. The Arizona POST Board (AZ POST) and Colorado Association of Chiefs of Police (CACCP) have both been instrumental in spreading the LPOSM program to law enforcement statewide. AZ POST has been involved in the LPOSM program since 2006 and has been instrumental in the development of the curriculum that has been used throughout the United States. AZ POST has conducted 16 classes comprising nearly 500 sworn and civilian students who represent 73 city, county, state, federal, and tribal criminal justice agencies. AZ POST is holding 7 LPOSM courses this calendar year and has

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conducted 3 FDWs with IACP for Arizona and national instructors since its association with the LPOSM program.

In June 2009, the CACP hosted its first class for 36 participants from around the state. From this class, 28 students expressed interest in becoming trainers and subsequently completed the FDW in the fall. These instructors will be mentored during the two sessions held this spring. The CACP plans to offer three courses this year for agencies in the state. Chief Daniel Brennan of the Wheat Ridge, Colorado, Police Department, and a CACP Board Member, has been a strong proponent in bringing the LPOSM program to Colorado.

In Colorado, law enforcement CEOs identified leadership training as a critical need in our agencies. While our association offers training programs for newly promoted supervisors and managers, we see the LPOSM program as the capstone of leadership development in Colorado. The three-week LPOSM program helps leaders understand the role that behavior and value-based leadership play in meeting the needs of employees, the organization, and community. The program structure of reading, instruction, classroom dialogue, and putting theories to practice through the leader thought process assists the student in developing a new toolbox with which to successfully address leadership challenges. Our 28 instructors come from departments of various sizes throughout the state. As a group, they have enthusiastically embraced this training, describing it as the best leadership training they have ever received. CACP appreciates the cooperation and collaboration we have received from the CPLT in making LPOSM training a reality in Colorado. (Chief Daniel Brennan, Wheat Ridge, Colorado, Police Department)

Joint fire and police training programs. In response to interest from the fire community and to encourage first responders within any given region to train together, the IACP partnered with the Western Area Fire Chiefs; the Glendale, Arizona, Fire Department; and the AZ POST to pilot a Leadership in Public Safety Organizations (LPSO)SM course in Glendale, Arizona, in February 2010. Police

personnel and Chris DeChant, Glendale's assistant fire chief, worked with IACP staff to modify the text and teaching materials to reflect both police and fire culture. Enrollment was open to police and fire personnel. Fire personnel also joined classes in Lufkin, Texas. Based on the success of the pilot program, the IACP plans to partner with other police and fire agencies to co-host classes in their areas.

"As a long-term fire chief, I found this experience to be refreshing and stimulating," said Dave Bierwiler, fire chief, Medford, Oregon. "The homework was relevant and prepared us for the daily discussions. It was gratifying to see the small group sessions of combined police and fire lead to in-depth conversations on how we each do our jobs. We learned how much police and fire share in our pursuit to serve the community. I believe this integration of police and fire leadership education is vital as we move forward in our complex world."

Public and private partnerships. When the Modesto, California, Police Department was looking for a local partner with whom to develop and fund the program, it teamed up with the private security staff of nearby E & J Gallo Winery, a private, family-owned and family-operated company. By opening slots to members of Gallo's security staff, some of whom later became LPOSM instructors, the Modesto Police Department enhanced community relations and demonstrated that the leadership concepts used in the military and taught at the university level to business, organizational development, and future industry leaders also apply to police work. A tour of Gallo Winery underscored the idea that policing requires involvement and partnership with the community. Although emphasizing the bottom-line business point of view, the tour also reinforced LPOSM leadership concepts and provided a broader understanding.

"The leadership concepts learned in LPOSM classes apply to every organization, public and private, because, in the end, every organization is made up of people," said Lieutenant Chris Fuzie, Modesto Police Department. "The key is to understand how those theories

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and principles are implemented in different organizations—a benefit of partnering with a private organization.”

The IACP training division recently met with the training division of ASIS International, which represents members in the security business, to discuss ways in which police departments and corporate security could partner on local training initiatives, including the LPOSM program.

Program Impact

In 2008, faculty and graduate students from the University of Maryland and members of the IACP’s Research Center Directorate evaluated the LPOSM program.

The assessment team used an online survey to quantify the effects of training on individuals and agencies. Three hundred seventy-one graduates participated in the survey. Additionally, roundtable focus group discussions with course participants in three locations provided more detailed qualitative data. Focus group participants came from 28 different law enforcement agencies and included both sworn and non-sworn personnel.

Analysis of the data showed an overwhelmingly positive response from course participants. Some key findings follow:

- 95.1 percent of survey respondents felt they had become more effective leaders

after participating in the LPOSM training course.

- 98.4 percent said they would recommend this training to others.
- 92.7 percent said they felt the training had a positive effect on them personally, with no one (0 percent) reporting a negative effect.
- 95.1 percent reported taking new ideas presented in the course back to their departments or agencies.

LPOSM has been shown to be effective at changing the leadership practices in individual officers and their agencies. Focus group participants shared their enthusiasm about the program and asserted that LPOSM provides a curriculum distinct from other leadership trainings.²

Future Efforts

In the future, the IACP will continue to examine student and instructor feedback to refine and expand the program. IACP plans to continue the partnership with the Motorola Foundation that funded the recent update to the program. The CPLT will focus additional efforts on the use of training materials to develop classes specifically for field training officers and command staff. Additional LPSOSM classes will be held to foster joint fire and police training. The IACP will also explore blended learning modules to help deliver the program to more locations at a reasonable cost without losing the unique classroom experience that distinguishes the LPOSM program. Moreover, the IACP will continue efforts to make the program available in geographically dispersed locations to help further reduce travel costs for students. Finally, the CPLT will continue to support, develop, update, and mentor the instructional staff of the partner organizations with Web-based and face-to-face meetings designed to update, inform, and allow partner agencies to share best practices as they develop.

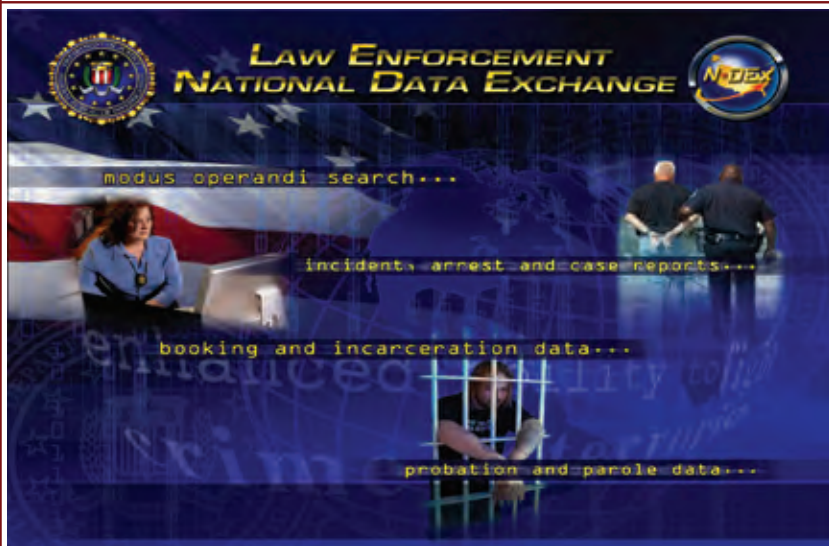
Obtaining Additional Information

For additional information on the LPOSM or LPSOSM programs, visit <http://www.theiacp.org> and click on the training tab, or contact CPLT staff members Jennifer Porter at porter@theiacp.org or 703-836-6767, extension 366, or Roberta Dean at dean@theiacp.org, extension 261. ♦

Notes:

¹The International Association of Chiefs of Police, *Report from the Summit: Proceedings and Recommendations of the 2005 National Leadership Summit* (Alexandria, Va.: August 2005), 3, <http://www.theiacp.org/LinkClick.aspx?fileticket=Dum9otD97Zg%3d&tabid=164> (accessed March 30, 2010).

²Research Committee and University of Maryland, *2008 Assessment of the LPOSM Program*, December 2008, 3.



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Developing Effective Interactions



By Kris E. Pitcher, Captain, Los Angeles, California, Police Department; André Birotte Jr., Inspector General, Los Angeles, California, Police Department; and Django Sibley, Assistant Inspector General, Los Angeles, California, Police Department

Each year, law enforcement agencies across the nation become involved in thousands of use-of-force incidents, with many resulting in serious injury or loss of life. Just as the use of lethal and less-lethal force is an absolute necessity to control certain situations, so is the accompanying requirement to conduct an extremely thorough investigation to evaluate the officer's or deputy's actions and the appropriateness of the force used. It is that investigation that will generally receive close scrutiny and review, both internally and externally, because there is a widely held principle that the community has a right to know whether or not the officer or deputy acted lawfully and appropriately in the application of force—especially when that force is deadly. Moreover, an independent review of such incidents helps to maintain and promote trust and accountability.

Law Enforcement and Civilian Review

Increasingly, jurisdictions face the reality of being accountable, in part, to civilian review boards, inspectors general, offices of independent review, and civilian oversight commissions that review personnel complaint and force-related investigations and resulting adjudications. The primary focus of these oversight entities is generally to ensure that a law enforcement agency's internal investigations—misconduct and force related—are investigated and reviewed in a fair, thorough, and impartial manner. Moreover, many of these oversight entities have the responsibility of providing recommendations as to the proper out-

come of an investigation to the ultimate adjudicator, whether that be a police chief, a sheriff, or a board of police commissioners. To further their own professional networks and competencies as they relate to civilian oversight issues and topics, many of these individuals are associated with the National Association for Civilian Oversight of Law Enforcement (NACOLE), a nationally focused professional organization. NACOLE's primary mission is to promote greater police accountability through the improvement of citizen oversight agencies on a national level. Specifically, this organization endeavors to improve oversight entities by providing training to improve oversight-related knowledge and skills, providing advice and technical assistance to jurisdictions, identifying best practices, coordinating networking among oversight agencies, and working with government officials and community representatives on oversight issues. The NACOLE Web site can be accessed at <http://www.nacole.org>.

As much as increased organizational transparency and civilian oversight has become the reality for many law enforcement agencies across the country, the primary challenge, according to a large number of law enforcement and civilian oversight personnel, is the relationship, or lack thereof, between the two parties. Many police and sheriff's departments guard their investigations by keeping oversight personnel outside the yellow crime-scene tape and by providing them with few details regarding the incident being investigated. The primary reasons cited have ranged from a perceived lack of understanding of

critical-incident investigations to a distrust of oversight personnel's ability to maintain an investigation's confidentiality. Whatever the reasons given or perspectives held, the lack of effective interaction and collaboration between the two can mean missed opportunities, investigative ineffectiveness, and potential community relations issues. In fact, an effective relationship can generate significant benefits for both organizations. However, prior to the progression toward a goal of interaction and collaboration, law enforcement agencies need to realize that the relationship is *not* a partnership. For any oversight entity to maintain its overall effectiveness and integrity within the system and in the community, it has to be viewed as truly independent in thought and action.

Investigation and Oversight in Los Angeles

The Force Investigation Division (FID) of the Los Angeles Police Department (LAPD) investigates officer-involved shootings and other serious use-of-force incidents involving LAPD officers. All FID investigations are overseen by personnel from the Office of the Inspector General (OIG). The Inspector General, in turn, reports directly to the Los Angeles Board of Police Commissioners (BOPC), the civilian body that oversees the LAPD. The BOPC is the ultimate adjudicator of all significant use-of-force incidents involving LAPD officers.

Since the establishment of the FID in 2004, an effective professional relationship has developed between the FID and the OIG. OIG personnel oversee all aspects of the FID's investigative process, from the response of OIG personnel to all crime scenes investigated by the FID, to a systematic, thorough review of the FID's completed investigations. The OIG employs a multidisciplinary, professional oversight model,



using a team comprised of lawyers, auditors, and former police officials. The FID, meanwhile, comprises experienced, highly skilled LAPD detectives. At the time of the FID's establishment, relations between FID and OIG personnel were not always fully productive. A lack of effective communication regarding investigative issues sometimes led to adversarial interactions while limiting opportunities for improvement. In recent

years, however, both entities have worked diligently to develop open lines of communication and mutual professional respect. The result has been a cooperative investigation oversight process that has enhanced the quality of the FID's investigations, increased the effectiveness of the BOPC's adjudications, and promoted community confidence in the integrity of the LAPD's internal investigative processes.

Fundamental Relationship Requirements

The FID and the OIG are sophisticated, well-resourced investigation and oversight operations. Not all law enforcement agencies share the same operational scale or dedication of resources. However, regardless of the size of an agency or the makeup of its investigative and oversight entities, attention to fundamental requirements for

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the establishment of an effective relationship between the law enforcement organization and the oversight entity will provide a framework for success. In the experience of the FID and the OIG, the following principles are essential:

1. Both entities must agree upon each party's responsibilities in maintaining the strict confidentiality of the investigation and involved personnel. Use-of-force investigations typically include considerations of potential criminal culpability and inappropriate or untimely disclosure of evidence could potentially damage the progress of an investigation. Furthermore, successful confidentiality agreements between the two parties function as the key foundational element to the establishment of trust—a factor that is absolutely essential to ensuring effective collaboration and cooperation.
2. Inherent in any investigation of a critical use-of-force incident is the application of a variety of investigative techniques, case law, and department policy, as well as a consideration of tactics employed during the incident and investigative thoroughness (depth and scope). While the investigators and overseers contemplate the investigative issues, they may debate the appropriateness of a number of matters, all of which are beneficial to producing a thorough investigation of the highest quality. While such debates may often result in full agreement, there will be times when both parties must simply agree to disagree, rather than labor to prove one's own point or the other incorrect.
3. Respecting others' points of view will play a key role in building an effective professional relationship between a law enforcement entity and an oversight body. While investigators on both sides of the process possess their own competencies, opinions, and positions regarding the appropriate completion of investigations and audits of administrative and criminal matters, much can be gained if everyone focuses on the overarching goal of producing the most thorough and accurate product possible. At this juncture, it is critical that both parties listen to what is being said by the other, rather than instinctively devise rebuttals and counterarguments. For law enforcement agencies, it is at this point that invaluable insight into the investigation is either gained or lost, and that opportunities for improvement are either seized or squandered.

Additionally, civilian oversight personnel attendance at various use-of-force seminars, conferences, and training classes will assist in the enhancement of their professional competencies and perspec-

tives relative to use-of-force incidents and investigations on which they will be investigating, reviewing, and commenting. In particular, their participation in relevant training opportunities will provide them with exposure to critical research, knowledge, understanding, and investigative perspectives they undoubtedly will encounter in the various administrative and criminal investigations completed by law enforcement personnel. At a minimum, the oversight entity must be conversant in all of an agency's policies, procedures, and training relevant to the matters it oversees.

Benefits Gained

Law enforcement agencies stand to benefit tremendously by developing effective relationships with their civilian review entities. The insight and perspective of a civilian oversight member can be exceptionally valuable to an investigation. In Los Angeles, OIG personnel are allowed access to crime scenes to view evidence; can listen to interviews of involved officers and civilian witnesses; can discuss the incident with the lead investigator; and are provided a thorough overview of the incident, complete with a dialogue regarding all known issues, conflicts, problems, and concerns. Involvement with the case does not end with the conclusion of the field investigation; the lead investigator is responsible for keeping the oversight member informed of all pertinent issues throughout the exhaustive investigative process. At the conclusion of the investigation, OIG personnel review the entire case file. When areas for improvement are identified, these are shared with the FID.

Agencies wary of civilian oversight often express concern that an oversight entity cannot effectively review police investigations because the overseers are not police officers and are thus incapable of understanding the work police officers do. However, the experience of the FID and the OIG has shown that civilian insight is extremely valuable, bringing fresh sets of eyes and additional perspectives to the investigative process. This perspective can identify unchallenged assumptions or unconscious biases from investigators that might otherwise limit an investigation. Investigators who accept constructive feedback from civilian overseers and who value alternative perspectives on the work they perform will inevitably learn new ways to enhance the quality of their investigations. Indeed, the FID believes so strongly in the value of incorporating civilian perspectives that the division not only uses OIG feedback as a basis for in-service training for investigators, but also has an in-house team of civilian reviewers who work with detectives to ensure that every issue and conflict is appropriately identified and addressed and that nothing is

overlooked. This practice has resulted in significant improvement in the overall quality of FID investigations.

Additionally, civilian involvement can result in enhanced community trust for a law enforcement agency. When communities know that an agency's internal investigation will be scrutinized by non-police overseers, their confidence in the integrity of the investigation and any resulting adjudication of an officer's actions is enhanced. This enhanced community confidence can prove vital in avoiding unrest and in maintaining police-community relations following high-profile, controversial uses of deadly force by police officers.

In the aftermath of such critical events, affected communities often seek answers and have already received, or have the potential to quickly receive, exaggerated, misleading or erroneous information regarding police action taken during the incident. In some cases, the source of the information can have an agenda or the unverified, and potentially inflammatory, information is simply passed along to community members who form their own opinions. In many cases, community leaders and members look to independent civilian oversight commissions to gain a better understanding of critical events. When they have full access to investigations, civilian oversight personnel are in an outstanding position to dispel inaccurate, erroneous, or misleading information, and to promote trust in the involved agency's capacity to investigate and adjudicate the event.

Lastly, oversight personnel often have a keen sense of the needs and expectations that the entity (for example, board of police commissioners and chiefs of police) has for the collection and presentation of the evidence upon which the adjudication will be based. This insight into the demands of the investigation's end user can prove useful to investigators as they seek to design their investigation to satisfy those demands. Ultimately, this insight promotes effective adjudication.

For the many law enforcement agencies that currently have civilian oversight in some form, and for those anticipating additional operational review and scrutiny, it is important that they strongly consider building effective relationships with oversight entities. Once successfully established and properly maintained, an effective relationship with a civilian oversight entity can directly benefit a police or sheriff's department's investigations through the provision of valuable investigative insight and criticisms, and by helping to retain community trust in an organization by providing a positive backspin following critical incidents. ♦

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



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

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The SecureShift color-shifting technology by Blackinton allows verification of a badge authenticity with just a glance and without

changing the badge's integrity. A slight turn of the badge creates an obvious color-shifting effect due to unique microflakes permanently embedded in the badge's enamel. There is no topical application of a hologram or erasable engravings that can be removed.

According to Blackinton, SecureShift technology is visible and verifiable to the naked eye and cannot be compromised. It is the same technology used to protect 80 percent of the world's currency, and Blackinton is the only badge manufacturer in the world licensed and authorized to use SecureShift technology. The technology is available in a variety of colors. The Kauai badge shows the enamel with a blue to purple shift.

SecureShift by Blackinton is available via the company's state seal program or the custom badge program. The state seal program is an economical way to introduce the anti-counterfeiting technology to a department. The full-color state seal contains the color-shifting enamel and can be applied to any Blackinton catalog or custom badge. The Blackinton SecureShift technology is currently being used in badges by both large and small municipalities, as well as international law enforcement agencies.

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



IMLCORP SoundCommander

IMLCORP manufactures SoundCommander Command Pack portable loudspeaker systems as the definitive tactical tool for mass notification and crowd control.

A crisis situation demands an emergency alert system with the features and flexibility to deliver time-sensitive information in real time. The SC1000CP delivers high-power, live voice audio over a large area to alert and direct those at risk in an emergency. The Command Pack system includes a stand-alone base unit with amplifier and internal loudspeaker, plus an additional expansion package and accessories. The SC1000EP expansion package consists of an external loudspeaker, a tripod equipment stand, a wired microphone, and a wireless transmitter with a range of up to 225 yards. This full-featured system comes with a rugged storage case with a pull handle and wheels or can be carried by hand or by using the built-in backpack.

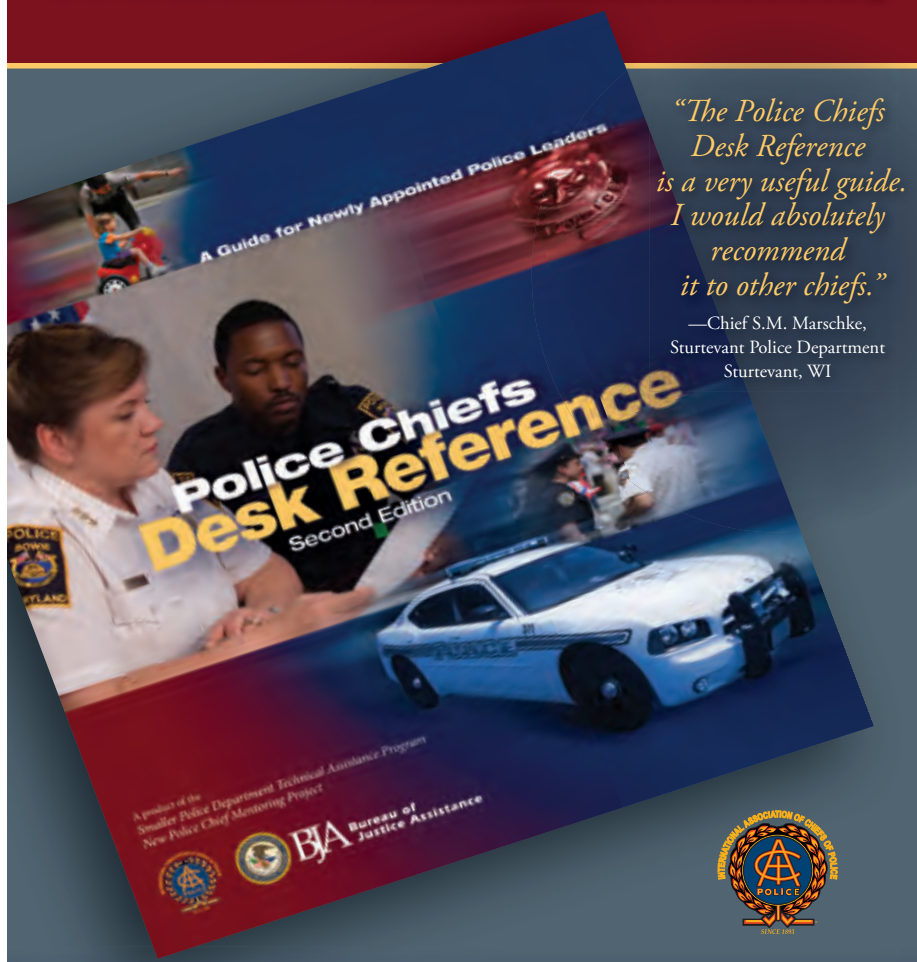
Also, IMLCORP introduces a quick-change battery access door for easy, instant battery replacement. The systems can operate from their own internal rechargeable battery packs or from external 12VDC, 24VDC, or 110-230VAC. With an internal battery and included accessories, the SC1000EP weighs only 22 pounds (9 kilograms), making it ideal for field or mobile operations.

IMLCORP has deployed these systems for use by military, police, fire, and emergency services around the world. Thanks to the effectiveness of the SoundCommander clear-voice loudspeaker system, IMLCORP is helping people take control of the situation—any situation.

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

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Sturtevant, WI



This desk reference is a major component of the **New Police Chief Mentoring Project** funded by the Bureau of Justice Assistance. Designed with the newer chief in mind, the Police Chiefs Desk Reference (PCDR) contains a wealth of resources to assist chiefs in their role as a police executive. The PCDR is written by experienced chiefs who wanted to share their experience and best practices with other chiefs across the country.

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The faces of the SELECT Scholarship Awardees from 2009–2010

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(Survivors' Education Law Enforcement Trust)

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The application process for the 2010–2011 school year is now underway—
Please visit www.theiacpfoundation.org to find out more about the SELECT scholarships and to download an application. All applicants will be considered for all three scholarships.

DEADLINE for applications is Friday, June 25, 2010.

Chief Dave Cameron Memorial Scholarship

Chief Cameron influenced law enforcement throughout his career as well as during his tenure on the IACP Executive Committee.

IACP Executive Director Dan Rosenblatt and his wife Lonie Hassel have permanently endowed this scholarship, which will provide a \$1,000.00 award to one recipient annually.

Charles and Claire Blauer Scholarship

Endowed by the Blauer family of Blauer Manufacturing Company, Inc., in honor of their parents Charles and Claire Blauer, this scholarship will provide a \$1,000.00 award to one recipient annually.

IACP Foundation Scholarship

As a result of significant, anonymous donation, the IACP Foundation is proud to offer a scholarship that provides for assistance with tuition and fees in the amount of \$2,500.00 to one recipient annually.

Please contact Foundation Director Patricia (Petey) Casstevens with any questions at 1-800-843-4227 x367.



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Patricia Casstevens, Foundation Director
casstevens@theiacp.org
www.theiacpfoundation.org

NEW MEMBERS

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

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

*Associate Members

All other listings are active members.

ISRAEL

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—Abodunde, Olabomi S, Asst Superintendent of Police, Nigeria Police Force, 24 PMF State House, 234 8034155142, E mail: abodundeolabomi@yahoo.com

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Ogudu Ojota—*Taiwo, Oyetunde, Chief Watcher, Lagos State Govt Neighborhood, Kosofe Local Govt, 234 8035751477, E mail: oyetundetaiwo@yahoo.com

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Martinez—Jackson, Daryl Bernard, Lieutenant of Inspectors, Contra Costa Co District Attorney's Office, 900 Ward St, 3rd Fl, 94553, 949 497 0307, Fax: 949 497 0775, E mail: djack1961@sbcglobal.net

Perris—Metroka, John, Lieutenant, Riverside Co Sheriff's Dept, 137 N Perris Blvd, Ste A, 92570, 951 210 1016, Fax: 951 210 1030, E mail: jmetroka@riversidesheriff.org

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Moline—Hankins, Kim, Chief of Police, Moline Police Dept, 1640 Sixth Ave, 61265, E mail: khankins@moline.il.us

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Columbia—*Doxsee, Deborah J, Licensed Psychologist, Deborah J Doxsee PhD LLC, 28 N Eighth St, Ste 300, 65201, 573 474 1877, Fax: 573 474 1892, E mail: ddoxseephd@justice.com

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Raleigh—Gilchrist, Michael W, Lt Colonel/Deputy Commander, NC State Hwy Patrol, 4702 Mail Service Center, 27699 4702, 919 733 7952, Fax: 919 715 4659, E mail: mgilchrist@ncshp.org, Web: www.ncshp.org

—West, Robert V, Captain, NC State Hwy Patrol, 4702 Mail Service Center, 27699 4702, 919 662 4440, Fax: 919 662 4444, E mail: rvwest@ncshp.org, Web: www.nccrimecontrol.org

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Roseland—*Cloutier, Roland, VP/Chief Security Officer, ADP Inc, 1 ADP Blvd, 07068, 973 974 4457, Fax: 973 974 3203, E mail: roland_cloutier@adp.com, Web: www.adp.com

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Oregon

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Membership

Visit the IACP Web site for details on

- Benefits
- Committees
- Sections
- Divisions
- Members-only area
- How to join
- <http://www.theiacp.org>

Pennsylvania

Johnstown—Hugya, John A, Assistant Director, Johnstown Regional Police Academy, 445 Schoolhouse Rd, 15904, 814 269 3874, Ext. 226, Fax: 814 269 4586, E mail: police@gjctc.org
—Tomlinson, Tony M, Deputy Director, National Drug Intelligence Center, 319 Washington St, 5th Fl, 15901 1622, 814 532 4675, Fax: 814 532 4517, E mail: tony.m.tomlinson@usdoj.gov
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Stafford—Rider, David, Chief of Police, Fort Bend ISD Police Dept, 13600 Murphy Rd, 77477, 281 634 5501, Fax: 281 634 5509, E mail: david.rider@fortbendisd.com, Web: www.fortbend.k12.tx.us/police
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Springfield—Key, Tammie T, Section Chief, DEA/Justice, 8701 Morrisette Dr, 22152, E mail: tammietkey@gmail.com

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

Carroll L. Baruth Ph.D., Psychologist, Riverland Community College, Albert Lea, Minnesota (life member)
James R. Bush, Chief of Police (ret.), West Carrollton, Ohio; Dayton, Ohio (life member)
David W. Costa, Assistant Director (ret.), DEA/Justice; Mount Laurel, New Jersey
Carmen C. DeMarco, Chief of Police (ret.), Hammonton, New Jersey (life member)
John P. Durante, Sheriff, Montgomery County Sheriff's Department, Norristown, Pennsylvania
John R. Filan, Captain (ret.), New York City Housing Authority Police; Bayside, New York (life member)
Frank Gucciardo, Assistant Chief of Detectives (ret.), Gary, Indiana, Police Department; Chesterton, Indiana (life member)
Harry F. Gwynne, Chief of Police (ret.), Belleair, Florida; Palm Harbor, Florida (life member)
Bernier Kellough, Chief of Police (ret), Maywood, Illinois; Tucson, Arizona (life member)
Kenneth C. Melchior, Deputy Chief of Police (ret.), Newark, New Jersey, Police Department; Kenilworth, New Jersey (life member)
Boyd R. Messinger Ph.D., Lieutenant Colonel (ret.), U.S. Army; Professor, LaRoche College; Leechburg, Pennsylvania (life member)
Schuyler M. "Ted" Meyer III, Chief of Police (ret.), Pompano Beach, Florida; Chief of Police (ret.); Provincetown, Massachusetts (life member)
Oscar T. Neal, Firearms Enforcement Officer (ret.), ATF; Mount Rainier, Maryland (life member)
Robert Patty, Chief Constable (ret.), North Las Vegas, Nevada; Frazier Park, California (life member)
Michael G. Shanahan, Chief of Police (ret.), University of Washington Police Department, Seattle, Washington (life member)
Jack V. Staples, Postal Inspector in Charge (ret.), Fort Worth, Texas (life member)
Robert H. Waldrop, Administrative Assistant to the Chief (ret.), Pensacola, Florida, Police Department (life member)

The IACP's Drug Recognition Expert Section Presents the

16th Annual Training Conference on Drugs, Alcohol and Impaired Driving

July 22-24, 2010
Pittsburgh, Pennsylvania

"The Fight Against DUI: Meeting at the Confluence"

In addition to general sessions featuring the latest research and initiatives, daily workshops will address a variety of topics relevant to law enforcement, toxicology, prosecutors, and other traffic safety advocates.

Tentative Agenda:

- **New Anti-Depressants and Effects on Human Behavior**
- **Current Drug Trends**
- **Depressants vs. Stimulants**
- **Interactive and Creative DRE Training**
- **NHTSA Updates**
- **Successful Prosecution of DUI**
- **Toxicology Issues**
- **Drug Impairment Training for Education Professionals**

Discount for early registration ends May 7.

For a registration form or more information, go to

www.decp.org

**Online registration will be available
in March 2010.**

Product update

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



In-car video system

WatchGuard Video announces the release of Version 6.0 software for the WatchGuard DV-1 police in-car video system. The Version 6.0 upgrade includes a powerful new patent-pending feature called Record-After-the-Fact, which allows officers to retrieve buffered video that was not previously recorded to a DVD. Triggered video events are recorded onto a DVD, while the system is simultaneously and constantly recording video in the background to an internal hard drive. With Record-After-the-Fact, those unexpected encounters can be recalled to assist in an investigation to exonerate an officer.

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

Third-party mediation

Complaints against officers by citizens are part of policing. However, traditional methods of handling these complaints are lengthy and neither party generally tends to be happy with the outcome. An alternative method is to remove the complaint, without investigation, from the disciplinary process, and allow a neutral third-party to facilitate a discussion, or mediation. By entering into this process and agreeing to mediation, the complaint is closed against the officer and is considered "resolved through mediation." Community Mediation Concepts has provided more than 250 mediations for police and sheriff's departments for more than four years.

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

Prisoner transportation application

Fleet Management Solutions Inc. announces the completion of integration between FMS Fleet Central and GEO Transport Inc.'s secure prison transport application, GEOTrack, which has been used to transport close to half a million inmates over the last two years for the U.S. Immigration and Customs Enforcement agency and the U.S. Marshals Service. FMS Fleet Central uses the Iridium global satellite communications network to deliver valuable, real-time position coordinates and other vehicle data to protect law enforcement drivers and improve resource allocation and efficiency.

For more information, visit <http://www.thegeogroupinc.com> or <http://www.fmsgps.com>.

Virtual targetry

Laser Shot Inc. announces the installation of the Legacy Range Modernization at Range 37M, Fort Bragg, North Carolina. This installation creates an immersive visual targetry shoot house for multiroom, multitarget live fire engagements through the use of Laser Shot's exclusive CQB courseware Laser Shot Virtual Shoothouse (LVS), and the advanced technology of the Thermal Shot Live Fire Virtual Targetry System. The installation includes 14 live fire target engagement areas throughout the shoot house with custom hardware mounting and Laser Shot's exclusive climate-controlled protective shrouds to shield the electronic components from shrapnel and the outdoor elements.

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



Protective mats

MacNeil Automotive Products Limited produces defined, high-quality vehicle protection with the WeatherTech line of Automotive Accessories. The WeatherTech All-Weather Floor Mats are made with up to 16 pounds of pliable rubber to trap mud, snow, and sand, and are easily cleaned. All-Weather Floor Mats deliver year-round, effective carpet protection for virtually any vehicle. The mats come in black, tan, or gray, to complement most interior colors. WeatherTech continues to be the uncompromised leader in the innovative development of automotive accessories.

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



Surveillance camera indexing

BriefCam, the developer and provider of Video Synopsis systems for reviewing, analyzing, and indexing of surveillance camera content, is launching a new version of its VS product line.

Version 1.3 of BriefCam VS Online and BriefCam VS Forensics includes enhancements to existing features and new functionalities as well as a sleek, sophisticated new graphic user interface. BriefCam's VS products enable the rapid review of captured video footage with an index to the original source video, the online video feed, and offline archival video footage for on-the-spot event tracking, forensics, and evidence discovery.

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

Indoor and urban tracking

Rosum Corp. announced the launch of Alloy, a location and synchronization solution for indoor and urban environments. The Alloy chip, which was developed in partnership with Siano, the leading supplier of Mobile Digital TV receiver chips for handsets; laptops; PNDs (personal navigation devices); and other mobile devices, utilizes broadcast TV signals to provide precise frequency, timing, and location information. The breakthrough chip opens a multitude of opportunities by enabling femtocell synchronization and location, tracking of people and assets, and localized advertising over mobile TV devices in deep indoor locations.

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

Radio receiver headset

Comtrex Communications & Tactical announces its 90dB Listen Only with Volume Control headset, which conforms to OSHA in-ear decibel regulations. The device limits circuitry electronically by limiting in-ear audio output to safe levels at any radio volume, and allows wearers to set volume at 90dB for regular shift use and increase volume up to 110dB for temporary use in loud environments (roadside, concerts, protests, parades, and bars). The 90dB Listen Only allows users to hear speaker microphone audio in loud environments and keeps radio communications discreet.

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

Sonar scanning

L-3 Klein released the revolutionary new HydroChart 5000 Side Scan Bathymetric Sonar System at Oceanology International in London. The HydroChart 5000 represents the latest technology for the acquisition, display, and processing of highly accurate bathymetry data integrated with high-resolution side scan imagery, meeting IHO SP-44 Special Order Standards. It uses a phase difference measurement technique and Linear FM processing to produce the highest quality data sets for the hydrographic industry. Customers have already benefited from this technology as towed systems developed at L-3 Klein use this same technology to map the ocean's bottom. ♦

For more information, visit <http://www.L-3Klein.com>.



How New Parking Technologies Help Law Enforcement Fight Crime, Control Traffic, and Boost Revenues

By Richard B. Easley, CAPP, President, E-squared Engineering, Ashburn, Virginia; and Thomas Wunk, CAPP, Vice President of Operations, Scheidt & Bachman USA Inc., Linthicum, Maryland

For police officials, parking is rarely considered in the frontline fight against crime. Yet, in recent decades, parking lots and tickets have figured prominently in several high-profile criminal cases.

During the trial relating to the 1993 World Trade Center bombing, video from the tower parking garage was used as evidence to convict terrorist mastermind Ramzi Yousef. That same year, Aldrich Ames, a CIA agent spying for the Russians, was arrested after law enforcement tracked his movements and parking patterns using his access control card for the CIA parking lot. In 1977, police caught serial killer David Berkowitz, "Son of Sam," who terrorized New York City and killed 6 people in 12 months, after tracking down a parking ticket issued to his vehicle at the time and near the place of one of the murders. Each one of these cases used the parking technologies available at the time to assist in fighting crime.

Today, technologies in the parking industry are revolutionizing parking operations. These technologies are tools that can be used to prevent crime or as evidence after a crime.

Preventing Crime with E-payment

One of the most important technological advances in parking is the movement away from cash payment to e-payment: funds exchanged electronically using computer networks, the Internet, and digital storage systems. Just as the replacement of cash payment with credit card transactions at convenience stores and gas stations helped reduce crime in those environments,¹ the replacement of cash with e-payment in parking facilities is a positive development from a crime prevention perspective.

Increasingly, parking operators are installing payment systems that accommodate credit cards, other cards that carry balances, and even cell phones that access e-payment accounts or possess credit card capability with an electronic chip on the subscriber identity module (SIM) card. E-payment makes the lack of cash available on-site far less attractive to criminals.

E-payment also provides auditing capabilities to track the movement of criminals.

Using Automatic License Plate Recognition

License plate recognition (LPR) is an automated vehicle identification technology utilizing specialized cameras and software to recognize license plates, capture tag images, and transform the numeric and alpha characters on a license plate into a common format data stream. For many municipalities, universities, airports, medical centers, shopping malls, military bases, and corporations, LPR technology is typically used to confirm vehicle access to parking facilities. For law enforcement, LPR is a valuable technological tool for identifying vehicles of interest in crime investigations and for parking enforcement.

In Cincinnati, for example, the police department was able to locate a vehicle, set surveillance, and wait for an armed robbery suspect to arrive—all because LPR technology in the city's mobile systems had captured images of the suspect's vehicle parked on the street. In another example, the University of Kentucky's Parking and Transportation Services (PTS) department installed its LPR system on a parking control vehicle, which locates vehicles that have outstanding parking violations. Within 40 minutes, the system can read more than 2,500 license plates. During one sweep, the system was able to locate 5 vehicles with a combined 15 outstanding parking violations. In the long term, the university has the option of using the system to identify stolen vehicles or vehicles that have exceeded the time limit at time-enforced parking locations.

At several large airports and municipal facilities, law enforcement officials are working with parking operators to use LPR technology to track stolen vehicles and identify vehicles of interest in crime investigations. In these locations, the parking operator gives law enforcement officials access to its LPR databases and, in essence, becomes an extension of the public safety system. As costs for LPR systems continue to decrease,

more LPR systems will be installed, providing new opportunities for parking and police officials to work together to fight crime and improve security.

Other Vehicle Identification Technologies

In addition to LPR, there are several other automatic vehicle identification technologies in use in parking facilities and toll road processing—all with potential law enforcement applications. These include the use of radio frequency identification (RFID) tags, bar code tags, and transponders. Several major universities and the military use RFID to control vehicle access to their parking facilities and track the institution's vehicles as they travel outside the campus or military base.

Wireless sensing devices also are able to perform vehicle recognition (using general size and shape) and aid in revenue generation from parking violations. Combined with accurate GPS data, wireless sensing devices automatically detect and notify parking enforcement officers of unmoved vehicles. They also are equipped with cameras that can take photos of the violations. The city of Fredericksburg, Virginia, had limited parking, which resulted in street congestion, so the city used this technology to manage parking supply and determine when an escalation of enforcement was needed. In this case, violators first received a warning, followed by a ticket with a photo of the vehicle if there was any further violation. Using this device, officers could patrol the same area in 40 minutes compared to the pre-system patrol time of 5 hours. Benefits included an overall revenue increase as well as an additional 4 hours and 20 minutes of law enforcement capability.

Other on-street technologies used to enforce parking restrictions include handheld units, which have replaced pads and pens, and in-ground sensors that can detect how long a vehicle has occupied a space.

Preventing Crime with Better Lighting

Lighting fixtures in parking facilities are universally considered to be the single most important parking security feature. Good lighting deters crime and produces a more secure environment for the public and the operators. As a key component of the security system, lighting fixtures must be reliable and provide ample, glare-free illumination. They must also be able to withstand the elements and be protected from vandalism.

Many parking facilities have replaced incandescent lighting and high-intensity discharge (HID) lighting with fluorescent fixtures to illuminate parking stalls and driving lanes. These lights reduce energy consumption by 30 percent to 85 percent at equal or greater light levels. From a crime prevention standpoint, they have the benefit of instant illumination and remain brighter longer. Coupled with closed-circuit



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television (CCTV) equipment, they provide improved color spectrum and contrast.

Each year, more than \$1.5 billion is made available by utilities and government agencies to help offset the cost of energy-saving projects, including those involving lighting. The National Energy Policy Act allows a tax deduction for energy conservation measures that reduce energy demand by 50 percent or more. These and other economic incentives are spurring development of other lighting advances, including light-emitting diode (LED) fixtures. LED technology has the advantage of instant “on,” brighter lighting, longer life than other lamp sources, reduced maintenance, and energy savings. However, LED lighting is one to three years from becoming mainstream in parking facilities because standard construction cannot handle the thermal challenges of LED lights, and the optical design in most traditional fixtures does not maximize LED’s efficiency. Still, once lighting industry experts learn how to capitalize on LED technology, these lights will aid crime prevention in parking facilities.

CCTV for Crime Prevention

In recent years, an increasing number of parking facilities have installed CCTV to monitor pedestrian and vehicle traffic. This technology, which uses fixed or movable cameras, is nothing new for law enforcement officials. CCTV systems have collected enormous amounts of evidence that help solve thousands of crimes each year.² Several important advances in this technology are currently under way in the parking industry, promising improvements in crime investigations, traffic management, and detection of abandoned vehicles and other objects.

Video analytics enable a CCTV system to intelligently determine the subject matter being viewed, rendering it directly applicable to law enforcement operations. This could include vehicle congestion in an intersection, parked vehicles in a no-parking zone, movement or activity in a secure area, and any other situation in which atypical images are captured by the system. This technology also has the ability to track motion in a field of view using parameters such as object size and sensitivity.

Improving Traffic Management

As parking revenue control systems become more sophisticated, facility information can interface with local law enforcement both in real time and in summarized format. This kind of communication is an asset to traffic management as well as to enforcement. For example, as payment processing is accelerated, vehicles flow more rapidly from parking facilities into the streets, affecting traffic organization and street absorption during peak periods. The technology gives police access to infor-

Three Ways to Take Advantage of Parking Technologies

- Get to know community parking professionals. Participate in panels or committees during the design or renovation of parking facilities, especially those that are involved in procurement and installation of parking technologies.
- Become a member of the International Parking Institute (IPI). IPI has a membership category for law enforcement professionals. Learn more at <http://www.parking.org>.
- Read articles about advances in parking technology as well as firsthand experiences of law enforcement officials in *The Parking Professional* magazine.

mation about exit trends and traffic flow, enabling them to better manage traffic. This capability is an asset in communities with sports venues, theaters, concert halls, and other facilities in which high-volume traffic surges as events conclude.

The parking technologies outlined in this article—e-payment, lighting improvements, license plate recognition, video analytics, and wireless sensing devices—yield valuable information that can help police officials prevent crime, manage traffic, and present evidence at criminal trials. Clearly, parking operations by nature are a repository of valuable information that can assist law enforcement officials in all facets of their jobs.

Unfortunately, rarely are law enforcement officials involved in making technology-related decisions when a parking facility or on-street parking is being constructed or renovated, nor are they notified when parking facilities update their technologies—technologies that could have significant law enforcement applications. These are missed opportunities for both parking professionals and police officials.

At the local level, law enforcement officials should be involved in technology-related decisions for parking facilities in their respective communities. The local planning and zoning department can serve as the linkage between parking facilities and the police department. When a new facility is planned, or an existing facility is undergoing renovation, law enforcement needs to be represented in an oversight panel or on a committee.

In a recent example, during the renovation and expansion of Logan International Airport in Boston, Massachusetts, police officials were closely involved in decisions made about the technologies used in the parking facility.

Second, beyond specific collaboration at the local level, it is important for law

enforcement and the parking industry to work together to explore specific ways new technologies enable them to share data and information. The International Parking Institute, an association of parking professionals, and its technology committee are willing resources for police officials, providing a nexus in which information about new technologies in the parking industry is available to benefit law enforcement.

Advances in technology provide an opportunity for parking professionals and police officials to work cooperatively to the benefit of the community at large. Resources exist to share data and information that can help law enforcement prevent and fight crime, as well as manage traffic. By joining forces to take advantage of these new technologies today, law enforcement and the parking industry will be in the best position to seize the opportunities presented by the technologies of tomorrow. ♦

Notes:

¹Richard T. Wright and Scott H. Decker, *Armed Robbers in Action: Stickups and Street Culture* (Boston: Northeastern University Press, 1997), 137–139.

²See Grant Fredericks, “CCTV: A Law Enforcement Tool,” *The Police Chief* 71 (August 2004): 68–74, http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=359&issue_id=82004.

Richard B. Easley, CAPP, is the chair of the International Parking Institute’s Technology Committee and serves on the IPI Advisory Council. He is president of E-Squared Engineering, a transportation firm that provides services in the Intelligent Transportation Systems (ITS) commercial vehicle operations, electronic payment systems, transit systems, parking, and intermodal freight arenas. He has more than 24 years of experience in the transportation industry. He can be reached at reasley@e-squared.org.

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Improving Services at Small- and Medium-Sized Police Agencies during a Recession

By Craig R. Wilson, Sheriff's Lieutenant, Santa Cruz, California, County Sheriff's Office

Until recently, California police agencies could not find enough qualified applicants to fill their ranks; now, officers are being laid off. Public safety agencies are not invulnerable to budget cuts and workforce reductions. A 2009 national survey of 233 police organizations found that 63 percent of respondents reported making plans to cut their budgets.¹ While the Great Recession of 2009 has severely strained local law enforcement agency budgets, the public's expectations have not diminished. "There's a collision between high and rising demands for government services," the *Washington Post's* Robert Samuelson warns, "and the capacity of the economy to produce the income and tax revenue to pay for those demands."² Indeed, it has been recognized for some time that decreasing police budgets would require the development of more effective policing methods.³

The most recent recruitment brochure for a police chief in California speaks to this issue, citing the need to "balance the operational needs with the budget/resource constraints and determine how best to maintain the service levels, given the state of the budget locally as well as statewide." How is it possible to improve services during these tough times? Private-sector companies found ways to do more with fewer workers by becoming leaner and more efficient in the last year; however, government agencies have been slower to respond to this adjustment. Nonetheless, the following activities yield the most from available resources:

- Obtain a community mandate to identify what matters most
- Use officer discretionary time to advance agency goals
- Innovate through collaboration

Obtain a Community Mandate

Community consultation involves an organized process to involve citizens in the department's planning process. It promotes equity, access, and participation and may result in the establishment of a consensus-based mandate. While local government routinely incorporates community consultation into the development of city and county general plans, law enforcement often does not facilitate that level of citizen participation. Whether that lack is the result of tradition, independence, or the idea that the police should decide what is important is irrelevant—people now expect to have a role in making important decisions.

Santa Cruz CAP Program: The United Way's Community Assessment Project (CAP) offers an alternative model. CAP is a consortium of public and private health, education, human service, and civic organizations. CAP was convened in 1995 to measure and improve the quality of life in Santa Cruz County by raising public awareness, providing accurate information, setting community goals, and supporting collaborative action plans to achieve those goals.

A community mandate informs the police about the issues the public considers most important to their quality of life and authorizes police action in response to these issues. In a transparent and

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Every professional police and public safety organization is faced with the challenge of developing fair, efficient, and cost effective methods of evaluating candidates for supervisory and leadership positions. At the same time, agencies must be concerned with developing procedures that meet professional standards and legal guidelines, that are valid and reliable, and that have been successfully defended when challenged in court. More and more, agencies are using the assessment center method, a proven technique in identifying the most qualified supervisors, mid-level managers, and senior police leaders.

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

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inclusive process, the question, "What will it take for us, in this community, to achieve our public safety goals?"⁴ reframes the issue of how police resources should be managed and supports the development of a community crime prevention plan.

Obtaining a community mandate takes a great deal of work but offers many benefits: It supports a productive relationship between citizens and the police, provides opportunities to establish new relationships in the community, increases citizen satisfaction and police legitimacy, promotes public awareness of safety issues, and allows the police to concentrate its limited resources on those issues citizens care about most. Police will always respond to and investigate serious crimes, but knowing what matters most to the community provides departments the opportunity to prioritize activities.

Between 1995 and 2009, the Santa Cruz CAP successfully channeled community concerns to achieve desired outcomes. When CAP identified alarming rates of youth alcohol and drug abuse in 1995, a coalition of more than 110 agencies and individuals addressed the problem to reverse the trend, and the problem of abuse declined at a greater rate than the state's average.⁵ Other notable achievements of CAP follow:

- A committee was formed to commission a homeless census and needs assessment that led to the award of a \$4 million federal grant to prevent homelessness and promote rapid rehousing in 2000.
- A county-wide effort, consisting of 20 organizations, created an initiative in 2004 to improve health care for children that resulted in the Healthy Kids Plan, providing medical, dental, and other services to minors regardless of income level.

Community cooperation on important issues can tap enormous reserves of energy that can be focused to improve conditions. Survey after survey show that people are concerned about crime; yet consider the 2009 CAP community goal for public safety: "By the year 2010, crime within Santa Cruz County will continue to decrease and residents will have increased confidence in their personal safety at home and in the community."⁶ This goal is undefined and there is no action plan to achieve the objective. There is no reason why law enforcement agencies cannot play a more substantive role in harnessing community concerns to transform vague notions of supporting the local police to an involved citizenry that actively participates in identifying problems, suggesting solutions, and insisting that police have the resources to accomplish community goals.

International CAP Efforts: While CAP provides a good framework for basing community goals on reliable information, something else is necessary to turn the process

into an action plan. Based on national strategies, jurisdictions in Canada and Australia produce comprehensive community crime prevention plans. The Canadian model emphasizes inclusion of underrepresented groups and community mobilization; the Australian model relies on community focus groups and an evidence-based approach.⁷ Both systems are presented in terms of political and social processes instead of being the exclusive domain of law enforcement. It is necessary, or even desirable, to replicate these systems; law enforcement in the United States continues to be a local responsibility. However, these models contain principles that may be adapted for use by local police agencies.

In Santa Cruz County, the United Way's Community Assessment Project measures and improves the quality of life by raising public awareness, providing accurate information, setting community goals, and supporting collaborative action plans to achieve those goals.

Use Discretionary Time to Advance Goals

A study of the San Jose Police Department in 2000 by the city's auditor determined that 37 percent of its patrol officer's time was uncommitted.⁸ This figure is not unusual; a 2009 survey, conducted by the author, of 13 California police agencies of various sizes indicated, on average, that 37.8 percent of officer time was discretionary. Officer time is the agency's most valuable and expensive resource; the issue of how best to use that time is critical to accomplishing the agency's mission. However, no definitive standard exists to determine appropriate discretionary time levels or even staffing levels—these ratios vary from department to department based on a variety of factors, not least of which are community expectations.

A workload study determines how much work the agency generates and its capacity to produce work. The study should encompass patrol, investigations, traffic, administration, and other major divisions to provide a complete picture of the agency's capacity, avoid unintentional redundant functions, and eliminate conflicts between divisions.

The results will enable the department to consider a variety of options, including staffing deployment, investigative prioritization,

workload balancing, reorganization, and other means to support the agency's primary goals—a portion of which may be established through community consultation. In other words, a process that encourages a representative sample of citizens to help identify what matters most to them and what they expect from their local police or sheriff will play an important role in determining what the department prioritizes and why it uses its resources as it does.

The 1974 Kansas City Preventive Patrol Experiment was among the first to question whether or not police strategies did what they were supposed to do and ask how those strategies impacted the people they were designed to serve. The study determined that random patrol did not suppress crime or affect citizen's feelings of security.⁹ The results did not conclude that patrol was not useful, according to former Kansas City Police Chief Joseph McNamara, but that officers could spend their time more effectively.¹⁰ A number of studies since that time have examined the efficacy of what is commonly referred to as the standard or professional model of policing, which consists of random patrol, rapid response to calls for service, and follow-up investigations of all crimes by detectives. In 2004, the National Research Council's Committee to Review Research on Police Policy and Practices examined decades of research and determined that "focused policing" was more effective than the standard model.¹¹

Problem-oriented policing (POP), developed in 1990 by Herman Goldstein, is the most widely adopted model of focused policing. Goldstein rejected the idea that the police were merely law enforcement officers for the notion that they played a much more complex role in society. He advocated a new approach to police work emphasizing the ends instead of the means, focused efforts to identify and respond to the underlying causes of crime and disorder instead of just their symptoms, and redefined and expanded the relationship between the police and the community.

POP has been widely acknowledged but unevenly implemented. Nevertheless, POP implementation by police agencies has resulted in successful outcomes. One such example is the Chula Vista, California, Police Department's effort to reduce motel crime and disorder. In that community, the police, in collaboration with other city departments, developed an ordinance that promoted third-party policing by holding motels accountable for excessive service calls. As a result, service calls declined by 45 percent, crime declined by 68 percent, and motels reported increased revenues and an expanded clientele.

Many police agencies, buoyed by federal Community Oriented Policing Services (COPS) grants, formed specialized



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community policing units in lieu of finding ways to distribute new work methods broadly throughout all levels of the department. From 1995 through 1999, federal COPS funding reached its highest levels but since then has decreased dramatically. As a result of reduced funding, many community policing and POP units have been reduced or have disappeared altogether, stalling or reversing the gains acquired through nearly two decades of substantial efforts. Hurdles faced by POP suggest that departments cannot afford another try at implementation during tough fiscal times, but that is not necessarily accurate. Although federal COPS funding has been significantly reduced, there are two relatively simple measures departments can take to integrate POP into routine functions:

1. Establish an in-service community policing training program for officers who have completed the field training officer program and who have some patrol experience, but are still on probationary status. The program, which could be completed in about four weeks, should be based in the patrol division as an extension of the conventional program. Training officers with active caseloads could demonstrate POP techniques and strategies to trainees as they work together on actual projects.
2. Assign police supervisors the responsibility for actively managing POP projects. A clear statement of purpose from the chief or sheriff, hands-on applications in a learning environment, and mentoring and active participation by supervisors will convince officers that POP is an integral component of policing and important to the department.

POP must be generalized and distributed throughout the department if it is to not only survive, but also flourish. Barry Bluestone, director of the Center for Urban and Regional Policy at Northeastern University, argues that the public sector and its unions will have to “improve productivity, improve the services they offer, and find innovative ways to deliver them,” or the public will look for better alternatives.¹² If POP were to be incorporated by every officer—magnifying its potential for reducing crime—it is reasonable to say the best POP initiatives remain to be realized.

Innovate through Collaboration

The High Point, North Carolina, Police Department faced a problem common throughout the nation: An open-air drug market, plagued by violence and prostitution, taking place in a neighborhood full of fearful or resentful residents. Increased enforcement efforts made little, if any, difference. So the police decided to try something new: They asked a professor at John Jay College to examine the situation and

offer advice. Local police ended up talking to community leaders, identified the drug dealers with a propensity for violence, and then approached the dealers using a multidisciplinary team to inform them they were being closely monitored and would be vigorously prosecuted if they did not stop their activities. Then the social services representative asked the dealers what they needed to get other jobs. The intervention was not about arrest and prosecution—those were just tools; it was about making the neighborhood livable for its residents, and it worked. Nearly all the dealers complied and residents were satisfied because they felt safer in their neighborhoods and confident that the police were responsive to their problems.¹³ The point here is not whether this one particular technique will work everywhere—it may not—but strategies based on new ideas and approaches hold great promise. The point is that the police can increase their effectiveness through consulting, collaboration, and innovation.

Law enforcement professionals possess a specialized body of knowledge, but there is simply no way any one discipline can access all the ideas and tools that are available. When General David Petraeus was formulating a new strategy for Iraq in 2007, he consulted a “wonky group of PhDs” for advice and assistance.¹⁴ Forming a collaborative relationship with a reputable researcher or academic institution allows the department to assess the efficacy of its crime prevention and enforcement efforts and investigative alternative strategies and brings a fresh set of ideas to the table that might challenge long-held assumptions within the policing industry. Police agencies should no longer be satisfied with models based solely on intuition, anecdote, or received wisdom. Law enforcement and, more importantly, the public will benefit from multidisciplinary problem-solving approaches.

The Recession Will End

Whenever this recession finally ends, it is unlikely the economy that emerges will be the same as the economy it replaced. An improved economy may relieve some of these pressures, but police officers are generally among the best-paid civil servants, and cities and counties will be cautious of adding locally funded positions.

This article did not address every conceivable strategy that could result in cost savings. Its aim was to provide some ideas to integrate police agencies with the communities they serve, to advocate for an alternative to eliminating COPS, and to suggest a practical program to make better use of whatever resources are left after budgets have been cut.

A police agency that knows what the people it serves want most, how to use its resources most effectively, and is willing to

consider new ideas to solve old problems is well positioned to prevent and reduce crime and improve the quality of life in the communities it serves. ♦

Notes:

¹Police Executive Research Forum, “44 Percent Cite Increases in Crime Due to Economic Crisis: 63 Percent of Local Police Departments Are Facing Cuts in Their Total Funding,” press release, January 27, 2009, http://policeforum.org/upload/PERF%20Survey%20on%20Policing%20&%20Economy_908860847_222009153254.pdf (accessed April 2, 2009).

²Robert J. Samuelson, “California’s Reckoning—and Ours,” *Washington Post*, August 3, 2009, <http://www.washingtonpost.com/wp-dyn/content/article/2009/08/02/AR2009080201253.html> (accessed March 24, 2010).

³Robert C. Trojanowicz and Hazel Harder, *The Status of Contemporary Policing Programs* (East Lansing, Mich.: National Center for Community Policing, 1985), <http://www.cj.msu.edu/~people/cp/status.html> (accessed March 24, 2010).

⁴John H. Campbell, Joseph Brann and David Williams. *Officer-per-thousand formulas & other Policing Myths: A Leadership Model for Better Police Resource Management* (Portland, Oregon: Campbell DeLong Resources, Inc., 2003), 3, <http://www.cdri.com/library/Officer1000FullVer.pdf> (accessed March 24, 2010).

⁵Santa Cruz County Community Assessment Project Year 15, 2009 *Comprehensive Report* (Capitola, California: United Way of Santa Cruz County, 2009), 7, http://www.appliedsurveyresearch.org/projects/cap/cap2009/CAP15_Full_Report.pdf (accessed March 24, 2010).

⁶*Ibid.*, 156.

⁷See the Canadian model, “The National Strategy on Community Safety and Crime Prevention: Building Safer Communities,” <http://www.acsa-caah.ca/Portals/0/Member/PDF/en/documents/nationalstrat.pdf> (accessed December 14, 2009); and the Australian model: “Orange Community Plan 2007-11” <http://www.orange.nsw.gov.au/go/building-our-city/safety-in-our-city/crime-prevention-plan> (accessed December 14, 2009).

⁸Office of the City Auditor, *Report to the City Council City of San Jose: An Audit of the Police Department—Bureau of Field Operations Patrol Division’s Staffing and Deployment* (February 2000), 27, <http://www.sanjoseca.gov/auditor/AuditReports/0001/0001report.pdf> (accessed March 24, 2010).

⁹George Kelling et al., *The Kansas City Preventive Patrol Experiment: A Summary Report* (Washington D.C.: Police Foundation, 1974), 34.

¹⁰Joseph McNamara, personal communication, March 25, 2009.

¹¹Wesley Skogan and Kathleen Frydl, eds., *Fairness and Effectiveness in Policing: The Evidence* (Washington D.C.: National Academies Press, 2004), 4–5.

¹²“Public Sector Unions: Welcome to the Real World,” *The Economist* (December 10, 2009): 32.

¹³“Crime and Politics: The Velvet Glove,” *The Economist* (October 22, 2009): 33.

¹⁴Thomas E. Ricks, “The COINdinistas,” *Foreign Policy* (December 2009): 63.

THE 2010 IACP/SPRINT EXCELLENCE IN LAW ENFORCEMENT RESEARCH AWARD

The IACP and Sprint are pleased to announce the annual Excellence in Law Enforcement Research Award to recognize law enforcement agencies that demonstrate excellence in initiating, collaborating on, and employing research to improve police operations and public safety. The goal of this award program is to promote the establishment of effective research, especially partnerships among law enforcement agencies and researchers.

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Membership Requirements

Active Membership

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

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

Police chiefs of private colleges and universities who are qualified as law enforcement officers within their respective states/provinces.

Officers who command a division, district or bureau within the department. Command must be specified on the application.

Chief executive officers of railroad police systems and railway express company police systems.

Associate Membership

Police officers employed by police agencies below the rank of lieutenant.

Superintendents and other executive officers of prisons.

Chief executives, departmental officers and technical assistants of city, county, state, provincial and national agencies with administrative or technical responsibility for police-related activities.

Prosecuting attorneys, their deputies and deputy sheriffs.

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

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

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

Employees of companies providing services to law enforcement agencies.

Associate members enjoy the same privileges as active members except those of holding office and voting.

The Western Identification Network: A Multi-State AFIS

By Chelsea S. Keefer, Document Specialist, Nlets, Phoenix, Arizona

The Western Identification Network (WIN) is working with the National Law Enforcement Telecommunications System (Nlets), also known as the International Justice and Public Safety Network, to provide a multistate Automated Fingerprint Identification System (AFIS). AFIS comprises a high-speed computer system that digitizes, stores, and compares fingerprint data and images. Fingerprints entered into AFIS are searched against millions of prints on file and are identified by experts from resulting candidate lists. WIN seeks to help states identify individuals by providing a network where states can search and share fingerprints over a secure, reliable connection. With a like-minded mission and similar network in place, Nlets plays a major role in managing and supporting the WIN network.

About WIN

WIN was formed in May 1988 to facilitate creation of the first multistate AFIS. This took place approximately 10 years prior to going live. In the mid-1980s, the California Department of Justice had successfully interfaced the state with local California agency AFIS systems. Building on California's experience, WIN took the unprecedented step of being the first entity to electronically share fingerprint data across state lines. WIN supports its members via national AFIS standards promulgated by the National Institute of Standards and Technology (NIST) and the Federal Bureau of Investigation (FBI) Criminal Justice Information Services Division (CJIS), and supports member submissions to the FBI through its CJIS wide-area network (WAN) connection.

WIN is a consortium of state and local law enforcement agencies that have implemented a shared network and AFIS processing service bureau to provide the ability to search the criminal and civil fingerprint records of these member

agencies. Currently, eight states—Alaska, Montana, Oregon, Washington, Idaho, Nevada, Utah, and Wyoming—use the WIN AFIS service bureau in Rancho Cordova, California. The service bureau contains approximately 6 million 10-print records and a growing number of palm prints and other record types. Interfaces are maintained with California and its local agency systems as well as Las Vegas Metro, Nevada, and King County/Seattle, Washington, that, in total, provide members access to 26 million searchable fingerprint records.

How It Works

Consider this: A man in Oregon is arrested for domestic violence. He is fingerprinted at the local county jail. Using a Live Scan terminal, the man's fingerprints are sent to the main WIN system at Oregon State Police, which automatically enters them into AFIS. This means that within 30 minutes of processing the subject, his fingerprints are searchable in AFIS, and a computerized criminal history record of the arrest is established.

The man posts bail and immediately heads to a gun store. Any federally licensed dealer selling firearms in Oregon must perform a criminal history check over the phone and must also capture the buyer's thumbprints on the necessary paperwork. In this case, because the domestic violence arrest was already established on the man's criminal history, the gun sale was denied. One can only imagine the violence that was prevented because of information available via WIN.

Mike Heintzman, Operations Manager for the Identification Services Section of the Oregon State Police, believes the investigative value of searchable fingerprints is immeasurable. "Whether it's after a routine arrest or as part of a latent print search during a criminal investigation, being able to search a large portion of the western states is extremely helpful. Thanks to the WIN network and Nlets support, Oregon and the other WIN states, can safely and easily share fingerprints."¹ Steve Correll, Executive Director

for Nlets, has a like-minded opinion of the significance of WIN. "I've worked in law enforcement, and now, as part of Nlets, I work for law enforcement, to make sure our network can provide the right information to the right person at the right time. What WIN offers is essential access to highly important information, which is exactly what Nlets aims to provide to the states."

Future Growth

In a world of rapidly expanding technology, the distance between officers on the street and the information they need is ever increasing. Said Ken Bischoff, CEO of WIN, "As WIN and Nlets expand their capabilities, I think there will be limitless opportunities to broaden the reach of AFIS, as well as the method through which law enforcement can access it."² The potential for states to use mobile fingerprint devices and a more robust network brings with it the promise of officers armed with better data, which, in turn, means safer communities.

The Portland Police Forensic Evidence Division is currently using its Interstate Identification Index System (III System) and WIN to take fingerprint identification to the streets. Using handheld, portable scanning units, officers who have already legally detained a suspect for a criminal act can take fingerprints in the field for quick identification via AFIS. Chris Wormdahl, Portland Police technology coordinator, is amazed at how times have changed. "Suspect identification is happening faster and faster—we're not rolling ink anymore," he said. "Organizations like WIN and the connections they provide are allowing us to fully utilize technology such as these scanning units to arm officers with the information they need."³ These devices, coupled with WIN's services, are leading the way in the future of law enforcement.

Both WIN and Nlets have the same mission: to assist law enforcement agencies with their information needs. Terry O'Connell, director of Oregon's Law Enforcement Data System, said, "Consortiums such as WIN and Nlets are excellent examples of how states can pool resources to provide a common criminal justice information solution. The ultimate end user—the cop on the street—benefits tremendously from these behind-the-scenes partnerships."⁴

For more information about WIN, contact Ken Bischoff, WIN Chief Executive Officer, at 916-369-3946, extension 227, or visit <http://www.winid.org>.

For more information about Nlets, contact Kurt Anzelmo, Nlets Director of Operations, at 623-308-3529, or visit <http://www.Nlets.org>. ❖

Notes:

¹Mike Heintzman, spoken personal communication, February 24, 2010.

²Ken Bischoff, e-mail to the author, February 24, 2010.

³Chris Wormdahl, spoken personal communication, February 26, 2010.

⁴Terry O'Connell, spoken personal communication, February 25, 2010.

Abbreviations

AFIS	Automated Fingerprint Identification System
CJIS	Criminal Justice Information Services Division
FBI	Federal Bureau of Investigation
IBIS	Integrated Biometric Identification System
III System	Interstate Identification Index System
NIST	National Institute of Standards and Technology
Nlets	National Law Enforcement Telecommunications System (The International Justice and Public Safety Network)
WAN	wide-area network
WIN	Western Identification Network

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October 23-27, 2010 Orlando, Florida



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IACP International Policing Division

Armenian Visit: In late March 2010, the IACP hosted Armenian law enforcement and prosecution officials at its headquarters in Alexandria, Virginia. These visitors traveled to Washington, D.C., and subsequently four other cities in the United States as part of the International Visitor Leadership Program (IVLP) with the U.S. Department of State. IACP representatives from the International Policing Division and the Research Center Directorate spent an afternoon discussing policing policies, procedures, and best practices, specifically pertaining to combating human trafficking. The IACP staff hosts visitors from the IVLP about once a month, enabling the exchange of knowledge and experience in a small group setting, and allowing IACP staff to meet individuals—potential members—who may not be immediately familiar with the organization, its functions, or its influence on global policing.

United Nations & Guinea-Bissau: In the most populated neighborhood in the capital of Guinea-Bissau, Bairro Militar, a new building brings with it hope for increased safety and security. The new police station under construction, part of the government's Security Sector Reform, has been heralded by the national government and the United Nations Peace-Building Support Office in Guinea-Bissau as a model for the country and for the region. At the groundbreaking, Joseph Mutaboba, special representative of the UN Secretary-General, is quoted saying that the new police model is a motion toward "justice for all."



An eyewitness to his moment in history is the IACP's International Division Vice-Chair, Colonel Nelson Werlang Garcia, senior police advisor, UNIOGBIS (seated at far right), who is currently working in Bissau, Guinea-Bissau. Colonel Garcia is beginning his one-year assignment in the region to support the police mission in Africa as a UNPOL Senior Police Advisor. Despite the demands of his position, Colonel Garcia remains

an enthusiastic and active IACP member, lending his time and effort to accomplish any task that might benefit the organization. Working alongside International Vice President David C. Beer, the International Division has set goals for increasing membership on a global scale.

Host Chiefs Subcommittee Meeting

Planning for the annual IACP conference begins years in advance of the actual conference and intensifies for the city hosting that year's conference. In final preparations for the 2010 Orlando, Florida, conference and the 2011 Chicago, Illinois, conference, representatives from the police departments met with the 2009 Denver, Colorado, conference leadership team and IACP staff. Glen Mowrey, retired deputy chief of Charlotte-Mecklenburg, North Carolina, Police Department and the 1999 conference host, chairs the Host Chiefs subcommittee of the IACP Conference Committee.

The Denver, Colorado, Police Department representatives—Division Chief Tracie Keesee and Lieutenant Bill Mitchell—delivered the 2009 conference after-action report, sharing lessons learned with the future conference host.

2010 Orlando Conference Planning

The Orlando, Florida, Police Department leadership team—Captain Jan Croud and Community Service Officer Rachel Wright—presented the 2010 Orlando conference plans. Chief Val B. Demings is the conference host and is involved in conference planning. Within the Orlando Police Department structure, 20 committees have been assigned planning responsibilities including such functions as command post, security, communications, credentialing, armory in the exhibit hall, and public/media relations.

Following are special events for the 2010 conference.

Chief's Motorcycle Ride: A unique Saturday, October 23, event is the Chief's Motorcycle Ride. Interested riders may join Orlando Police Chief Val Demings for a 70-mile motorcycle ride through central Florida, which takes riders through the scenic byways of Orange County. The ride begins at 8:00 a.m. and returns around 2:00 p.m.

Transportation is provided from the Orange County Convention Center to the start of the ride at Orlando Harley Davidson, 3770 – 37th Street, Orlando. The cost is \$40 per rider (two riders on one motorcycle is \$80) and motorcycles are available to rent for \$99 for the ride through Orlando Harley Davidson. Brunch is included.

For more information, e-mail lionel.santiago@cityoforlando.net.

Golf Tournament: On Sunday, October 24, starting at 8:00 a.m., golfers can enjoy the Walt Disney World Palm and Magnolia Golf Courses during a conference golf tournament. Transportation is provided from the Orange County Convention Center. The cost is \$160 per golfer and includes a continental breakfast and Italian lunch buffet. If needed, clubs can be rented for \$25. Prizes will be awarded.

5K Run: On Sunday, October 24, starting at 7:00 a.m., runners can enjoy an exciting 5K course that weaves through Universal Studios and Universal Islands of Adventure theme parks. Transportation is provided from conference hotels and awards will be presented at the end of race. Race packets can be picked up in the registration area of the convention center. The run benefits the Florida Special Olympics.

Host Chief's Education Track: Central Florida law enforcement agencies are presenting educational programs that highlight successful programs of the region. Among the educational topics are the benefits of a university chief versus a traditional police chief, the Orlando IRIS camera program, the region's fusion center, socialization of Generation X versus Generation Y, and many other topics.

IACP Host Chief's Night: The IACP Host Chief's Night event will be held Monday, October 25, 2010, at Universal Studios, where attendees will have exclusive access for the evening. IACP members, their guests, and families will enjoy an evening of food, networking, and attractions offered by Universal Studios. Please note: the IACP Host Chief's Night does not include access to The Wizarding World of Harry Potter because the attraction is in a separate theme park, Universal's Island of Adventures.

Important 2010 Conference Dates

May 12, 2010 – Registration and Housing opens. Attendees can register and secure their hotel rooms starting Wednesday, May 12, 2010.

August 1, 2010 – "Insider's Guide to the Conference," published in *Police Chief* magazine. This guide provides details needed to make the most of the conference experience.

October 23, 2010 – Conference begins with educational programs and committee, section, and division meetings. Opening Ceremony is at 4:00 p.m.

October 24, 2010 – Ribbon Cutting Ceremony opens the largest law enforcement exposition in the world. Doors open at 10:00 a.m.



October 25, 2010 – First General Assembly and voting for IACP offices.

October 26, 2010 – Second General Assembly and last day for the exposition.

October 27, 2010 – Annual Banquet for swearing in the 2010–2011 IACP President and Board of Officers. Entertainment follows the official program.

2011 Chicago Conference Planning

Representing the Chicago, Illinois, Police Department conference planning staff were Sergeant Lori Cooper and Officer Peg Mizera. Both are experienced at event planning in Chicago.

The 118th Annual IACP Conference is being held October 22–26, 2011, at Chicago's McCormick Place. Located just minutes from downtown Chicago, McCormick Place is owned and operated by the Metropolitan Pier and Exposition Authority and attracts close to 3 million visitors each year. An expansive series of pedestrian promenades and sky bridges link the entire convention facility. The grand concourse connects the south and north buildings and, along with the central concourse, offers locations for retail shops, cafes, restaurants, and other visitor amenities.

McCormick Place is named in honor of Colonel Robert R. McCormick (U.S. Army), a controversial and charismatic visionary who served as editor and publisher of the *Chicago Tribune*. It was Colonel McCormick who spearheaded the drive to build a world-class convention center in the city of Chicago. Under Colonel McCormick's leadership, the state endorsed construction of a permanent exhibition hall to host conventions and trade shows. Colonel McCormick never lived to see his dream become a reality. The facility bearing his name opened in 1960, five years after his death. Over the past 50 years, the facility has been updated many times to remain a premiere convention center.

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

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

Online Firearms Digest

The Harvard School of Public Health recently launched a new online firearms digest that compiles and summarizes research findings on firearms and gun violence. This new source is ideal for law enforcement. Using topical searches under headings such as domestic violence, homicide, and crime, law enforcement now can easily incorporate research findings in the development of best practices and prevention strategies with respect to firearms violence. The Firearms Research Digest, funded by the Joyce Foundation, features clear summaries of research published in academic journals and links to the actual studies. This searchable database currently covers six years of research—from 2003 to 2009—and is being expanded to include articles dating back to 1988.

The Firearms Research Digest can be found at <http://www.firearmsresearch.org>.

Causes and Correlates of Girls' Delinquency

The U.S. Department of Justice's Office of Justice Programs (OJP) released the fifth in a series of Girls Study Group bulletins from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) that present findings and examine issues related to delinquent behavior in adolescent girls. This bulletin summarizes the results of the research team's extensive review of social science literature on individual-level risk factors for delinquency and factors related to family, peers, school, and communities and identifies implications for program and policy related to risk and protective factors.

The bulletin identifies eight factors that are significantly correlated with girls' delinquency. They are negative and critical mothers, harsh discipline, inconsistent discipline, family conflict, frequent family moves, multiple caregivers, longer periods of time with a single parent, and growing up in socioeconomically disadvantaged families.

Causes and Correlates of Girls' Delinquency, by Margaret A. Zahn et al., Girls Study Group Members, Office of Juvenile Justice and Delinquency Prevention, can be accessed at <http://www.ncjrs.gov/pdffiles1/ojdp/226358.pdf>.

The OJP, headed by Assistant Attorney General Laurie O. Robinson, provides federal leadership in developing the nation's capacity to prevent and control crime, administer justice, and assist victims. OJP has seven components: the Bureau of Justice Assistance; the Bureau of Justice Statistics; the National Institute of Justice; the Office of Juvenile Justice and Delinquency Prevention; the Office for Victims of Crime; the Community Capacity Development Office; and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. More information about OJP can be found at <http://www.ojp.gov>.

For further information and resources on girls' delinquency, visit OJJDP's Girls' Delinquency Web portal page at <http://ojdp.ncjrs.gov/programs/girlsdelinquency.html>. ♦



Line of Duty Deaths

"They will be remembered—not for the way they died, but for how they lived."

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends, and colleagues.

Deputy Sheriff Roy "Bruce" Sutton Jr.
Jefferson County, Ind., Sheriff's Office
Date of Death: December 11, 2009
Length of Service: 1 year, 2 months

Deputy Sheriff Joel Brian Wahlenmaier
Fresno County, Calif., Sheriff's Office
Date of Death: February 25, 2010
Length of Service: 11 years, 8 months

Officer Javier Bejar
Reedley, Ga., Police Department
Date of Death: March 1, 2010
Length of Service: 2 years

Corporal "J.R." Clovis Wayne Searcy Jr.
Ouachita, La., Parish Sheriff's Office
Date of Death: March 6, 2010
Length of Service: 8 years

Officer James David Bonneau
Jackson, Mich., Police Department
Date of Death: March 9, 2010
Length of Service: 2 years, 4 months

Officer James Anthony Kerstetter
Elyria, Ohio, Police Department
Date of Death: March 15, 2010
Length of Service: 15 years, 6 months

Officer Kenneth Betancourt-Camacho
Puerto Rico Department of Natural Resources
Date of Death: March 23, 2010
Length of Service: 6 years

Officer Felix Rodriguez-Gomez
Puerto Rico Department of Natural Resources
Date of Death: March 23, 2010
Length of Service: 6 years

Corporal Christopher Milito
Delaware River Port Authority Police Department
Date of Death: January 16, 2010
Length of Service: 16 years

Corporal Jeremy Caleb McLaren
Spring Hill, Tenn., Police Department
Date of Death: February 7, 2010
Length of Service: 2 years, 8 months

Major Timothy Joel Bergeron
Terrebonne Parish, La., Sheriff's Office
Date of Death: February 7, 2010
Length of Service: 26 years, 9 months

Corporal Thomas Paul Jensen
Prince George's County, Md., Police Department
Date of Death: March 9, 2010
Length of Service: unknown

Officer David A. Haynes
St. Louis, Mo., Metropolitan Police Department
Date of Death: March 24, 2010
Length of Service: 1 year, 9 months

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Peace Officers Memorial Day

A Day to Remember, A Day to Pledge

By Richard J. Ashton, Chief of Police (Retired), Frederick, Maryland; and Grant/Technical Management Manager, IACP

We pay homage each year on May 15 to all those law enforcement officers who made the supreme sacrifice by protecting and serving the communities they chose to represent. We celebrate during National Police Week their lives and honor their spouses and significant others, children, parents, siblings, and partners as they all strive to move forward in life without their loved ones. We also remember daily those officers whom each of us knew personally—their knack for defusing domestic disputes and other emotion-laden calls for service, their “sick” sense of cop humor, their ability to remain unflustered during intense cross-examinations, their skillfulness in separating quickly and accurately the relevant facts from the rhetoric and then initiating appropriate actions, and ... how they died.

We understood on the proudest day of our professional lives—the day we took the oath of office—that we might die in the course of discharging our sworn responsibilities. But even if we seriously pondered the prospect of an in-the-line-of-duty death, we most likely believed it would come to pass in a barrage of bullets during a high-profile felony arrest. However, the reality is that 41 percent more officers were killed accidentally than feloniously (746 officers versus 530 officers) between 1999 and 2008,¹ and that 66 percent of those killed accidentally in that same decade (492 officers) died in automobile and motorcycle crashes.²

Since we were young and believed we were invincible, we raced to calls for service in a commendable effort to apprehend criminals and render aid to victims, failed to wear our seat belts because we thought buckling up somehow would slow our exiting our cruisers, and ignored at-the-roadside conspicuity measures and vehicle positioning. We did not know that between 1999 and 2008, the average age of officers who died accidentally was 38 years, or that they averaged a decade of service.³

Between 2004 and 2008, 213 officers died nationwide in automobile crashes, and speed was either a factor or a probable factor in 7 out of 10 of those deaths.⁴ No region of the country has been immune to these tragedies, and excessive speed and unbuckled officers

seem to go hand in hand as recent examples demonstrate. A Corpus Christi, Texas, officer en route to a January 20, 2008, call for service lost control of his cruiser, struck a concrete barrier, was ejected from his vehicle and run over by another vehicle; he was driving 107 mph and was not wearing a seat belt.⁵ A Frederick City, Maryland, officer was traveling 102 mph on October 22, 2008, when he lost control of his cruiser; he also was not wearing a seat belt.⁶ An Osage County, Oklahoma, Sheriff’s Department deputy was responding to a burglary in progress on December 2, 2009, when his cruiser left the roadway, rolled over twice, and ejected the deputy, who was unbuckled.⁷

Two members of the Las Vegas, Nevada, Metropolitan Police Department died in 2009—and another one was seriously injured—during high-speed responses to nonemergency incidents while not wearing seat belts. On May 7, 2009, an officer traveling 109 mph, without the benefit of emergency lights and siren, to a false 9-1-1 call of domestic violence died after being struck by a vehicle that had turned into his path.⁸ On October 7, 2009, officers were responding at 71 mph in a 45 mph zone—with neither emergency lights nor siren—to investigate an odor when they swerved to avoid colliding with another vehicle and struck a tree and a light pole. The deceased officer was ejected.⁹ “These recent tragedies have brought to light a nationwide problem of police officers not wearing seat belts,” Clark County, Nevada, Sheriff Douglas C. Gillespie said. “I would rather hold our officers accountable by issuing citations or discipline for not wearing a seat belt or for driving carelessly than to plan another funeral.”¹⁰

Sheriff Gillespie promulgated a Code 3 (lights and siren) emergency response policy for situations that involve imminent danger to citizens where officers’ arrival might save lives, for circumstances in which another officer requires assistance to control a volatile situation, for conditions where officers are acting on reliable information as to a felony in progress, and for pursuits. That policy limits speeds to a maximum of 20 mph over the posted limit (pursuits exempted), prohibits typing and cell phone use (texting and e-mailing whenever vehicles are in motion already was banned), and requires all occupants to wear seat belts unless “the vehicle is traveling less than 15 miles per hour and the driver or passenger(s) is expecting to exit the vehicle and take immediate police action once the vehicle has stopped.”¹¹

After a trooper traveling 126 mph on November 23, 2007, crossed a median on I-64 and struck another vehicle, killing two sisters aged 18 years and 13 years, former Illinois State Police Director Larry G. Trent implemented a similar policy. He enumerated the maximum speeds by which troopers were permitted to exceed the posted speed limit in responding to Code 2 and Code 3 calls,¹² that is, 20 mph and 30 mph, respectively, without supervisory permission.¹³ The policy continues to mandate that the in-car video system of any cruiser so equipped be activated whenever emergency lights are operating and prohibit the use of the mobile data terminal or cellular equipment for voice or data communications while on either a Code 2 or Code 3 response (hands-free cell phone use is permitted during nonemergency responses). Significantly, Trent stressed that 90 seconds was the difference between traveling 10 miles at 80 mph and the same distance at 100 mph and asked how many times arriving 90 seconds sooner actually had made a difference, emphasizing that those officers involved in serious crashes en route to calls for service are unable to render any assistance at all.¹⁴

Officers’ failing to buckle up appears to be underreported and yields deadly results, especially when coupled with excessive speed. Only 7 of the 213 officers who died between 2004 and 2008, according to the FBI’s Law Enforcement Officers Killed and Assaulted (LEOKA) program, were not wearing their seat belts, yet 28 of them were ejected from their automobiles.¹⁵ The National Law Enforcement Officers Memorial Fund reported that 35 percent of the 37 officers killed in automobile crashes in 2009 were unbelted.¹⁶ Similarly, 5 of the 13 officers killed in on-duty crashes in Texas in 2007 and 2008 were unbuckled.¹⁷ Two New Haven, Connecticut, cruisers, whose officers were responding to the same call for service, collided on September 9, 2008, killing a police sergeant and critically injuring another officer; neither was wearing a seat belt.¹⁸ Unfortunately, too many situations over which we lack control arise during our careers and result in officers being seriously injured or killed. However, these situations should never include being ejected during collisions and seriously injured or killed; this circumstance is preventable by wearing a seat belt and need not place officers in peril.

Between 1996 and 2008, an average of one officer per month was struck and killed along highways,¹⁹ as Figure 1 demonstrates. One of the



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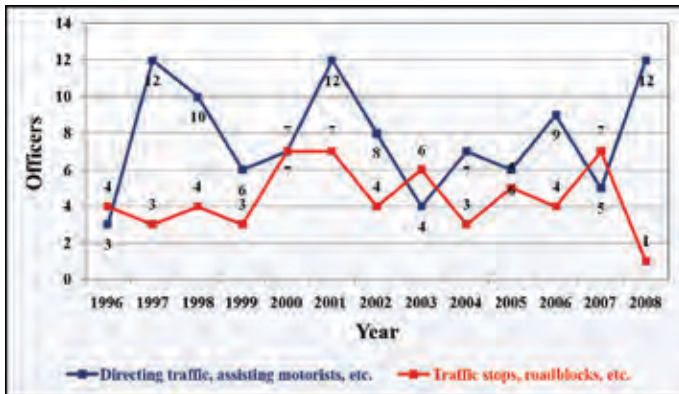


Figure 1. Officers Struck and Killed, by Activity, 1996–2008 (based on FBI LEOKA Program data)

officers who died in 2008, in fact, succumbed to injuries sustained 22 years earlier, so 2008 was the first year in at least 13 that no officer was struck and killed during “traffic stops, roadblocks, etc.”²⁰ Perhaps we are becoming safer. To this end, myriad effective efforts, some of which are highlighted hereinafter, have been developed to increase the conspicuity of officers performing traffic-related duties.

- Shoulder rumble strips have proven effective in preventing roadway-departure crashes. They have alerted drivers distracted by alcohol or other drugs, fatigue, or other inattention and simultaneously have afforded police officers and other roadside workers opportunities to escape imminent danger.
- The Federal Highway Administration’s mandate that officers directing traffic; investigating crashes; or handling lane closures, obstructed roadways, and disasters on all public roads wear high-visibility safety apparel, has increased officer safety.²¹ The creation of the Public Safety Vest, designated the ANSI/ISEA 207-2006 standard, exponentially increases the chances of officers being seen by motorists.²²
- The IACP Highway Safety Committee’s Law Enforcement Stops and Safety Subcommittee (LESSS), in conjunction with the Arizona Department of Public Safety, Ford Motor Company, and New York State Police (NYSP), examined vehicle positioning at traffic stops and other roadside contacts. The NYSP adopted, with slight modification, that configuration; the physics surrounding it prevented an NYSP trooper from being seriously injured when her cruiser was rear-ended in 2004 by a suspected impaired driver’s vehicle traveling at an estimated 70 mph.²³
- Forty-seven states—absent the District of Columbia, Hawaii, Maryland, and New York—have enacted “move over, slow down” laws,²⁴ an approach that the IACP embraced in 2005²⁵ and the success of which relies heavily on public education, like that undertaken by the Missouri Department of Public Safety that includes on its Web site LESSS’ roll call video, *Your Vest Won’t Stop This Bullet*.²⁶

ures to do for themselves what they spent their careers teaching others. We need to learn from their shortcomings and pledge not to repeat their avoidable mistakes. As much as we earnestly believe arriving 90 seconds faster will have a positive effect, it probably won’t in most cases. A seat belt has made a difference to an officer only when it wasn’t buckled. Make Peace Officers Memorial Day a day to remember, as well as a day to pledge. Be careful out there. ❖

Notes:

¹Federal Bureau of Investigation (FBI), *Law Enforcement Officers Killed and Assaulted 2008*, October 2009, table 1, http://www.fbi.gov/ucr/killed/2008/data/table_01.html (accessed March 10, 2010); *Ibid.*, table 48, http://www.fbi.gov/ucr/killed/2008/data/table_48.html (accessed March 10, 2010).

²*Ibid.*, table 63, http://www.fbi.gov/ucr/killed/2008/data/table_63.html (accessed March 10, 2010).

³*Ibid.*, table 57, http://www.fbi.gov/ucr/killed/2008/data/table_57.html (accessed March 15, 2010).

⁴Leslie Underwood, LEOKA Program Development Group’s Crime Statistics Management Unit, e-mail message to the author, April 9, 2009.

⁵Moises Mendoza, “Unbuckled, but Unbowed: Despite On-duty Wreck Fatalities, Police Who Don’t Wear Seat Belts Insist there’s a Reason,” *Houston Chronicle*, March 1, 2010, <http://www.chron.com/dispatch/story.mpl/metropolitan/6890303.html> (accessed March 16, 2010).

⁶Justin M. Palk, “Bremer Traveling 102 mph, Not Wearing Seat Belt during Crash,” *Frederick News-Post*, June 10, 2009, http://www.fredericknews.com/sections/archives/display_detail.htm?StoryID=97872 (accessed March 17, 2010).

⁷Manny Gamallo, “Sheriff Praises Crash Victim as a Good Lawman,” *The Oklahoman*, December 4, 2009, 15-A.

⁸“Sheriff: Police Need To Wear Seat Belts,” *FOX 5 News*, October 21, 2009, <http://www.fox5vegas.com/news/21356539/detail.html> (accessed March 15, 2010).

⁹*Ibid.*

¹⁰*Ibid.*

¹¹Las Vegas Metropolitan Police Department, “GO—35—09, Safe Driving Policy,” December 5, 2009, 3-5, <http://www.mynews3.com/files/GO-035-09%20>

We need to remember those with whom we served for their camaraderie and for all they imparted to us before their final tour of duty. Those who died unbuckled while responding to incidents at excessive speeds were well-intentioned officers attempting to assist others. However, many of them still could be here working with us every day, except for their fail-

SAFE%20DRIVING%20POLICY.pdf (accessed April 6, 2010).

¹²According to “Illinois State Police Directive OPS-081, Emergency Response Driving,” a code 3 response is for an “emergency call,” which is defined as “an incident or call in which the possibility of death, great personal injury, or the prevention or apprehension of forcible felons exists and a rapid response by a law enforcement officer may reduce the seriousness of the incident.” A code 2 response is for an incident not qualifying as an emergency call, but still warranting an expedited response, <http://www.isp.state.il.us/docs/pressreleases/emergencyresponsedriving.pdf> (accessed April 6, 2010).

¹³Illinois State Police, “ISP Announces Monumental Policy Changes Which Address Emergency Response Procedures,” news release, November 21, 2008, <http://www.isp.state.il.us/media/pressdetails.cfm?ID=452> (accessed March 17, 2010).

¹⁴Director Trent made this point during the roundtable discussion at the IACP State and Provincial Police Directorate’s Midyear Meeting on March 12, 2009.

¹⁵Underwood, e-mail, April 9, 2009.

¹⁶Craig W. Floyd, *Preventing ‘Preventable’ Deaths: Trends and Issues in Officer Safety on Our Roadways*, paper presented to the IACP Law Enforcement Stops and Safety Subcommittee meeting, March 13, 2010, slide 22.

¹⁷Mendoza, “Unbuckled, but Unbowed,” *Houston Chronicle*.

¹⁸Betsy Yagla, “Click It, Or Not,” *New Haven Advocate*, September 18, 2008.

¹⁹FBI, *Law Enforcement Officers Killed and Assaulted 2008*, table 61, http://www.fbi.gov/ucr/killed/2008/data/table_61.html (accessed March 4, 2010); FBI, *Law Enforcement Officers Killed and Assaulted 2005*, October 2006, table 59, <http://www.fbi.gov/ucr/killed/2005/table59.htm> (accessed February 26, 2010).

²⁰Dorothy E. Kisner, of the LEOKA Program, e-mail to the author, February 26, 2010.

²¹FHWA, *Manual on Uniform Traffic Control Devices for Streets and Highways*, 2009 edition, 564, 566, <http://mutcd.fhwa.dot.gov/pdfs/2009/coverintrotoc.pdf> (accessed February 25, 2010).

²²Copies of this standard may be ordered from the International Safety Equipment Association at <http://www.safetysystem.org/c/std207-2006.cfm> (accessed March 17, 2010).

²³See LESSS, *Staff Study 2004*, 26–28, <http://www.theiacp.org/LinkClick.aspx?fileticket=eZOWikRWq2A%3d&tabid=379> (accessed March 19, 2010); Richard J. Ashton, “New Federal Rule Seeks to Improve Officer Visibility at Roadside,” *Police Chief*, July 2007, http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1227&issue_id=72007 (accessed March 19, 2010); and LESSS, *2006 Staff Report*, 37–47, http://www.theiacp.org/Portals/0/pdfs/LESS/LESSS_2006StaffReport.pdf (accessed March 19, 2010).

²⁴Floyd, *Preventing ‘Preventable’ Deaths*, slide 30.

²⁵ICAP Resolution, “Uniformity in ‘Move Over, Slow Down’ Laws,” 2005, http://www.iacp.org/resolution/index.cfm?fa=dis_public_view&resolution_id=249&CFID=44353264&CFTOKEN=55324049 (accessed March 19, 2010).

²⁶Missouri Department of Public Safety, *Move Over Video*, <http://www.dps.mo.gov/home/MoveOverVideo.htm> (accessed March 19, 2010).

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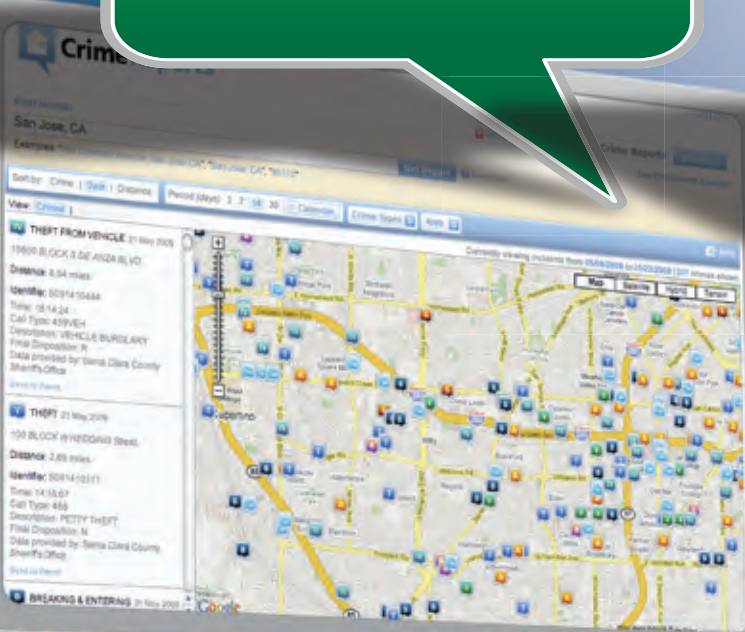
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